

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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IMPACT OF TRAINING & DEVELOPMENT IN SINGARENI COLLIERIES COMPANY LIMITED: A STUDY

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ABSTRACT

An organization's development is depends upon the utilization of skills and capabilities of its employees. Every human being has his own specialties and capabilities in a different manner. The Human Resource Development is only the solution to turn over and improve the capabilities of an individual into a right path, so that the organization can get benefit as well as an individual. In a recent decades, human resource management is recognized a vital role of training in overall development of organization. In a simply manner training can be defined as - "it is a learning process to improve the performance in a present job". Training to the employee can improve his/her performance to make a master for new or established technology and teaches a procedure for creating a product or a method of providing a service. Training is an investment of an organization to acquire a profit in a recurring manner. If any organization doesn't train its employees and not considered the training as a priority or not seen it as a vital part, then it is difficult to accept that such organization has effectively carried out human resource management. One of the opportunities to raise the profile development activities of the organization is provided by the training also. To increase the commitment level of employees and growth in quality movement training is very much necessary aspect. Now a days it cannot be an out of limit to say that training is important tool of human resource management to control of attrition rate by motivating the employees to achieve their professional and personal goals and increasing the job satisfaction levels. This research paper reveals the implication of training on employees' capability and overall impact of training and development on the production and productivity of the SCCL. Data were collected from among the employees of SCCL through a structured questionnaire and convenient sampling techniques were adopted for analysis.

KEYWORDS

Training & development, HRM.

INTRODUCTION

To survive and grow against all the odds constrained to a human being towards development of the organization where he rendering the services and also his individual, he constantly strives to improve his tools and techniques through various methods. Training plays an important role in grow or development of organization and individual. Training is a learning process that involves the possession of knowledge, skills, concepts, rules, attitudes and behaviours that enhance the performance of employees. Through training, an employee can analyze himself where he is at present and where he has to be.

Today's competitive environment, there are necessities for up-gradation of knowledge and skills in the existing employees, by procurement of skilled/trained employees and re-training them on a continuous basis. Broadening of skills base of employees and overcoming human resources obsolescence is the need of the hour. One of the main challenges facing the organization, especially Coal generating industries is the need to develop human resources capable of handling global operation in other words, to optimize human resources, organization have to be receptive about designing and implementing human resource training programmes.

In many organizations, especially in Coal generating industries, training is considered as an integral part of the organizational planning. Systematic and planned development of employees provides direction and purpose to effective development of employees. For effective functioning of existing managerial personal for future, training practices needs to be analyzed periodically and reoriented to cope with changing requirements. The global environment demands up-gradation of knowledge and skills in the existing employees and necessitates procurement of skilled trained employees and retraining them. The global environment demands up-gradation of knowledge and skills in the existing employees and retraining them. The Singareni Collieries Company Ltd.(SCCL) is also requires performance system with high skilled and high adoptability in human resources, constant up grading of knowledge and skill based of employees, people at workplace are to contribute creatively than just physically.

Even though the coal mining in India started during the year 1744, the mass coal production in India was laid in 1886, when the Hyderabad Deccan Company was incorporated to exploit coal in Kothagudem and Yellandu Areas in Andhra Pradesh. The Hyderabad Deccan Company Limited (SCCL) was incorporated in 1920 under the Hyderabad Companies Act, and was floated in the year 1921 as a public Limited Company acquiring all the assets and liabilities of the Hyderabad (Deccan) Co, Ltd. The State of Hyderabad purchased the majority shares of the Company in 1945 and named it as Singareni Collieries Company Limited. Thus, the SCCL become a government company under the Companies Act in 1956. Large-Scale expansion of Singareni Collieries was undertaken during the initial five-year plans.

The Company's accredited function is to explore and exploit the Coal deposits in the Godavari Valley Coalfield, which is the only repository of Coal in South India. The growth of coal production since the company's inception can classified to five phases. During the primary phase (1869-1927) the first Coal Mine was opened at Yellandu and Coal Mining continued in this are till 1927. In the inaugural year 18, 89, 59,671 tonnes of coal was produced. The second phase of expansion which is called as initial expansion was noted between 1928 and 1960. During this period, apart from the Yellandu, SCCL started Coal-Mining Operations in Bellampalli and Kothagudem areas. Singareni grew from a production level of 0.70 mt. in 1928 to 2.49 mt. in 1960. A decade period i.e.1961-1971 is the third phase and witnessed a step growth in coal production as the Government of India also invested in SCCL form 1960 and the activities of SCCL were extended to other areas like Mandamarri & Ramagundam (1961) and Ramakrishnapur (1963). To meet the increasing energy requirements of the country, large scale expansion/modernization of mines was taken up by the Government during the Post-Nationalisation Era (1973 – 1992). In the year 1973 coalmines in other parts of India were nationalized and opencast mining commenced in SCCL in 1975 with the opening of Opencast-I Mine in Godavari khani Area.

