
Insights into the Training and Development of Nagarjuna Agrichem Limited, Srikakulam: A Diagnostic Study

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Abstract: *Training and Development practices are designed to improve organizational performance through enhancing knowledge and skills of employees. It is essential that all the activities relating to training should be in tune with the specific needs of both the organization and the employees. An attempt is made here to elicit the views of the respondents on the various issues relating to training and development of NACL under the study. The sample for the study of 100 respondents has been selected on stratified sampling method. On the basis of the results, it is suggested that the training programmes must be identified on the basis of the need and must be organized on a continual basis and evaluation of training programmes at all levels must be observed to see that knowledge and skills are transferred to the job and result in increased productivity of the NACL.*

Keywords: *Perception of Employees, Training and Development, NACL, Srikakulam*

1. INTRODUCTION

Training is one of the most vital tools of HRD as it is rightly said that “training is the act of increasing knowledge and skill of an employee for doing a particular job.” Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their 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 the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but also better men and women.

Training is also need to assess the attitude and inclination of the trainees or employees regarding the training. It is also important to obtain feedback on, to what extent the training has brought about change in perception, attitude and behavior of the trainees and also to what extent it is helping the individual to develop his skills, improving performance and also for the development of employees. In the present a variety of training methods are available and used by training agencies and organizations.

2. PROFILE OF THE ORGANIZATION

India has been predominantly an agricultural economy with a great majority of its people depending on agricultural for their livelihood prior to independence in view of the fact that nearly 30 percent of the potential of food production is lost in India due to insect pests plants, pathogens, weeds, rodents, and birds and is storage, the use of pesticides has a vital role in the country.

Pesticides are an essential input on increasing agricultural production by preventing crop losses before and after harvesting. So, providing a total agri-based solution to the Indian farmers has becomes an important motto of the company. Indian’s agrarian economy coupled with its booming population impulse the countries pressing need to provide higher output in terms of food grains with lower inputs in terms of natural resources to food it’s ever increasing millions.

The Nagarjuna group has founded in 1973 by Shri. K.V.K.Raju with a modest investment of us \$ 23 million, the Nagarjuna Group today is a prominent industrial us \$ 2.5 billion. Nagarjuna today involved in the manufacture of a wide range of plant nutrients, micro irrigation and fustigation systems, production of high yielding seeds and highly effective plant protection products. NACL

have predominantly been in the business of manufacturing and marketing area, a segment of the plant Nutrition business space. Given our cumulated experience and strengths in understanding the farmer, the agriculture, various initiatives taken in the past, the exposure of Indian agriculture to global economy and therefore the need to provide innovative and comprehensive Plant Nutrition Solutions. “The leadership we refer to in our Vision Statement is in terms of providing innovative and creative solutions.”

3. NEED FOR THE STUDY

Human resource training is an important requirement for enabling employees to function effectively and efficiently for an organization. Employee training is a systematic process by which personnel at all work levels gain and apply skills, knowledge, attitudes to perform the work more productivity. A few studies have been conducted by the researchers on training and development in different industries but quite surprisingly not on the area of training and development particularly in Nagarjuna Agrichem Ltd, Srikakulam.

4. OBJECTIVES OF THE STUDY

The study has been carried out with the following objectives

- to enquire into the socio-economic characteristics of employees in NACL
- to evaluate the employees perception on training and development in the select organization;
- to suggest appropriate measures to improve the training and development programmes in NACL, Srikakulam.

5. METHODOLOGY AND SAMPLING

The study is mainly based upon primary and secondary data. A questionnaire has been prepared with different questions to examine the socio-economic status and employees’ perception on training and development programme in NACL. A sample of 100 respondents has been selected following stratified sampling method. The sample consists of 49 respondents (25 percent) out of 194 employees in the category of Managerial staff and 51 respondents (16 percent) out of 320 employees in the category of Technical staff from Nagarjuna Agrichem Ltd, Srikakulam. The secondary data has been collected from the records and annual reports of Transco, Training Centers, Periodicals, Magazines and Industry websites.

6. SOCIO ECONOMIC CHARACTERISTICS OF EMPLOYEES

The social base of employees is an important factor influencing the pace of economic development. In order to build up a stable, harmonious and productive work force for the industry in the long run, it is essential to understand the socio-economic background of the select organization viz., Nagarjuna Agrichem Ltd.

6.1. Sex

In olden days, women used to attend to domestic activities only. But now- a- days they also seek employment on par with men. Out of the sample size of 100 respondents, 88 employees (88.00 percent) were male and 12 employees (12.00 percent) were female respondents. Male domination is quite obvious.

Table 1. Classification of Gender

| Gender | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Male | 88 | 88.00 |
| Female | 12 | 12.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.2. Education

The level of education is an important factor in building up strong and stable labour force needed by industry. Formal education has always been considered as an important asset of an individual as well as the organization. Hence, it is useful to understand the educational background of employees working in NACL. The study revealed that 48 employees (48.00 percent) were graduates in general degree holders and 28 employees (28.00 percent) were technical education with ITI holders. 24 employees (24.00 percent) were post graduates in technical education i.e., B. Tech.

