

# A Study on Training And Development at Parag Milk Foods Pvt Ltd.

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**Abstract -** Training and Development is a challenging topic for managers and has also attracted the attention of researchers. This study is a try to give a novel perception to the area of (HRM) Human Resource Management taking (T&D) Training and Development as two important factors that influences on Employee Performance in Parag Foods Private Limited. Total 125 employee's opinion has taken as the sample for the study. Study is based on primary data and the secondary data. Frequency test, descriptive analysis, chi-square analysis were applied for data analysis, the estimation of hypotheses was tested at 0.05 level of significance. The results conclude that there is significant difference in the preference of training programs across the departments and gender.

**Keywords:** Training programs, Development, Employee Performance, Retention Human Resource Management.

## I. INTRODUCTION

In the fluctuating point of the market, all business organizations have a numeral of chances to seize and meet the challenges to meet. Due to such situation, the active organizations are easily persisting in the current race. Even though facing these encounters, there is a countless force of effort on the shoulders of organization. It is a duty of the organization to make needed modifications at the place of work as per the condition of the job. To continue in the race and to meet the necessities, the organization wants to change their regulations, rules and policies. The organizations face a portion of stress in the competency for a capable labor force, for continuously enlightening the production approaches, competitors of progressive technology and for the workforces who are motivated to attain work life balance. The victory of any business depends upon the excellence of the work force, but in direction to maintain the excellence of the work force; several organizations come through a number of difficulties. These difficulties comprise desirability of the qualitative employees to the organization, recruitment of intellectual, active as well as excited persons in the organization, motivation of present staffs with dissimilar methods and retaining of the present staff for continuing the administrative rank in the modest marketplace. For ongoing the business and fetching an efficacious support in the marketplace; training is an instrument that can support in attainment of modest advantages. Training evidences to be a constraint for improving the capability of

the employees for attaining the administrative objectives. Respectable training packages thus outcome in successful of the important objectives for the business. Therefore, training is important for giving an active method to the organization. (HRM) Human Resource Management is the process of planning, directing, organizing and controlling of the development, procurement, integration, compensation, reproduction and maintenance of human resources to the finale that the organizational, individual and societal goals are accomplished. Training is an action of enhancing the skills and knowledge of an employee for doing a specific job. Employees' development is focused with making an employee's therefore they can change with organization as it improves grows and changes. Training and development is a purpose of (HRM) human resource management apprehensive with administrative activity designed at improving the performance of groups and individuals in organizational situations

## II. TRAINING OUTCOMES

- Tends to developed productivity and will get extra confident attitude to profit direction
- Expands the work skills and knowledge at all points of the location
- Increases the self-confidence of the staff
- Aids the individual in creation of better choice and active problem solving
- Aids the individual handle tension, conflict, stress, and frustration

- Increases the job recognition and satisfaction
- Expands communication between the individuals and groups
- Increases the morale of the staff members
- Marks administrative regulations, rules and policies viable
- Affords a respectable climate for co-ordination, growth and learning

### III. METHODS OF TRAINING

- On-the job method of training
- Off-the job method of training

#### i. On-the job method of training

- Job instruction based training
- Job rotation based training
- Coaching based training
- Mentoring based training

##### a. Job instruction based training

Job instruction based training is the four stages of instructional procedure it involves preparation, performance, presentation, performance, and follows up. This training is used to communicate workers in what way to do their present works. Both the supervisor and trainer acts as the trainer as well as coach.

##### b. Job rotation based training

This method of training includes the change of trainee from one work to another work. It helps an employee to require a general thoughtful of how the organization and business functions. The drive of job rotation is to offer trainees by a superior organizational outlook and a better kind of dissimilar functional zones as well as a well wisdom of their individual career interests and objectives.

##### c. Coaching based training

Coaching is a one kind of regular training and comment given to employees through immediate managers. It includes a constant procedure of learning by performance. It might be defined as unplanned, informal training and development action afford by managers. In coaching based training the manager enlightens belongings and answer questions he/she pitches light on why belongings are finished the method there are, he/she offers a method for learners to reproduction, ways are approved upon and the learner is agreed enough power to mark separations and even commit errors.

##### d. Mentoring based training

Mentoring based training is a connection in which a senior supervisor in a union/ organization accepts the charge for training a junior one. Mentor is an instructor, counselor, spouse, developer of talents. The main aim is to aid a worker to achieve mental development and success and develop assimilated with the organization. In a work location, this mentoring can yield at both informal and

formal stages, contingent on the usual work principles and the assurance from the higher level management.