According to Mine Vocational Training Act, the management of SCCL is conducting training programmes to their employees working at various levels since 1966. The training programmes designed were traditional and were not focused light on every corner of human resource development.

Keeping in view of the losses and the performance by 1997, which push-down the company worst ever in its history of 100 years, the Singareni Collieries initiated result oriented reforms that were aimed at revamping its operations in order to put the company back on the growth track and also remedial action. The Human Resource Department of SCCL framed a Policy comprises improvement of human resources in 8 dimensions and 25 processes. As per specific needs of Indian coal mining industry, training to its employees has taken a lion share.

Training is normally viewed as a short process. It is applied to technical staff, lower, middle, senior level management. When applied to lower and middle management staff it is called as training and for senior level it is called managerial development program/executive development program/development program.

REVIEW OF LITERATURE

Mayo (1) investigated that the employees capabilities are one of the most important measures affecting organizational performance.

Doucouliaagos (2) found that, investment in training was desirable both for the development of the individual and organization. Further, he added that Human capital investment is an activity which improved the quality (productivity) of the worker. Training as an important component of human capital investment increased the capability of employees.

Katou and Budhwar(3) found in their study on the effect of HRM policies on organizational performance that, HRM practices like training, appraisal, recruitment has a positive effect on the performance of the organization.

Mac.Donald and Colombo(4) argues that the importance of training in organizations which contributes to the development of Human Capital.

Paul and Anantharaman (5) tested a casual model that related Human Resource Management with organization performance and found that each and every HRM practices under the study has an indirect influence on overall organizational performance.

Kumpikaite and Ciarniene (6) through the empirical research have explored that the training and development of employees helps the organizations to meet their competitive challenges and environmental changes.

Gerhart and Milkovich (7) investigated a correlation between training programmes and financial performance. According to Bates, training was linked to the longevity of companies.

Barcala, Perez and Gutierrez (8) stated that training is considered to be the great aspect of interest for both public and the private sectors. Vasu opined that, through planned training, individual and organizations are able to adapt to the demands of rapidly changing scientific sociological and technological society.

OBJECTIVES OF THE STUDY

The following objectives are selected for the proposed study to examine the various aspects related to training programmes at Singareni Collieries Company Ltd.,

1. To examine the need of training to the employees working in the organization.
2. To examine the effectiveness of different training methods adopted in training programmes conducting at SCCL.
3. To study the impact of training to the employees on skill development at SCCL.
4. To study the impact of training on production with reference to manpower and to examine the other related factors in overall development of the organization.

RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection measurement and analysis of data. As such the design includes and outlines what hypothesis and its operational implications to the final analysis of data.

Descriptive research, also known as statistical research used in this study which describes data and characteristics about the population being studied. This study covers the employees from the areas of Bhupalpally and Kothagudem which comprising the sample size of 100.

PRIMARY DATA: Structured questionnaire were designed for collecting the information from the employees regarding training needs, methods of training, impact of training on skill development and other related factors. The questionnaire supplied to the employees at their work place and collected the information from three cadres i.e. workers, supervisors and executives. The representative samples were chosen from both Bhupalpally and Kothagudem areas on random sampling method.

SECONDARY DATA: The secondary utilized were collected from the annual reports of SCCL and related sources.

THE FORMAT OF PRESENTATION OF COMPUTED RESULTS

There are cross tabulated opinions/responses of the employees working at Singareni Collieries Co., Ltd. for each opinion with regard to need for training, methods of training and skill development of training – age-wise, cadre-wise and educational qualification-wise presented in each table.

TABLE 1.1: TRAINING NEEDS PREFERENCES (AGE-WISE)

