EXECUTIVE SUMMARY

With the world-wide expansion of companies and changing technologies, Indian organizations have realized the importance of corporate training. Training is considered as more of retention tool than a cost.

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Employee effectiveness is a three dimensional concept. It requires employee up gradation in knowledge, skill, and attitudes. Training helps to develop the abilities of the individual, to achieve effective performance in an activity or range of activities and to the current and future needs of the organization.

An effective training and development programmes helps in optimizing the utilization of human resource, the development of human resources, increasing the job knowledge and skills of employees human intellect and an overall personality of the employees, productivity, profitability. Sense of teamwork, team spirit , improving the organizational health culture, the quality of work and work-life, morale, creating the healthy working environment and a better corporate image.

AVT Natural Products Ltd is a public limited company promoted by Mr.Ajith as strategic diversification from traditional plantation business of A V Thomas group. AVT Natural Products formed in 1994 belongs to the renowned AVT Group of companies and in the last ten years has grown manifolds. It started Marigold cultivation on 200 acres of land that has since gone up to 35000 acres producing 100000 metric tons of flowers with support of 30000 loyal farmers. The study conducted is on the effectiveness of the training programme in AVT Natural products LTD. The study to be conducted is descriptive in nature. The respondents are selected for personal interview by the way of convenient sampling method.

The study interpreted that there is a positive impact of training program on employees of AVT Natural products LTD. The management takes fair initiative to impart training

program because the employees are skilled and training is given to them for the better understanding of the job. On the job training is most preferred in the company because the employees get to know about new things along while with the job. Absenteeism and labour turnover were reduced because job security and sense of belongingness increased in the minds of the employees.

It is better to give training about new techniques and methods as it will increase productivity for performance and employee motivation. A well planned and participative training program with good theoretical and practical framework and consistent regular evaluation of employee performance would motivate and increase confidence of employees

This is an overview of the training effectiveness that carried out in the AVT Natural.

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1.1 INTRODUCTION

Human resources are the integral part of every organisation. It is the set of individual who make up the workforce of the organisation, business sector or economy. An organisation cannot build a good team of working professionals with human resources. Therefore it is considered as an asset of an organization.

The term human resource may be defined as the total knowledge, talents and aptitude of an organisation's workforce as well as the values attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation. It is the sum of the total aggregate of inherent abilities acquired knowledge and skills represented by the talents and aptitudes of the person employed in an organisation.

Training and development is a subsystem of an organisation which emphasis on the improvement of the performance of individuals and groups. Training is an educational process which involves sharpening of skills, concepts, changing of attitudes and gaining more knowledge to enhance the performance of the employees. Good and efficient training of employees helps in their skills and knowledge development which eventually helps a company improve.

AVT Natural Products, formerly A V Thomas Industrial Products, was set up in 1986 by the A V Thomas group, as a subsidiary of Neelamali Agro Industries, to set up a solvent extraction plant in Madhya Pradesh to process soyabean and oilseeds, and produce oilcakes.The company has set up a 200-tpd solvent extraction plant (cost :Rs 4.85 cr) in Madhya Pradesh to process soyabean and other minor seeds. It produces 56,500 tpa of de-oiled cakes for export. In 1994-95, the company launched its coconut oil in Karnataka and sunflower oil in Kerala. The companys oleoresin plant commenced commercial production in Sep.94. It has also successfully set up an extensive agricultural extension facility to grow marigolds for extraction in the oleoresin plant. The company also exports tea. Due to uncertain conditions in the international market for marigold oleoresin the company is planning to diversify into the production of spic oleoresins.

The following session deals with objectives,scope,period of the study and limitations of the study

1.2 STATEMENT OF THE PROBLEM

The problem under study is whether there is an effect on the employees by the training and development programme given by AVT Natural Products LTD

1.3 OBJECTIVES

The objectives the study is divided into two parts as follows for ease of understanding
Primary objective

- To study the effectiveness of training programme in AVT Natural Products LTD

Secondary objective

- To understand the various training facilities provided by AVT Natural Products LTD.
- To find out the extend to which employees are satisfied with the training programme.

1.4 SCOPE OF THE STUDY

This project report is on the analysis of the 'Effectiveness of training programmes in AVT Natural Products Limited' has a great scope, as employees are the central factors of the company and only we can analyse the level of stress they have to incur in the company.
After conducting the survey we can focus on the key issues of the employees and adopt necessary measures, which further helps in the growth and development of the organization as such. Every company must conduct such a survey to check and keep the stress level of employees within the organization.

1.5 PERIOD OF THE SUDY

The duration in which the study is undertaken is approximately two months (1st April to 31st May 2019).

1.6 LIMITATIONS

The limitations of the study are as follows

- The Period of time available for the study was only two months and the detailed analysis was not possible due to time constraints.
- There may be sampling error.
- Some of the personal data disclosed by the respondents may have personal bias and also subjected to data privacy policy of the company.

2.1 INDUSTRY PROFILE

The story of Indian spices dates back to 7000 years into the past. India is known as the "home of spices" because there is no other country in the world which produces as much kind of spices in India. The climate of the country is also suitable for almost all spices. The history and culture of Indian spice is probably as old as human civilization itself. According to International organization for standardization (ISO) the term "spices and condiments" is applied to natural plant for vegetable products or mixture thereof in whole as ground form, as are used for importing flavor aroma and for seasoning of goods. Spices constitute important group agriculture commodities, which are virtually indispensible in the country art. For India spices are important commercial crop of the point view of both domestic and consumption and export. Besides, huge quantities of spices are also being consumed within the country for flavoring foods and also used in medicine, pharmaceutical, perfumery, cosmetics and several other industries. There are several spices grown in different parts of the world and around 50 spices are grown in India. Major spices of export are pepper, cumin, cardamom, ginger, turmeric and chilies. Among the spices exported pepper has the leading position in terms of both quality and value realized.

The Aleppey Green Cardamom is considered as the best grade available in the world. Today the Indian spices hold the same spell. Within the past one decade the International trade in spices has grown by leaps and bond. An estimated 50000 tons of spices and herbs having value of 1500 million US dollars are being imported globally every year. An impressive 46% of spices come from India. In the recent year export of Indian spices has been taken leaps.

The Indian export of spices has crossed the 450 million US dollars mark during 1999-2000 and has reached 468 million US dollar. India exports of spice extract have shown spectacular growth attaining over 50% of the global market within a short span. Over the past decade, the Indian spice industry has made quality, the cutting edge of its global game plan. From the traditional commodity exports, Indian spices have evolved into a state of art industry by absorbing technology developing value added products identifying niche markets. The spice board of India is apex catalyst of these dramatic

transactions. The board has been with Indian spices industry, plays a far reaching and influential role as developmental, regulatory and promotional agency for Indian spices

2.1. 1 INTERNATIONAL SCENARIO

Spice trading has always had a major economic importance through the human history. The international trade in various forms of spice has grown tremendously in the last decade. According to an estimate, 85% of the international trade in spice is dried and used after cleaning but without further processing. Pepper is one of the most valuable spices in the global trade. Countries including China, India and Indonesia are emerging as the leading spice trader.

ROLE OF SPICES

Spices are well known as appetizers and are considered essential in the culinary art over the world. They add tang and flavor to the food. Some of them also possess antioxidant properties, while others are used as preservatives in foods like pickles and chutneys.

Some spices also possess strong anti-biotic activities. Many of them possess medical properties and have profound effect of human health since they affect many functional processes. For instance, Spice intensifies salivary flow. They clean the oral cavity from food adhesion and bacteria.

EXPORT

Export of spice oil and oleoresin in India has been increasing every year. Spice oil and oleoresin are exported to about 18 developed countries in the world. It may be noted that the share of oil and oleoresin in the total earnings from the spice export from India is increasing. USA is the major importer of oil and oleoresin from India accounting total export. UK, Canada, Switzerland, Japan, Singapore, Netherlands, Spain and Israel are some of the importers of spice oil and oleoresin from India.

IMPORT

Though Indian manufacture of spice oil and oleoresins are situated in the land of spices, certain spices are to be imported because of their high yield, for example the yield of the Indian pepper is lesser than the Sri Lankan variety. The same in the case of nutmeg and mace, cloves on the other hand are not grown in enough quantities to meet the manufacturing requirements in India. They are hence imported to India due to the demand for clove oil in foreign markets.

MARKET OUTLOOK

In all developed countries, there is a powerful lobbying against all synthetic food colors and flavors since it may cause health problems. Since the quality of essential oil being subjective, there should be a direct contract between buyer and seller for fixing quality standards. In small markets, producers deal directly with flavor/perfumery house, agents, actual users etc. the recent development in spice oil were a problem. Bacterial contamination has emerged as a serious problem since radiation was not allowed. Microencapsulating of the oil remains the same throughout a long period. By encapsulation of oils we can almost up to the mark of British oils in quality, we have to go a long way in improving packaging and overall presentation of the product.

In the UK, Indian foods are becoming more and more popular. This means that the demand for spice and spice product may go up in the coming years. The global demand of spice has increased due to: Increase in demand and consumption of ethic food, Introduction of flavored coffee, tea related drinks in the beverage industry, and a Sharpe growth in the processed food consumption increase in the demand for natural fragrance for various health therapies.

2.1.2 INDIAN SCENARIO INDIA'S SHARE IN THE GLOBAL SPICE MARKET

Spice derivative can be categorized into spice oleoresins and essential oils. The demand for spice derivative is also increasing due to the hygiene, standardization and consistency factors. India contributes nearly 70% to the world spice derivative market. It exports to USA, UK etc. Indiansouthern states including Kerala, Karnataka and Tamil Nadu provide concentrated oils and oleoresins which focus in perfumery, pharmaceuticals, food processing and chemical industry.

KEY INDUSTRY TREND

- There has been a substantial increase in use of fresh herbs and spices owing to an increased demand in the hotel industry.
- Change of consumer towards lending a healthy life style has increased the use of herbs and natural spices for natural flavoring.
- Use of spice derivatives like essential oils are being widely used internationally in food and beverages industries for flavoring and programs.

APPLICATION OF SPICES AND DERIVATIVES

- Food flavoring
- Food preservation
- Personal hygiene products
- Aroma therapy
- Feeds
- Pharmaceuticals
- Industrial chemicals
- Beverages

MAJOR SPICES EXPORTED

- Chilly
- Seed spice
- Turmeric
- Spice oil and oleoresins
- Pepper

- Cardamom
- Fennel 🎬Ginger
- Fenugreek
- Tamarind
- Nutmeg and mace

2.1.3 STATE SCENARIO

The spices of Kerala date back to thousands of years in the history of the state. In the ancient times, Kerala rose to fame all around the world solely on the basis of the riches brought into the state, because of its monopoly over spices.

Musiri, the ancient port of Kerala became the base of world spice trade, almost ages ago. It is sometimes said the Western colonization in India, was the attempt of the West to control the spice trade from the state. The arrival of Vasco Da Gama in India and its spice trade was the result of the same.

In the last 10 years, international spice trade has grown to around 500,000 tons of spices and also of herbs of over 1500 million US dollars. It is no exaggeration that a major chunk of this trade is still from Kerala. Some of the most popular spices of Kerala are:

- Pepper
- Cardamom
- Clove
- Cinnamon
- Ginger
- Turmeric
- Tamarind
- Nutmeg
- Curry leaves.

2.2 COMPANY PROFILE

AVT Natural Products Ltd is a public limited company promoted by Mr.Ajith as strategic diversification from traditional plantation business of A V Thomas group. AVT Natural Products formed in 1994 belongs to the renowned AVT Group of companies and in the last ten years has grown manifolds. It started Marigold cultivation on 200 acres of land that has since gone up to 35000 acres producing 100000 metric tons of flowers with support of 30000 loyal farmers. From producing feed grade oleoresins in initial years, AVT Natural Products today produces Nutraceutical grade products that meet global quality standards in food safety.

Strategic business units of AVT are Marigold oleoresins which forms the major part of the export and the main source of income to the company, spice oleoresins and essential oil, value added tea. AVT contract farming ensures quality at source. Marigold business is an integrated project starting from seed development and going on to oleoresins. This type of farming model followed by AVT Natural Product has been considered as one of the best in industry.

Company has ventured into the world of food safe natural flavors and color production as part of the expansion plan. This has become immensely successful and popular in the global food integration industry. The various certifications attained by the company speak volumes about the quality standards and food safety norms.

2.2.1 HISTORY OF THE COMPANY

A.V Thomas group of companies consists of diversified businesses in Tea, Rubber and Consumer products such as spices, food ingredients, leather and Healthcare products.

AVT Group-Business Units

- **Plantations:** 15000Acres (6070.28 HA) of Tea, Rubber, Coffee, & Spice Plantations in South India (5 companies)with 10 processing factories.
- **Consumer Products**: Like Tea, Coffee &Spices., one of the largest and popular brands inSouth India.
- **Leather Goods**: AVT Leather manufactures a wide range of leather goods for well- known brand names in the USA, Europe, and The Far East & Australia.

- **Medical Appliances**: Manufacture&Marketing of Rusch Foley Catheters and distributes range of Imported Products in India.
- **Biotechnology**:L.J. International Ltd -Plant Tissue Culture. Product range covers more than 70 products comprising of Flower, Fruit, Forestry, Foliage and Medicinal plants which are exported to several countries in the Americas, Europe, Africa, the Far East and Australia.
- **Commodity Exports**: Export of Spices, Natural Rubber, and Coir Products Food items.
- **Logistics:** Licensed Custom Agents, Air& Sea Cargo agents, Ware Housing.
- **Trading & Agencies**: Building Materials, Rubber chemicals etc. **Food& Feed Ingredients**: AVT Integrated Spice Project

AVT Natural Products Limited
AVT McCormick Ingredients Pvt. Limited

2.2.2 PLANT LOCATION

- Vazhakkulam, Marampilly P.O. Aluva.
- Harikura Village, HonavalliHobli, TipturTaluk, Tumkur District, Karnataka.
- Nayanpalli Cross, Bisibanepalli, Hindupur, A.P.
- Mysore Trunk Road, Puthuvadavally, Sathyamangalam, T.N.

One of the world's largest exporters of marigold oleoresins is AVT Natural Products. It is one of the principal players in the marigold food grade / Nutraceutical grade products in the global market. The sustainability of the business hinges on the relationship with the farming community and the professional competence of our exports in managing the marigold business. Also, has a good track record of logistics in assembling the raw material transportation and preserving the ingredients in the produce. The excellent preprocessing centers at respective locations, adds value by improving the process, thereby reducing the ingredients losses in the process chain.

The pre-processed raw material is then transported to Cochin where AVT Natural has a state of an art extraction facility. The continuous plant can handle more than 55 tons\ per day raw material. The extraction facility matches with the global food safety standards and has the prestigious ISO 9001-2000.

HACCP, AIBI certifications to its credit. We are also a vendor certified unit of Kemin Foods, the world's largest producer of lutien from marigold.