Table 2. Educational Qualification

| Qualification | No. of Respondents | Percentage |
|----------------|--------------------|---------------|
| I.T.I | 28 | 28.00 |
| General Degree | 48 | 48.00 |
| B.Tech | 24 | 24.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.3. Age Composition

Any organization big or small needs strong, energetic and dynamic work force in the productive age group. It is an important variable because it has direct relation with one's mental maturity and the consequent awareness about what is going on in the society. This analysis is useful to estimate the number of currently working employees in the different age groups. The highest number of employees (34.00 percent) belongs to 35-45 years age group and 32 respondents were found in the 25-35 years category, while, 19 employees (19.00 percent) were above 45 years. And the remaining employees (15.00 percent) are in the group of below 25 years. The average age of employees in the study is 35.70 years.

Table 3. Age composition

| Age (years) | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Below 25 | 15 | 15.00 |
| 25-35 | 32 | 32.00 |
| 35-45 | 34 | 34.00 |
| Above 45 | 19 | 19.00 |
| Total | 100 | 100.00 |

Average Age: 35.70 years Source: Primary data

6.4. Marital Status

Marital status of employees plays a key role in entering into organization along with other personal characteristics like age, education, caste etc. It denotes the support they receive from their family members. The study found that 100 employees (78.00 percent) were married, 22 employees (22.00 percent) were unmarried. Most of the employees are married in the organization.

Table 4. Marital Status

| Marital Status | No. of Respondents | Percentage |
|----------------|--------------------|---------------|
| Married | 78 | 78.00 |
| Unmarried | 22 | 22.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.5. Annual Income

The status and standard of living of a person is determined by the income he/she gets. Generally, the main source of income of respondents is salary. But some employees may have other sources of income from agriculture, house property etc. It is observed that 36 respondents have annual income rating below Rs. 100000 followed by 26.00 percent between Rs. 100000–200000. While, 22 employees have annual income between Rs. 200000-300000. The remaining respondents (16.00 percent) have an annual income above Rs. 300000.

Table 5. Annual Income

| Income level | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| Below 1 lakh | 36 | 36.00 |
| 1 lakhs -2 lakhs | 26 | 26.00 |
| 2 lakhs -3 lakhs | 22 | 22.00 |
| Above 3 lakhs | 16 | 16.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.6. Technological Changes

Obsolescence prevention is another important objective of training programmes. Any organization should try to update the knowledge, skill level of their personnel. New procedure and modern techniques should be inculcated to the employees of the organization to cope with the technology advancements that take place in the particular field. Table 6 discloses the opinions of employees about the changes that took place in their organization. Among the total respondents 46.00 percent express that their managements introduced latest technology in some of their routine operations planning for further technological changes in other departments. Among the total respondents, 30.00 percent of the respondents reported that their management introduced computerization and 24.00 percent of the respondents also accepted the mechanization took place. These respondents also expressed that the introduction of computers in their organization created fear among the employees especially in the administration. The researcher also focused to know the opinion of respondents whether existing skills match to the new and fast changing environment due to technological developments in the organization.

Table 6. *Technological changes in Training and Development Programmes*

| Level of satisfaction | No. of Respondents | Percentage |
|-----------------------------------|--------------------|---------------|
| Introduction of latest technology | 46 | 46.00 |
| Computerization | 30 | 30.00 |
| Mechanization | 24 | 24.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.7. Methods of Training Programmes

As a result of research in the field of training, a number of programmes are available. Some of these new methods, while others are improvements over the traditional methods. The training programmes commonly used to train operative and supervisory personal. These programmes are classified into on-the-job and off-the-job training programmes. Among the total respondent employees, 62.00 percent felt that on-the-job training helps them increase their skills and ultimately leads to more and quality production in their organization. 24.00 percent felt that Off-the-job training programmes also help the employees to learn latest skills, talents and exposure to new techniques and styles in their work place. 14.00 percent felt that induction training is designed as a probationer to the job, job location, surroundings, organization, organizational surroundings and various employees is the final step of employment process.

Table 7. *Methods of Training*

| Methods of Training | No. of Respondents | Percentage |
|---------------------|--------------------|---------------|
| On the job | 62 | 62.00 |
| Off the job | 24 | 24.00 |
| Induction | 14 | 14.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.8. Usefulness of Training Programmes

One of the objectives of training is personal growth. Employees on a personal basis gain individually from their exposure to educational experiences. Again, management development programs seem to give participants a wider awareness, an enlarged skill and enlightened altruistic philosophy and make enhanced personal growth possible. The Table 8 reveals that 48 respondents are opined that useful to some extent of training programmes in NACL followed by 32 respondents are expressed that their opining on training programmes in NACL is very much useful to employees. 14 respondents are expressed that their opinion on training programmes in the organization is partially. The rest of the employees 6.00 percent are never means useless of training programmes in this organization.