PREFERENCES	AGE			
	18 TO 35 YRS	36 TO 50YRS	51 YRS AND ABOVE	TOTAL
TO UPDATE JOB RELATED KNOWLEDGE				
1ST	3	11	18	32
	(3.0)	(11.0)	(18.0)	(32.0)
2ND	8	27	26	61
	(8.0)	(27.0)	(26.0)	(61.0)
3RD	1	2	0	3
	(1.0)	(2.0)	(0.0)	(3.0)
4TH	0	1	0	1
	(0.0)	(1.0)	(0.0)	(1.0)
5TH	2	1	0	3
	(2.0)	(1.0)	(0.0)	(3.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
TO ACQUIRE NEWER SKILLS TO PERFORM THE JOB MORE EFFECTIVELY				
1ST	7	26	24	57
	(7.0)	(26.0)	(24.0)	(57.0)
2ND	1	10	11	22
	(1.0)	(10.0)	(11.0)	(22.0)
3RD	3	4	5	12
	(3.0)	(4.0)	(5.0)	(12.0)
4TH	3	0	2	5
	(3.0)	(.0)	(2.0)	(5.0)
5TH	0	2	2	4
	(.0)	(2.0)	(2.0)	(4.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
TO ACQUIRE HIGHER LEVEL OF PRODUCTIVITY				
1ST	0	1	0	1
	(.0)	(1.0)	(.0)	(1.0)
2ND	3	1	4	8
	(3.0)	(1.0)	(4.0)	(8.0)
3RD	2	11	18	31
	(2.0)	(11.0)	(18.0)	(31.0)
4TH	4	14	13	31
	(4.0)	(14.0)	(13.0)	(31.0)
5TH	4	14	7	25
	(4.0)	(14.0)	(7.0)	(25.0)
6TH	1	1	2	4
	(1.0)	(1.0)	(2.0)	(4.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)

Table 1.3 contains the preferences of training needs according to age of sample respondents. Majority respondents of age group 36 to 50 and 51 above age group are firstly preferred that 'training needs for acquire newer skills to perform the job more effectively' followed by age group of 18 to 35 years. Further, the same tendency shown in second preference 'to update job related knowledge' and majority of all age groups are preferred 'to acquire higher level of productivity' as a fourth preference.

Overall, the above table shows that majority of the employees according to their age, preferred that training needed in the organization to acquire skills to perform the job more effectively, later to update job related knowledge and lastly to acquire higher level of productivity.

TABLE 1.2: TRAINING NEEDS PREFERENCES (CADRE-WISE)

PREFERENCES	AGE			
	EXECUTIVES	SUPERVISORS	WORKERS	TOTAL
TO UPDATE JOB RELATED KNOWLEDGE				
1ST	4	10	18	32
	(4.0)	(10.0)	(18.0)	(32.0)
2ND	9	26	26	61
	(9.0)	(26.0)	(26.0)	(61.0)
3RD	0	3	0	3
	(.0)	(3.0)	(.0)	(3.0)
4TH	1	0	0	1
	(1.0)	(.0)	(.0)	(1.0)
5TH	2	1	0	3
	(2.0)	(1.0)	(.0)	(3.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
TO ACQUIRE NEWER SKILLS TO PERFORM THE JOB MORE EFFECTIVELY				
1ST	6	25	26	57
	(6.0)	(25.0)	(26.0)	(57.0)
2ND	1	8	13	22
	(1.0)	(8.0)	(13.0)	(22.0)
3RD	5	4	3	12
	(5.0)	(4.0)	(3.0)	(12.0)
4TH	2	3	0	5
	(2.0)	(3.0)	(.0)	(5.0)
5TH	2	0	2	4
	(2.0)	(.0)	(2.0)	(4.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
TO ACQUIRE HIGHER LEVEL OF PRODUCTIVITY				
1ST	1	0	0	1
	(1.0)	(.0)	(.0)	(1.0)
2ND	3	1	4	8
	(3.0)	(1.0)	(4.0)	(8.0)
3RD	0	20	11	31
	(.0)	(20.0)	(11.0)	(31.0)
4TH	5	12	14	31
	(5.0)	(12.0)	(14.0)	(31.0)
5TH	4	6	15	25
	(4.0)	(6.0)	(15.0)	(25.0)
6TH	3	1	0	4
	(3.0)	(1.0)	(.0)	(4.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)

The cadre-wise survey responses with regard to training needs in table 1.2 shows that, 25 percent of the supervisors, 26 percent of the workers, 6 percent of the executives and overall 57 percent of the respondents are preferred firstly to acquire newer skills to perform the job more effectively. Out of 100 sample respondents, 61 of the percent respondents feel that training needs to the employees for update job related knowledge, followed by 31 percent to acquire higher level of productivity.

It is observed that irrespective of cadre, majority of respondents are primarily opined that training needs to acquire new skills to perform the job more effectively. The second opinion of the respondents is to update job related knowledge and followed by acquire higher level of productivity.