At AVT Natural it is their zeal to offer food safe products consistently to the customers. Food safety measures are religiously followed at each and every step of our operations to deliver you products that are 100% food safe as per the international standards. To name a few are:

2.2.3 PRODUCTS

Natural extracts:

- Marigold feed
- Color chilly
- Turmeric
- Hot chilly (capsicum)
- Black pepper (natural)
- Black pepper (de colorized)
- Ginger
- Celery
- Nutmeg

Essential oils:

- Black pepper
- Ginger
- Celery
- Nutmeg

Antioxidant:

- Rosemary extract
- Green tea

New products:

- Black carrot
- Sunflower extract
- Annatto

- Basil extract
- Fenugreek
- Decaffeinated black tea
- Tamarind extract
- Cola

2.2.4 DIVISIONS IN AVT NATURAL PRODUCTS LTD

AVT NPL has 3 major divisions:

- Argo operations
- Dehydration unit
- Solvent extraction plant

2.2.5 VISSION, MISSION AND VALUESVISSION

- To be a global leader in enriching lives through nature's own ingredients as food, nutrients and medicines for mankind.
- Develop and motivate through HRD programs.
- Provides total customer satisfaction through continuous improvement in products, process and services.

MISSION

AVT will:-

- Be a Global Leader in Marigold Extracts through a fully integrated supply chain with excellence in Plant Science & Agriculture and Logistics Management.
- Achieve growth and stability in performance by diversifying to value added natural ingredients for synergistic business segments through development of product research and technology base.
- Bring in highest level of efficiency, traceability, food safety and quality in the supply chain through Contract Framing.
- Establish brand equity for natural ingredients through development of consumer marketing skills.

- Comply flawlessly with ever changing international statutory regulations for our businesssegments.
- Consistently add value in our business to deliver superior returns to all stakeholders (customers, employees, shareholders, suppliers and society)

VALUES

- Belief in ethical business and transparency
- Encouraging individual excellence and foster environment for team work
- N short cuts
- Never sacrifice long term for short term
- Know the business environment, product and customers well
- Update knowledge
- Respect the neighborhood and individuality of each customer, supplier and employee

CODE OF ETHICS

- 100% compliance with the law
- Protection of proprietary information and confidentiality of information
- Prohibition against insider training
- Giving and receiving gifts of certain values
- Policies regarding records retention and e-mail access Policies on improper or questionable payments.

2.2.6 AVT TEAM

- AVT Natural has 160 permanent employees in its direct rolls
- 450 foot soldiers supporting contract farming advising farmers on Good Agriculture Practices
  (GAP)
- 45 Apprentices
- The dedication to total customer satisfaction and adherence to highest quality standards has established the company name to be reckoned with in the food ingredients business.

AVT GROUP AT A GLANCE

A V Thomas group of companies consists of diversified business in Tea, Rubber and Consumer Products such as spices, food ingredients, leather and healthcare products. AVT grown from strength in:

- Manufacturing capabilities
- Technological strength
- Export marketing capabilities
- Domestic retailing strength
- Quality in international business
- Experience in managing joint ventures

2.2.7 COMPANY TURNOVER

AT Natural Products holds a major share in the Indian spice industry & the present turnover of the company is about 87 cr rupees.

2.2.8 AWARDS AND RECOGNITION

AVT Natural Products Ltd won this year Emerging India Awards, constituted for Small and Medium

Enterprises in India, for "**FMCG Food and Agri Business Category**". All SME's having maximum net worth upto Rs. 500 million were eligible for this award.

The awards were given away on a countrywide basis targeting ten different categories:

- Auto Engineering and Ancillaries
- Pharma and Chemicals
- FMCG. Food and Agri-business
- Gems and Jewelry
- Textiles and Apparel
- Information Technology, Communication and Entertainment (ICE), IT enabled Services (ITeS)
- Infrastructure
- Travel and Tourism
- Retail trade
- Commodity Traders and Others.

At AVT Natural it is our zero to offer food safe products consistently t our customer. Food safety measures are religiously followed at each and every step of our operations to deliver you products that are 100% food safe as per the international standards. To name a few are:

2.2. 9 PEST CONTROL

- Bait stations for rodent control
- Pheromone traps and fumigation for insects control
- Warehouse fumigation at regular intervals
- Electric fly traps for fly control
- Fogging in crack & crevices

2.2.10 FOOD SAFETY PROGRAMS

Standard operating procedures for all process steps:

- Color coded packing material and labels for easy identification
- Traceability from RM to FG and vice versa
- Unusual occurrence $ process upset procedures
- Handling of customer complaints and non-conforming products
- Foreign material controls policy like glass, wood and metal
- Food allergen policy
- Personal hygiene policies on uniform, jewelry and visitors
- Induction & Refresher Training for all employees
- Employee health check-up & return form illness policy
-

2.2.11 FACILITY AND INFRASTRUCTURE

The facility & infrastructure ensure food safety for your products by:

- Dedicated warehouse for Raw Material, In process material, Finished goods, packing material to prevent any cross contamination
- Designated place to keep returned and damaged goods

- Designated room to keep cleaning chemicals & pest control chemical away from the processing area
- Dedicated area to keep hazardous chemical and engineering spares.

2.2.12 QUALITY CERTIFICATIONS

- Kosher certified
- Spice house certified by Spice Board of India
- ISO 2000
- GMP (Good Manufacturing Practices)
- McCormick vendor certification 2000
- American Institute of Banking International, USA (AIBI) 1999 "Superior Rating" in 2002, 2003, 2004, 2005, 2006.
- 2001, 2004 & consecutive year "lab of the year" for micro technology worldwide.

2.2.13 COMPETITORS DETAILS

The main competitors of AVT Natural Products Ltd are as follows:

- **SYNTHITE:** synthetics the market leader in the leader in the field with an annual turnover of 400 million $.
- **PLANT LIPIDS:** plant lipid is the market challenger with a turnover of about 250 million.
- **KANCORE**
- **AKAY**
- **ENJAYES**

2.2.14 PROMOTIONAL ACTIVITIES

The company is trying to make awareness among the representatives of other international companies about the advantages of using natural food products by

participating in international food exhibition and spice advertisement in the food magazines for the promotion of their products.

2.2.15 DISTRIBUTION

It is mainly done through shipping expect in Europe where the company has few agents.

2.3 IMPORTANT PUBLICATIONS

THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY

Assc.Prof.Dr. RashadYazdanifard,December 2013

This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and the knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investments, there is imperative need to effectively manage training and development programs

THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

WaqarYounas, AneeqaZreen, July 2018

The aim of this study was to explore the impact of training and development on employee performance. The study conducted under the framework of banking sector of Pakistan. Study finding reveal development leads to better employee performance , training and development both increase the employee performance. Organisations need to spend on training and development of its employees for sustainable long term competitive edge.

THE IMPACT OF TRAINING DEVELOPMENT ON EMPLOYEES PERFORMANCE AND PRODUCTIVITY

“A case study of Jordanian Private Sector transportation companies located in the southern region of Jordan.

Mohammed Raja Salah, July 2016

The success or failure of modern business organisation depends on the quality of their human resources. Well trained and highly developed employees are considered as corner stone for success. Hence the purpose of the study was to investigate the relationship between training, development and employees performance and productivity in selected Jordanian Private Sector transportation companies located in the southern region of Jordan.

According to **Henry Ongori, Jennifer ChishamisoNzonzo (2011)**, 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.

According To **Fizzah (2011),** found out how training and development effect organizational performance and to find out what is the impact of training and development in organization. Data is collected from the 100 members of different organizations. And the previous researches carried out on training and development. Training and development is 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 is discussed in the paper.

Pilar Pineda in the year (2010) has done his research in this topic "Evaluation Of Training In Organizations A Proposal For An Integrated Model" and the author's purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author says that training is a key strategy for human resources
development and in achieving organizational objectives. Organizations and public authorities invest large amounts of resources in training, but rarely have the data to show the results of that investment. Only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models. The paper's approach is theoretical, and the methodology used involves a review of previous evaluation models and their improvement by comparing their application in practice. The author has also applied the model successfully in several public and private organizations,

in industry and in the services sector, which demonstrates its usefulness and viability in evaluating the results of training.

Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers in evaluating training results, as well as providing a global simplified approach to the complex evaluation function. The originality of this evaluation model lies in its focus on a key and novel aspect – i.e. the pedagogical dimension, providing an integrated tool that can be easily adapted to any organization.

Eugene Rotarescu in the year (2010) presented in a succinct and applicative manner of several decision making processes and the methods applied to human resources training and development in environments with risk factors. The decisions have been optimized by the human resources training and development, the decision makers have readily available with two methods of analysis they are: (1) the decision matrix and (2) the decision tree method. Both methods compute the alternatives based on the estimated monetary value (EMV). Finally the decision matrix and the decision tree analyses represent two viable, scalable and easily applicable framework analyses for selecting the optimum course of action regarding the training and development of human resources. Both analyses generate the same solution and rely on the accuracy of the expected monetary value (EMV) method calculated for each course alternative action. Of these two methods, the selected decision method depends on the circumstances, the complexity of the situation and preference of the decision makers.

According to **Bates and Davis (2010)**, explained usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations

According to **Shelley Frost, (2009)** Demand Media Training is a crucial component in preparing new employees for their positions and keeping existing employees current on critical information. To be effective, a training program needs a specific purpose with

appropriate training methods. Understanding the factors that influence training programs enables you to develop or change your current employee education to make it fit the needs of your business and your employees.

According to **Haslinda Abdullah (2009),** the challenges faced by employers and organizations in the effective management of HR T&D varied from concerns about the lack of intellectual HR professionals to coping with the demand for knowledge-workers and fostering learning and development in the workplace. The core and focal 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.

Franco Gandalf in the year (2009) has done his research in the topic "Training and Development in an Era of Downsizing" And he has analyzed that downsizing as a restructuring strategy which has been actively implemented for the last three decades. While employee reductions were utilized mainly in response to crises prior to the mid-1980s, downsizing developed into a fully-fledged managerial strategy for tens of thousands of companies in the mid to late 1980s. Since then, downsizing has transformed the international corporate landscape and affected the lives of hundreds of millions of individuals around the world. While the overall effects of downsizing have been widely reported, many misconceptions surrounding the concept of downsizing have remained. This conceptual paper focuses on the role of training and development (T&D) during the downsizing process. In particular, the research depicts the current body of literature associated with the function of HR and its plans, programs, and policies that firms adopting downsizing must provide to their surviving workforces. Finally, this paper offers concluding comments regarding effective downsizing practices that have emerged in the literature.

Sundararajan S. (2007) suggests that, in the current competitive business environment, the demand of organizations compels Indian Industries to rethink their vision and mission about Human Resource Development (HRD) practices through training and development. Changes are inevitable anywhere i.e. in our personal life, social life, work life, in nature, in society, in universe etc. We cannot avoid changes, but we can adjust and adapt to such changes for betterment through training and development. Today's industries are moving towards globalization, and this process is characterized by intense competition, technological innovations, consumer satisfaction, competitive advantages etc. Here, the human resource provides impetus training and development to deal with such competitive and complex situations in the business world.

In this day and age, organizations are forced to thrive on the cutting edge competition using the most appropriate technology. For this, managing HR is more effectively through appropriate training to the organizational workforce. Training might thus mean showing a machinist how to operate his new machine; a new sales person, how to sell his firm's product; or a new supervisor how to interview and appraise employees. For analyzing the existing training and development programme of private sector organization and employees' attitude, the researcher conducted an empirical study on 'employees 'attitude towards training and development' in private sector manufacturing and business organizations. Based on this research, the researcher come to certain conclusions about employees' mindset towards training and development in private sector organizations.

William Fitzgerald (1992) defines that training as an achievement of the understanding and skill for present the tasks. Next, Goldstein & Ford, (2002) describe training as a systematic method for learning and development to increase person, team and the organizational efficiency. It also support the opinions of William Fitzgerald, (1992) while Aguinis&Kraiger, (2009) describes the significance of training by stating that it increases the employees job performance and bring other positive changes such as acquisition of new talents. Gansberghe, (2003) defines development as a long-term process designed for enhance the potential and the effectiveness.

According to past researchers, **Locke and Latham (2002)** goals have a widespread influence on the worker behaviour and employee performance in the organizations and management practice, this study as sited by Lunenburg (2011). Almost all modern organizations have some form of goal setting operation. Such a program management by objectives (MBO), from management information systems (MIS) and high-performance work practices benchmark, a target mark, and systems thinking and strategic design which includes the development of the specific goals. (Lunenburg, 2011).

The performance they achieve from that effort and the rewards they receive from their effort and performance based on the idea that people believe there are relationship among the hard work that they contribute at work place that a cognitive process theory of motivation is defined as expectancy theory **(Parijat&Bagga, 2014).** In other words, to desired rewards that has a strong effort for a better presentation and that better presentation will make a path to the people that will be motivated if they believe it (Parijat&Bagga, 2014).

According the numerous study **Neisser, (1967)** identifies the main aspects of the cognitive theory has involve in the interaction among mental components and the info that is the procedure of this complex network as cited by Clint, (1993). According to **McEntire (1992)** People learn actively to make cognitive structures that can define to their own models and the environmental. Therefore, cognitive psychologists do not obey to a specific set of rules or methodologies in their investigation as site Clint, (1993). Cognitivist,such as behaviourism, which emphasized the role of the environment. (Ertmer& Newby, 2013).

By environmental influences, in the social learning by indirect, representative and self-regulatory processes, the social learning theory outlined in this paper places the special emphasis in which receive the relatively little attention on the essential roles even in most current theories of learning. For the way one views the causes of human behavior, these differences in governing processes carry certain suggestions **(Bandura, 1971).**

According to **Nassazi, (2013)** did a research on effect of the training on employee performance. The aim of this learning is to know the impact training on the employee performance by use the telecommunication sector at Uganda. The total questions is 18 and have 120 of respondents. Second, According to **Otoo and Eric, (2012)** did a research on the impact of training and development over employee performance on Accra Polytechnic. The aim of this investigation to know that the training and development give am impact to employee performance at Accra Polytechnic, the sample data has collected is 50 of the senior employee. Third, According to **Tahir et.al, (2014)** did an investigation the effect of training and development over the employee performance and the productivity. The aim of this research is to study that training and development give an effect to employee performance and productivity they use 80 of the questionnaire. Forth, **Laing, (2009)** did a research on effect of the training and development over employee performance at the public sector. The aim of this study is to know the effect of the training and development over the public sector in the organizations by a case study of Ghana Ports and Harbors Authority, they also do a personal interviews.

According to **Ramya, (2016)** Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance. Next, According to **Falola et.al, (2014)** Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge and the results show that strong relationship exists between training and development, employees' performance.

2.4 CONCEPTS

2.4.1 Human Resource Management

The growth of human resource management in united states of America was evolutionary in nature. It took place because of the voluntary efforts of the employers. But in countries like India human resource management grew because of compulsions made by the Government. In 1931, the Royal Commission on Labor recommended the abolished of worker system and the appointment of labor officers in the industries to look after recruitment and welfare of employees, In 1948, the Factories Act made it obligatory for certain industrial enterprises to appoint welfare officers.

2.4.2 Human Resource Planning

Human Resource Planning is the process by which aamanagement determines how an organization should move from its current human resource position to its desired human resource position. Through Planning, a management strives to have the right number and the right kind of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long range benefits.

