



# **A STUDY ON THE PERCEPTION OF EMPLOYEES REGARDING THE TRAINING AND DEVELOPMENT AT RAYMOND, VAPI**

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## **Abstract:**

Training and Development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced. Training and Development emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve its productivity leading to overall growth. Training and development is a necessary factor in the attainment of organizational objectives of any organization. In every organization exists some form training and development programme. The manpower has to be trained and developed in terms of quality and quantity so that they can effectively and efficiently control the commanding height of our profit. The business organization has risen to this by providing the national Council for management education and training and the centre for management development schemes. It is important because it directs training and development towards organization need and aspiration. This project paper is set for

highlight the problems of staff training and development in the company and also to offer solutions to these problems.

### **Keywords:**

Training and development, Performance, Human resources, Well-being, future leaders, lower attrition and discontent, unexpected and unforeseen changes.

### **Introduction:**

“Training refers to the teaching of specific knowledge and skills required on the individual’s present job. The term development refers to the growth of the individual and preparations for higher-level jobs”.

#### **-Kirkpatrick**

“Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future”.

#### **- Armstrong**

**TRAINING AND DEVELOPMENT NEED**  
= **Standard Performance-Actual performance**

Training and Development Is one of the most important functions of Human Resource management in any of the organization. The objective of this Training is to enhance

employees’ skills behavior and expertise by putting them into learning new techniques of doing work.

Employee Training and Development helps in updating employees’ skills and knowledge for performing a Job which at the end results in increasing their work efficiency and increase the productivity of an organization. It ensures that Employee’s oddness or eccentricity is reduced and learning or behavioral change should take place in a very structured format. Training development or learning and development are an official ongoing educational activity designed for goal fulfillment and enhance the performance of employees.

The activities linked with employee Training & Development is created to convey the employee to perform better in assigned job which also motivate employee to give his/her best so that at the time of performance appraisal, employee can show the eligibility for promotion and salary increment. It refers as the skill and knowledge enhancing bustle which is a source of additional information as

well as instruction required to improve the quality of performance. HR Training and Development are two different activities which goes hand-in-hand for the overall betterment of the employee. The short term and reactive process is training which is used for operational purpose while the long-term process of development is for executive

purpose. The aim of training in HRM is to improvement of required skills in the employee whereas aim of development is to improve overall personality of the employee. Management takes the initiative of training to fill up the skill gap in the organization; the development initiative is generally taken with the objective of future succession planning.

## **Literature Review**

### **(Fizzah, 2011)**

As per the author the purpose is to find out how training and development effect organizational performance and to find out what is the impact of training and development in organization. Training and development are important for the employees in organization, it helps the employees to improve their skills and to give a good performance in workplace. There is a big relation between training and development with the organization performance and the relationship.

### **(Ongori, 2011)**

As per author training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in

general. There is however, limited focus on evaluation of training and development practices in organizations.

### **(ABDULLAH, 2009)**

Mr Abdullah wants to say that the core challenge is the lack of intellectual HRD professionals in manufacturing firms, and this suggests that employers viewed HR T&D as a function secondary to HRM and perhaps considered it as being of lesser importance. This implication could lead to the ineffective implementation of HR T&D activities and increase ambiguity and failure in effectively managing HR T&D as a whole.

### **(Ahmad & Din, 2009)**

According to Ahmad & Din training and development sessions are organised to fill the skill gap of employees. Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were

built into the design of the training program before it was implemented.

**(M.Werner & L.DeSimone, 2009)**

In this site, the author describes that one major area of the Human Resource Management function is training and development. To have positive results in company than employees must be considered one of the most valuable assets. Employee skills and motivation are critical for organizational success. This is true, but the pace and volume of modern change is drawing increased attention to the ways that human resource development (HRD) activities can be used to ensure that organization members have what it takes to successfully meet their challenges.

**(Costas & Fleming, 2009)**

As per the author most of the managers seem to reject a managerial personality due to support of the other truth for themselves.

**(Aguinis & Kurt Kraiger, 2009)**

In annual review of 2009, the author said that training activities have a positive impact on the performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level (e.g., attitudes, motivation, and empowerment)

**(Andersson & Luo, 2008)**

As per Anderson and Luo, a manager is that what the other members of the organization want them to be because it is a very popular trend of development training for the managers is the training for the management.