TABLE 1.3: TRAINING NEEDS PREFERENCES (EDUCATION-WISE)

PREFERENCES	EDUCATION				
	SSC	INTER	DEGREE	PG	TOTAL
TO UPDATE JOB RELATED KNOWLEDGE					
1ST	19	2	2	0	23
	(26.0)	(2.7)	(2.7)	(.0)	(31.5)
2ND	32	6	5	3	46
	(43.8)	(8.2)	(6.8)	(4.1)	(63.0)
3RD	0	1	1	0	2
	(.0)	(1.4)	(1.4)	(.0)	(2.7)
4TH	0	0	0	1	1
	(.0)	(.0)	(.0)	(1.4)	(1.4)
5TH	0	1	0	0	1
	(.0)	(1.4)	(.0)	(.0)	(1.4)
TOTAL	51	10	8	4	73
	(69.9)	13.7)	(11.0)	(5.5)	(100.0)
TO ACQUIRE NEWER SKILLS TO PERFORM THE JOB MORE EFFECTIVELY					
1ST	30	7	5	3	45
	(41.1)	(9.6)	(6.8)	(4.1)	(61.6)
2ND	12	1	2	0	15
	(16.4)	(1.4)	(2.7)	(.0)	(20.5)
3RD	5	2	0	0	7
	(6.8)	(2.7)	(.0)	(.0)	(9.6)
4TH	2	0	0	0	2
	(2.7)	(.0)	(.0)	(.0)	(2.7)
5TH	2	0	1	1	4
	(2.7)	(.0)	(1.4)	(1.4)	(5.5)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
TO ACQUIRE HIGHER LEVEL OF PRODUCTIVITY					
1ST	0	0	0	1	1
	(.0)	(.0)	(.0)	(1.4)	(1.4)
2ND	3	1	1	0	5
	(4.1)	(1.4)	(1.4)	(.0)	(6.8)
3RD	16	5	3	1	25
	(21.9)	(6.8)	(4.1)	(1.4)	(34.2)
4TH	18	3	3	1	25
	(24.7)	(4.1)	(4.1)	(1.4)	(34.2)
5TH	13	1	1	1	16
	(17.8)	(1.4)	(1.4)	(1.4)	(21.9)
6TH	1	0	0	0	1
	(1.4)	(.0)	(.0)	(.0)	(1.4)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)

The results of education-wise cross tabulated responses shown in Table – 1.3. The majority of respondents studied upto SSC i.e. 41 percent have preferred firstly that training is needed to acquire new skills to perform the job more effectively, followed by Inter, degree and PG studied respondents overall of 61.6 per cent.

Similarly, 63 percent of the respondents (SSC - 43.8 per cent, Inter - 8.2 per cent, Degree - 6.8 per cent and PG - 4.1 per cent) have preferred that the training needed to update job related knowledge as secondary. Out of 100 respondents, 34.2 percent given last preference that training needed to acquire higher level of productivity.

The same tendency as observed in table 1.1 and 1.2 is followed in this table also. Top priority to acquire new skills to perform the job more effectively followed by update job related knowledge and lastly to acquire higher level of productivity is found.

TABLE – 2.1: OPINION ON METHOD OF TRAINING (AGE-WISE)

OPINION	AGE			
	18 TO 35 YRS	36 TO 50YRS	51 YRS AND ABOVE	TOTAL
LECTURES				
VERY USEFUL	6	14	20	40
	(6.0)	(14.0)	(20.0)	(40.0)
USEFUL	8	27	24	59
	(8.0)	(27.0)	(24.0)	(59.0)
SATISFACTORY	0	1	0	1
	(.0)	(1.0)	(.0)	(100.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
CONFERENCE AND SEMINARS BY TRAINEES				
VERY USEFUL	3	20	26	49
	(3.0)	(20.2)	(26.3)	(49.5)
USEFUL	10	20	14	44
	(10.1)	(20.2)	(14.1)	(44.4)
SATISFACTORY	1	1	4	6
	(1.0)	(1.0)	(4.0)	(6.1)
TOTAL	14	41	44	99
	(14.1)	(41.4)	(44.4)	(100.0)
AUDIO - VISUALS				
VERY USEFUL	8	15	22	45
	(8.0)	(15.0)	(22.0)	(45.0)
USEFUL	4	26	18	48
	(4.0)	(26.0)	(18.0)	(48.0)
SATISFACTORY	2	1	4	7
	(2.0)	(1.0)	(4.0)	(7.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
PROGRAMMED LEARNING				
VERY USEFUL	8	10	15	33
	(8.0)	(10.0)	(15.0)	(33.0)
USEFUL	4	23	27	54
	(4.0)	(23.0)	(27.0)	(54.0)
SATISFACTORY	2	9	2	13
	(2.0)	(9.0)	(2.0)	(13.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.)

