

TRAINING PRACTICES IN SUDHA DAIRY

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Abstract

Training denotes a systematic procedure for providing knowledge and skill to the employees so that they can increase their knowledge and skills for doing particular jobs. Training is an act of increasing knowledge of employees in short term for doing a definite job. In the previous chapter we have discussed various aspects of recruitment and selection practiced in Sudha Dairy. (SD). Recruitment is concerned with developing suitable technique for attracting more and more candidates. In actual practice it is not always easy to find out selected suitable candidates for the job openings.

Key words: Development, Induction, Manpower, Placement, Training.

Introduction

For any Dairy organization to perpetuate itself and achieving growth, there is a basic need for developing its manpower resources. It is one thing to possess knowledge but yet another thing to put it to effective use. It is essential to help develop skills and also update the knowledge. Especially, in a rapidly changing society, employee training is not only an activity that is desirable but also an activity that a dairy organization must commit resources to if it is to maintain a viable and knowledgeable workforce. Placement involves deciding, which jobs are to be assigned after the selected candidates have been hired for the job. It also indicates which job best matches the selected candidate's talents and abilities in dairy. Placement requires a clear-cut match between employee's skills, knowledge, and aptitude and value systems. Placements can be made more effective by measures such as Job Rotation, Team Work, Continuous Training and Development Programs, Job enrichment and Empowerment.

Objectives of Training

The objectives of training differ according to the employees belonging to different

levels of organizations. The basic objective of training, however is to establish a match between employees and his job. This training is designed to improve knowledge, skills and attitude and thus equip the individual to be more effective in his present job or prepare him for a future assignment.

Induction

Training constitutes a significant step in the induction of the individual into the Dairy's way of life. What is the organisation's culture? How does structure function? What are role of relationships? What are policies and rules of orgainsations? What are degrees of freedom, or limits of behavior? These have to be inculcated in a new employee so as to help him to adjust to the organization. The socialization process as induction training is called, helps the individual to blend his personality with the organization. In most of Dairy induction programmes are usually of short duration extending unto 7-10 days a different induction programme is management/executive trainee scheme which extends from a month to 2 years. The basic idea is to take relatively young people and expose them to the various departments and functions of the organization to help them to know the organization better. At the end of this period, either the trainees are placed in a specific department or they are allowed to choose.

Updating

A significant objective of training is to prevent the obsolescence of the employees by updating their skills and knowledge. The jobs that employees have been doing are not static. They change sometimes, without the necessary awareness. The industrial technology is also changing fast. The changes that have taken place in the last five years are many times more than the technological changes that have taken place in the last 100 years. To keep pace with the changing technology, organizations adopt mechanizations, automation and electronic data processing. Some of these require skills that may not be available to existing employees. Training becomes necessary to update them.

Preparing for Future Assignments

People are not satisfied if they continue to work in the same position for long. Mobility is a fact of life. One of the objects of training is to provide an employee an opportunity to climb up the promotional ladder. There are two ways to do this, one, people with potential can be identified and sent to appropriate training programmes to prepare them for future positions.

Competency Development

Many Dairy organizations are realizing the need of having people who can innovate, think ahead, and provide new directions. This is a new area which is gaining significance because of need to move in different and newer areas of growth. Organisations which have stagnated for long, need to identify certain individuals who are creative and show potential for innovation and send them to special training programmes designed to realize the new competencies.

Importance of Training in Sudha Dairy

The reasons why training is important in Dairy

- Training enables the management to face the pressure of changing environment.
- Training usually results in an increase of quantity and quality of output.
- Training leads to job satisfaction and higher morale of the employees.
- Trained workers need lesser supervision.
- Trained workers enable the enterprise to face competition from rival organizations.
- Training enables employees to develop and rise within the organization and increase their earning capacity.
- It moulds the employees' attitudes and helps them to achieve better co-operation within the organization.
- Trained employees make better economic use of materials and equipment resulting in reduction of wastage and spoilage.
- Training instructs the workers towards better job adjustment and reduces the rate of labour turnover and absenteeism.