**(Casse & Banahan, 2007)**

According to the Casse & Banahan different approaches to training and development need to be explored. It has come to their attention by their own preferred model and through experience with large organizations.

**(Davenport, 2006)**

According to Davenport it's easy to implement strategy with the internet supported software. Some of the Training theories can be effective immediately on the future of the skill and developments. The "content" and the "access" are the actual factors for the process and which is effective is to be adopted in training and development.

**(Cole, 2002)**

According to Cole in his book the author describes that Personnel and Human Resource Management, training is a learning activity directed towards specific knowledge and skills for the purpose of an occupation or task.

**(Ho, 2001)**

In this site, the author describes and discuss the importance of training and its impact on job performance. While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As this literature suggests, by effective training and development given to employees, they will become more aligned for career growth— career potential enhances personal motivation.

#### **(Meister, 2001)**

In this site, the author describes that, to access the knowledge is changing from substantial in the traditional to deliver the knowledge for the virtual forms to use the new meaning of information with electronic learning use. There is a survey confirmation for using classroom to deliver the training would drop dramatically.

#### **(Beardwell & N. And Holden, 1993)**

According to them the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and

organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development

#### **(Boydell, Leary & Barrington, 1996)**

As per author describe training needs analysis is considered to be the foundation of all training activities. In order to deliver appropriate, effective training which meets the needs of individuals and the organisation and represents value for money a training needs analysis is essential. A training needs analysis is a first step in the systematic approach to training.

#### **(Cuming & Dole, 1968)**

According to Cuming & Dole training in an organization involves systematic approach which generally follows a sequence of activities involving the establishment of a training policy, followed by training needs identification, training plans and programs design and implementation, evaluation and training feedback for further action.

### **RESEARCH METHODOLOGY**

#### **1. Research design:**

Research designs are crucial in determining whether the research objectives are achieved or not. Descriptive research describes data and characteristics about the population or



phenomenon being studied. As this study describes the training and development of Raymond ltd vapi that's why this report is descriptive in nature.

Research design- Descriptive Research design.

## **2. Data Analysis and Collection**

The data analysis tools which we used are SPSS software. Data collection is a vital part of every research. The levels of data collection can be classified mainly into primary and secondary types. Secondary data has a lot of advantages that primary sources may not be able to offer. The report is mainly based on primary data. Some secondary data has also been used in this report. In this project, the data were collected through structured questionnaire.

### **Data Collection Source**

**Primary Data Sources:** Primary data are those, which are collected directly from the field or base level. I have taken interview of executive members of Raymond ltd vapi and I have conducted these interviews shortly after conversations of interest. The interviews are neither formal nor structured. The general strategy for the interviews is to start off with broad questions and follow upon the interviewee's responses, to capture his/her meanings. Beside this I have surveyed on employees of this company to

gather the information and to do this a questionnaire has been used which is being attached in appendix part.

**Secondary Data Sources:** Secondary data is collected by someone other than the user. Secondary data analysis saves times. It is almost impossible to conduct new research without secondary data. In this study, the secondary data has been collected from the manual, early researches on similar topic and websites.

## **3. Sampling**

We always have to work with a sample of subjects rather than the full population. But people are interested in the population, not the sample. To generalize from the sample to the population, the sample has to be representative of the population. The safest way to ensure that it is the representative is to use a Random selection procedure.

## **4. Method of Sampling Used**

Non probability convenience sampling method is used.

## **5. Sample Size**

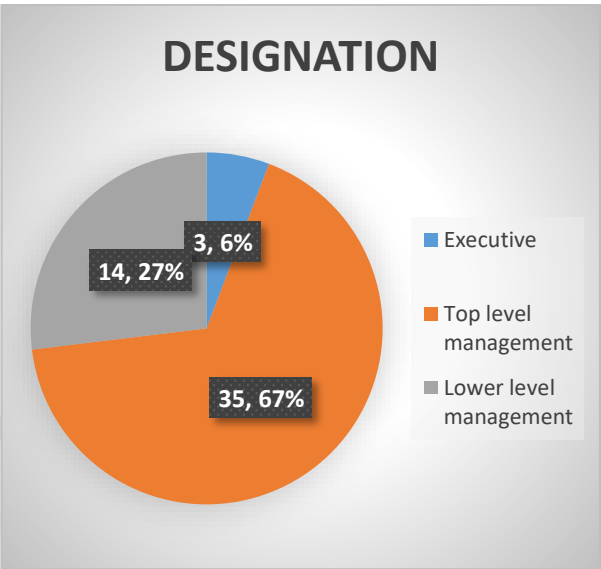
The sample size taken is 52 employees from the Raymond ltd Vapi.