2.4.3 Process of Human resource Planning

The process of human resource planning is one of the most crucial, complex and continuing managerial function which embraces organizational development, management development, career planning and succession planning. The process has gained importance in india with the increase in the size of business enterprises, complex production technology and the adoption of professional management technique.

The process human resource planning involves the following steps:

1. Determination of objective of human resource planning
2. Current human resource inventory
3. Demand forecasting
4. Job requirement
5. Employment plan
6. Training and Development programme
7. Appraisal of human resource planning

2.4.4 Training and Development

In a rapidly changing society employees training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force. Training is a process of learning a sequence of programmed behavior. It is the application of knowledge. It gives people an awareness of the rules and performance on the current job or prepare them for an intended job. Development is a related process it covers not only those activities which improve job performance but also those which bring about growth of their personality; helps individuals in the progress towards maturity and actualization of their potential capacities. In organizational terms, it is intended to equip persons to earn promotions and hold greater responsibility. Training a person for a bigger and higher job development.

2.4.5 Distinction between Training and Development

"Training" is short term-process utilizing a systematic and organized procedure by which non-managerial personal learns technical knowledge and skills for a definite purpose. On the other hand development is a long term educational process utilizing a systematic and organized procedures by which managerial personal learn conceptual and theoretical knowledge for general purpose.

"Training" refers only to instruction in technical and mechanical operation, while "Development" refers to philosophical and theoretical educational concepts. Training is designed for non-managers, while development involves managerial personal.

Training and Development differ in four ways:

a. "What" is learned;
b. "Who" is learning
c. "Why" such learning take place; and
d. "When" learning occurs

The difference may be stated thus

2.6 STEPS IN TRAINING PROGRAMME

1. Discovering or identifying Training Need

A training programme should be established only when it is felt that it would assist in the solution of specific operational problems. The most important step, in the place, is to make a thorough analysis of the entore organization, its operations and human resources available in order to find out "The trouble sports" where training may be needed.

2. Getting ready for the job

Under this step, it is to be decided who is to be trained the new comer or older employee, or supervisory staff or all of them selected from different departments. The trainer has to be prepared for the job, for he is the key figures in the entire programme.

3. Prepration of the learner

This step consist(i) in putting the learner at case; (ii) in setting the importance and ingrediants of the job and its relationship to work flow; (iii) in explaining why he is being taught; (iv) in creating interest and encouraging questions. Finding out what the learner already knows about his job or other jobs; (v) in explaining the 'why' of the whole job and relating it to some other job, the worker already knows; (vi) in placing the learner as close to his normal working position as possible; and (vii) in familiarizing him with the equipments, tools and trade terms.

4. Presentation of operation and knowledge

The trainer should clearly tell show, illustrate and question in order to put over the new knowledge and operations. The learner should be told of the sequence of the entire job and why each step in its performance is necessary. Instruction should be given clearly, completely and patiently; there should be explained at a time. For this purpose, the trainer should demonstrate or make use of audio visual aids and should ask the trainee to repeat the operation. He should also be encouraged to ask questions in order to indicate that he really knows and understands the job.

5. Performance try Out

Under this, the trainee is asked to go through the job several times slowly, explaining him each step. Mistakes are corrected and if necessary, some complicated steps are done for the trainee the first time. The trainee is asked to do the job, gradually building up skill and speed. As soon as the trainee demonstrates that he can do the job in a right way, he is put on his own, but not abandoned.

6. Follow-Up

This step is undertaken with a view to testing the effectiveness of training efforts. This consist in;

a. Putting a trainee "on his own"
b. Checking frequently to be sure that he has followed instruction; and
c. Tapering off super vision and close follow-up until he is qualified to work with normal supervision.
d.

2.7 NEED OF TRAINING

Training is beneficial not only to the employers but also to the employees. The success or failure of an organization depends on the efficiency of the personnel in an organization. The significance of training is discussed under the following heads.

1. Quick learning

Training helps to reduce the learning time necessary to attain an acceptable level of performance. The employees need not learn by observing others or through a trial and error method if formal training programmes exist in the organization. The qualified instructions will help the new employees to acquire the skills and knowledge to do a particular job within a short span of time.

2. Higher productivity

Enhanced skills and competencies acquired through training usually helps in increasing both quantity and quality of the output. Training is also of great help to the existing

employees. It helps them to increase their level of performance on their present job assignments.

3. Less Supervision

If the employees are given adequate training, the need for supervision is minimum. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.

4. Higher morale

The morale of employees increases when they are given proper training. Morale is a mental condition of an individual or group, which shows their willingness to co-operate. A common objective of any training programmes is to mouldemployees attitudes to achieve support for organizational activities and to obtain better co-operation and greater loyality. With the help of training, dissatisfactions, complaints, absenteeism and labour turn over can be reduced.

5. Better Management

A manager can make use of training to manage in a better way. Training the employees can assist him in his managerial functions for instance, maintaining higher standards of quality, building a satisfactory organization structure, delegating authority and simulating employees are all made possible through the effective training plan.

6. Economical operation

Trained personnel will be able to make better and economical use of materials and equipments thereby reducing wastage. In addition, the rate of accidents and damages to machinery and equipment will be minimum. These factors will minimize the cost of production.

7. Benefits to employees themselves

As employees acquire more knowledge and skill from training, this increase their market value and earning power. By securing such skills, they enhance their value to the

employer and at the same time ensure job security for themselves. Training helps in securing promotion and career growth.

2.8 Elements of training

1. Trainee

The proper selection of trainers is of major importance of permanent and gainful results are to be obtained. A trainee should be trained for the kind of job he likes and is suitable to perform. In respect of this, training is closely related to the selection of personnel. Careful screening of conditions for training raises the effectiveness of the training work.
While giving training to an employer the first step is to places him at case as most people are generally nervous when approaching an unfamiliar task. The trainee must be given the proper background information before he starts learning the new job skills and knowledge.

In case of suspensory training, it is better to include all suspensions and other emnplyers considered suitable for promotion. Excluding the employers who do not need training or who are already doing their work satisfactorily is poor policy. The presents of outstanding persons benefits the less competent persons and they benefit themselves too.

2. Trainer

The trainer is the key figure in an effective training programme. Qualified instructions may be got from inside or outside the organization. He must be able to divide the job in to logical parts, so that he may teach one part at a time without losing the perspective of the whole. He must be tolerant and patient.

Training has to be based on the needs of the organization and the trainer must have a clear cut idea about the requirements of the organization. Very often trainee occurs in vaccums that is trainers organized courses which seem to be interesting or an agenda is

developed in terms of some preconceived notion of what constitutes a body of useful information.

3. Training Period

The length of the training period depends upon the skill to be acquired, the trainers learning capacity and the training media used. The use of effective visual material usually helps to reduce the training time.

To maintain interest and to secure maximum accomplishment, no single session should last longer than two hours. The alternative to giving training during working hours which may effect production and the organization, will have to compensate the time, is to organize training after the working hours when the employer may not be able to make full the use of training.

2.9 Training Methods

There are many methods and techniques for importing training among trainers. The choice of any method will depend upon;

- Cost
- Time available
- Number of Trainees
- Depth of knowledge required
- Background of the trainers

Training methods are mainly classified in to two:

1. On the job training
2. Off the job training

1. On the job training

On the job training methods focuses on learning while an individual is actually engaged in work. Such training methods place the employees in actual work situations and give

them hands on experience on the job. Here the employee learn by doing. It includes job rotation, apprenticeship, coaching, vestibule training, committee assignments, etc.

2. Off the job training

In off the job training, a trainee has to leave his place of work and devote his entire time for training purpose. During this period, the trainee does not contribute anything to the organization. These methods can be followed either in the organization itself or the trainee may be sent away for training courses organized by specialized institutions. These methods includes conferences, role playing, special courses, sensitivity training, internship etc.

Following are the main types of training, which are adopted by organizations.

1. ApprenticeshipProgrammes

Under apprenticeship training, a trainee is put under supervision of a person who may be quite experienced in his field. Such training becomes necessary when people enter a job which involves skilled trades like electrical works, mining operations etc.

2. Vestibule Training

In vestibule training, employees are taken through a short course under working conditions more or less same as that of actual floor, sales or office conditions, Under this method, people will develop and learn skills while working in situations similar to what they will face after they are put on actual jobs.

3. Job Rotation

In job rotation, a person is given job in various sections or departments of the organization. The major objective of job rotation training is to broaden the background of the trainee.

4. Internship Training

Internship training programmes have become popular these days because of co-operation between employers and vocational and professional institutes. Under this method, the vocational and professional institutes enter in to an agreement with business enterprises for providing practical knowledge of its students.

5. Demonstration and Examples

In this method the trainee describes and displays something by actually performing the activity himself and by going through on step by step explanation of why and what he is going.

6. Simulation

Simulation is a technique which duplicate as nearly as possible the actual conditions encountered on a job. The vestibule training method or the business game methods are examples of business simulation.

7. Lecture or classroom instruction

This is one of the methods of 'off- the job training which means training is not part of every day job activity'.

Lectures as regarded as one of the most single ways of imparting knowledge to the trainees, especially when facts, concepts or principles, attitudes, theories and problems solving abilities are to be taught. Lectures are formal organized talks by training specialists.

8. Conference Method

In this method the participating individuals confer to discuss points of common interest to each other. A conference is basic to most participative groups centered methods of development. It's a formal meeting conducted in accordance with an organized plan in which the leader seeks to develop knowledge and understanding and obtaining considerable amount of oral participation from the trainers. It lays stress on small group discussions, on organized subject matter and on active participation of members involved

9. Seminar or Team discussion

This is an established way for training. A seminar can be conducted in many ways:

i. It may be based on a paper prepared by one or more trainers on a subject selected in consultation with the person in charge of the seminar. The trainee read their papers and this is followed by critical discussions. The chairman of the seminar summaries the contents of the paper and the discussions.

ii. It may be based on a statement made by the person in charge of the seminar or on a document prepared by an expert who is invited to participate in the discussion.

iii. The person in charge of the seminar distributes in advance the material to be analysed in the form of required readings. The seminar compares the reaction of trainees, encourage discussion, defines the general trends and guides the participants to certain conclusions.

iv. Valuable working material may be provided to the trainees by actual files. The trainees may consult the files and bring these to seminar where they may study in detail the various aspects, specifications and complexities of the particular job or work or task.

10. Case studies

This method was first developed in the 1880s by Christopher Landgell. The objective of this is to help students learn by themselves by independent thinking and by discovering principles and ideas which have lasting validity and general applicability. The object is to help them, develops skills in using their knowledge.

The case study is based on the belief that management competence can best be attained through the study, contemplation and discussion of concrete cases. The ‘case’ is a set of data written or oral miniature description and summary of such data that presents issues and problems calling for solutions or action on part of trainer. The trainers are given cases to analyse they are asked to identify the problems and to recommend solutions.

11. Role Playing

The method is also called ‘Role Reversal’. It has been defined as ‘ a method of human interactions which involves realistic behavior in imaginary situations’. A role playing experience demonstrates the gap between thinking and doing. The idea of role playing involves action, doing and practice.

Role playing primarly involves employee-employer relationships- hiring, filling and discussing grievance procedure, conducting a post appraisal interview, disciplinary or sales marketing situations.

12. Programmed instruction

Also referred to as teaching by machine method, it involves a sequence of steps which are often set up through the control panel of an electronic computer as it guides in the performance of a desired operation or series of operation.

13. T-Group training

Also called 'sensitivity training'. The aim is to improve the trainers in dealing with people. This training mainly consists of sitting around a table discussing for hours. A trainer usually a psychologist merely guides the discussion. As the member are free to criticize the behavior of each other, thereby giving feedback which may be positive or negative.

14. RetrainingProgrammes

Retraining programmes generally arranged for employers who have long been in the service of the organization. The training programme may be necessitated by the following facts:

(a) Some employers are engaged in a confined face of a particular task and lose their all-around skills in a particular trade. To represent then active in are around skills, training is needed.
(b) Employers on certain highly skilled jobs are given retraining when called back to work.

3.1 RESEARCH METHODOLOGY

Research Methodology provides various steps that can be adopted by a researcher in studying the problem. It means the scientific method of research. It is the method of conducting the research. It is the research design which can be selected for conducting a study according to the nature and scope of the subject. A detailed study of various tools and journals on employees training is studied. Facility will be made to get an acquaintance with various aspects of the study. The study to be conducted is descriptive in nature. The respondents are selected for personal interview by the way of convenient sampling method.

3.2 RESEARCH DESIGN

Study covers employee training program on the target group. The area is selected by taking into account the time and cost factors.

3.3 SAMPLE

The primary data required for the study were collected from the selected random sample of 100 employees out of 160 employees of AVT Natural Products LTD, South Vazhakulam.

3.4 TOOLS USED

- SPSS software
- Charts
- Diagram
- Tables and figures

3.5 VARIABLE

Dependent variable

- Effectiveness of training and development

Independent variable

- Content of training programme
- Type of training programme
- Trainers attitude
- Job security
- Duration
- Effective method of training
- Trainees attitude

3.6 HYPOTHESIS

H0 = There is no significant difference in the satisfaction of employees after training and development programme.

H1= There is significant difference in the satisfaction of employees after training and development programme.

3.27 DATA COLLECTION

The study is both descriptive and analytical in nature. The study is based on

1. Primary data

   It will be collected from the members of the concerned groups through telephone interview with the help of structured questionnaire.

2. Secondary data

   - Internet
   - Journal
   - Company data
   - Previous records

Table no 4.1 showing the initiatives of management to implement training programme

Types of initiatives of management to implement training programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Initiative	20	20.0	20.0	20.0
	Fair Initiative	70	70.0	70.0	90.0
	Poor Initiative	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

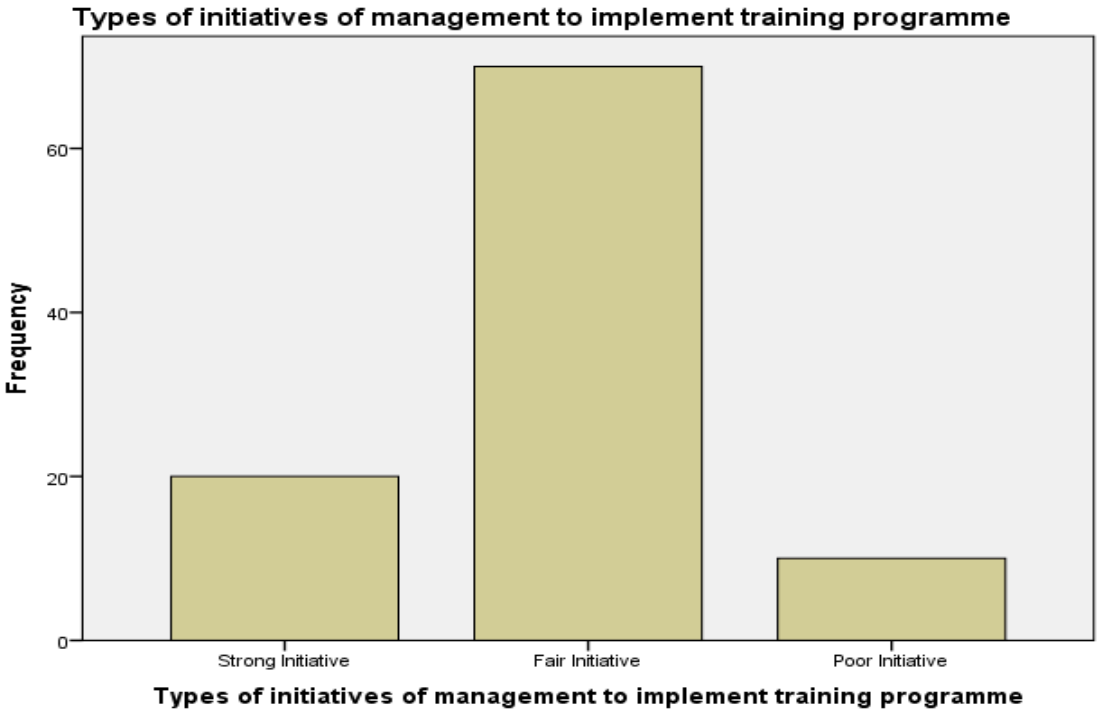


Figure no 4.1

Observation

20% says that management takes strong initiative to implement training programme, 70% says that management have fair initiative and the rest says that they have poor initiative.