#### ii. Off-the-job-method

- Lecture
- Case Study
- Vestibule training
- Roleplaying

##### a. Lecture

These are formally organized talk by an instructor on specific topics. Lecture is essential when technical or special information of a complex nature is to be provided. These can be supplemented by discussions, case studies, demonstrations, audio visual aids, and film shows. Lecture method is a modest approach of conveying knowledge to a huge number of people within a little time.

##### b. Case Study method of training

As utmost everybody recognizes the case study method offerings a learner with a transcribed explanation of an organizational difficult. The person then analyzes the case, diagnoses the problem and presents his/her findings and solutions in a discussion with other trainees.

##### c. Vestibule method of training

In this vestibule method of training the real work situations are replicated in a lecture hall. Files, equipment and materials are used in authentic job performance as well as in training. Such kind of training normally used for training people for semi- expert professions. Duration of this training ranges from a few days.

##### d. Role playing method of training

It is a process of human communication that includes genuine activities in fantasy conditions. This technique of training includes practice, doing and action. The members play the part of assured appeals such as mechanical engineer and production manager. The increased stresses of today's workplace can include misunderstandings and conflict.

### IV. COMPANY PROFILE

Name	: Parag Milk Foods Pvt Ltd
Established	: 1992
Founder	: Mr. Devendra Shah
Nature of Business	: Manufacturer
Total No. of Employees	: 480
Annual turnover	: More than 500 crore

### V. RESEARCH METHODOLOGY

#### i. Literature Review

Kirkpatrick's major level of organization, response is well-defined as just how well the learners enjoyed the training platform. The second dimension level of learning is

selected as the chosen as the purpose of what attitudes, knowledge, and skills were cultured in the training. The third measurement level is defined as behavior. Performance plans an association of knowledge to the actualization of functioning. Kirkpatrick acknowledged a large variance between significant principles and exhausting those values and practices on the job (Kirkpatrick 1971) [1].

Paquet and Kasal (1987) study was create by a main conglomerate that measured modification in output and return on investment of a training package. CIGNA Corporation's administration progress and training section, which delivers training for staffs of CIGNA corporation's working affiliates, started an estimation database to attest management training prepared a business [2].

Holli & Calabrese (1998) derived that estimation as comparisons of a perceived worth or value to a normal or standards of comparison. Assessment is the procedure of making worth decisions around the excellence of products, programs and goals [3].

Pattanayak Biswajeet (2005) stated that training involves the set of systematic procedures, as it is an organized activity for increasing the skills of people for a definite purpose. Training exercise is a strategic program intended to increase performance and to carry out assessable alterations in social behavior, knowledge, attitude, and skills of employees undertaking specific job [4].

Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel can learn conceptual and theoretical knowledge for general purpose [4].

J.P. Saxena and Anita Kakkar (2000) view that training is structurally planned exertion to amendment of the performance or behavior of staffs thus they can do jobs on adequate standards. If provides knowledge and skills required to performance to job [5].

Aparna and Ismail (2016) indicated that training is an action of swelling the skills and knowledge of a member of staff for undertaking a precise job. Employee development is concerned with preparing employees so that they can move with organization as it develops changes and grows. (T&D) Training and development is a task of (HRM) human resource management apprehensive with organizational action directed at improving the performance of entities and clusters in organizational situation [6].

Dinesh Kumar and Vijaya Kumar (2016) resulting that training is a knowledge procedure that includes the gaining of sharpening of skills, knowledge, rules, concepts, or exchanging of behaviors and attitudes to improve the performance of staffs. Training can be presented just as a procedure of supplementary a person for improving his

effectiveness and efficiency to a specific effort space by receiving extra practices and knowledge. As well as training is significant to found precise knowledge, abilities and skills to an employee. For an association the training and development are vital as well as administrative development, as the organizational development and return are also reliant on the training. On the other hand the training is not a central of organizational growth. It is a function of the organizational development, formal education, job experiences, relationships and assessments of personality and abilities that help employees prepare for the future etc. will comes under development [7].

Ganesh.M and Dr. R. Indradevi (2015) the paper provides an insight of training and important / effectiveness of training. To make training more effectiveness organization requires to look at those training & development is associated with the particular department managers should first motivate employees to learn acquire new skills & knowledge [8].