## **6. Limitation of the Study**

I have tried my level best to make this report an effective one but due to some limitations I could not make this study as rich as I wanted. The limitations are:

- Those who agreed to be my respondent did not give all the information I asked for and they also did not allow me to gather in depth knowledge about them.
- Most of the employees were not interested to be my respondent and fill up the questionnaire.
- Many employees are not interested because they want to maintain privacy about their valuable information.
- Most of the respondent are busy because of their work they didn't give the time properly to collect proper information.
- Due to time limit sample size is limited to only 52 which may affect accuracy of study.

Lower-level management	14	26.9
Total	52	100.0



**Figure 1**  
The above table shows that 5.8% of respondents are executive, 67.3% respondents are from top level management, and 26.3% respondents are from lower-level management.

2) Age group

**TABLE 2: AGE GROUP**

		Frequency	Percentage (%)
Valid	18-20	2	3.8
	20-30	7	13.5
	30-40	17	32.7
	40-50	14	26.9
	50above	12	23.1
	Total	52	100.0

**DATA ANALYSIS AND DATA INTERPRETATION**

☐ **Univariate Analysis**

**Section 1**

**1) Designation**

**TABLE 1: DESIGNATION**

	Frequency	Percentage (%)
Executive	3	5.8
Top level management	35	67.3

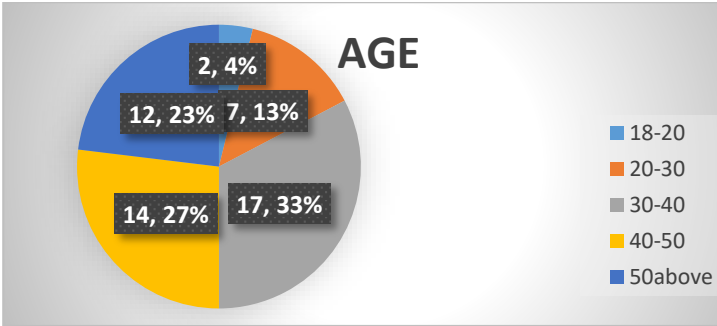


FIGURE 2

This table show that 23% of respondents belong to the age group of above50 age group. 27% respondents belong to 40-50 years age group 33% respondents belong to 30-40 age group, 13% respondents belong to age group of 20-30 and 4% belongs to 18-20 age group.

3) Gender

TABLE 3: GENDER

	Frequency	Percentage (%)
Male	46	88.5
Female	6	11.5
Total	52	100.0

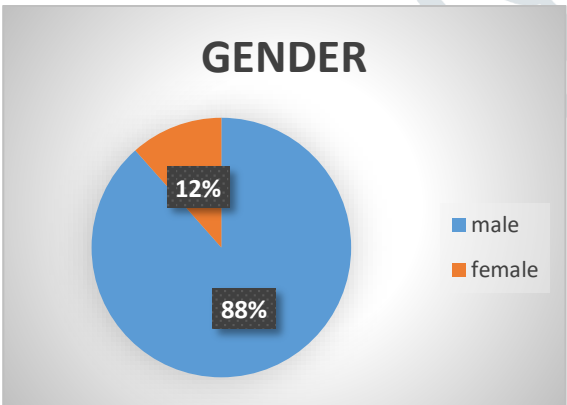


FIGURE 3

This table show that 66% are part of male teams in Raymond, whereas 34% are part of female teams. Hence, it is understood that males are majority in number when accounted for team members and they contribute to most of the processes. From here we can understand that textile industry is a male dominant industry.

