

EFFECTIVENESS OF TRAINING PROGRAMME IN LARSEN & TOUBRO LIMITED

T.ELAYARAJA

Department of Business Administration,
Annamalai University, Annamalai Nagar. Tamil Nadu.

Abstract:

This study is based on “A Study on Effectiveness of Training Programme” with reference to Larsen & Toubro Limited, Chennai. Training practice within an organization is a human resource strategy that seeks to identify employees are kept happy and satisfied, they are more likely going to work harder for the success of the company they are working for. Studies show that employees in general contribute actively to important matters, including decision-making, when they feel comfortable and appreciated in their job. One of the major successes for any organization is that the employees should be trained in order to get satisfaction their job. Training should be provided through on the job training and off the job training. The objectives were achieved through a descriptive study. The researcher used a structured questionnaire, which was circulated among the employees of the company. The major findings may help the organization, to enhance the training system more effectively and thereby strengthening the employees doing their job. This research helps them to identify the critical and control factors for betterment of employees.

Keyword: Employee, Effectiveness, Training, HRM.

1.INTRODUCTION:

Human Resource Management (HRM) is a distinctive approach to manage people. Training and Development can be the most important HRM function to treat people well and increase the competitive power for the organizations. Training refers to improving competencies needed today or very soon. In comparison, development refers to activities intended to improve competencies over a long period of time. Training and development, although different from their focus, are of course closely related to influence the individuals and firms. Training is the important subsystem of human resource development. Training is a specialized function and is one of the fundamental operative functions of human resource management.

- ❖ **Training:** This activity is both focused upon, and evaluated against, the job that an individual currently holds.
- ❖ **Education:** This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.
- ❖ **Development:** This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

1.1 TRAINING AND DEVELOPMENT:

Training and development is defined as “Training is the organized procedure by which people learn knowledge and for skill for a definite purpose”.

-DALE S BEACH

Training and development is defined as “Training is the organized procedure by which learn knowledge and skill of an employee for doing particular job”

- EDWINB.FLIPPO

1.2 FACTORS INFLUENCING TRAINING:**➤ TOP MANGEMENT SUPPORT:**

For T&D programs to be successful leadership support at the top is a requirement. Without top management support, a T&D program will not succeed.

➤ COMMITMENT FROM SPECIALISTS AND GENERALISTS:

The primary responsibility for training and development lies with line managers, from the president and chairman of the board on down. T&D professionals merely provide the technical expertise.

➤ TECHNOLOGICAL ADVANCES:

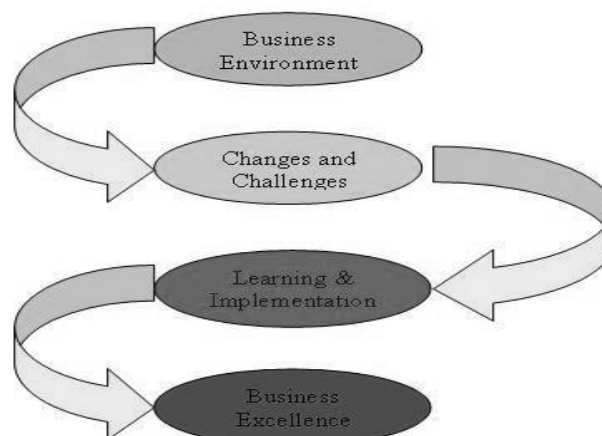
Perhaps no factor has influenced T&D more than technology. The computer and the internet in particular are dramatically affecting the business function.

➤ ORGANISATION COMPLEXITY:

Flatter organization structure resulting from managerial level gives the appearance of a simpler arrangement of people and task.

➤ LEARNING STYLES:

The general function of T&D involves knowledge and skill acquisition. Employees at all levels must continually upgrade their expertise in a dramatically changing and increasingly competitive environment.

1.3 ROLE OF TRAINING:

1.4 METHODS OF TRAINING:

There are various methods of training, which can be divided in to cognitive and behavioral methods. Trainers need to understand the pros and cons of each method, also its impact on trainees keeping their background and skills in mind before giving training.