Maimuna Muhammad Nda and Dr. Rashad Yazdani Fard (2013) specified that (T&D) Training and Development eventually upgrading not only the efficiency of employees but moreover of the organization. It has correctly been said, employee development is crucial to organizational sustainable growth. Organizations need have staffs that are capable to rapidly adapt to an eternally altering world marketplace. Businesses want to spend in on continuous employee training and development in command to equally have staffs and be prosperous. The 21st era will be auspicious to such organizations, which are capable to acquire earlier and acclimate to modifications than their opponents. Training improves workers' inventiveness and excellence of work, thus supporting them to be more dedicated to accomplishing the organizational objectives and goals and in chance to enhance workers' effectiveness surrounded by the organization [9].

(T&D) Training and development influencing on employee output has not only increase the welfare of organizations, furthermore support the wealth of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the nationwide rules aim to increase country's human wealth, this optimally leads to the financial growth of the country. On the other hand, it is suggested for administration of organizations to provide training and development of staff's significance in direction to acquire the greatest staff as well as refining the organization's output [9].

## ii. Need for the study

It is worrying that big organizations and institutions in this country have problems with orientation programs; several organizations as fine as certain leaders of institutes still reflect direction to be an unwanted of organizational

properties. A major tricky that carry on challenging our administrations in India is the absence of requirements of sufficient direction for staffs for allowing them to provide optimum.

As employees are the most valuable assets of an organization, the sharing and learning of information through training is a most valuable tool to develop, upgrade the skills and enhance the productivity of an employee.

**iii. Statement of the Problem**

Majority of employees in any dairy industry will be illiterates and partial literates. As a result, they could not understand the main purpose of training and development. Also they could not make clear difference in performance before and after training. Lack of knowledge on these areas will not make them to give effective and genuine responses. Getting genuine responses by explaining all the concepts and issues is a herculean task.

**iv. Objectives**

- To find out perspectives of the employees about training& development program within the company;
- To understand company’s training programs and its impacts on the new employees;
- To understand managers’ role in the career management of employees through training and development program; and
- To recommend the problems and make suggestions to improve training and development.

**v. Hypotheses**

H01: There is no significant variance in the preference of training programs through departments

Ha1: There is a significant variance in the preference of training programs through departments

H02: There is no significant variance in the preference of training programs through gender

Ha2: There is no significant variance in the preference of training programs through gender

**vi. Sources of Data**

In this study the researcher has collected through primary data as well as secondary data.

**a. Primary Data**

Primary data which is collected straight away from personal interview, survey questionnaire and discussions with managers and officers at Parag Foods Pvt Ltd. The answers of the staffs towards (T&D) training and development in the institute and their work satisfactions investigated over questionnaire surveys.

**b. Secondary Data**

The secondary data is collected from company website, journals, internet& books.

**vii. Sampling Procedure:** Stratified Random Sampling was used

**viii. Sample Size:** 125 employees are taken as sample size

**ix. Sample Unit:** Respondents have been selected from different departments

**x. Tools Used:** Frequency analysis and Chi-square test

**VI. SCOPE FOR THE STUDY**

Scope for the study is restricted to on- the-job training and development programmes in Parag Milk Foods Private Limited. It was studied only on lower and middle level employees only. The study is confined to selected departments of the company.

**VII. LIMITATIONS**

- Non availability of secondary data compelled me to start from the very minute information.
- Respondents were found hesitant in revealing opinion about supervisors and management.
- Some people at top level were afraid and showed complete reluctant to give responses to some questions.
- Respondents in some departments gave biased responses for fear of their position in the company. This may have influenced the results.

**VIII. DATA ANALYSIS & INTERPRETATION**

**i. Crosstab-I**

H01: There is no significant difference in the preference of training programs across the departments.

Ha1: There is a significant difference in the preference of training programs across the departments.

Chi- Square Tests

	Value	Df	Asymp. Sig.(2-sides)
Pearson-Chi square	31.395 <sup>a</sup>	28	.300
Likelihood ratio	40.982	28	.054
Linear-by-linear association	2.317	1	.128
No. of valid cases	100		

From the above table we observed that significant value of Pearson chi-square is 0.300, which is greater than 0.05 at 95% of confident interval therefore we are accept to the alternative hypothesis and reject null hypothesis. Hence, we conclude that there is significant difference in the preference of training programs across the departments.

**ii. Crosstab-II**

H01: There is no significant difference in the preference of training programs across gender.

Ha1: There is a significant difference in the preference of training programs across gender.