4) Marital status

TABLE 4: MARITAL STATUS

	Frequency	Percentage (%)
Single	11	21.2
Married	39	75.0
Divorced	2	3.8
Total	52	100.0

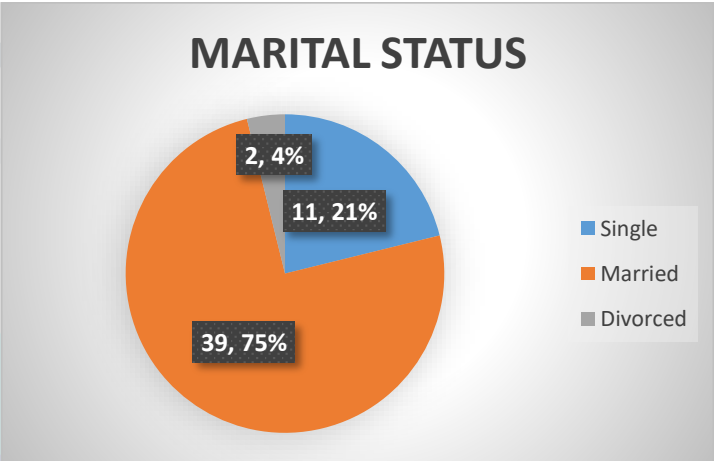


FIGURE 4

The table shows that 75% of the respondents are married, 21% of them are single and 4% respondents having their marital status divorced.

5) IS THIS YOUR FIRST EMPLOYMENT?

TABLE 5: IS THIS YOUR FIRST EMPLOYMENT?

	Frequency	Percentage (%)
YES	19	36.5
NO	33	63.5
Total	52	100.0



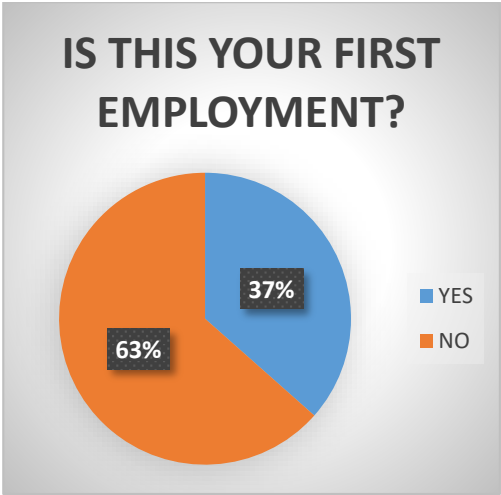


FIGURE 5

From this chart we can get to know is majority that is 63% of the employees have worked somewhere else before joining Raymond ltd Vapi, and 37% of the respondents first employment at Raymond ltd Vapi.

6) NO OF YEAR OF EXPERIENCE

TABLE 6: NO OF YEAR OF EXPERIENCE

Frequency		Percentage (%)
less than 3 years	5	9.6
3 - 6 years	5	9.6
6 - 10years	16	30.8
more than 10 years	26	50.0
Total	52	100.0

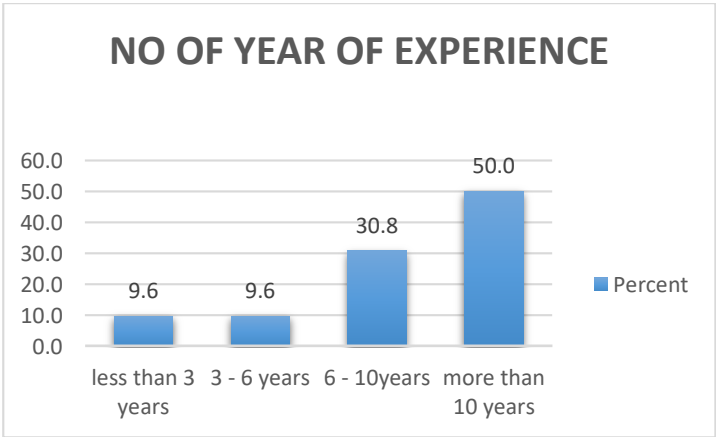


FIGURE 6

This chart show that 9.6% respondents are having below 3 year of experience 9.6% respondents have 3 - 6years of experience, 30.8% respondents have 6- 10 years of work experience, 50% respondents has more than 10 years of experience of work. This show that a considerate number of employees are old at Raymond. This high number of experienced employees also indicate that they are satisfied with Raymond.

Section 2

Q1. Your organisation considers training as a part of organisational strategy. Do You agree with this statement?