Interpretation

The management takes fair initiative to impart training program because the employees are skilled and training is given to them for the better understanding of the job.

Table no 4.2 showing types of training programmes implemented by management.

Types of training programmes implemented by management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On the job	60	60.0	60.0	60.0
	Off the job	10	10.0	10.0	70.0
	Apprenticeship	20	20.0	20.0	90.0
	Vestibule	4	4.0	4.0	94.0
	Others	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

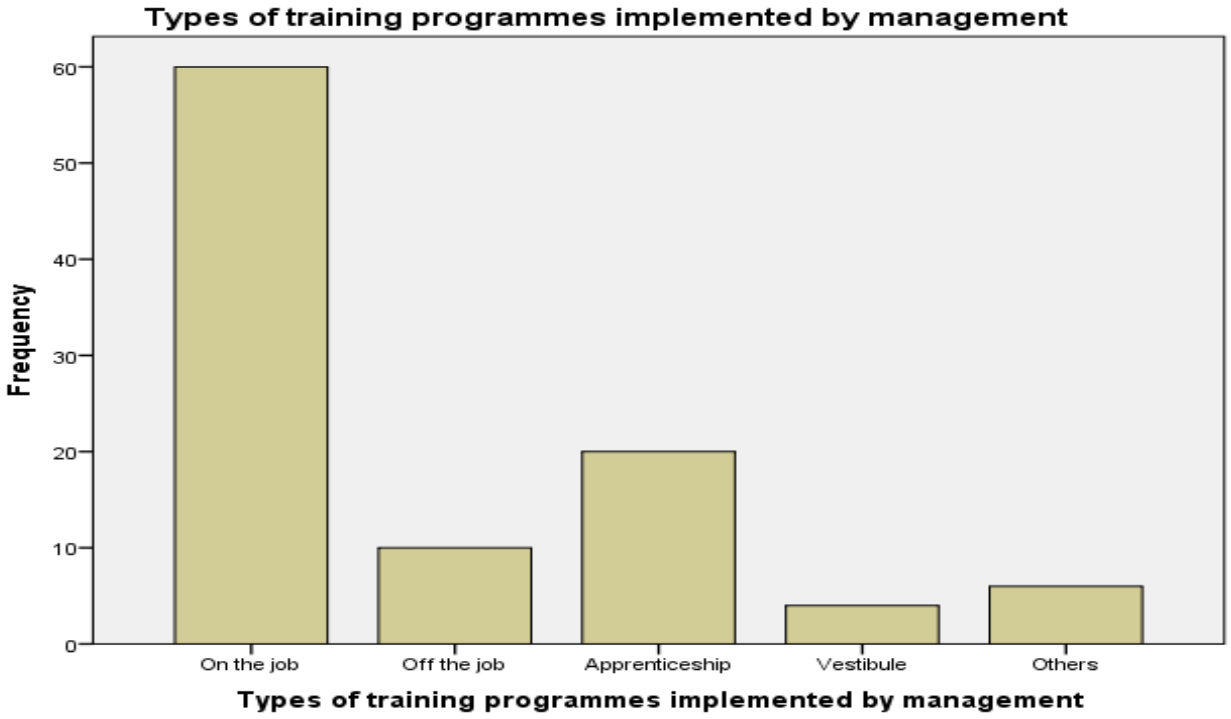


Figure no 4.2

Observation

60% attend on the job training and 10% attend off the job training method and 20% attend apprenticeship and 4% attend vestibule training rest of them attend other types of training.

Interpretation

On the job training is most preferred in the company because the employees get to know about new things along while with the job.

Table no 4.3 showing whether training hours are sufficient to impart necessary skills

Whether training hours are sufficient to impart necessary skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Sufficient	14	14.0	14.0	14.0
	Fairly Sufficient	76	76.0	76.0	90.0
	Poorly Sufficient	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

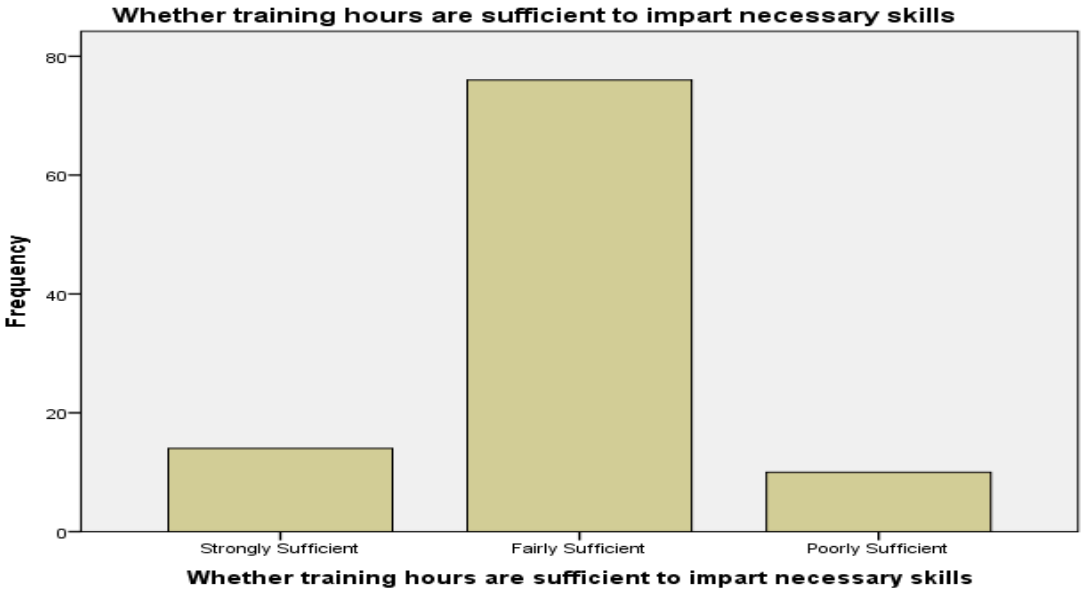


Figure no 4.3

Observation

14% says that training hours are strongly sufficient to impart necessary skills and 76 % respondents says that training hours are fairly sufficient and the rest says that training hours are poorly sufficient to impart necessary skills.

Interpretation

Majority of the employees thinks that the training hours are fairly sufficient to impart necessary skills. This may be because employees do not want to waste too much time in training process.

Table no.4.4 showing when training program's are needed for employees

When training program's are needed for employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Periodically	10	10.0	10.0	10.0
	When new technique are adopted	90	90.0	90.0	100.0
	Total	100	100.0	100.0	

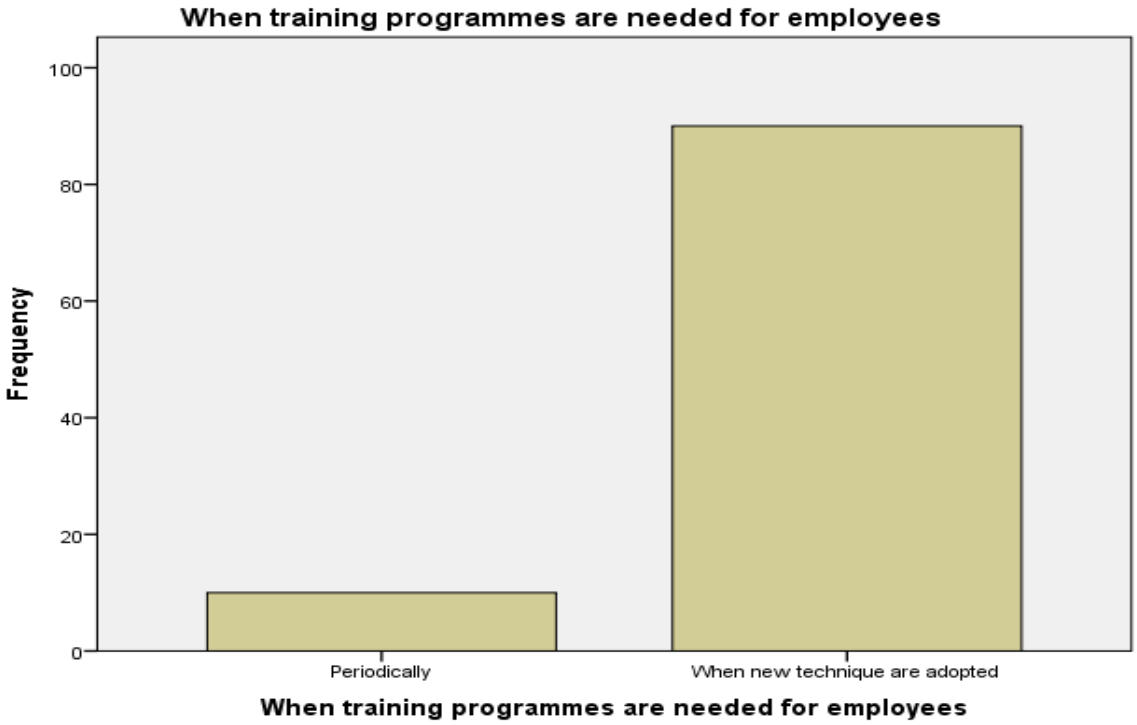


Figure no 4.4

Observation

10% of employees prefer periodical training programme and rest of them prefer training when new techniques are adopted.

Interpretation

90 % of employees needed training only when new technologies are adopted in the company because adoption of new technologies incurs changes in the company. In order to understand these changes training is necessary.

Table no 4.5 showing whether training programmes improve efficiency

Whether training programmes improve efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	80	80.0	80.0	80.0
	Disagree	4	4.0	4.0	84.0
	Neither agree or Disagree	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

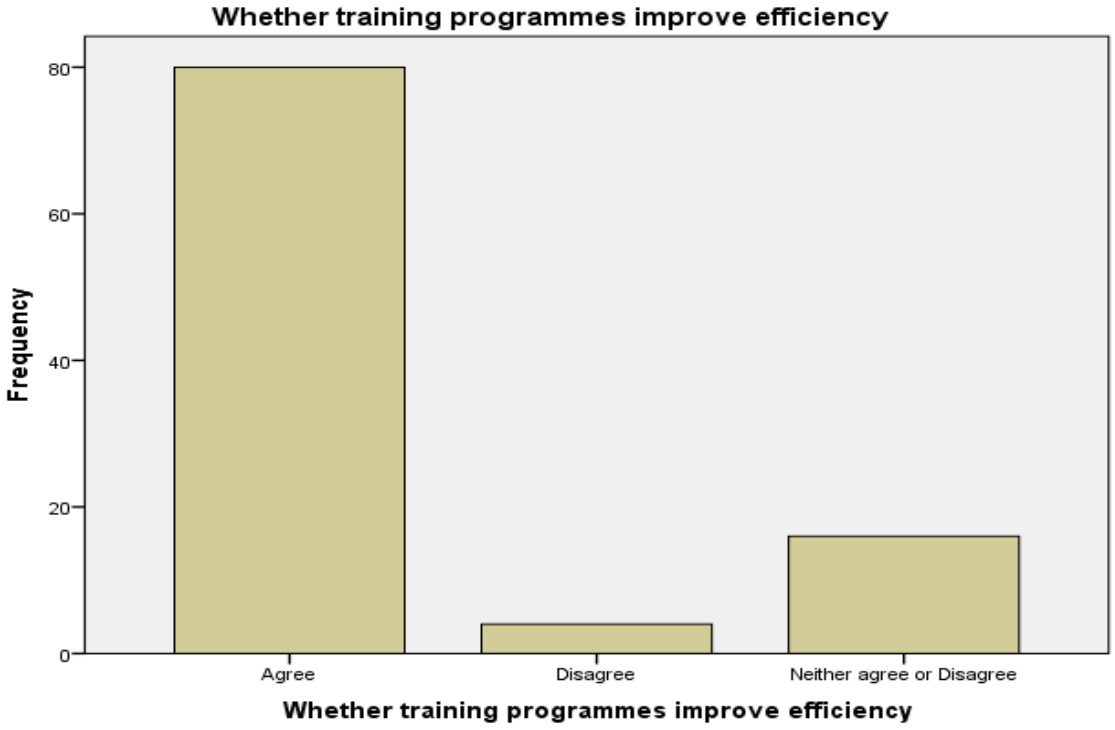


Figure no 4.5

Observation

80% agrees that training improve efficiency and 4% disagree with this opinion and 16% neither agree nor disagree.

Interpretation

Most of the employees feel that the training program has improved their efficiency. The training program has a positive impact on the employees.

Table no 4.6 showing the motivation of the employees from training programs

Feedback - motivation of the employees from training programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly motivated	20	20.0	20.0	20.0
	Fairly motivated	64	64.0	64.0	84.0
	Poorly motivated	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

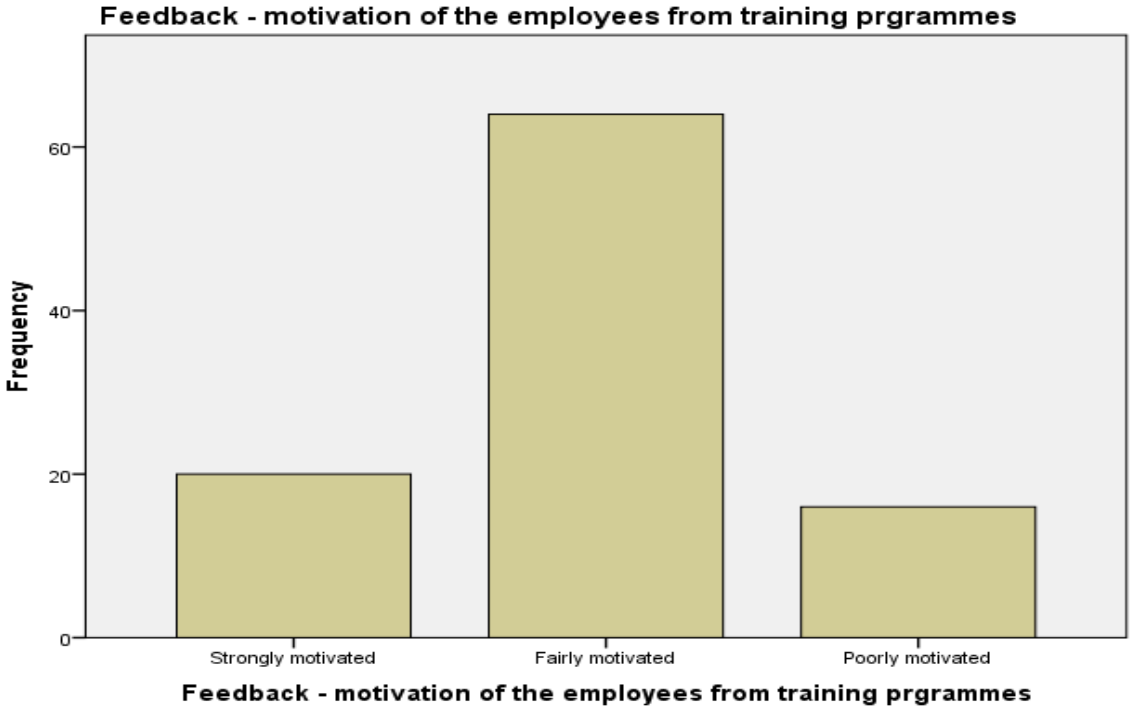


Figure no 4.6

Observation

20% of respondents said that they were strongly motivated by training programme and 64% said that they fairly motivated and the rest said that they were poorly motivated by training programme.