The age-wise opinion by the employees working at SCCL on methods of training presented at table shows that, out of 100 respondents 27 percent employees between the age group of 36 to 50 years opined that lectures are useful followed by the age group of 51 years and above with a per cent of 24. With regard to one of the training methods i.e. conferences and seminars conducted by trainees, 27 per cent of the age group of 51 years and above are opined it as very useful. The age group of 36 to 50 years has opined at the equal ratio of 20 per cent and 20 per cent for very useful and useful respectively.

When go through the opinions of the respondents with regard to audio visual training method, 26 per cent respondents between age group of 36 to 50 years opined that it is useful. 22 per cent of sample respondents in the age group 51 years and above are in a think that it is very useful followed by 18 per cent is useful. Out of 100 respondents, 54 percent of respondents feel that programmed learning training method is useful and followed by 33 per cent very useful.

The age-wise responses on the opinion of methods of training shows that majority respondents says that conference and seminars by trainees are very useful followed by use of audio-visuals, lectures and programmed learning. With regard to usefulness of methods of training the majority opinion for lectures, Programmed Learning, Audio-visuals, followed by conferences and seminars.

TABLE – 2.2: OPINION ON METHOD OF TRAINING (CADRE-WISE)

OPINION	CADRE			
	EXECUTIVES	SUPERVISORS	WORKERS	TOTAL
LECTURES				
VERY USEFUL	7	14	19	40
	(7.0)	(14.0)	(19.0)	(40.0)
USEFUL	9	25	25	59
	(9.0)	(25.0)	(25.0)	(59.0)
SATISFACTORY	0	1	0	1
	(.0)	(1.0)	(.0)	(1.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
CONFERENCE AND SEMINARS BY TRAINEES				
VERY USEFUL	5	24	20	49
	(5.1)	(24.2)	(20.2)	(49.5)
USEFUL	8	16	20	44
	(8.1)	(16.2)	(20.2)	(44.4)
SATISFACTORY	3	0	3	6
	(3.0)	(.0)	(3.0)	(6.1)
TOTAL	16	40	43	99
	(16.2)	(40.4)	(43.4)	(100.0)
AUDIO - VISUALS				
VERY USEFUL	7	24	14	45
	(7.0)	(24.0)	(14.0)	(45.0)
USEFUL	8	13	27	48
	(8.0)	(13.0)	(27.0)	(48.0)
SATISFACTORY	1	3	3	7
	(1.0)	(3.0)	(3.0)	(7.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
PROGRAMMED LEARNING				
VERY USEFUL	5	17	11	33
	(5.0)	(17.0)	(11.0)	(33.0)
USEFUL	10	23	21	54
	(10.0)	(23.0)	(21.0)	(54.0)
SATISFACTORY	1	0	12	13
	(1.0)	(.0)	(12.0)	(13.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)

As presented in the Table 2.2 with regard to responses of cadre-wise, it is found that 25 per cent supervisors and 25 per cent workers feel that lectures are useful whereas 19 per cent of workers and 14 per cent are in view that lectures are very much useful. The 24 per cent of Supervisors from among the sample size found in an opinion that conferences and seminars by trainees are very useful in methods of training and 20 per cent of workers are also have the same opinion and the same percentage i.e. 20 per cent of the workers also opined that conference and seminars are useful in training methods.

The majority opinion of supervisors (i.e. 24 per cent) seen with regard to usage of Audio-Visuals as a training method is found very useful and it is followed by workers i.e. 14 per cent). With regard to usefulness of audio-visuals in methods of training, 27 per cent worker responded positively followed by supervisors with percentage of 13. Opinions on the programmed learning training method, it is found that 23 per cent of supervisors and 21 per cent of workers and more than half of the executives are opined that it is useful.

Opinions on induction of various training methods by cadre-wise shows that lectures, audio-visuals and programmed learning are useful to majority respondents whereas conferences and seminars by trainees are very useful to supervisor and workers cadre.

TABLE 2.3: OPINION ON METHOD OF TRAINING (EDUCATION-WISE)