TABLE 7: CONSIDER TRAINING PART OF ORGANIZATIONAL STRATEGY

	Frequency	Percentage (%)
Strongly agree	21	40.4
Agree	21	40.4
Disagree	5	9.6
Strongly Disagree	5	9.6
Total	52	100.0



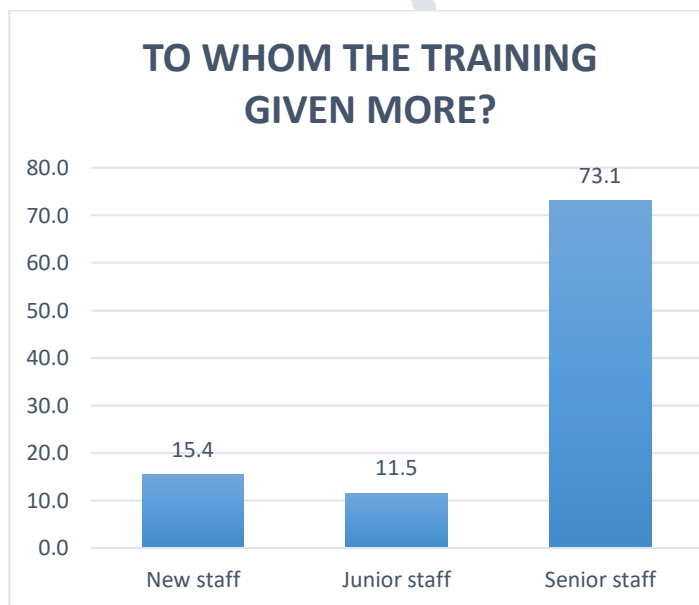
FIGURE 7

As per the table the majority of the respondents that is 40% of them strongly agree with the statement, 40.4% of respondents agree, only 9.6% of the respondents are disagreeing with the statement and 9.6% respondents are strongly disagreeing with it.

**Q2.** To whom the training given more in your organisation?

**TABLE 8: TO WHOM TRAINING GIVEN MORE IS ORGANIZATION?**

	Frequency	Percentage (%)
New staff	8	15.4
Junior staff	6	11.5
Senior staff	38	73.1
Total	52	100.0



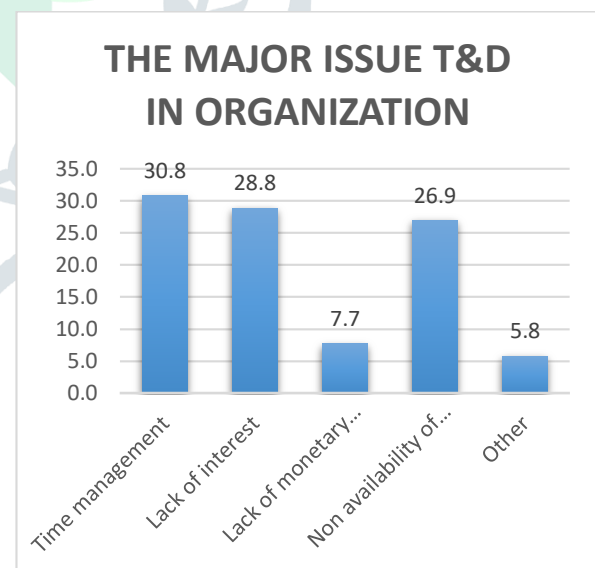
**FIGURE 8**

As per this table we can understand that majority of the respondents 73% believes that training is given to senior staff in organization, 11.5% saying it is given to junior staff and 15.4% says it is given to junior staff in organization. This shows that mostly the training is given to senior staff at company Raymond.

**Q3.** What is the major issue which you find Training & Development program in your organization?

**TABLE 9: The major issue which you find Training & Development program in your organization**

	Frequency	Percentage (%)
Time management	16	30.8
Lack of interest	15	28.8
Lack of monetary resources	4	7.7
Non availability of skilled trainer	14	26.9
Other	3	5.8
Total	52	100.0