Benefits to Sudha Dairy

A programme of training becomes essential for the purpose of meeting the specific problems of a dairy organization arising out of the introduction of new lines of production, changes in design, the demands of competition etc. The major benefits of training to an organization are:

Higher Productivity: Training can help employees to increase their level of performance on their present assignment. Training increases the skill of an employee in the performance of a particular job. Increased performance and productivity, because of training, are most evident on the part of new employees who are not yet fully aware of the most efficient and

effective ways of performing their job. An increase in skill usually helps to increase both quantity and quality of output.

Better Organisational Climate: An endless chain of positive reactions form a well planned training programme.⁵ Increased morale, less supervisory pressures, improved product quality, increased financial incentives, internal promotions etc. result in better organizational climate.

Less Supervision: Training does not eliminate the need for supervision, but it reduces the need for constant supervision.

Prevents Manpower Obsolescence: Manpower obsolescence is prevented by training as it fosters the initiative and creativity of employees. An employee is able to adapt himself to technological changes.

Economical Operations: Trained personnel will make economical use of materials and equipment. This will reduce wastage in materials and damage to machinery and equipments.

Prevents Industrial Accidents: Proper training can help to prevent industrial accidents.⁶

Improve Quality: Trained employees are less likely to make operational mistakes thereby increasing the Quality of the company's products.

Greater Loyalty: A common objective of training programme will mould employees' attitudes to achieve support for organizational activities and to obtain better cooperation and greater loyalty. Thus, training helps in building an efficient and loyal work force.

Fulfill Organisation's Future Personnel Needs: When the need arises, organizational vacancies can be staffed from internal sources, if an organization initiates and maintains an adequate training programme.

Standardisation of Procedures: Trained employees will work intelligently and make fewer mistakes when they possess the required know-how and have an understanding of their jobs.

Training as Investment in Dairy

The development of human resource is of utmost significance. While the 'raw' human resource can make only limited contribution towards the attainment of organizational goals, the developed human resource – knowledgeable, skilled manpower – can help immensely in the contribution in this respect. Organisations with considerable opportunities for self-development can attract highly promising new entrants. The development of human resource is accomplished through training. Training is a prerequisite

to improved performance, preparing human resource for new jobs, transfers, promotions and change-over to modern technology and equipment. In addition to training and new entrants, manpower at all levels requires refresh training from time to time in order to avoid personal obsolescence and improve its competence to hold higher positions. Accordingly, training and development policies and programmes are given top priority and investment on training and development has increased tremendously. Indeed, these programmes have become a vital part of the employment costs in modern industrial economies.

Training Policy and Dairy Organisations

Training policy should be formulated by the line personnel with the assistance and advice of the staff. The policy should usually indicate and outline training objectives. The line managers can formulate training policy by taking into account the basic objectives specifying those which can be achieved in concrete terms. Specifically, while formulating a policy, attempts should be made to ascertain the objectives to be accomplished through training, the individuals responsible for imparting the training, the type of training required, time and place of training, remuneration for employees during the training period, the methods to be employed in evaluating the results of training, relationship of training with allied personnel policies and other related issues.

Elements and Objectives of Training Policy

In dairy organization training policy may emerge from different elements of training needs relating to the new employees, the existing employees, and the employees considered for transfer or promotion. While the training for new employees stresses on knowledge of the company and its products as well as on particular job knowledge and skills, the training for present employees relates to the improvement of the job performance. The training for employees who are being transferred or promoted involves those aspects of the new jobs on which they lack the required knowledge.

Selection of Trainers

Moreover, selection of trainers in dairy also deserves considerable attention. Explicitly, some individuals have more teaching aptitudes than others. Hence, attempts should be made to select individual with adequate teaching ability. The function of the trainer is to know the art of training. He should have adequate knowledge of training, learning and teaching. Again, care should be taken to compensate the trainees adequately.

Lesson planning and examination procedures should also be stressed in training programmes.

Training Principles of Sudha Dairy

Certain training principles are widely followed in building human resource skills, especially at the rank-and-file level. For example, there exists a tendency to train individuals rather than a groups, use a supervisor or fellow-worker rather than use the training staff to impart a substantial amount of training, provide an increasing amount of participation to the trainees and select them more systematically and impart more specifics rather than provide general training. It has been observed that an improper application of training methods can cause a huge waste while systematic use of psychological principles give rise to effective economic results in Dairy.