Cognitive methods are more of giving theoretical training to the trainees. The various methods under Cognitive approach provide the rules for how to do something, written or verbal information, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning

The various methods that come under Cognitive approach are:

1. Lectures
2. Demonstrations
3. Discussions
4. Computer based training
 - a. Intelligent tutorial system
 - b. Programmed instruction
 - c. Virtual reality

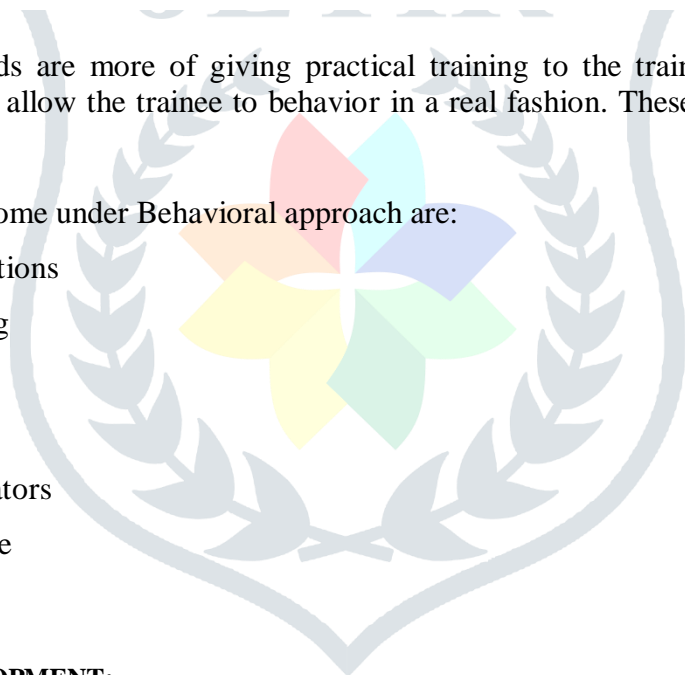
Behavioral methods are more of giving practical training to the trainees. The various methods under Behavioral approach allow the trainee to behavior in a real fashion. These methods are best used for skill development.

The various methods that come under Behavioral approach are:

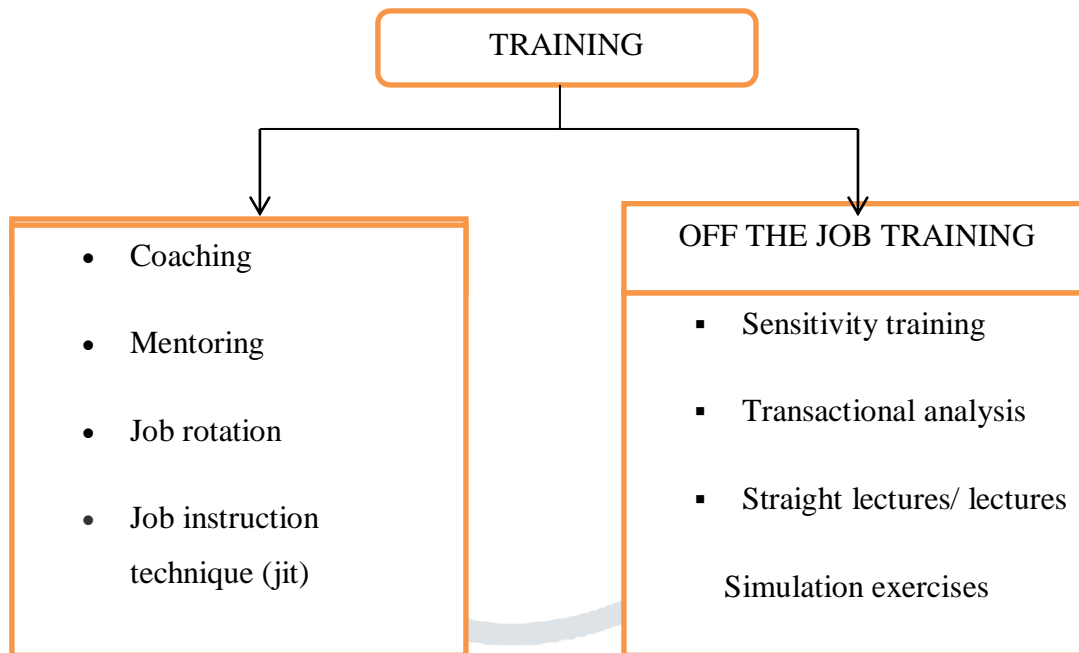
1. Games and simulations
2. Behavior-modeling
3. Business games
4. Case studies
5. Equipment stimulators
6. In-basket technique
7. Role plays

1.5 MANAGEMENT DEVELOPMENT:

The more future oriented method and more concerned with education of the employees. To become a better performer by education implies that management development activities attempt to instill sound reasoning process.



1.6 MANAGEMENT DEVELOPMENT METHOD

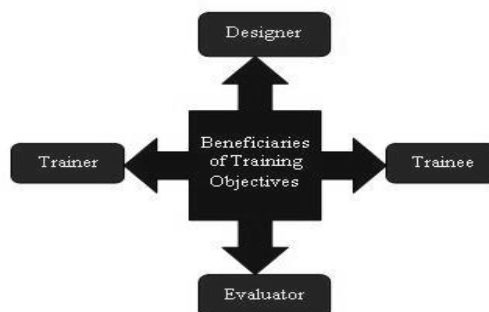


1.7 TRAINING OBJECTIVES:

Training objectives are one of the most important parts of training program. While some people think of training objective as a waste of valuable time. Training objective tell the trainee that what is expected out of him at the end of the training program. Trainer

- Trainer
- Designer
- Evaluator

- **Trainer** – The training objective is also beneficial to trainer because it helps the trainer to measure the progress of trainees and make the required adjustments. Also, trainer comes in a position to establish a relationship between objectives and particular segments of training.