**FIGURE 9**

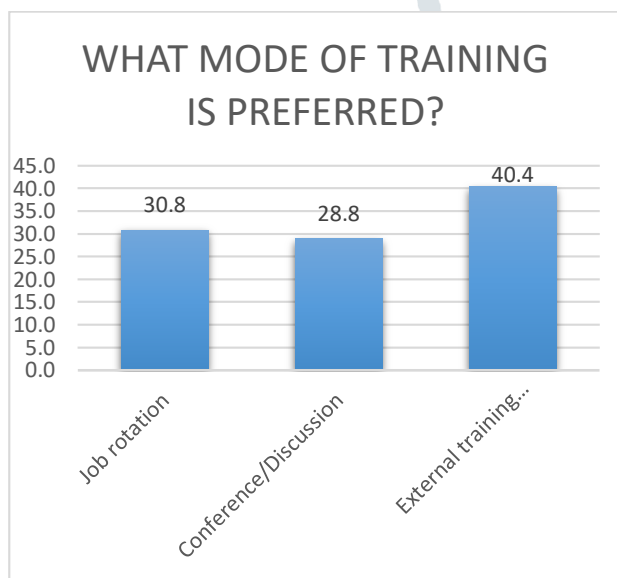
As per the table as it is showing that issue to training and development in organization, 30.8%-time management is issue respondents have responded, 28.8% is due to lack of interest from the organization, 7.7% lack of monetary resources, 26.9% of the respondents are saying it is due to non-

availability of skilled trainer, rest of them are saying none of those reason or not any.

**Q4.** Which training method you prefer most in your organization?

**TABLE 10: Which training method you prefer most in your organization?**

	Frequency	Percent
Job rotation	16	30.8
Conference/Discussion	15	28.8
External training Programmed instruction	21	40.4
Total	52	100.0



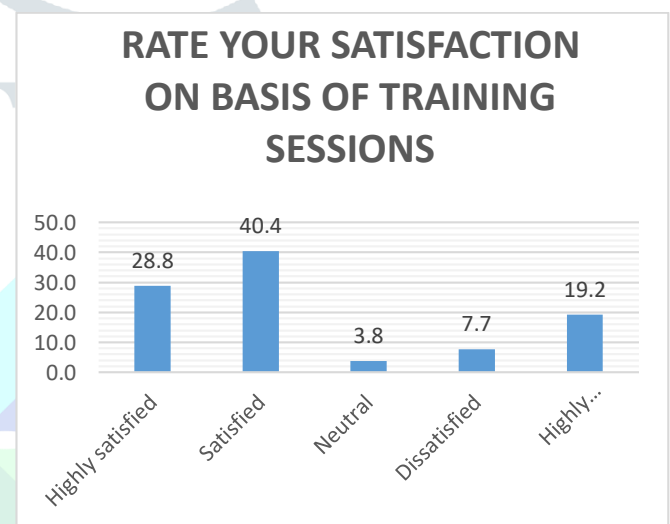
**FIGURE 10**

According to the above data, out of 100% respondents in Raymond: 30.8% of employees said job rotation is used as mode training, 28.8% of employees said Conference/Discussion is used as mode of training, 40.4% of employees said external training is done.

**Q5.** Rate your satisfaction on the basis of Training & Development sessions provided to you by organization.

**TABLE 11: Rate your satisfaction on the basis of Training & Development sessions provided to you by organization.**

	Frequency	Percent
Highly satisfied	15	28.8
Satisfied	21	40.4
Neutral	2	3.8
Dissatisfied	4	7.7
Highly dissatisfied	10	19.2
Total	52	100.0



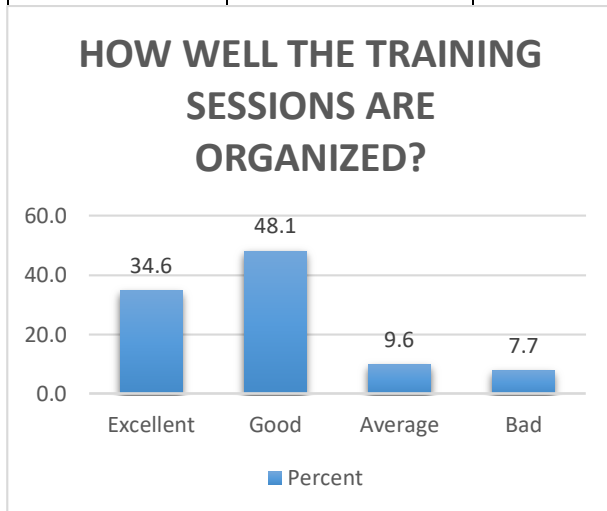
**FIGURE 11**

As per the table 28.8% of the respondents highly satisfied with training development sessions conducted are useful, 40.4% of respondents satisfied, 3.8% feels neutral at statement of training, 7.7% feels dissatisfied and 19.2% feels highly dissatisfied are non-satisfied at training and development conducted is useful. So, like majority of them are agreeing on it.