Chi- Square Tests				
	Value	Df	Exact. Sig.(2-sided)	Exact. Sig.(1-sided)
Pearson-Chi square	1.290 <sup>a</sup>	.256		
Continuity Correction <sup>b</sup>	.841	.359		
Likelihood ratio	1.291	.256		
Fisher's Exact test			.282	.180
No. of valid cases	100			

From the above table we observed that significant value of Pearson chi-square is 0.180, which is greater than 0.05 at 95% of confident interval therefore we are accept to the alternative hypothesis and reject null hypothesis. Hence, we conclude that there is significant difference in the preference of training programs across gender.

**IX. FINDINGS**

- 42.4% employees are in the age group of 20-30, 43.2% employees are in the age group of 30-40, 10.4% employees are in the age group of 30-40, 2.4% employees are in the age group of 50-60 and 1.6% employees are in the age group of 60 and above. The reason is younger and middle age group people work hard and increase the productivity of the organization.
- 71.2% employees are male and 28.8% employees are female. As the company operates in shifts male employees are preferred more compared to females.
- Maintenance department plays a major role in milk company rather than any other departments as milk is nondurable and perishable product more focus should be paid on its maintenance.
- Employees can easily understand the work and feel comfortable after undergoing the training program.
- On the job training consumes more time than off the job training.
- Majority choosing job rotation is employees are fed up with the routine job and they prefer new environment to work.
- Employees prefer role playing because it imbibes into the character and can produce best results when compared with other forms of training methods.
- Management is proactive in identifying training needs and arranging them whenever need and situation demands.
- Training programs offered by Parag Foods Pvt. Ltd are very effective and result oriented.
- Training has made the work easier as a result employees are giving better performance in the organization.
- Training creates optimistic attitude in the minds of employees because training can avoid unnecessary arguments and keep up people on positive side.
- Training is an opportunity for bringing employees from the department and outside the department together on need basis. As a result employees talk to each other and share things. This results in better inter& intra personal relationship among employees.
- The employees felt that they are getting expertise in new areas by attending the training programs and also they are getting recognition for their expertise. This is motivating them to participate more in training programs.
- Different departments are trained by different trainers. The departments which have close association with the trainers have a positive opinion on the trainers compared to others.
- Majority of the employees opining training creates confidence in employees is, they are aware of work process well in advance. As a result the work flows smoothly.
- The major department employees are being trained by giving assignments as they give practical feel of job.
- Training molds the employee in evaluating his own personal growth and development. Training shows the path for an employee in building his own personal career.
- Top management is having clear vision about the organization and its development. As a result processes are designed efficiently.
- Though the time is precious for every organization; management believes that active and effective participation will make work to flow smoothly.
- Training reflects the actual work that they have to perform daily. This prior exposure makes employees comfortable and stress free and helps to reach the target in the assigned time.
- Supervisors are the ultimate people who are answerable for their subordinate's performance. So they are talking parental care in addressing their issues in work and making them progressive by continuously giving feedback.
- Every organization will have its own rules, practices and culture, process and machine technology. New employees are not aware of all these things; in order to make them aware training is provided.

23. Training helps the staff in understanding the works nature procedure. This will result in increasing employee morale.
24. HR manager is estimating the work efficiently and planning the work force effectively because over staffing and under staffing both are very dangerous and leads to losses.
25. Technology is growing day to day. In time utilization of technology leads to make profits in the organization. Also in this competitive environment organizations will continue their existence only when they adopt change. When an organization adopts the changes it is responsibility of the management to provide necessary training in regular intervals.
26. More training programs will create awareness among employees in multiple angles. As a result employees will become multi skilled which indirectly benefits the organization in one way or the other.

### X. SUGGESTIONS

- Management should motivate the employees to participate more aggressively in training programs which makes a path of their individual carrier and organizational growth.
- The management must commit itself to allocate major resource and advocate time to training.
- Confirm that there is suitable relationship amongst organizational operations and specific training requirements.

### XI. CONCLUSION

Training and development is enormously essential to the progression of the business. It is not only increasing the worker's knowledge and abilities but also reinforce the association that occurs among the members and workforce of leadership inside the company. In the present study done for PARAG Milk Foods Pvt. Ltd., it is identified employees are mostly satisfied with training and development practices originated in the company. However, few of them suggested safeguarding appropriate association amongst organizational operations and distinct training requirements to contribute vigorously in training programs. So management is recommended to focus on these minor areas also for making employees comfortable and progressive.

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