- **Designer** – The training objective is beneficial to the training designer because if the designer is aware what is to be achieved in the end then he'll buy the training package according to that only. The training designer would then look for the training methods
- **Evaluator** – It becomes easy for the training evaluator to measure the progress of the trainees because the objectives define the expected performance of trainees. Training objective is an important to tool to judge the performance.

II. OBJECTIVES:

1. To Study the Effectiveness of Training Programme at Corporate Center L&T (construction), Chennai.
2. To analyze about the employee attitude towards In-house and Outsourcing training.
3. To study about employee performance through training.
4. To identify the critical organizational factors which are strengthening and adversing training program.
5. To analyze the quality of the trainer.

III.COMPANY PROFILE:

Larsen & Toubro (L&T) is India's largest technology, engineering, manufacturing and construction organization with a record of over 70 years. L&T is also adjudged India's best managed and most respected company on various attributes of customer delight and shareholder value. L&T Construction is the largest construction organization in the country. It figures among the World's 77th Top Contractors and ranks 29th in global ranking as per the survey conducted by the reputed international construction magazine Engineering News Record, USA (August 2010).L&T Construction's cutting edge capabilities cover every discipline of construction – civil, mechanical, and electrical and instrumentation engineering and services extend to large industrial and infrastructure projects from concept to commissioning.L&T Construction has played a prominent role in India's industrial and infrastructure development by executing several projects like Buildings & Factories (B&F), Infrastructure (Infra), Metallurgical & Material Handling (MMH) , Power Transmission & Distribution (PT&D) across length and breadth of the country and abroad.

3.1BUILDING & FACTORIES:

The Buildings & Factories Independent Company is equipped with the domain knowledge, requisite expertise and wide-ranging experience to undertake Engineering, Procurement and Construction (EPC) of all types of building and factory structures.

3.2 COMMERCIAL BUILDINGS & AIRPORTS:

L&T undertakes engineering, design and turnkey construction of Institutional and Commercial Buildings. Projects are executed using the cutting edge technology, sophisticated construction equipment and project management tools for quality, safety and speed.

3.3 RESIDENTIAL BUILDINGS & FACTORIES:

L&T undertakes turnkey construction of a wide range of residential buildings and factory structures. Projects are executed using the cutting edge technology, sophisticated construction equipment and project management tools for quality, safety and speed.

IV.RESEARCH METHODOLOGY:**4.1 SOURCES OF DATA:**

Research can be defined as "A Scientific and systematic search for pertinent information on a specific topic".Research is an organized activity with specific focus (objective) on a problem or issue supported by compilation of related data and facts, involving application of relevant tools of analysis and deriving logically sound inferences based on originality.

4.2 RESEARCH DESIGN:

The researcher has used descriptive research design. In descriptive research design, the researcher is supposed to describe the problem using a questionnaire or a schedule. This method helps the researcher to explore new areas of investigation. A researcher develops his/ her hypothesis based on his knowledge about the subject matter of the study.

Descriptive Research includes fact-finding enquires.

Descriptive Research studies are those studies, which are concerned with describing characteristics of a particular individual, or of a group.

The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening.

Sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. Deciding the way of selecting a sample is popularly known as sample design. The area selected for the study is Corporate Center L&T (construction), Chennai. Convenient sampling method was used for this research with the help of 75 samples.The required information for the study is collected through a structured questionnaire. The questionnaire consists of closed-ended questions and open ended questions. In this type of questionnaire, both the questions and the answers are well structured. The questionnaire has two types of questions: There are several ways of collecting the appropriate data, which differ considerably in context of money costs, time and other resources. With regard to this study questionnaire method of data collection is followed. Since the study is to know the effectiveness of Training at Corporate center L&T limited. Primary data is collected from Employees of L&T Limited. A well-structured non-disguised questionnaire was made use to collect the relevant data for

the study. From a list of employees L&T Limited at random 75 employees were considered for the study. Hence out of a total population of 125 employees was the research sample size. The secondary data was collected through company profile, books, and internets. Through secondary data basic information about the organization was known. To draw inferences and conclusions from the data collected appropriate conventional and non-conventional techniques were adopted in the study. The conventional techniques used here is percentage analysis, pie chart, the non-conventional technique used in this study Chi Square and Correlation. The collected data were classified tabulated, and analyzed with some of the statistical tools like Chi-square method & Correlation co-efficient.

