CHAPTER IV

THE TRAINING AND DEVELOPMENT OF EMPLOYEES IN ROOTS INDUSTRIES INDIA LTD., COIMBATORE

HUMAN RESOURCE MANAGEMENT FUNCTIONS IN ROOTS INDUSTRIES INDIA LTD.,

Human Resource Management constitute one of the three important elements of good administration, the other two being effective organization and adequate material facilities. The quality and number of the required categories of personnel in any organization depend to a great extent on its Human Resource Management System. If the organization fails to procure people of good caliber over a number of years,

ultimately a time must come when with the superannuation of many of its experienced personnel of impressive quality it would state falling. The importance of human resource procurement system therefore, can not be over – rated. And this procurement system consists of several phases viz.,
Man power planning, recruitment, selection, appointment, induction, training, performance appraisal, promotion, rewards.

**MANPOWER PLANNING**

Man power planning, is the necessary deed to appoint right person on the right job. The man power resource is the most vital factors for the survival and prosperity of a firm.

To quote Peter F. Drucker, “The prosperity of not the survival of any business depends on the performance of Manager of Transport. The manpower assist is a firm has the potential to appreciate the value of the firm”.

Vetter has defined human resource planning as “the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds 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 benefit".\(^2\)

"Manpower planning is the process including forecasting, developing and controlling by which a firm ensures that it has the right number of people and the right kind of people at the right places, at the right time doing work for which they are economically most useful." Thus manpower planning consists of projecting future manpower requirements and developing manpower plans for the implementation of the projections. Manpower planning cannot be rigid or static; it is amenable to modification, review and adjustments in accordance with the needs of the organization or the changing circumstances. In the words of Coleman "Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization".

The systematic programme of manpower planning of Roots Industries India Ltd., include basic elements.

1. Determining the manpower requirements for the entire organization.
2. Planning job requirements and description.
3. Analysing skills to determine the nature of manpower needed; and
4. Selecting adequate sources of recruitment.
Manpower is a two phased process by which Management can project the future manpower requirements and develop manpower action plans to accommodate the implication of projections.\(^3\)

In this company, there is sophisticated or detailed manpower planning done covering the current and future needs of the organization. The different units of the organization are asked to present annually their manpower requirements for the different categories of personnel to a budget committee.

The budget broadly forms the basis for recruitments during the year although specific approval is required to be obtained from the executive committee of top level executive. This committee meets every fortnight, for initiating action for filling vacancies. Such approval is required for new vacancies. These new vacancies can be recruited both internal and external.

**RECRUITMENT**

**1. SOURCES OF RECRUITMENT**
On finalization of the human resources needed, the source of recruitment in Roots Industries India Ltd., are as follows:

**INTERNAL RECRUITMENT**

This includes

- Transfers
- Re-deployment of staff
- Promotion from within the management cadre or and from
- Unionised cadre
- Deputation from Group Companies

**2. EXTERNAL RECRUITMENT OR DIRECT RECRUITMENT**

This type of recruitment is made when all human resources internally are exhausted / suitable incumbents are not identified within or the position is such that it calls specialized skills / knowledge/ technology / experience.

**3. THE FOLLOWING ARE THE OPTIONS, IN THAT ORDER IF EXTERNAL RECRUITMENT IN ROOTS IS RESORTED TO:**

- Data Bank
- Personal acquaintance/references

- Educational Institutions

- Consultants

- Advertisements

- By other sources as mentioned by the Managing Directors/Directors

TRAINING

It is one of the most important activities of management. Industrial growth cannot take place without trained manpower. The technological advancement is taking much faster rate. In order to cope up with the fast changes technology and skill, the need for systematic training has been identified in almost all organization. Hence, training becomes essential for these young ones, who do not know anything regarding their job (or) about the organization.

Training is an organized procedure for increasing the knowledge and skill of the people for a definite purpose. The purpose of training is to achieve a change in the behaviour of those being trained. In the industrial situation this means that the trainees will acquire new skills, technical knowledge, problem-solving ability and attitudes. Any good training
programme lays down the procedure by which people gain knowledge and skill to perform their job effectively and efficiently.

VALUE OF TRAINING TO THE EMPLOYEES

Training is useful not only to their organization, but also to the workers also. The workers may drive the following benefits from training.

(a) **Increased Skills and Knowledge** – The employees acquire new skills and knowledge which will help them to improve their career.

(b) **High Productivity** – The productivity of the workers is increased as a result of training. Because of this, they earn higher wages and bonus.

(c) **Opportunity for Promotion** – The efficient workers can sharpen their skills during training. This helps them to try for promotion to higher jobs.