Interpretation

Majority of the employees are motivated by the training program. The training program made the employees learn new things and the employees skills were boosted up.

Table no 4.7 showing whether training programme helps to reduce absenteeism and labor turnover

Whether training programme helps to reduce absenteeism and labour turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly reduced	36	36.0	36.0	36.0
	Fairly reduced	44	44.0	44.0	80.0
	Poorly reduced	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

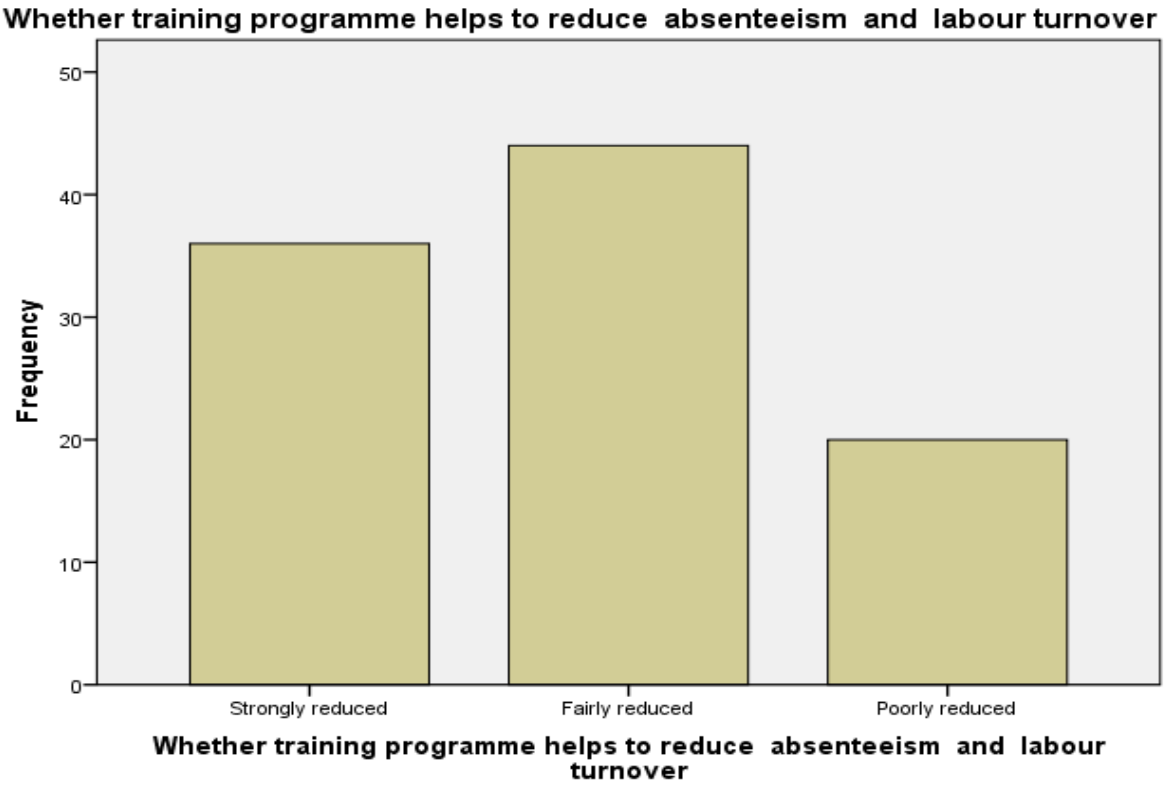


Figure no 4.7

Observation

36% of respondents strongly support this opinion and 44% fairly support nd 20% of respondents are poorly support this opinion

Interpretation

Absenteeism and labor turnover were reduced because job security and sense of belongingness increased in the minds of the employees.

Table no.4.8 showing how well trainers are specialized and effectively guide employees

How well trainers are specialized and effectively guide employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	80	80.0	80.0	80.0
	Disagree	6	6.0	6.0	86.0
	Neither agree or Disagree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



Figure no 4.8

Observation

80% of respondents says that these trainers are specialized and effectively guide them and 6% have negative opinion and the rest have neither agree nor disagree.

Interpretation

Majority of the employees thinks that the trainers are specialized and effectively guide the employees. The trainers are well trained and experienced and were able to influence the employees.

Table no 4.9 showing how the trainers treat trainees during the training period.

How the trainers treat trainees during the training period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Friendly	24	24.0	24.0	24.0
	Normally	62	62.0	62.0	86.0
	Strictly	8	8.0	8.0	94.0
	Not Friendly	6	6.0	6.0	100.0
	Total	100	100.0	100.0	



Figure no 4.9

Observation

Here 62% of the employees in training period are treated normally and 25% are treated friendly and 8% employees are treated strictly

Interpretation

The trainers were unbiased and treated all the employees equally and normally.

Table no 4.10 showing the quality of study material provided before the training

Quality of study material provided before the training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	44	44.0	44.0	44.0
	Average	40	40.0	40.0	84.0
	Poor	16	16.0	16.0	100.0
	Total	100	100.0	100.0	



Figure no 4.10

Observation

44% of respondents says that good study material provided before training and the 40% says that they were provided average study material and rest says that trainers provide poor study material for training.

Interpretation

The study material provided to the employees before the training session was reliable and helpful.

Table no.4.11 showing whether training programme have interactive sessions.

Whether training programme have interactive sessions

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Yes	96	96.0	96.0	96.0
	No	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

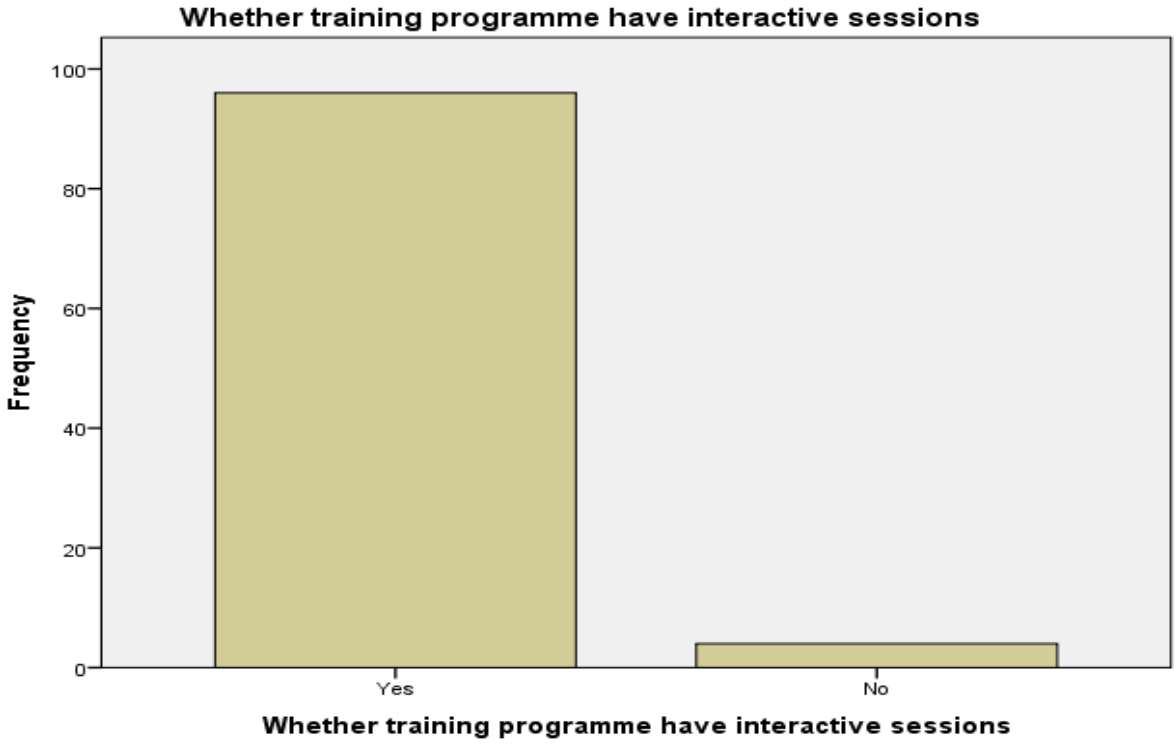


Figure no 4.11

Observation

Here it is found that 96% of the respondents say that the training programme include interactive session and 4% have negative opnion.

Interpretation

The training program had interactive sessions. The employees communicated with the trainers as well as with each other. New employees were cleared with their doubts.

Table no.4.12 showing whether the management collects feedback about training programmes.

Whether the management collects feedback about training programmes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	90	90.0	90.0	90.0

	No	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

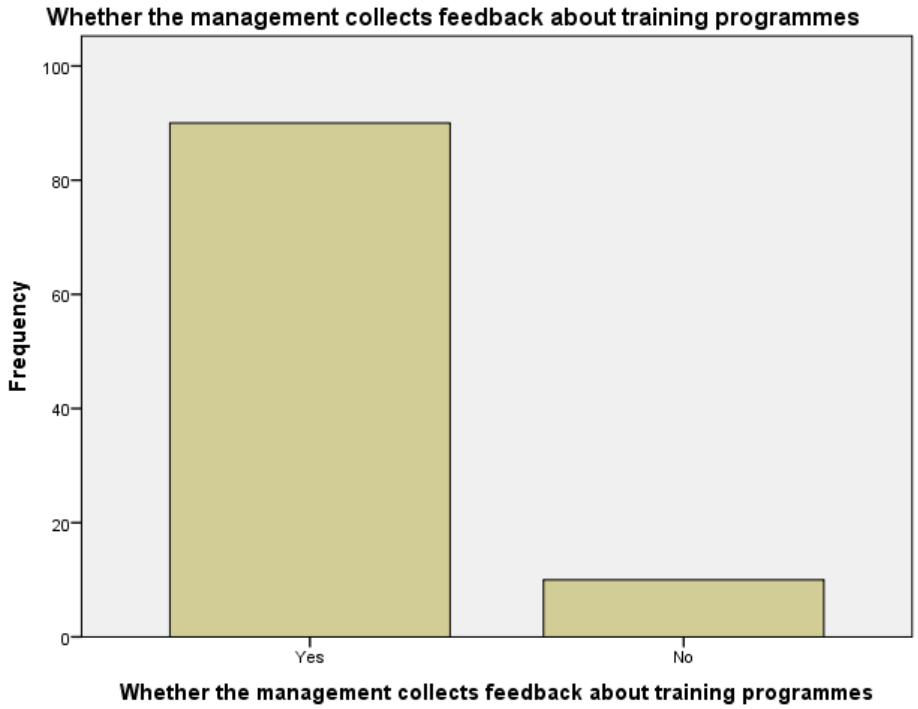


Figure no 4.12

Observation

90% of employees says that management collects feedback about training programmes and rest of them has negative opinion.

Interpretation

The management needs to know whether the training was effective or not, what the employees felt about the training session .These feedbacks also helps to understand employees needs and wants and also to collect their suggestions.

Table no 4.13 showing whether respondents get innovative ideas during the training.

Whether respondents get innovative ideas during the training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	30.0	30.0	30.0
	Disagree	40	40.0	40.0	70.0

	Neither agree or Disagree	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

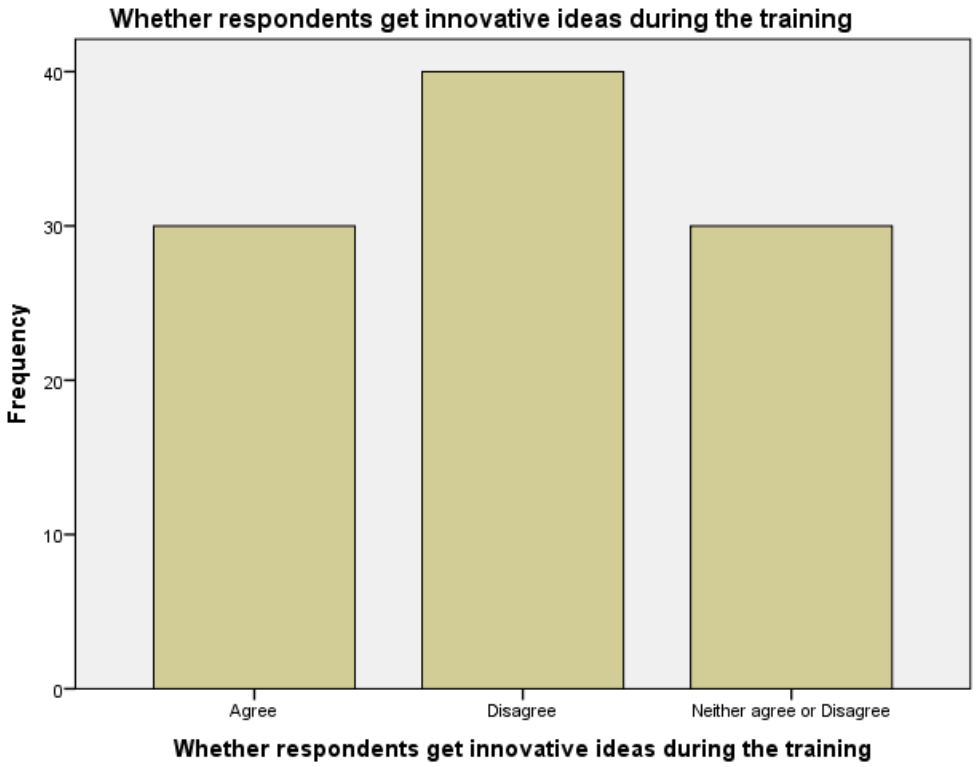


Figure no 4.13

Observation

Here only 30% of respondents said that they get innovative ideas during the training and 40% disagree with this opinion and the rest of them neither agree nor disagree with this opinion.

Interpretation

The training session was not much effective in providing the employees with the incentives ideas.