OPINION	EDN-GEN-J				
	SSC	INTER	DEGREE	PG	TOTAL
LECTURES					
VERY USEFUL	23	3	2	2	30
	(31.5)	(4.1)	(2.7)	(2.7)	(41.1)
USEFUL	28	6	6	2	42
	(38.4)	(8.2)	(8.2)	(2.7)	(57.5)
SATISFACTORY	0	1	0	0	1
	(.0)	(1.4)	(.0)	(.0)	(1.4)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
CONFERENCE AND SEMINARS BY TRAINEES					
VERYUSEFUL	25	7	5	1	38
	(34.7)	(9.7)	(6.9)	(1.4)	(52.8)
USEFUL	25	1	2	2	30
	(34.7)	(1.4)	(2.8)	(2.8)	(41.7)
SATISFACTORY	1	1	1	1	4
	(1.4)	(1.4)	(1.4)	(1.4)	(5.6)
TOTAL	51	9	8	4	72
	(70.8)	(12.5)	(11.1)	(5.6)	(100.0)
AUDIO - VISUALS					
VERYUSEFUL	21	7	2	1	31
	(28.8)	(9.6)	(2.7)	(1.4)	(42.5)
USEFUL	24	3	6	3	36
	(32.9)	(4.1)	(8.2)	(4.1)	(49.3)
SATISFACTORY	6	0	0	0	6
	(8.2)	(.0)	(.0)	(.0)	(8.2)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
PROGRAMMED LEARNING					
VERYUSEFUL	15	5	3	1	24
	(20.5)	(6.8)	(4.1)	(1.4)	(32.9)
USEFUL	27	5	5	2	39
	(37.0)	(6.8)	(6.8)	(2.7)	(53.4)
SATISFACTORY	9	0	0	1	10
	(12.3)	(.0)	(.0)	(1.4)	(13.7)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)

The above Table denotes about the education-wise opinion on method of training by the respondents working at SCCL. The 39 per cent of respondents qualified SSC and 9 per cent each who qualified Intermediate and Degree have opined that Lectures are useful whereas 32 per cent of SSC qualified employees think that the lectures method is very useful.

When it is observed the responses with regard to implementation of conferences and seminars by trainees in training programmes, SSC qualified respondents equally share of 34.7 per cent are feel very useful and useful respectively, whereas most of inter qualified employees are of opinion is very useful. Opinion on training through audio-visuals at SCCL, 28.8 per cent of SSC qualified and most of the inter qualified employees recognized is very useful, and added 32.9 per cent of SSC and most of degree and PG qualified opined as useful. The Inter qualified respondents of the sample study equally opined that programmed learning during training is very useful and useful to them. But 37 per cent of overall respondents feel that is only useful.

Education-wise responses on methods of training are reveals the mixed results as much useful and normally useful. By and large it can be surmised irrespective of education, all respondents' opinion is the same.

TABLE – 3.1: OPINION ON SKILL DEVELOPMENT (AGE-WISE)

OPINION	AGE			
	18 TO 35 YRS	36 TO 50YRS	51 YRS AND ABOVE	TOTAL
REDEFINING THE JOB AND ITS RESPONSIBILITIES				
YES	12	40	44	96
	(12.0)	(40.0)	(44.0)	(96.0)
NO	2	2	0	4
	(2.0)	(2.0)	(.0)	(4.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
FIXATION WORK TARGETS AND WORK READJUSTMENT				
YES	11	38	42	91
	(11.0)	(38.0)	(42.0)	(91.0)
NO	3	4	2	9
	(3.0)	(4.0)	(2.0)	(9.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
ESTABLISHMENT OF JOB IMPROVEMENT PLANS FOR EACH INDIVIDUAL				
YES	13	39	42	94
	(13.0)	(39.0)	(42.0)	(94.0)
NO	1	3	2	6
	(1.0)	(3.0)	(2.0)	(6.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)
BETTER PERFORMANCE OF THE PRESENT JOB				
YES	12	29	30	71
	(12.0)	(29.0)	(30.0)	(71.0)
NO	2	13	14	29
	(2.0)	(13.0)	(14.0)	(29.0)
TOTAL	14	42	44	100
	(14.0)	(42.0)	(44.0)	(100.0)

The age-wise sample survey analysis with regard to skill development of respondents after obtaining training is presented in above Table. In the age group of 18 to 35 years, all the respondents are opined that during the training they came to know redefining the job and its responsibilities, almost above 90 percent of said age group respondents also got benefitted by came to know the fixation of work targets and work readjustment, establishment of job improvement plans for each individual and better performance of the present job.

From among the 100 sample respondents, 40 per cent of 36 to 50 years respondents and 44 percent of 51 years and above age group respondents feel that they got knowledge about redefining the job and its responsibilities through training. About acquiring the knowledge with regard to fixation of work targets and work readjustment through training, overall 91 per cent of all age groups and about establishment of job improvement plans for each individual through training, 94 per cent of all age groups are recognized that they benefitted. 71 percent of overall sample size respondents have opined that they came to know how better performance of the present job through training.

More than 94 percent of age-wise respondents are feel that they came to know redefining the job and its responsibilities, and establishment of job improvement for each individual. Similarly above 91 percent are recognizing the fixation of work targets and work readjustment.

