



## A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT REFERENCE TO STERLITE COPPER INDUSTRIES, (P) LTD - TUTICORIN

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### **Abstract**

*Sterlite Industries (India) Ltd. (SIIL) is the principal subsidiary of the Vedanta Resources Group. Sterlite is a leading producer of copper in India. It was the first company in India to set up a copper Smelter and Refinery in private sector and operate the largest capacity continuous cast copper rod plant. This inspired the researcher to take the industry for analyzing and evaluating the “Effectiveness of Training and Development”. The objectives of the study are to analyze the effectiveness of training given to employees of sterlite copper Limited, To know the satisfaction of workers towards various factors and to offer suggestions to Sterlite copper Limited to improve the satisfaction level of Employees towards Training. Both primary and secondary were used for this study .primary data were collected directly from the employees with the help of structured Questionnaire. From 1344 employees the researcher has selected 150 employees as respondents. Convenient sampling method is adopted for selecting the samples. The secondary data are collected from the company profile, organization website, other related library books and internet. The period of study is from 2.06.2015 to 31.10.2015. The collected data are classified, analyzed and tabulated. The statistical tool applied in the research for analysis of the data is the percentage of age Analysis.*

**Key words: Training, Development, Effectiveness, Performance, Human Resource Management, Appraisal.**

### **PRELUDE**

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organization development.

Training is different form education; particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aims of training are increasing knowledge while changing attitudes and competences in good manner. Basically the education is formulated within the framework and to syllabus, but the training is not formed in to the frame and as well as syllabus it may differ from one employee to another, one group to another, even the group in the same class. The reason for that can be mentioned as difference of attitudes and skills from one person to another. Even the situation is that, after good training program, all different type skilled one group of employees can get in to similar capacity; similar skilled group.

In the field of Human Resources Management, Training and Development is the field concern with organizational activities which are aimed to bettering individual and group performances in organizational settings. It has been known by many names in the field HRM, such as employee development, human resources development, learning and development etc. Training is really developing employees' capacities through learning and practicing. Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

All employees want to be valuable and remain competitive in the labor market at all times, because they make some demand for employees in the labor market. This can only be achieved through employee training and development. Hence employees have a chance to negotiate as well as employer has a good opportunity to select most suitable person for his vacancy. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation. There is no doubt that a well trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his efficiency in discharging his or her duties.

Trainings in an organization can be mainly of two types; Internal and External training sessions. Internal training involves when training is organized in-house by the human resources department or training department using either a senior staff or any talented staff in the particular department as a resource person.

On the other hand external training is normally arranged outside the firm and is mostly organized by training institutes or



consultants. Whichever training, it is very important for all staff and helps in building career positioning and preparing staff for greater challenges in developing world. However the training is costly. Because of that, people who work at firms do not receive external trainings most of times. The cost is a major issue for the lack of training programmes in Sri Lanka. But nowadays, a new concept has come with these trainings which is “Trainers through trainees”. While training their employees in large quantities, many countries use that method in present days to reduce their training costs. The theory of this is, sending a little group or an individual for a training programme under a bonding agreement or without a bond. When they come back to work, the externally trained employees train the employees who have not participated for above training programme by internal training programmes.

Employers of labour should enable employees to pursue training and development in a direction that they choose and are interested in, not just in company-assigned directions. Companies should support learning, in general, and not just in support of knowledge needed for the employee's current or next anticipated job. It should be noted that the key factor is keeping the employee interested, attending, engaged, motivated and retained.

For every employee to perform well, especially Supervisors and Managers, there is a need for constant training and development. The right employee training, development and education provides big payoffs for the employer in increase loyalty, and contribution to general growth of the firm. In most cases external trainings for instance provide participants with the avenue to meet new set of people in the same field and network. The meeting will give them the chance to compare issues and find out what is obtainable in each other environment. This for sure will introduce positive changes where necessary.

It is not mentioned in anywhere that the employers, managers and supervisors are not suitable for training programmes. They also must be highly trained if they are expected to do their best for the organization. Through that they will have best abilities and competencies to manage the organization. Training employees not only creates a more positive corporate culture, but also add a value to its key resources.

Raw human resources can make only limited contribution to the organization to achieve its goals and objectives. Hence the demands for the developed employees are continuously increasing. Thus the training is a kind of investment.

#### **COMPANY OVERVIEW**

Sterlite Industries (India) Ltd. (SIIL) is the principal subsidiary of the Vedanta Resources Group. Sterlite is a leading producer of copper in India. It was the first company in India to set up a Copper Smelter and Refinery in Private Sector and operate the largest capacity continuous Cast Copper Rod plants. Vedanta Group is a London listed metals and mining major with Aluminum, Copper and Zinc operations in India and Australia.