Table no.4.14 showing whether the training results in adoption of new working method

Whether the training results in adoption of new working method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	84	84.0	84.0	84.0
	Disagree	6	6.0	6.0	90.0
	Neither agree or Disagree	10	10.0	10.0	100.0

Total	100	100.0	100.0	

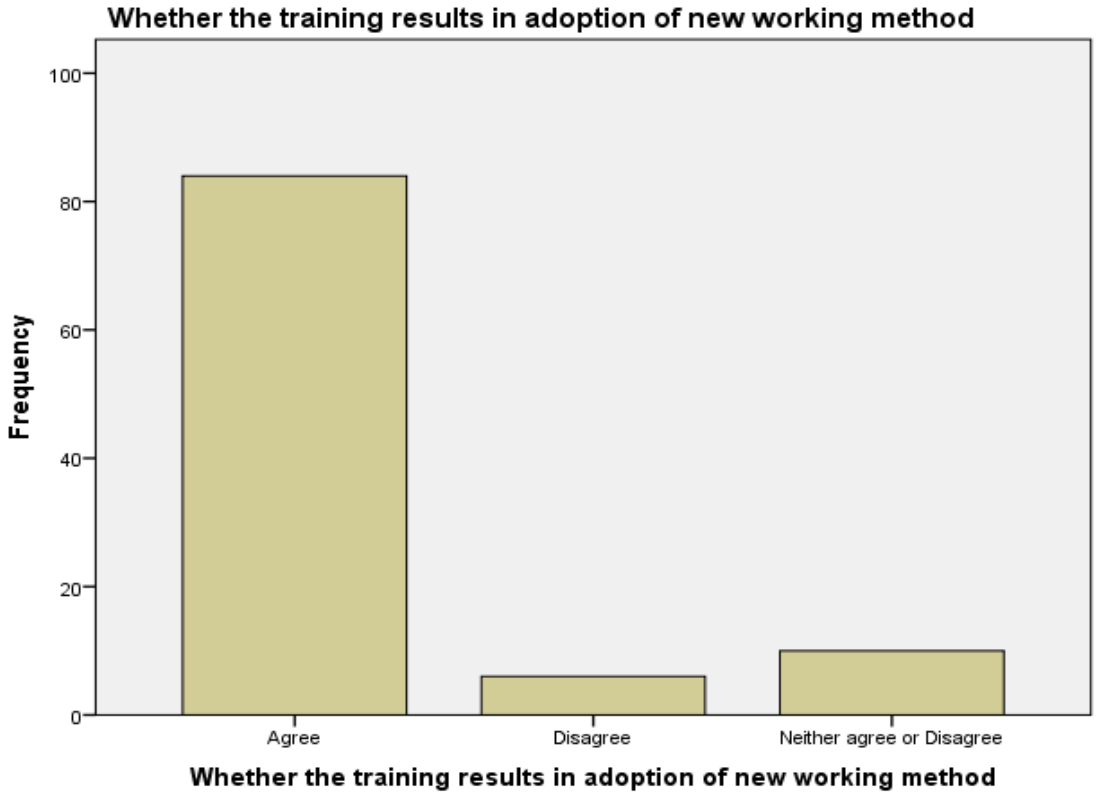


Figure no 4.14

Observation

Here 84% says that training results in adoption of new working methods and 6% disagree with this opinion and rest of them neither agree nor disagree

Interpretation

The employees learned about the mew working methods after the training program. The training session taught the employees the best ways to work in the organization.

Table no.4.15 showing whether training contributed to the increase discipline of employees

Whether training contributed to the increase discipline of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	74	74.0	74.0	74.0
	Disagree	10	10.0	10.0	84.0

	Neither agree or Disagree	16	16.0	16.0	100.0
	Total	100	100.0	100.0	



Figure no 4.15

Observation

Here 74% said that training contributed to increase discipline of the employees and 10% strongly disagree with this opinion and the rest of them neither agree nor disagree

Interpretation

The training program not only taught about the working methods but also taught the importance of discipline followed by the employees in the organization.

Table no 4.16 showing whether training helps to reduce mistakes

Whether training helps to reduce mistakes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	78	78.0	78.0	78.0
	Disagree	4	4.0	4.0	82.0
	Neither agree or Disagree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

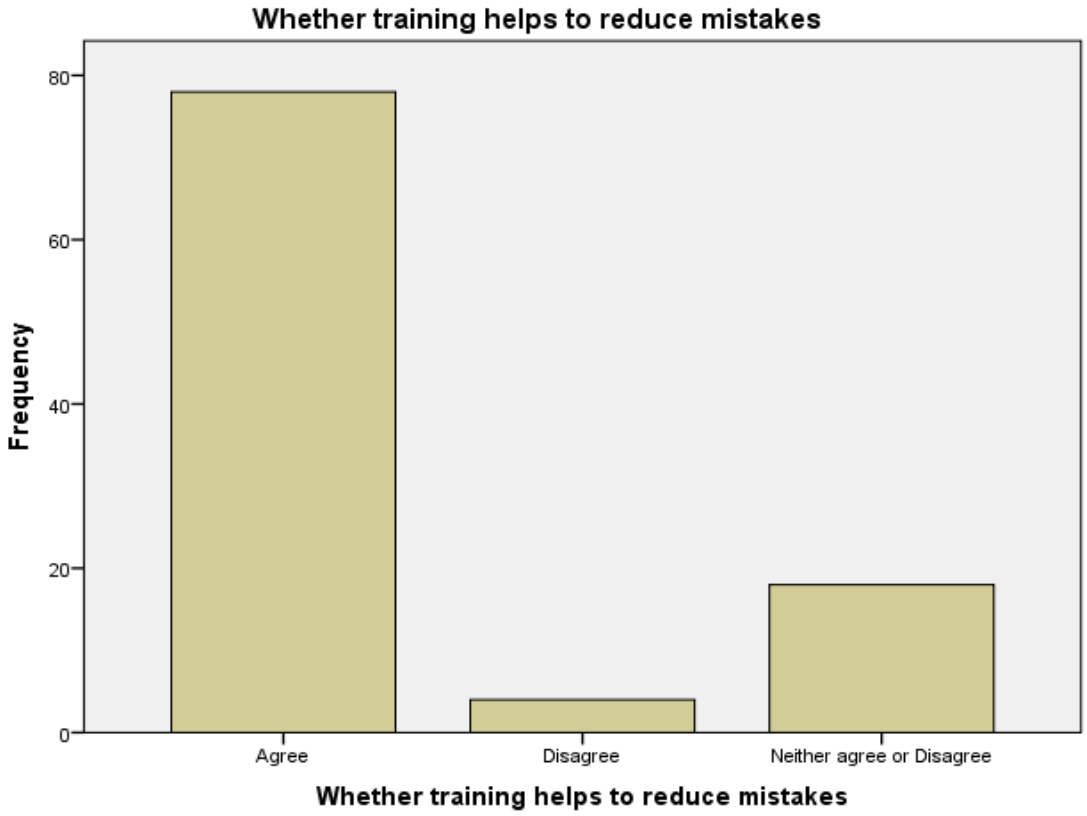


Figure no 4.16

Observation

78% of respondents agree that they could reduce mistakes after getting proper training and 4% disagree with this opinion and 18% neither agree nor disagree.

Interpretation

The training program helps the employees to work more accurately thus reduces errors and mistakes.

Table no 4.17 showing whether the training programme is conducted in AVT Natural Products Ltd needs to be improved

whether the training programme is conducted in AVT Natural Products Ltd needs to be improved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	92	92.0	92.0	92.0
	Neither agree or Disagree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

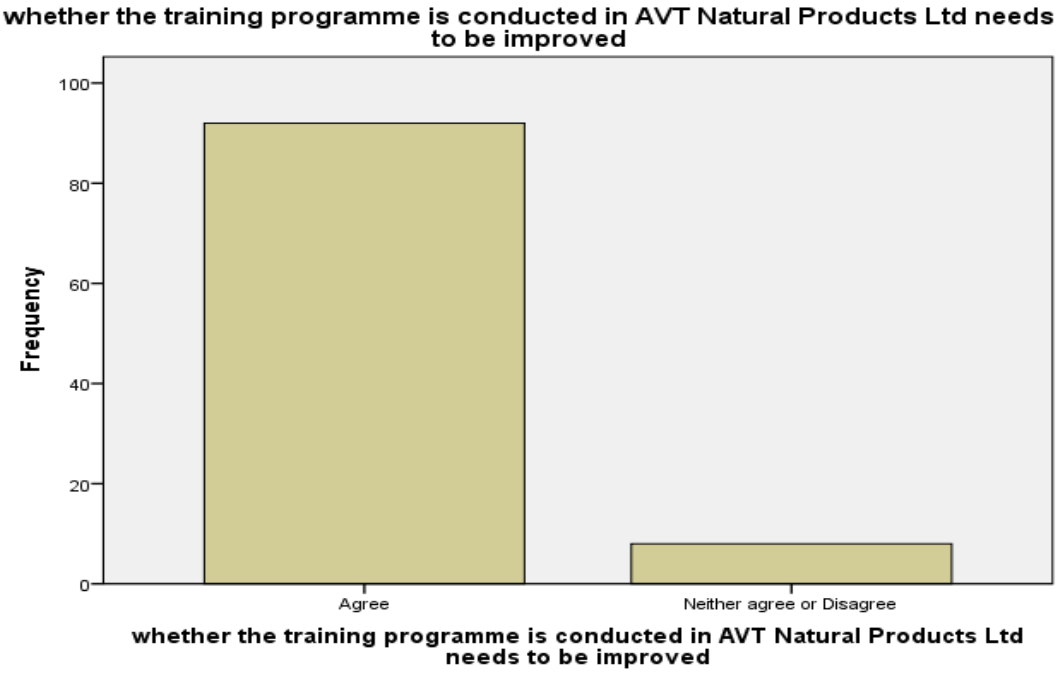


Figure no 4.17

Observation

92% of the employees felt that the training programme conducted in their organization need to be improved and 8% of the employees felt that the employee training programmes conducted in the organization is sufficient or not sufficient .

Interpretation

The training techniques adopted by the company is good but. not the best. The employees want better training techniques in the future.

Table no.4.18 showing job security in the organization

Job security in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High security	30	30.0	30.0	30.0
	Average security	60	60.0	60.0	90.0
	No security	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

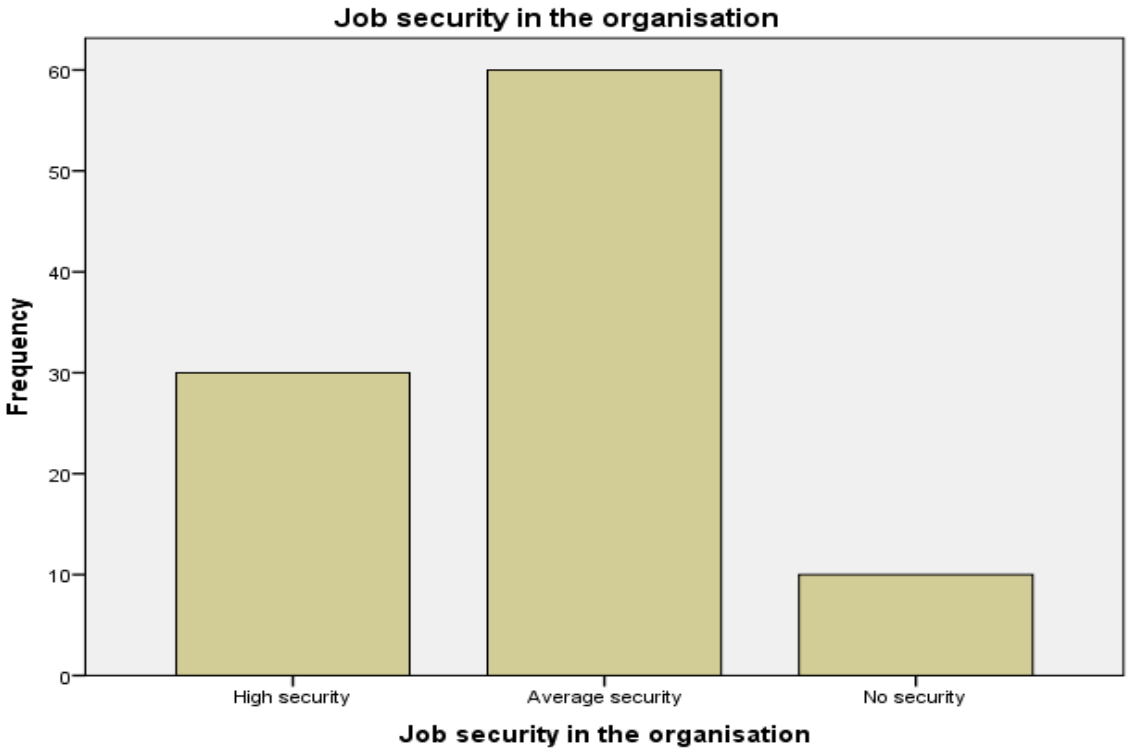


Figure no 4.18

Observation

60% of them feel that there is average security and 30 % of the respondents feels that the security is high in the organization and 10% feels that there is no security.

Interpretation

The employee's performance was able to reach the company's expectations.

Table no.4.19 showing response on how many hours are good for doing work

Response on how many hours are good for doing work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8 Hrs	100	100.0	100.0	100.0

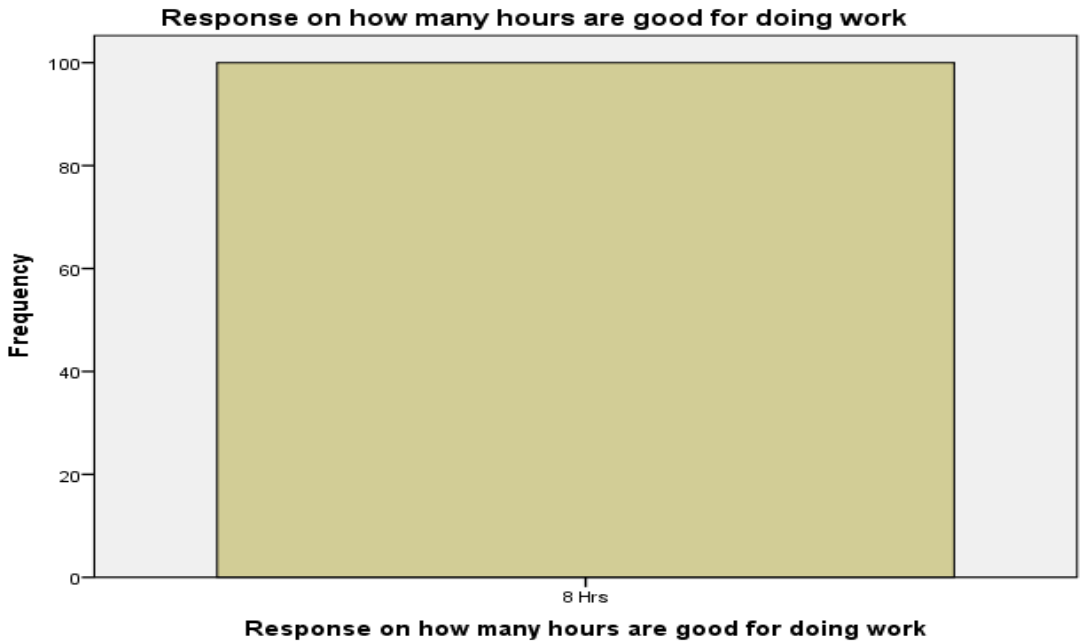


Figure no 4.19

Observation

It is found that 100% are having the opinion 8 hours are good for working.