**Q6.** How well the work place of training is organised?

**TABLE 12: How well the Training and Development sessions are organized?**

	Frequency	Percentage (%)
Excellent	18	34.6
Good	25	48.1
Average	5	9.6
Bad	4	7.7
Total	52	100.0

**FIGURE 12**

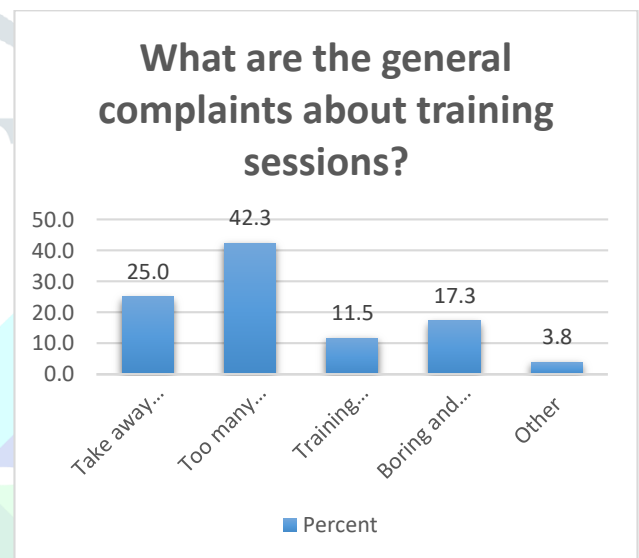
This table shows that 34.6% of respondents find the work place of training is excellent, 48.1% of respondents find it good, 9.6% of respondents find it average and 7.7% finds it bad.

**Q7.** What are the general complaints about training sessions?

**TABLE 13: What are the general complaints about training sessions?**

	Frequency	Percentage (%)
Take away precious time of workers	13	25.0

Too many gaps between the sessions.	22	42.3
Training sessions are unplanned.	6	11.5
Boring and not useful.	9	17.3
Other	2	3.8
Total	52	100.0

**FIGURE 13**

The above table shows that 25% respondents find it takes away precious time of workers, 42.3% finds it there are too many gaps between the sessions, 11.5% finds it the sessions are unplanned, 17.3 finds it the sessions are boring and not useful, and 3.8% respondents have other reasons

## **FINDINGS**

- The 80% of respondents are agreeing that, they consider training as an essential part of organizational strategy.
- According to the data received, we can say that 73% respondents think that the training is given more

opportunities are provided to senior staff as compare to new and junior staff.

- 31% of respondents seem to believe that time management can be improved regarding training and development programme in Raymond. Whereas 29% respondents feel that lack of interest is an issue in training and development programme which can be resolved by adapting better interesting modules or by changing training methods.
- 31% of respondents believes that job rotation is more suitable method for them, whereas 29% respondents prefer conference discussion and 40% of respondents prefer external training programme as their mode of training.
- 69% respondents are satisfied with current training and development sessions provided in Raymond.
- 42% of respondents think that there are too many gaps between sessions.
- 83% respondents feel that training and development are well organized.
- Out of 35 top level management 14 finds it external training programme is preferred more.
- 10% respondents from top level management feel that time management is major issue. Whereas 12% of them feel lack of interest is the

major issue in training and development.

- Majority of respondents belongs to 30 to 40 age group and on the senior staff level that is 25 respondents out of 52.

## **CONCLUSION**

On the basis of the analysis made, the following conclusions are drawn:

- It is evident that Training & Development plays a vital role in improving the performance of the employees through inculcating the innovative work behaviors which helps in accomplishing non-routine cognitive jobs effectively and innovatively.
- Lack of interest in employees act as a barrier in training programmes.
- Employees are satisfied with the training and development programmes given to them.
- The training programmes has helped in developing skills of the employees.
- After attending the training programme most of the respondents find their attitude better towards the job.
- Most of the employees wants to the workplace to be redesigned where the training sessions are been conducted.
- Employees felt the time wastage during training session. But trainees were satisfied with activities conducted during



training program because it was related to their job.

public-sector-organizations-a-case-study-of-ghana-ports-and-harbours.

- Training and development are considered as a strategy for growth in every organization. It is adopted by the organization to fill the gap between skills and future opportunities. These training programs definitely enhance skills, improve efficiency, and productivity and growth opportunities for employees.

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