Sterlite Industries (India) Ltd. (SIIL) is involved in Mining, Smelting, and Refining. Sterlite Industries operates one copper mine, Mount Lyell Mine, in Western Tasmania, Australia through its subsidiary Copper Mines of Tasmania. Copper concentrates from Sterlite Industries copper mine is blended with bought out concentrates from other sources and treated to get optimum results. The Smelter is based on Isa Process technology from MIM, Australia, world leaders in Copper smelting technology. The anode produced by the smelters is processed in the Silvassa and Tuticorin refineries using Isa Process technology sourced from MIM, Australia. The Refineries convert Copper anodes to electrolytic grade Copper cathodes of 99.99% purity.

#### **STATEMENT OF THE PROBLEM**

Training enables employees to develop and train within the organization and increase the market value, earning power and job security. It moulds the employees attitude and also helps them to achieve better co-operation with the company and greater loyalty to it. The management is benefited in the sense that higher standard of quality are achieved, a satisfactory organization structure is built up, authority can be delighted and stimulus for progress applied to employees. Sterlite is a leading copper producer in India. Sterlite remain continually committed to managing metals in a socially responsible manner. So a researcher is done to study the effectiveness of training programs of the employees in Sterlite Copper (P) Ltd, Tuticorin.

#### **OBJECTIVES OF THE STUDY**

- To analyze the perception of employees towards the training program conducted in Sterlite Industries.
- To analyze the satisfaction level of employees towards training Program.
- To analyze the impact of training on employee after attending training program.
- To offer suggestions towards the improvement of training programmers in Sterlite Industries.



## METHODOLOGY

Research methodology is a way to systematically the research problem. It may be understood as a science of studying how research is done scientifically. It includes the overall research design the sampling procedure, data collection method and analysis procedure.

### SAMPLE SIZE

150 Employees were selected for the study.

### SAMPLING TECHNIQUES

Sampling techniques used for this research was simple random sampling.

### SOURCE OF DATA

#### Primary Data

Primary data or original data gathered a fresh from the source for the purpose of the current study. Primary data was collected by interview schedule method. The instrument used for collecting the primary data was a well-structured questionnaire containing both open – ended and closed – ended questions.

#### Secondary Data

Secondary data was obtained from company profile, Annual report, Wikipedia, and trade journals, Organization websites of company.

### Area of Study

The area of study has been confined to the **Sterlite Copper (P) Limited**, Tuticorin.

### Statistical tools

The Statistical tools and Analysis are

1. Percentage analysis
2. Weighted Average Method
3. SPSS 17.0 (Software package for Social Statistics) Chi-square Test Analysis

## DATA ANALYSIS AND INTERPRETATION

This analysis of the data collection by using the simple Percentage method, the analysis has been done. The analysis is made in terms of Age, Gender, Marital Status, Educational Qualification, Department and opinion about performance appraisal system to get a clear idea about training Effectiveness System in Sterlite Copper ltd, Tuticorin.

### Age of the Respondents

Sl.no	AGE (YRS)	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Below 25	20	13.3
2.	25 to 40	85	56.7
3.	40 to 50	30	20.0
4.	Above 50	15	10.0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

### Marital Status

S.NO	MARITAL STATUS	NUMBER OF RESPONDENTS	PERCENTAGE
1.	MARRIED	130	86.7
2.	UNMARRIED	20	13.3
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data



**Educational Qualification**

S.NO	EDUCATION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	B.Sc	75	50
2.	M.Sc	25	16.7
3.	B.E	30	20
4.	MBA	20	13.3
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Training Attended With Duration**

S.NO	DURATION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Less than 1 Month	20	13.3
2.	1-3 Months	15	10
3.	3-6 Months	85	56.7
4.	6 Months and Above	30	20
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Relevance of Training Program**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Very satisfied	50	33.3
2.	Satisfied	40	26.7
3.	Somewhat satisfied	35	23.3
4.	Not satisfied	15	10
5.	Highly dissatisfied	10	6.7
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Attending Sufficient Number of Training Programs**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	73	48.7
2.	Agree	29	19.3
3.	Somewhat agree	8	5.3
4.	Disagree	25	16.7
5.	Strongly disagree	15	10
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Training Needs during Appraisal**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	70	46.7
2.	Agree	35	23.3
3.	Somewhat agree	38	25.3
4.	Disagree	7	4.7
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data



**Opinion on Experience, Subject Knowledge and Reputation of Faculty / Institutes for Training**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	80	53.3
2.	Agree	25	16.7
3.	Somewhat agree	39	26
4.	Disagree	6	4
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Training Opportunities Accordance with Organizational Goals**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	80	53.3
2.	Agree	54	36
3.	Somewhat agree	16	10.7
4.	Disagree	0	0
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>150</b>