Interpretation

Each and every employee of the organization agrees to work for 8 hours a day.

Table no.4.20 showing the most effective method training

Most effective method of training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecture classes	56	56.0	56.0	56.0
	Conferences	24	24.0	24.0	80.0
	Other methods	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

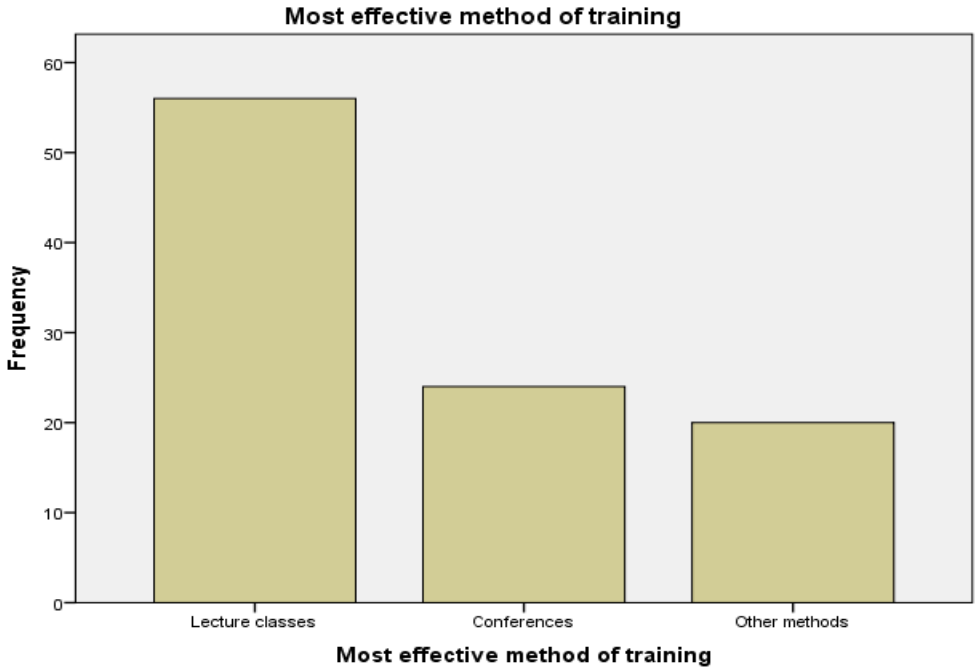


Figure no 4.20

Observation

It is found from table that 56% of them have the opinion lecture classes is effective, 24% of them having opinion conferences are effective and 10% have the opinion other methods are effective.

Interpretation

Most of the employees prefers the traditional training method ie classroom training method like lectures and presentations. Very few employees prefer the new training methods.

Table no 4.21 showing the length of training programmes

Expected duration of training program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One day	44	44.0	44.0	44.0
	Two day	36	36.0	36.0	80.0
	One week	12	12.0	12.0	92.0
	More than one week	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

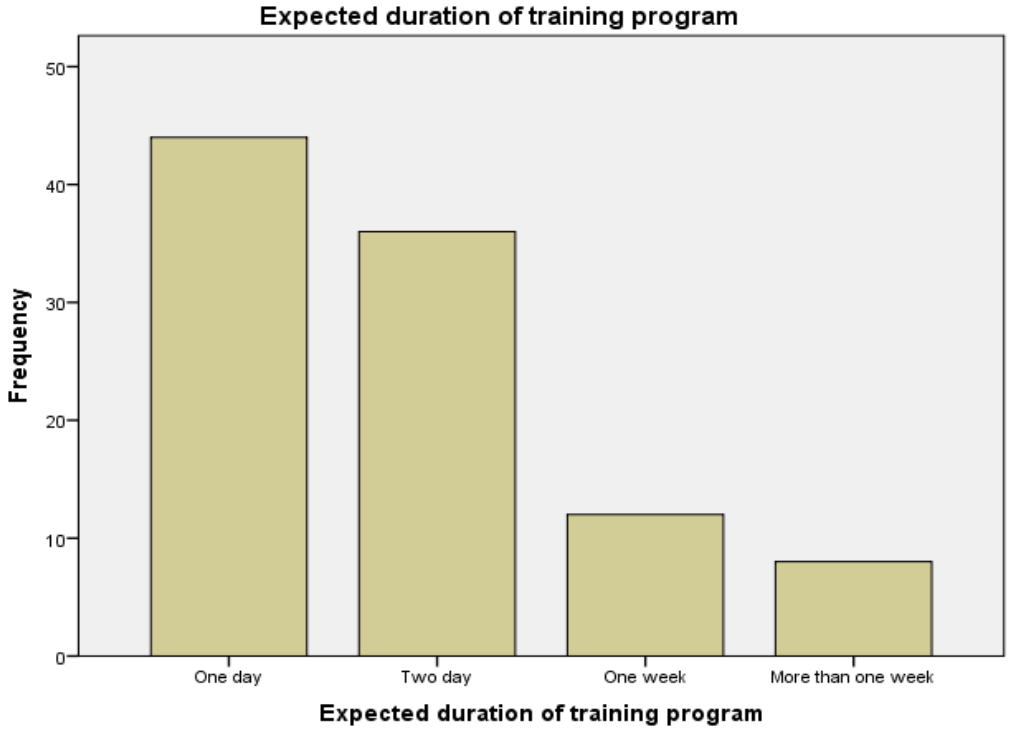


Figure no 4.21

Observation

It is found that 44% of them got one day training, 36% of them got two day training , 12% of them avail one week training and 8% of them got more than one week training.

Interpretation

Majority of the employees are skilled and talented hence they only required one day training. Also the company is not ready to increase their training expense.

Table no 4.22 showing employee's involvement in decision making

Employee's involvement in decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	70.0	70.0	70.0
	To some extent	20	20.0	20.0	90.0
	No	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

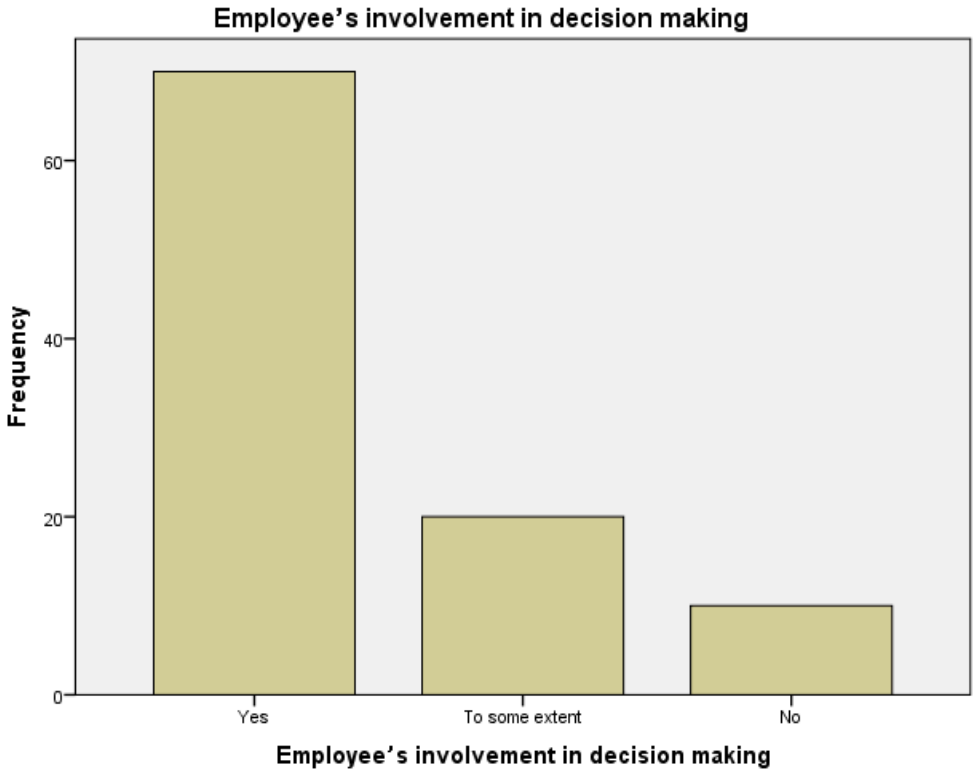


Figure no 4.22

Observation

It was found that 70% of the employees say that they are involved in decision making and 20% of them say that they are involved in decision making to some extent. 10 % says that they are not involved in decision making.

Interpretation

The employee's actively participated in the group discussions and gave their honest opinions. This lead the management to involve employee's in decision making.

Table no 4.23 showing performance of job that matches the skills

Whether performance of job matches the required skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	48	48.0	48.0	48.0
	Sometimes	32	32.0	32.0	80.0
	No	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

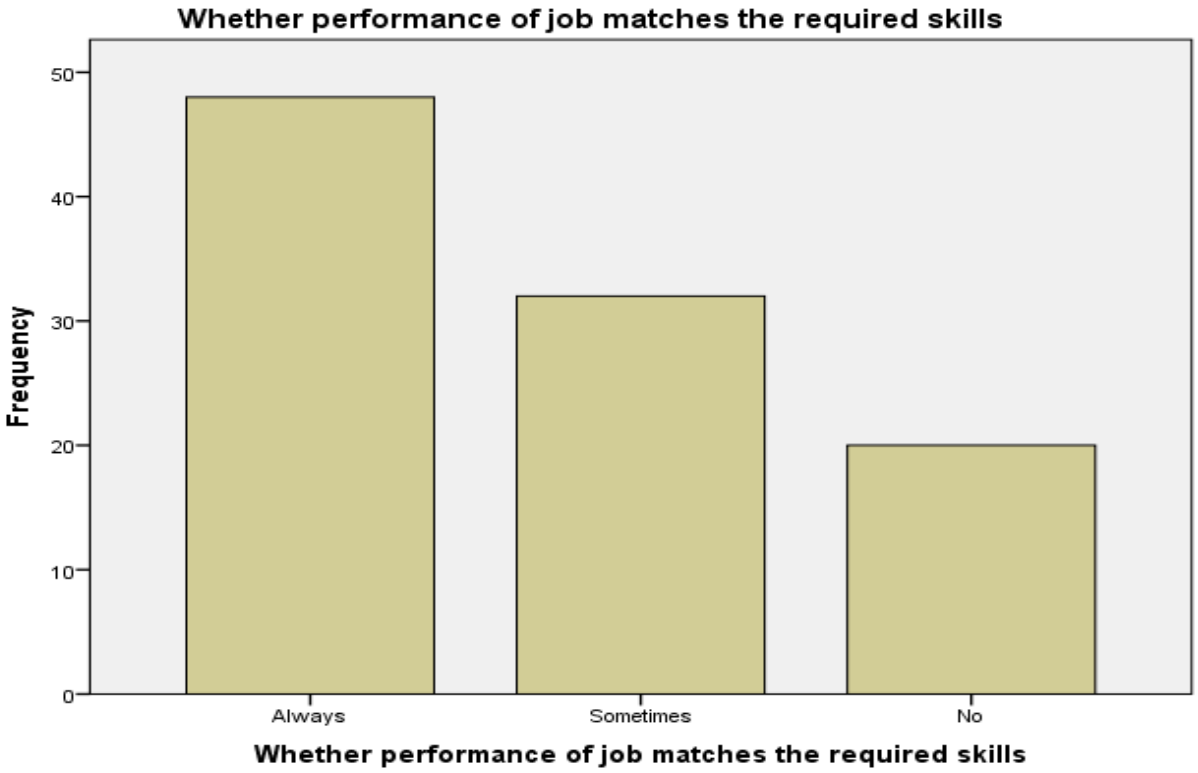


Figure no 4.23

Observation

It is found that 48% of the employees are of the opinion that there is always get job that matches to their skill 32% say that sometimes and 20% says that there is no match between performance and their skill.

Interpretation

The management assigns jobs to the employees with respect to their skills. This ensures that the employees work in ease and comfort.

Table no 4.24 showing employees feeling about existing training methods in the organisations

Employees feeling about existing training methods in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	44	44.0	44.0	44.0
	Average	44	44.0	44.0	88.0
	Poor	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

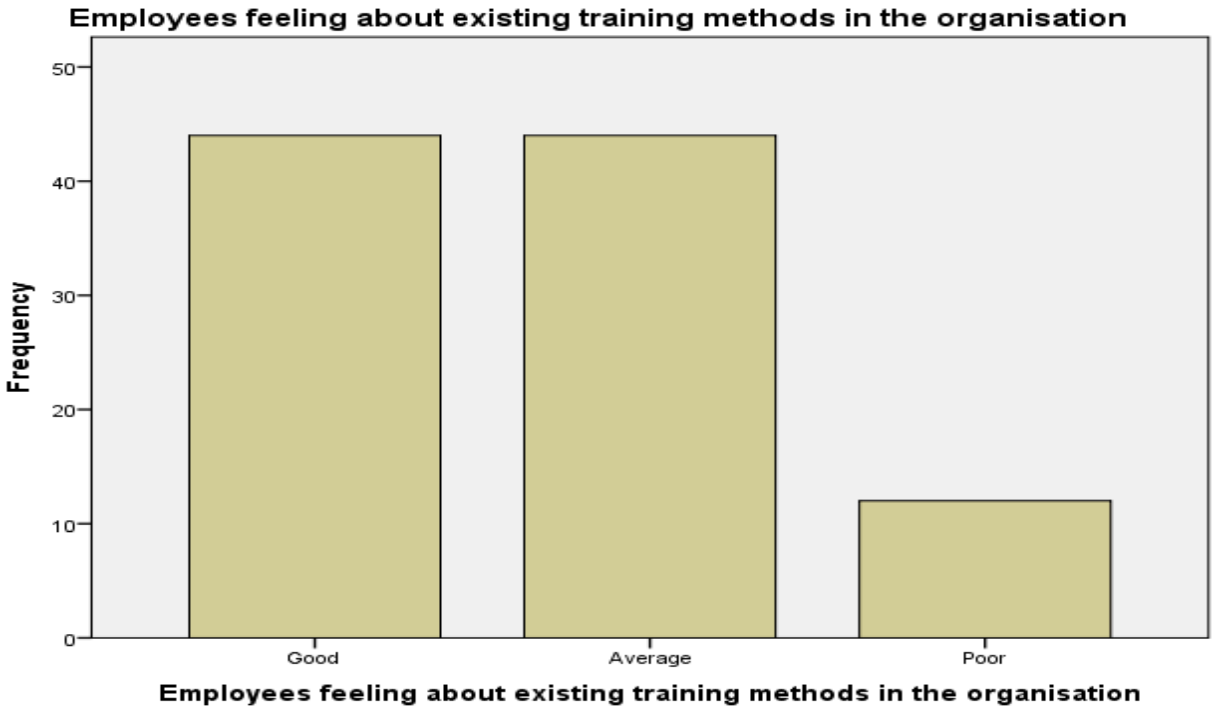


Figure no 4.24

Observation

44%of the total respondents agree that the training programme conducted ther is good and average and rest of them said that it is poor.