(d) **Increased Mobility** – Trained employees can be shift from one job to another job, they designed the training programme according to the needs of the employees.
(e) **High Morale** – Trained employees know their jobs fully and have greater job satisfaction. This increases their morale in Roots Industries India Ltd.,

(f) **Less Accidents** – Trained workers are less prone to accidents as they know how to use risky machines and materials. They also trained to adopt latest techniques in doing of their job.²

**PROCESS OF TRAINING PROGRAMMES IN ROOTS INDUSTRIES INDIA LTD.,**

Every training programme includes trainees, trainers, a training period and training material. These constituents of training are discussed below:

(a) **Short – listing of the Trainee** – Proper choice of trainees is of major importance if permanent and gainful results are to be obtained. A trainee should be trained for the kind of job he likes and is fitted to perform. In this respect, training is closely related to the selection of personnel. Careful screening of candidates for training will raise the effectiveness of the training programme.
In case of supervisory training, they include all supervisors and other employees considered suitable for promotion to such posts. Excluding some employees on the basis that they do not need the training or that they are already doing their work satisfactorily. Even outstanding persons benefit from well-managed training programmes and their presence assists in many ways to develop organization.

**(b) Preparation of the Instructor** – The instructor or trainer is a key figure in an effective training programme. He can contribute immensely to its success. Qualified instructor may be obtained from inside or outside the organization. The trainer needs many qualifications besides knowing how to do the work. He must be able to divide the job into logical parts, so that he may take up one part at a time without losing his perspective of the whole. He must be tolerant and patient. He must be able to appreciate the value of training work in relation to the enterprise and an understanding of what the employee should go through in order to acquire the skill and knowledge which the programme is designed to achieve. In Roots Industries India Ltd., the top level executive emphasis more on the feedback is the training programme.
The instructor or trainer can present the operations involved in doing a particular job by various ways. He may illustrate various points through the use of pictures and other training aids. When the job is essentially physical in nature, the demonstration on-the-job is an excellent device. While demonstrating the operation, the trainer should stand beside the trainee rather than in front of him so that the latter may better adopt the movements of the trainer. The trainer should explain and demonstrate the operations step by step and should allow the trainees to repeat these operations. He should also encourage questions from the trainees in order to be sure that the trainees understand the job.

(c) Determining the Training Period – The length of the training period depends upon the skills to be acquired, the trainee’s learning capacity and the training methods used. For instance,

(d) Training Material – a text or some written material is usually desirable as a basis for instruction, review and reference. The training section in Roots Industries India Ltd., prepare the training material with the help of line supervisors to be used for different jobs. A complete outline of the whole course should be made with the main topics included under each heading. The training material should be distributed among the trainees well in advance so that they may some prepared the lecture class and may be able to understand the operations
quickly and may remove their doubts by asking questions from the instructor.

**Appraisal of Training Programme** – In Roots Industries India Ltd., the appraisal of training programme provides useful information about the effectiveness of training as well as about the design of future training programmes. It will enable Roots Industries India Ltd., to monitor the training programme and also to modify its future programmes of training. The evaluation of training and its integration with other functions of human resource management can be examined.\(^5\)

**DETERMINATION OF THE TRAINING NEEDS:**

In Roots Industries India Ltd., the HR department determines the training needs of the organization. For e.g. the personnel can identify the training needs for a particular segment of people and design a suitable training programme. Evidence of training needs may be gathered from several sources such as employee counseling, selections or exit interviews reports by supervisors and managers, product and process changes, suggestions systems, performance appraisals, studies of implant communications etc. Personnel policy many purpose annual or other periodic surveys to be carried out for assessing training needs.
Once the need for training has been established in terms of the gap between the current and desired level of proficiency of each individual the second step lies in stating the areas needing training.

The areas needing training are generally broken down into:

1. Knowledge – for the person who does not know.
2. Skill – for the person who knows but cannot perform.
3. Attitude – for the person who doesn’t care.
4. Habits – for the person who has not made the desired behaviour part of his daily routine.
5. Understanding – for the person who is not properly motivated to accept what he is told. The result hoped for is the removal of the persons tendency to block, delay or fail to Co-operate in the certain people.

Another classification says the important areas which may need training are:
TECHNICAL SKILLS

It refers to a person’s knowledge and proficiency in any type of process or technique. Examples are the skills learned by accountants, engineers, computer operators and the tool makers in the practice of their specialties. These skills are the distinguishing feature of job performance at the operating level; but as employees are promoted to leadership responsibilities. Their technical skills become proportionately less important as shown in the following figure. They increasingly depend on the technical skills of their subordinates and in many cases have never practiced some of the technical skills that they supervise.

HUMAN SKILL

Human Skill is the ability to interact effectively with people and to build team work. No leader at any organization level escapes the requirement for effective human skill. It is the major part of role behaviour as shown in the above figure.