Training Methods and Techniques

At the very outset, methods for assessing training needs deserved special mention. These methods include job analysis, psychological tests, attitude and morale surveys, activity analysis and group therapy. Job analysis provides standards of performance which can be used to determine whether or not the individuals possess potentialities, skills and traits to benefit from training. We have discussed job analysis and psychological tests in chapters 2 and 3, respectively. Likewise, attitude and morale surveys indicate training needs and may be used before and after the commencement of training. The activity analysis can be used to minimize learning time and eliminate waste of efforts. Group therapy also indicates that group members may be psychologically and socially incomplete and may become adjustive through interaction with participants.

Classification of Training Methods and Techniques

Yoder lucidly describe training methods classified under the following heads: general training methods, rank-and-file job training methods, craft training methods, executive training methods and special training methods. Following them, we shall discuss the general training methods in this section. Other training methods including apprenticeship, coaching, internship, job rotation, special assignments and TWI classified as on-the-job methods and vestibule, special studies, simulation i.e. business games, in-basket, laboratory groups, structured insight and programmed instruction classified as off-the-job methods, will be discussed in the subsequent sections.

General Training Methods

General training methods may be used for different categories of personnel and include: (i) lectures, (ii) conferences, projects, panels and buss sessions (iii) case studies and incidents, and (iv) role-playing, demonstration and skills.

Steps in Training Programme in Sudha Dairy

Training programme is a costly and time-consuming process. The training procedure discussed below is essentially an adoption of the job instruction-training course. The following steps are usually considered as necessary in Dairy.

1. Discovering or identifying training needs.
2. Preparing the instructor or getting ready for the job.
3. Preparing the trainee.
4. Presenting the operation.
5. Try out the trainees' performance.
6. Follow-up or rewards and feedback.

1. Discovering or Identifying the Training Needs

A training programme should be established only when it is felt that it would assist in the situation of specific problems. Identification of training needs must contain three types of analysis:

- a. Organisational Analysis – Determine the organisation's goals, its resources and the allocation of the resources as they relate to the organizational goals.
- b. Operation analysis – Focuses on the task or job regardless of the employee doing the job.
- c. Man analysis – Reviews the knowledge, attitudes and skills a person must acquire to contribute satisfactory to the attainment of organizational objectives.

Armed with the knowledge of each trainee's specific training needs, programmes of improvement can be developed that are tailored to the needs.

2. Preparing the Instructor

The instructor is the key figure in the entire programme. He must know both the job to be taught and how to teach it. The job must be divided into logical parts so that each can be taught at a proper time without the trainee losing perspective of the whole. This becomes a lesson plan. For each part one should have in mind the desired technique of instruction.

3. Preparing the Trainee

This step consists of:

- (a) Putting the learner at ease.
- (b) Starting the importance and ingredients of the job and its relationship to work flow;
- (c) Explaining why he is being taught.
- (d) Creating interest and encouraging questions, finding out what the learner already knows about his job or other jobs.
- (e) Explaining the 'why' of the whole job and relating it to some job the worker already knows.
- (f) Placing the learner as close to his normal position as possible and

Familiarising him with the equipment, materials, tools and trade terms.

Conclusion:

Training may be viewed as a systematic and planned process which has its organizational purpose to impart and provide learning experiences that will bring about improvement in an employee and enabling him to make his contribution in great measure in meeting the goals and objectives of an organization. It is an organized procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, and problem solving ability. It also gives an awareness for the rules and procedure to guide their behavior. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in future. Placement is matching of what the supervisor has reason to think he can do with the job demand. It is matching of what he imposes and what he offers. Placement implies assignment of specific rank and responsibility to an individual. Matching the requirements of the job with qualifications of a candidate is the essence of placement. In Sudha Dairy the focus has been given on informal training programs for welcoming new employees. The employees are provided training related to job with experienced employees. Sometimes they are preferred to delegate induction training responsibility to co-workers. In fact the employees are given dairy training. They are not allowed to work alone in initial period. Informal induction and on-farm training is more likely to occur than formal training. In Sudha Dairy. Placing right man at the right job is as important as hiring the right person. In

Sudha Dairy, placement implies assigning a specific rank and responsibility to an individual. In Sudha Dairy a candidate adjusts himself to the job and continues to perform as expectations.

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