Table 8. *Employees' Opinion about Usefulness of Training Programmes*

| Opinion | No. of Respondents | Percentage |
|-----------------------|--------------------|---------------|
| Very much useful | 32 | 32.00 |
| Useful to some extent | 48 | 48.00 |
| Partially | 14 | 14.00 |
| Never | 06 | 6.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.9. Training in Latest Skills

Application of the learnt skills, which are acquired through training, is an important issue as far as the purpose of the training is concerned. Employee should be allowed to use the skills or technique he has acquired in his job performance. This opportunity to apply the newly learnt skills has been studied among the employees of the NACL. Among the total respondents, 60.00 percent of respondents expressed positive opinion on latest techniques during the training period and remaining 40.00 percent of respondents expressed negative opinion as they are technical employees.

Table 9. *Development of Employees in Latest Skills Through Training*

| Response | No of Respondents | Percentage |
|--------------|-------------------|---------------|
| Yes | 60 | 60.00 |
| No | 40 | 40.00 |
| Total | 100.00 | 100.00 |

Source: Primary data

6.10. Ideal Length of Training Programme

The duration of training varies with the skill to be acquired, the complexity of the subject, a trainee's aptitude and ability to understand and the training media used. Ideal length of training programme for employees in the NACL is shown in the below Table 10. Out of the total respondents, 50.00 percent of the respondents considered 1 - 5 days of training programme as ideal. 32.00 percent of the respondents favoured one week of training programme. The remaining respondents (16.00 percent) preferred 15 days of training programme. Only 2 percent in the organization considered more than 15 days training programme in the organization as ideal.

Table 10. *Ideal Length of Training Programmes*

| Period (Days) | No. of Respondents | Percentage |
|---------------|--------------------|---------------|
| 1 -5 | 50 | 50.00 |
| 1 week | 32 | 32.00 |
| 15 days | 16 | 16.00 |
| Above 15 days | 02 | 2.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.11. Specific Benefits of Training Programmes

The important objective of employee training is to improve existing skills and knowledge so that an employee is better equipped to do his present job or to prepare him for a higher position with increased responsibility. In this background, an attempt is made now to find any from the respondent employees the specific benefits of the training programmes. The facilities provide by the organization during the training programmes definitely enhance the effectiveness of the training programme and trainees should be comfortable in other aspects like lodging and boarding while they are in training. Only when they are felt comfortable they can concentrate well on the course and contents of the training. It may be observed from Table 11 that out of the total respondent employees, 53.00 percent employees expressed that the training arranged by the management helped increase their skills and 13.00 percent employees expressed that the training programmes led to increase in productivity. The employees also expressed that after attending the training programmes their job satisfaction also increased (7.00 percent) and inspired to work more. 12.00 percent of employees expressed that the awareness of the respective jobs is also another benefit which the trainees achieved through attending training programmes. Among 15.00 percent respondent employees expressed that by attending training programmes in securing promotions and become more aware of their respective jobs than before.

Table 11. *Employees' Opinion about Benefits of Training Programmes*

| Benefits | No. of Respondents | Percentage |
|--------------------------|--------------------|------------|
| Working skills increased | 53 | 53.00 |
| Productivity increase | 13 | 13.00 |
| More Job satisfaction | 7 | 7.00 |

| | | |
|-----------------------|------------|---------------|
| Greater awareness | 12 | 12.00 |
| Increasing promotions | 15 | 15.00 |
| Total | 100 | 100.00 |

Source: Primary data

6.12. Opinion on Training Environment

The training should be relevant to the work environment and should be useful in the day-to-day job of the trainees. So while designing the contents of the training programmes the organizers of the training programmers should take utmost care. An effort is made to study the relevance of the course contents that took place in NACL training programmes with the job environment of the trainees. Table 12 shows that 42.00 percent of respondents considered the training environment as good. While 31.00 percent opined that training environment is poor, 27 percent felt that training environment is fair. Majority of the respondents in this organization showed their opinion on training environment as good, in office rooms that are air-conditioned and computerized.

Table 12. Opinion on Training Environment

| Opinion | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Good | 42 | 42.00 |
| Fair | 27 | 27.00 |
| Poor | 31 | 31.00 |
| Total | 100 | 100.00 |

Source: Primary data

7. SUGGESTIONS

The training programmes must be identified on the basis of the need and must be organized on a continual basis. Evaluation of training programmes at all levels must be scrupulously observed to see that knowledge and skills are transferred to the job and result in the increased efficiency and productivity of the NACL.

The objective or purpose of usage of any method of training is to increase individual trainee's efficiency and effectiveness and thereby contribute to organizational effectiveness.

The managements of both private and public sectors should realize this fact and strengthen their training and developments by catering to their latest training needs of their employees. Majority of corporate managements are maintaining their own training departments which extend up to date training to their employees for the overall development of their HR.

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