Source: Primary data

**Opinion on Focus on Technical Training Programs**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	60	40
2.	Agree	40	26.7
3.	Somewhat agree	35	23.3
4.	Disagree	10	6.7
5.	Strongly disagree	5	3.3
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Behavioural Programs Aims in Developing Skills and Personality**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	70	46.7
2.	Agree	45	30
3.	Somewhat agree	35	23.3
4.	Disagree	0	0
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on the Relevance of Training Program Objectives**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	65	43.3
2.	Agree	41	27.3
3.	Somewhat agree	40	26.7
4.	Disagree	4	2.7
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data



**Opinion on Effective Knowledge Sharing Session and Internal Faculty Programs**

S.NO	OPINION	NUMBER OF ESPONDENTS	PERCENTAGE
1.	Strongly agree	75	50
2.	Agree	35	23.3
3.	Somewhat agree	25	16.7
4.	Disagree	15	10
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Feedback System to Evaluate Trainer's**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	80	53.3
2.	Agree	57	38
3.	Somewhat agree	13	8.7
4.	Disagree	0	0
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Test Conducted Before and After Training**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	75	50
2.	Agree	41	27.3
3.	Somewhat agree	30	20
4.	Disagree	4	2.7
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>150</b>

Source: Primary data

**Opinion on Correlation between Implementing & Learning**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	60	40
2.	Agree	55	36.7
3.	Somewhat agree	30	20
4.	Disagree	5	3.3
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Opinion on Satisfaction towards Undertaking of Projects**

S.NO	OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	78	52
2.	Agree	35	23.3
3.	Somewhat agree	30	20
4.	Disagree	7	4.7
5.	Strongly disagree	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data

**Overall Opinion on Training Program**

S.NO	OPINION	NUMBER OF ESPONDENTS	PERCENTAGE
1.	Very satisfied	85	56.7
2.	Satisfied	42	28
3.	Somewhat satisfied	18	12
4.	Not satisfied	5	3.3
5.	Highly dissatisfied	0	0
<b>TOTAL</b>		<b>150</b>	<b>100</b>

Source: Primary data



## SUMMARY OF FINDINGS

- Training programs at sterlite Industries is aimed at systematic development of knowledge, skills, attitude and team work.
- 56.7 % of the respondents are between 25 to 40 years of age.
- 86.7 % of the respondents are married.
- 50 % of the respondents are with B.Sc. qualification.
- 100 % of the respondents have undergone training program last year.
- 56.7 % of the respondents strongly agree with the training duration is up to 3 to 6 months.
- 60 % of the respondents strongly agree with the Training and Development opportunities are available at this organization to help to build valuable skills.
- 33.3 % of the respondents Very Satisfied with the relevance of training program.
- 48.7 % of the respondents strongly agree that they have attended sufficient number of training programs.
- 46.7 % of the respondents strongly agree with the Training needs during appraisal is appropriate and captured in a structured manner.
- 53.3 % of the respondents strongly agree with the experienced, subject knowledge and reputation of faculty / institutes for training.
- 53.3 % of the respondents are strongly agree with the training opportunities are in accordance with organizational goals.
- 50 % of the respondents strongly agree that they have been motivated and have positive attitudes towards the training system and processes here.
- 40 % of the respondents strongly agree that more focus is given to technical training programs.
- 46.7 % of the respondents strongly agree that the behavioral program aims in developing skills and personality.
- 43.3 % of respondents strongly agree that they have evaluated the relevance of program to the objectives.
- 50 % of respondents strongly agree that the knowledge sharing session and internal faculty programs are very effective.
- 53.3 % of respondents strongly agree with the feedback system to evaluate trainers.
- 50 % of respondents strongly agree with the test conducted before and after the training.
- 40 % of respondents strongly agree that they have ability to correlate and implement the learning's, in the work place.
- 52 % of respondents strongly agree with the undertaking of projects or assignments based on the training.
- 56.7 % of the respondents are well satisfied with the overall training program conducted.

## SUGGESTIONS

From below suggestions which are mentioned by researcher opinion for the future of company development Company has to use business software like DBMS and CRM. The duration of training program have to increase for apprenticeship trainees.

## CONCLUSION

Analysis of all fact and figures, the observations and the experience during the training period gives a very positive conclusion and impression regarding the training imparted by the **STERLITE INDUSTRIES** trainer's. The Sterlite Industry is performing its role up to the mark and the trainees enjoy the training imparted especially the reality of training and development.

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