

# A Study on Trainers' Role And Perception in Indian Cement Industry with Special Reference to Dalmia Cement (Bharat) Ltd., Dalimiapuram

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**ABSTRACT** - India is the second largest producer of cement in the world after china. This industry as a key core sector player has to play an important role in creating a world class economy. There has been tremendous growth of activities in this industry in terms of modernisation /expansion due to technological development. In order to cope up with these technological development, a strong manpower base equipped with largest development has to be built. This requires updation of knowledge and improvement of skills of personnel at all levels of management. Here the training programmes organized by the management takes a vital role. New training initiative has to be carried out to enrich the human resources. A trainer's role to impart training to the employees in cement industry is very much indispensable. This paper is focused on the Trainers' role in cement industry especially in Dalmia Cement (Bharat) Ltd., Dalimiapuram.

**Key words:** Training, Trainers, Training Environment, Training Effectiveness

## I. INTRODUCTION

The Indian cement industry is a unique combination of very large to very small capacity and very modern to very old technology plants. The present installed capacity of 119 million tons per annum is distributed over 113 large size (20,000) TPA and above) plants and over 113 large size (2,00,000 TPA and above) Plants and over 300 mini cement plants. It is therefore, becomes important to have a strong manpower base equipped with modern and latest developments to keep pace with the latest technological advancements. For many years researchers have concentrated their study on effectiveness of training on the performance of employees. But this study is focused on the role of trainers who are instrumental for transferring and sharing their knowledge and skills. Hence the role of a trainer becomes very much vital in Human Resource Management.

### Role of Trainers in Cement Industry

Cement Industry has variety of training centre all over the country. Some are Regional Training Centres and some Training centres are within the cement plants itself. In Dalmia Cement (Bharat) Limited, Regional training centre is situated and its provides various types of training to all cement plants in southern region of our country. The training centres in India are following the Guidelines provided by the National Council for Cement and Building materials (NCB) at Ballabgarh, Faridabad. Every training

given to an employee not only provides the scientific and technological orientation but at the same time it percolates into a person for dignity, self-esteem and freedom and more responsibility to achieve total participation and conviction.

## II. REVIEW OF EARLIER STUDIES

A study conducted by **Shiv Kumar Singh and Subhash Banerjee (2000)**, "Trainer roles in Cement industry", says that ,today the Indian Cement Industry is the second largest in the world. There has been tremendous growth of activities in the Indian Cement Industry in terms of modernization, in order to keep pace with such modernization/expansion due to technological development, a strong manpower base equipped with latest development has to be built with in Cement Industry, New Training initiative has to be taken at all levels. A Trainer's main objective is to transfer his knowledge and skills to the Trainees. This paper is focused on the Trainer Roles in Cement Industry, the factors which are important to become an effective Trainer. This involves identifying training courses, choosing appropriate Training methods, evaluation of Training activities, and helping the Trainer to deliver good Training to the Cement Industry.

**Ogunu (2002)** in his study titled "Evaluation of Management Training and Development Programme of Guinness Nigeria PLC" examined the management training and development programme of Guinness Nigeria PLC, Benin City with a view to ascertaining its relevance,

adequacy, and effectiveness. A convenience sampling design was adopted, whereby the researcher used all the 50 management staff in the company’s Benin Brewery as subjects for the study. Data was collected by administering a questionnaire titled ‘Management Training and Development Questionnaire’ (MTDQ) that was developed by the researcher. Hypotheses testing in the study revealed that facilities for staff training were adequate for effective training of management staff, training programmes for management staff were relevant to the jobs they performed, and the training programmes undergone by the staff did indeed improve their performance and effectiveness at works.

**Statement of the Problem**

Training and Development encompasses three main activities: Training, Education and Development. The main stakeholders of training are trainees, trainers and training coordinators. Many researches have carried out the effectiveness of training from the point of view of trainees’ i.e employees. But the effectiveness of training is not only important from the perspective of trainees but also from the point of trainers who is acting not only as trainer but also acting as mentor, teacher and above all counselor, at times to the employees. Hence this study focuses the training effectiveness from the point of view of trainers.

**Objectives of the study**

- To study the Training Environment i.e trainers, trainees, training subject, training methodology and trainer’s roles
- To find out Trainers’ Perception towards various aspects of training
- To ascertain the various problems as perceived by trainers in connection with training process.

**III. METHODOLOGY**

This study is a descriptive study. Perception of trainers towards various aspect of training is collected and analysed. Dalmia Cement (Bharat) Ltd, Dalmiapuram has its own in built training centre i.e RTC (Regional Training Centre). Every year training calendar is prepared and according to this training programmes are conducted. There are external and internal trainers used to train the employees at all levels i.e Workers, Supervisory staff and Executives. The duration taken for the study is 2015-2017.(Training given during this period is taken).The universe is the total trainers who took part in various training programmes during this period i.e 200 trainers. By using simple random sampling techniques 110 trainers are selected for the study and questionnaire is circulated. Of these questionnaire 8 questionnaire considered as invalid and only 102 questionnaire are analyzed. Secondary data are also collected from the House Journal “Dalmia Calling”,Books, Journals, Magazines and Websites.