TABLE 3.2: OPINION ON SKILL DEVELOPMENT (CADRE-WISE)

OPINION	CADRE			
	EXECUTIVES	SUPERVISORS	WORKERS	TOTAL
REDEFINING THE JOB AND ITS RESPONSIBILITIES				
YES	14	39	43	96
	(14.0)	(39.0)	(43.0)	(96.0)
NO	2	1	1	4
	(2.0)	(1.0)	(1.0)	(4.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
FIXATION WORK TARGETS AND WORK READJUSTMENT				
YES	13	39	39	91
	(13.0)	(39.0)	(39.0)	(91.0)
NO	3	1	5	9
	(3.0)	(1.0)	(5.0)	(9.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
ESTABLISHMENT OF JOB IMPROVEMENT PLANS FOR EACH INDIVIDUAL				
YES	14	40	40	94
	(14.0)	(40.0)	(40.0)	(94.0)
NO	2	0	4	6
	(2.0)	(.0)	(4.0)	(6.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)
BETTER PERFORMANCE OF THE PRESENT JOB				
YES	16	22	33	71
	(16.0)	(22.0)	(33.0)	(71.0)
NO	0	18	11	29
	(.0)	(18.0)	(11.0)	(29.0)
TOTAL	16	40	44	100
	(16.0)	(40.0)	(44.0)	(100.0)

Table 3.2 reveals the cadre-wise responses with regard to skill development through training. 39 per cent of Supervisors, 43 per cent of workers and majority of executives from among the sample size has opined that through training they recognize redefining the job and its responsibilities. Learning of fixation of work targets and work readjustment through training, both supervisors and workers of 39 per cent each and 13 out of 16 executives have opined that they got benefitted. Similarly the same ratio has continued with regard to establishment of job improvement plans for each individual. Whereas, knowing for better performance of the present job through training, overall 71 per cent of respondents from among the sample size responded positively. By negligible percent of negative response, majority of cadre-wise employees are positively responded on knowing the redefining the job and its responsibilities, establishment of job improvement plans for each individuals and fixation of work targets and work readjustment followed by better performance of the present job.

TABLE – 3.3: OPINION ON SKILL DEVELOPMENT (EDUCATION-WISE)

OPINION	EDN-GEN-J				
	SSC	INTER	DEGREE	PG	TOTAL
REDEFINING THE JOB AND ITS RESPONSIBILITIES					
YES	50	10	8	3	71
	(68.5)	(13.7)	(11.0)	(4.1)	(97.3)
NO	1	0	0	1	2
	(1.4)	(.0)	(.0)	(1.4)	(2.7)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
FIXATION WORK TARGETS AND WORK READJUSTMENT					
YES	46	10	8	3	67
	(63.0)	(13.7)	(11.0)	(4.1)	(91.8)
NO	5	0	0	1	6
	(6.8)	(.0)	(.0)	(1.4)	(8.2)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
ESTABLISHMENT OF JOB IMPROVEMENT PLANS FOR EACH INDIVIDUAL					
YES	48	10	8	3	69
	(65.8)	(13.7)	(11.0)	(4.1)	(94.5)
NO	3	0	0	1	4
	(4.1)	(.0)	(.0)	(1.4)	(5.5)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)
BETTER PERFORMANCE OF THE PRESENT JOB					
YES	34	5	6	3	48
	(46.6)	(6.8)	(8.2)	(4.1)	(65.8)
NO	17	5	2	1	25
	(23.3)	(6.8)	(2.7)	(1.4)	(34.2)
TOTAL	51	10	8	4	73
	(69.9)	(13.7)	(11.0)	(5.5)	(100.0)

Education-wise employees' opinion on skill development has presented in Table. When the cross tabulated data analysis presented in the above table seen, the same tendency visible as presented in the earlier tables. Irrespective of qualification, majority of 97.3 percent employees opined that they learned redefining the job and its responsibilities followed by the opinion of establishment of job improvement plans for each individual. Similarly, 92 percent of employees expressed that they recognize the fixation of work targets and work readjustment through training. With regard to knowing how to better performance of the present job, 66 per cent of the overall sample size responded positively.

When education-wise responses considered, more than 90 percent employees opined that they learned to redefine the job and its responsibilities, establishment of job improvement plans for each individual and fixation of work targets and work readjustment. More than 60 percent came to know how to perform better in present job through training.