EXPERIENCE AND IN-HOUSE TRAINING SATISFACTION LEVEL :- TOOL APPLIED: CHI-SQUARE TEST

EXPERIENCE	EXCELLENT	VERY GOOD	GOOD	FAIR	AVERAGE	TOTAL
1-5	4	8	1	0	2	15
6-10	8	4	0	2	1	15
11-15	6	4	3	1	3	17
16-20	3	2	1	5	2	13
>20	1	6	4	2	2	15
TOTAL	22	24	9	10	10	75

Null Hypothesis: Ho: There is no significance difference between the experience and the In-house training satisfaction level

Alternative Hypothesis: H1: There is a significant difference between the experience and the In-house training satisfaction level.

OBSERVED FREQUENCY	EXPECTED FREQUENCY	O _i -E _i	(O _i -E _i) ²	(O _i -E _i) ² /E _i
4	4.4	-0.4	0.16	0.04
8	4.8	3.2	10.24	2.13
1	1.8	-0.8	0.64	0.35
0	2	-2	4	2
2	2	0	0	0
8	4.4	3.6	12.96	3
4	4.8	-0.8	0.64	0.13
0	1.8	-0.4	0.16	0.08
2	2	-1.8	0.64	0.32
1	2	-1	1	0.5
6	5	1	1	0.2
4	5.4	-1.4	1.96	0.36
3	2	1	1	0.5
1	2.2	-0.8	0.64	0.3

3	2.2	0.8	0.64	0.3
3	3.8	-0.8	0.64	0.16
2	4.1	-2.1	4.41	1.01
1	1.5	-0.5	0.25	0.17
5	1.9	3.1	9.61	5.05
2	1.7	0.3	0.09	0.05
1	4.4	-3.4	11.56	2.63
6	4.8	1.2	1.44	0.3
4	1.8	2.2	4.84	2.69
2	2	0	0	0
2	2	0	0	0
Total	74.8			22.27

$$\begin{aligned} \text{Calculated value} &= 22.27 \\ \text{Degree of freedom} &= (r-1)(c-1) \\ &= (5-1)(5-1) \\ &= 16. \end{aligned}$$

16 at 5% degree of freedom = 21.29

Tabulated value = 21.29

Calculated value > Tabulated value

Therefore, Alternate hypothesis is accepted.

Since the tabulated value is lesser than calculated value, therefore alternate hypothesis is accepted. There is significance difference between the experience and the In-house training satisfaction.

QUALIFICATION WITH TRAINING PROGRAM HELPS TO DEVELOP YOUR CAREER

Qualification	YES	NO	TOTAL
Diploma	65	10	75
Under Graduation	69	06	75
Post Graduation	44	31	75
Professional	58	17	75
Others	54	21	75
Total	290	85	375

Null Hypothesis: Ho: There is no significance difference between the qualification and training program helps to develop your career.

Alternative Hypothesis: H1: There is a significant difference between the qualification and training program helps to develop your career.

X	Y	X ²	Y ²	XY
65	10	4225	100	650
69	6	4761	36	414
44	31	961	961	1364
58	17	3364	289	986
54	21	2916	441	1134
$\sum X=290$	$\sum Y=85$	$\sum X^2=16227$	$\sum Y^2=1827$	$\sum XY=4548$

$$N\sum xy - \sum x.y$$

$$r = \frac{N\sum xy - \sum x.y}{\sqrt{N\sum x^2 - (\sum x)^2} \cdot \sqrt{N\sum y^2 - (\sum y)^2}}$$

$$r = 0.7089$$

$$r = 0.7089$$

Therefore, is a positive co-relation.

Hence there is a positive co-relation between the qualification and training program helps to develop your career.

V.SUGGESTIONS:

1. Management should conduct more training programs regarding their task of work in a year, the employees should be provided with proper In-house training which would motivate the employees and it is very much needed to provides training according to their qualification, will leads more benefits to an organisation.
2. The company should organize more training programs for the employees who are less competent in the functional areas. All the employees has to be participate in decision-making and L & T management should set up a grievance cell and resolve the grievance regarding training programs.

CONCLUSION:

Training is the process of generating enthusiasm among the subordinates so that they work to their maximum potentials in order to achieve the goals of the enterprise. The topic of training therefore is an interrelationship type of topic in that the workers and the job are continually in interplay, one with other. The study is undertaken to analyze the Effectiveness of the Training in Larsen &Toubro . For the purpose of the study, primary data is collected from the employees of Larsen &Toubro through a well-structured questionnaire. From the research, we can understand that the employees feel happy with the work environment prevailing in the organization. Thus, we could conclude that the level of training of employees at Larsen &Toubro is satisfactory.

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