Interpretation

Employees feels that it is better to give training about new techniques and methods as it will increase productivity for performance and employee motivation.

Table no 4.25 showing the need of training programme for the growth of the organization and employees

Need of training programme for the growth of the organization and employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	90	90.0	90.0	90.0
	Neither agree or Disagree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

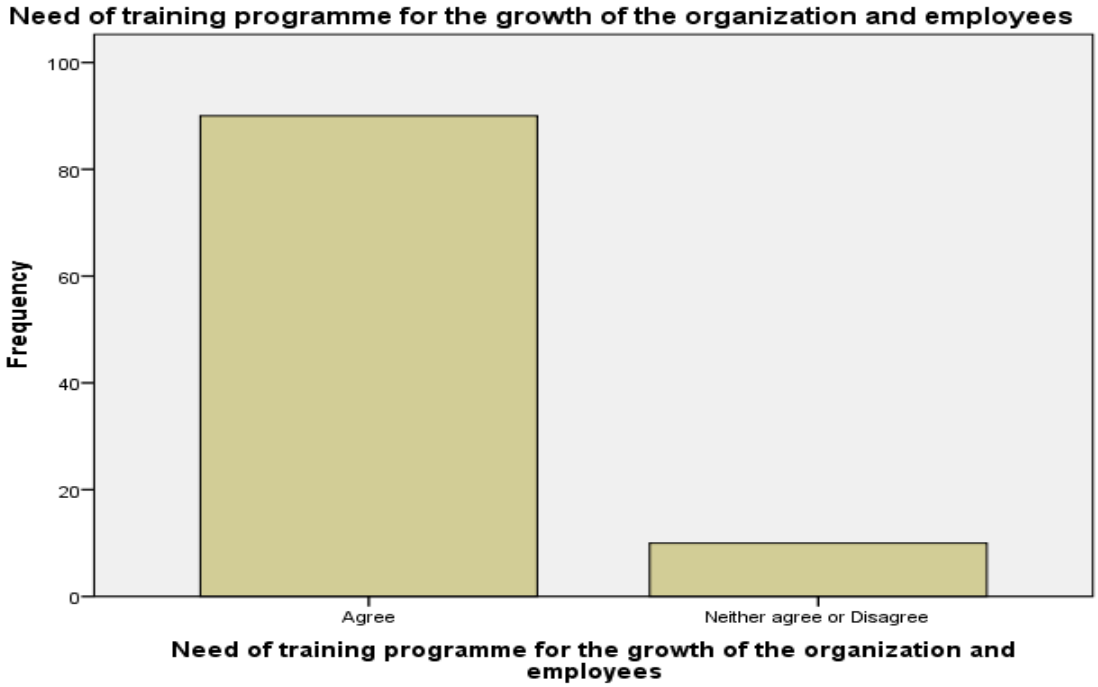


Figure no 4.25

Observation

Here it is clear that 90% says that training programme are necessary and rest of them neither agree nor disagree.

Interpretation

The training programmes had a positive impact on the employees. It helps to improve the employees efficiency and company's overall performance.

4.2 TESTING OF HYPOTHESIS

CHI SQUARE

Table 4.2.1 Main hypothesis

Effectiveness of training Vs Content of training programme

H0- Effectiveness of training and Content of training programme are independent to each other.

H1- Effectiveness of training and Content of training programme are dependent to each other.

.

Effectiveness of Training

	Observed N	Expected N	Residual
1.00	20	14.3	5.7
1.25	54	14.3	39.7
1.50	4	14.3	-10.3
1.75	2	14.3	-12.3
2.00	2	14.3	-12.3
2.25	2	14.3	-12.3
3.00	16	14.3	1.7
Total	100		

Content of Training

	Observed N	Expected N	Residual
1.00	10	16.7	-6.7
1.25	34	16.7	17.3
1.50	40	16.7	23.3
1.75	6	16.7	-10.7
2.00	6	16.7	-10.7
2.25	4	16.7	-12.7
Total	100		

Test Statistics

	Effectiveness of T&D	Content of Training
Chi-Square	152.000[a]	76.640[b]
Df	6	5
Asymp. Sig.	.000	.000

. a.0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.

Interpretation

In chi square test between Effectiveness of training &Content of training programme we can see that the P value is .000. If P<.05 we can accept alternative hypothesis. That means in here we accept the between Effectiveness of training & Content of training programmeare dependent to each other. So the between Effectiveness of training & Content of training programme have a relationship.

4.2.2 Sub hypothesis

1. Effectivness of training and Types of training

Effectiveness of Training

	Observed N	Expected N	Residual
1.00	20	14.3	5.7
1.25	54	14.3	39.7
1.50	4	14.3	-10.3
1.75	2	14.3	-12.3
2.00	2	14.3	-12.3
2.25	2	14.3	-12.3
3.00	16	14.3	1.7
Total	100		

Types of training

	Observed N	Expected N	Residual
1.00	60	20.0	40.0
2.00	10	20.0	-10.0
3.00	20	20.0	.0
4.00	4	20.0	-16.0
5.00	6	20.0	-14.0
Total	100		

Test Statistics

	Effectiveness of T&D	Types of training
Chi-Square	152.000[a]	107.600[b]
Df	6	4
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3.
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Interpretation

We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and types of training are dependent to each other.

2.Effectivness of training and Trainers attitude

Effectiveness of Training

	Observed N	Expected N	Residual
1.00	20	14.3	5.7
1.25	54	14.3	39.7
1.50	4	14.3	-10.3
1.75	2	14.3	-12.3
2.00	2	14.3	-12.3
2.25	2	14.3	-12.3
3.00	16	14.3	1.7
Total	100		

Trainers attitude

	Observed N	Expected N	Residual
1.00	24	20.0	4.0
1.50	56	20.0	36.0
2.00	6	20.0	-14.0
3.00	8	20.0	-12.0
3.50	6	20.0	-14.0
Total	100		

Test Statistics

	Effectiveness of T&D	Trainers attitude
Chi-Square	152.000[a]	92.400[b]
Df	6	4
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3.
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Interpretation

We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and trainers attitude is dependent to each other.

3. Effectivness of training and time duration

Effectiveness of Training

	Observed N	Expected N	Residual

1.00	20	14.3	5.7
1.25	54	14.3	39.7
1.50	4	14.3	-10.3
1.75	2	14.3	-12.3
2.00	2	14.3	-12.3
2.25	2	14.3	-12.3
3.00	16	14.3	1.7
Total	100		

Duration

	Observed N	Expected N	Residual
1.00	14	16.7	-2.7
1.33	30	16.7	13.3
1.67	36	16.7	19.3
2.00	10	16.7	-6.7
2.33	2	16.7	-14.7
2.67	8	16.7	-8.7
Total	100		

Test Statistics

	Effectiveness of T&D	Duration
Chi-Square	152.000[a]	53.600[b]
Df	6	5
Asymp. Sig.	.000	.000

A. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3.
B. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.

Interpretation

We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and time duration is dependent to each other.

4. Effectivness of training and effective method of training

Effectiveness of Training

	Observed N	Expected N	Residual
1.00	20	14.3	5.7
1.25	54	14.3	39.7
1.50	4	14.3	-10.3
1.75	2	14.3	-12.3
2.00	2	14.3	-12.3
2.25	2	14.3	-12.3
3.00	16	14.3	1.7
Total	100		

Effective method of training

	Observed N	Expected N	Residual
1.00	20	14.3	5.7
1.20	36	14.3	21.7
1.40	24	14.3	9.7
1.60	4	14.3	-10.3
1.80	6	14.3	-8.3
2.60	2	14.3	-12.3

3.00	8	14.3	-6.3
Total	100		

Test Statistics

	Effectiveness of T&D	Effective method of training
Chi-Square	152.000[a]	67.440[a]
Df	6	6
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3.

Interpretation

We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and effective method of training is dependent to each other.

5.1 FINDINGS

- The management takes fair initiative to impart training program because the employees are skilled and training is given to them for the better understanding of the job.
- On the job training is most preferred in the company because the employees get to know about new things along while with the job.
- Majority of the employees thinks that the training hours are fairly sufficient to impart necessary skills. This may be because employees don't want to waste too much time in training process.
- 90 % of employees needed training only when new technologies are adopted in the company because adoption of new technologies incur changes in the company. In order to understand these changes training is necessary.
- Most of the employees feels that the training program has improved their efficiency. The training program has a positive impact on the employees.
- Majority of the employees are motivated by the training program. The training program made the employees learn new things and the employees skills were boosted up.
- Absenteeism and labour turnover were reduced because job security and sense of belongingness increased in the minds of the employees.
- Majority of the employees thinks that the trainers are specialized and effectively guide the employees. The trainers are well trained and experienced and were able to influence the employees.
- The trainers were unbiased and treated all the employees equally and normally.
- The study material provided to the employees before the training session was reliable and helpful.

- The training program had interactive sessions. The employees communicated with the trainers as well as with each other. New employees were cleared with their doubts.
- The management needs to know whether the training was effective or not, what the employees felt about the training session .These feedbacks also helps to understand employees needs and wants and also to collect their suggestions
- The training session was not much effective in providing the employees with the incentives ideas.
- The employees learned about the mew working methods after the training programme. The training session taught the employees the best ways to work in the organization.
- The training program not only taught about the working methods but also taught the importance of discipline followed by the employees in the organization.
- The training program helps the employees to work more accurately thus reduces errors and mistakes.
- The training techniques adopted by the company is good but not the best. The employee's want's better training techniques in the future.
- The employee's performance were able to reach the company's expectations
- Each and every employee of the organization agrees to work for 8 hours a day.
- Most of the employees prefers the traditional training method ie, classroom training method like lectures and presentations . Very few employees prefer the new training methods.
- Majority of the employees are skilled and talented hence they only required one day training. Also the company is not ready to increase their training expense
- The employee's actively participated in the group discussions and gave their honest opinions. This lead the management to involve employee's in decision making.
- The management assigns jobs to the employees with respect to their skills. This ensures that the employees work in ease and comfort.

- 24 . Employees feels that it is better to give training about new techniques and methods as it will increase productivity for performance and employee motivation
- .25. The training programs had a positive impact on the employees. It helps to improve the employee's efficiency and company's overall perfomance.
- 26. In chi square test between Effectiveness of training &Content of training programme we can see that the P value is .000. If P<.05 we can accept alternative hypothesis. That means in here we accept the between Effectiveness of training & Content of training programmeare dependent to each other. So the between Effectiveness of training & Content of training programme have a relationship.
- 27. We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and types of training are dependent to each other.
- 28. We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and trainers attitude is dependent to each other.
- 29. We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and time duration is dependent to each other.
- 30. We can see that the P value is .000. If P<.05 we can reject the null hypothesis. So we can understand that effectiveness of training and effective method of training is dependent to each other.

5.2 **SUGGESTIONS**

- It is better to give training about new techniques and methods as it will increase productivity for performance and employee motivation.
- Majority of the employees have expressed their need for improvement of training program, so the management must provide additional training program after considering feedback from employees.
- A well planned and participative training program with good theoretical and practical framework and consistent an regular evaluation of employee performance would motivate and increase confidence of employees.

5.3 CONCLUSION

Training programs are integral part of most organization. Through training employees gain skills abilities and knowledge that helps them to improve moral and reduces absenteeism and labour turnover. It helps to achieve organizational objectives._ Through training program the employees could acquire proper skills and knowledge in their field. It helps the employees to increase their efficiency there by help the organization to increase their productivity.

The project entitled employees training program in "AVT Natural Integrated Products Ltd at South Vazhakkulam" is an attempt to know the effectiveness of training program adopted by the firm. AVT Natural Products Ltd is a public limited company promoted by Mr.Ajith as strategic diversification from traditional plantation business of A V Thomas group. AVT Natural Products formed in 1994 belongs to the renowned AVT Group of companies and in the last ten years has grown manifolds

The study has tried to find out the various training methods and programs given by the company. The study interpreted that there is a positive impact of training program on employees of AVT Natural products LTD. The management takes fair initiative to impart training program because the employees are skilled and training is given to them for the better understanding of the job. On the job training is most preferred in the company because the employees get to know about new things along while with the job. Absenteeism and labour turnover were reduced because job security and sense of belongingness increased in the minds of the employees.
It can be concluded that the majority of the employees val

ue the necessity of the training program in the organization and they have strongly expressed the need for improvement of existing program.

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Questionaire

Name :
Age :
Gender :
Qualification :
Ph no :

1. Whether the management takes any initiative to implement any type of training programme ?

    a. Strong initiative
    b. Fair initiative
    c. Poor initiative

2. Type of training programme you prefer ?

    a. On the job
    b. Off the job
    c. Apprenticeship
    d. Vestibule
    e. Otherd

3. Whether training hours are sufficient to impart necessary skills ?

    a. Strongly sufficient
    b. Fairly sufficient
    c. Poorly sufficient

4. When according to you is the need for training programmes ?

    a. Periodically
    b. When new techniques are adopted

5. Does the training programme increase your efficiency ? Do you agree ?

a. Agree
b. Disagree
c. Neither agrees nor disagrees

6. Are you motivated by training programme ?

a. Strongly motivated
b. Fairly motivated
c. Poorly motivated

7. Do you think training programme helps to reduce absenteeism and labor turnover ?

a. Strongly reduced
b. Fairly reduced
c. Poorly reduced

8. Do you feel that your trainers are qualified and can effectively guide you ?

a. Agree
b. Disagree
c. Neither agrees nor disagrees

9. How did the trainers treat you during the training period ?

a. Friendly
b. Normally
c. Strictly
d. Not friendly

10. Opinion about the study material provided before the training programme

a. Good
b. Average
c. Poor

11. Does the training programme have any interacting sessions ?

a. Yes
b. No

12. Does the management collects any feedback about the training programme ?

a. Yes
b. No

13. Dp you get any innovative ideas during the training ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees

14. Does the training results in adoption of new working methods ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees

15. Did training contributed to increase the discipline of the employees ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees

16. Does training helps to reduce mistakes ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees

17. Do you think the training programme conducted in AVT Natural products ltd needs to be improved ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees

18. Is there is job security in the organization ?

a. High security
b. Average security
c. No security

19. How many hours are good for doing work ?

    a. 8
    b. 10
    c. 12

20. What is the most effective method of training programme ?

    a. Lecture class
    b. Conference
    c. Other methods

21. What is the duration of the training programme ?

    a. 1 day
    b. 2 days
    c. 1 week
    d. More than 1 week

22. Do employees are involved in decision making process ?

    a. Yes
    b. To some extent
    c. No

23. Are you performing a job that matches your skills ?

    a. Always
    b. Sometimes
    c. No

24. How you feel about the existing training methods in your organization ?

    a. Good
    b. Average
    c. Poor

25. Is training programme essential for the growth of the organization and employees ?

a. Agrees
b. Disagrees
c. Neither agrees nor disagrees