**IV. CLASSIFICATION OF TRAINERS’ ROLE**

**Instructor:** They are on the job instructors who are skilled, experienced and efficient in transfer of learning/skill. In the Cement Industry they are all Mechanical, Chemical, Electrical Engineers, Mining Engineers and Burner supervisors etc. The instructor’s role is similar to a teacher in a classroom and is normally, disciplined and knowledgeable persons.

**The Trainer:** It is actually concerned with training. It involves helping people to learn, providing feedback, and adapting course designs to meet the training needs.

**The Facilitator:** They help the trainees to get important instructions, make them to understand the purpose and objectives of training. In effect, the facilitator is a skilled resourceful person for the “free-use” of the learners.

**The Trainer of Trainers:** This specialist group of trainers is found in large training organizations or departments especially carrying out all training related activities and functions. E.g TTTI Bhopal, BACIE ASTD and similar others, and provides training to the trainers about how to conduct training.

**Major function of trainers**

- Assessing the Training Needs
- Selecting the Trainees
- Formulation and implementation of Training Course and Training Plan

**V. ANALYSIS & INTERPRETATION**

The Trainees decide the training course on the basis of need. The course outlines and objectives are prepared by course coordinator. The training plan facilitates the training process giving systematic schedules of activities which guides the day-to- day and hour-by-hour activities of training with clear cut objectives, designing course contents, identification of lecture topics and faculty for each topic practical training, field visits etc... This helps the trainers to conduct the training programmes very smoothly and systematically.

**Table: 1 Opinion about Training Plan and Development**

Training Plan	Satisfied	Not Satisfied	Total
Preparation of course content and design	90	12	102
Specifying course objectives	96	6	102
Preparation of training schedule	90	12	102
Specification of day by day and hour-by-hour activities	100	2	102

Source: Primary data

**Training Methodology**

This refers to training modalities like Lectures, Case Studies, G.Ds, ROLE playing, use of Computer Based

Training (CBT), Business Games, in Basket Training ect... Training methodology is a determining factor and has a crucial role in training process.

**Table : 2 Opinion about Training Methodology**

Training Methods	Satisfied	Not Satisfied	Total
Lectures	102	-	102
Group discussions	92	10	102
Demonstrations	96	6	102
Role playing, Business Games etc	2	100	102
Black Board /Magnetic Board	100	2	102
OHP Slide projector	100	2	102
Technical Film	98	4	102
CBT Packages	-	102	102

Source: Primary data

The world today is in transition from industrial age to information age. The ICT revolution is making tremendous impact on cement industry also NCB provides training to the cement industry on pre clainer kilns, operation of roller and ball mills etc... In addition to this, NCB has developed CBT packages in instrumental method of analysis of cement manufacture, raw mix design, operation of precaker kilns, operation of roller mills and hall mills. The trainer gets direct benefit of these systems.

**Table: 3 Opinion about Problems Faced by the Trainers**

Problems	Frequently	Occasionally	Rarely	Total
Heavy work load	40	62	-	102
Inadequate facility in inviting guest faculty members	19	20	63	102
Time over run by speakers	18	11	73	102
Over demand by the trainees for providing more lecture material	15	15	72	102
Complaints about catering, furniture and ambience by the trainees	11	8	83	102
Power failure during training	15	20	67	102
Lack of trainees cooperation	30	20	52	102
Unexpected industrial visit which disturb the training schedule	16	27	59	102
Lack of training materials given by speaker	14	25	63	102

Source: Primary data

## VI. SUGGESTIONS FOR IMPROVEMENT

### For the Company

- They have to adopt proper Training Need Assessment(TNA) method
- They must maintain a proper link between the company and the faculty members

- Plan and implementation of training programmes should be undertaken in order to satisfy the training goals and objectives.
- To get co-operation, the training objectives must be made known to the trainees even at the time of their nomination of names.

### To the Trainees

- They should take training as very serious because it involves huge investment
- They show keen interest in acquisition of knowledge and skill.
- They should feel that this is also one among their daily routines.

### To the Faculty Members

- They should circulate the training materials at the commencement of training programme.
- They should strictly adhere the time schedule
- Any uncertainty must be informed before hand to trainers

## VII. CONCLUSION

In order to cope up with the challenging complexities in cement industry, it is of paramount important that the trainer should be well equipped to give meaningful training to the employees. Hence there must be effective processes, Good Training Management practices, a culture of good co-operation and team work of both trainers and trainees.

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