Production Performance in SCCL

After referral to BIFR during the eighth plan period (1992-1997), the management of SCCL has thrown light on different aspects which causing for losses and concentrated on the reforms like Over Burden Removal, Outsourcing of Ancillary Activities and implementation of latest technology. Mainly, in training programmes conducting by the SCCL, the management has taken steps towards advancement by modifying, and appending the training methods, programmes wherever necessary. Due to said reforms in various areas in general and training in particular, SCCL has many marvelous results. The below table 4 shows the ratio of manpower and production, productivity for a decade.

TABLE – 4: MANPOWER AND PRODUCTION OF SCCL

Y E A R	Manpower	Production	Overall Productivity	
		(Lakh Tonnes)	Mines	Mines & Depts.
2000-01	1,05,627	302.74	1.5	1.22
2001-02	99,442	308.11	1.66	1.34
2002-03	97,053	332.36	1.88	1.51
2003-04	93,722	338.54	1.81	1.47
2004-05	91,970	353.02	1.99	1.62
2005-06	86,025	361.38	2.16	1.74
2006-07	82,224	377.07	2.39	1.91
2007-08	75,573	406.04	2.63	2.10
2008-09	70,586	445.46	3.01	2.42
2009-10	69,043	504.25	3.36	2.73
2010-11	67,615	513.33	3.58	2.90
2011-12	66,466	522.11	3.94	3.11
2012-13	64,600	531.90	3.94	3.14

Source: Corp IED

When a decade of Singareni Collieries Co. Ltd., production and manpower statistics observed, it is found that during the financial year 2000-2001 manpower is 105627 and production is 302.74 lakh tones with an overall productivity of 1.22. In the year 2001-02, the manpower decreased to 99442 and production increased to 308.11 and the same tendency has continued in the year 2002-03 with regard to manpower, but production has increased enormously to 338.54 lakh tones. Even the major improvement not shown in the subsequent years till 2006-07 there was a minimum increase of 10 Lakh tones per year and decrease of manpower minimum of 2000 to 4000 per year. During the year 2007-08 manpower decreased due to superannuation, VRS and other causes, but production

has increased from 377.07 to 406.04 with the productivity of 2.63 and the same tendency continued till 2011-12. In the financial year 2012-13 the manpower is 64,600 and production is 531.90 with a productivity of 3.94.

Overall observation of the manpower, production and productivity shows that since a last decade there is enormous growth on the production and productivity upto 57 percent, even decrease of manpower from 105627 to 64600.

CONCLUSIONS

The study conducted to review the impact of training is highlights the fundamental role of training as a powerful instrument to improve of performance of employee at working area.

From the primary data acquired, it is observed that the majority of employees according to their age, preferred that training needed in the organization to acquire skills to perform the job more effectively, later to update job related knowledge and lastly to acquire higher level of productivity. In the cadre-wise analysis, majority of respondents are primarily opined that training needs to acquire new skills to perform the job more effectively. The second opinion of the respondents is to update job related knowledge and followed by acquire higher level of productivity. The same tendency as found about age-wise and cadre-wise, is also followed in education-wise. Top priority to acquire new skills to perform the job more effectively followed by update job related knowledge and lastly to acquire higher level of productivity is found.

The age-wise responses on methods of training shows that majority respondents opined that conference and seminars by trainees are very useful followed by use of audio-visuels, lectures and programmed learning. With regard to usefulness of methods of training the majority respondents opined for lectures, Programmed Learning, Audio-visuels, followed by conferences and seminars. Opinions on induction of various training methods by cadre-wise shows that lectures, audio-visuels and programmed learning are useful to majority respondents, whereas conferences and seminars by trainees are very useful to supervisors and workers cadre. Education-wise responses on methods of training are reveals the mixed results as very useful and useful.

More than 94 percent of age-wise respondents are feel that they came to know redefining the job and its responsibilities, and establishment of job improvement for each individual through training. Similarly above 91 percent are recognized the fixation of work targets and work readjustment. By negligible percent of negative response, majority of cadre-wise employees are positively responded on knowing the redefining the job and its responsibilities, establishment of job improvement plans for each individuals and fixation of work targets and work readjustment followed by better performance of the present job. When education-wise responses considered, more than 90 percent employees opined that they learned to redefine the job and its responsibilities, establishment of job improvement plans for each individual and fixation of work targets and work readjustment. More than 60 percent came to know how to perform better in present job through training.

By and large it can be surmised that, above 90 per cent employees working at SCCL are being benefitted by inducting training programmes. They acquiring new skills to perform the job more effectively and redefining the job responsibilities. When, the production and manpower ratio observed the same is visible. Since a last decade there is enormous growth on the production and productivity upto 57 percent, even decrease of manpower from 105627 to 64600.

So it can be concluded that employee capability increases when proper training inducted to him.

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