CONCEPTUAL SKILL
Conceptual Skill becomes increasingly important in higher managerial jobs, because these leaders are dealing with long range plans, broad relationships and other abstractions. Conceptual skills deal with ideas, while human skill concerns people, and technical skill is with things. Conceptual skill enables a manager to deal successfully with abstractions to set up models and to devise plans.6

TRAINING ASSESSMENT

All the training programmes provided to the employees of the Roots Industries are assessed continuously. Human Resource Development plays a major role in organizing this programme and make sure that the objective of this training programmes attained. The need for the training programme is determined depending on the productivity and objectives of the industry, performance, the skills required for performing a particular tasks and the individual’s ability to do the assigned job. Roots Industries Human Resource Management conduct Training assessment after each one of the training programme given to the employees.

METHODS OF TRAINING PROGRAMME IN ROOTS INDUSTRIES INDIA LTD.,
A wide range of training methods and programmes have been devised over the years by organizations and training experts. Different training methods and programmes are suitable for different categories of personnel in the organization: managerial and non-managerial, technical, administrative, skilled, senior, junior and so on. Each organization has to make choice of techniques and programmes relevant for its training needs and organizational conditions.

In Roots Industries most of the training methods are executed or provided to the employees in according to the demanding condition of the organization. Following chart clearly spells about the training process in Roots Industries.

LIMS (learn, inherit and maximize – skills) the Roots has adopted LIMS as an in-house learning and development initiative which makes every effort to enrich human resource with knowledge and skills. The objective of training is to motivate and provide resources to Roots Industries to keep them abreast of emerging industry and technology and trends.

potential is recognized and opportunities for further learning are provided it regularly conducts functional, technical and development programmes to ensure that employees are well equipped to perform their current and potential roles at all times. In Roots Industries the training
programmes, every year galvanize a large number of fresh graduates into seasoned professionals. The Roots Industry not only creates technical talents but also bring out the leadership among our employees.

The methods of training provided to the employees of Roots Industries can be classified into the following categories:

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

1. **ON-THE-JOB TRAINING**

This is considered to be the most effective method of training the operative personnel. Under this method, the worker is trained on the job and at his work place. This enables him to get training under the same working conditions and with the same processes, materials and equipment that he will be using ultimately. The responsibility of the training is given to his immediate supervisor who knows exactly what the trainee should learn to do or to some outside instructor, who is the training specialist in the field. Effective on the job training depends primarily upon qualified trainers. Without them, it is simply the old haphazard practice of putting new worker
with old hands who may have neither the inclination nor the ability to teach the newcomers properly.

On-the-job training has the main advantage of strongly motivating the trainee to learn. It is not located in an artificial situation. It permits the trainee to learn at the actual equipment and in the environment of the job. On-the-job training methods are relatively cheaper and less time consuming. Moreover, line supervisors take an important part in training their subordinates. This increases the effectiveness of training.

**INDUCTION OR ORIENTATION TRAINING**

Induction or Orientation training in the Roots Industries is making a new employee to familiarize in his job settings and additionally they teaches about the procedures, rules and regulations of the organization. When a newly appointed employee reports for work, the Roots Industries Human Resource Management will help him to get acquainted with the work environment and the fellow employees. The training and development wing gives the training for three days in the first or second week of his joining.

In ROOTS industries, the induction programme is formal with a duration of three days. It need not necessarily be given on the day when the new
employee joins. But if a formal course is to be attended after one or two weeks on the job, the initial introduction and the immediately needed information may be given by the supervisor to the new employee.

APPRENTICESHIP TRAINING

It is given by the Roots Industries to make the worker proficient in handling machines, equipments and materials so that operations are smooth, faultless and accidents are avoided.

It is necessary for new employees to acquaint them with the jobs they are expected to perform. This training may continues for two years the maximum of the employees of the Roots Industries are under gone for the period of one year for this training.

ENRICHMENT PROGRAMMES

Enrichment programmes are regular from the office assistant to executive level; all members are put through a corporate grooming programme where in they are trained in office etiquettes, communication skills, presentation skills, time management skills, corporate dressing and skill
management. In Roots Industries competency development programmes are targeted at building the empowering the leaders of tomorrow.

**SKILL TRAINING**

The employees are trained in such that their existing skills are improved and they handle the situation and machinery more efficiently. This training is provided to both new and existing employees.

**REFRESHER TRAINING**

The Refresher training is meant for the old employees of the Roots Industries Limited. The basic purpose of the refresher training in this Roots Industries is to face the technical changes, latest development in the equipments of the organization. Some times they conduct this training to avoid the employees laziness because of performing routine job.
The Roots Industry organizes special training programme once in three months to update the employees knowledge and help them to face the future challenges.

In case of rank-and-file workers, the need of retraining is more impressive due to the following reasons:

- They are in large number.
- Technological changes make more immediate impact on their work;
- They are much less favourably placed to foresee their personal needs for adjustments with technological changes and the opportunities for suitable retraining;
- They need more assistance than supervisors, technical and professional workers or managers for attending refresher courses.

RETRAINING

In the works of Dale Yoder, ‘Retraining programmes are designed to avoid personnel obsolescence. The skills with the existing employees become absolute because of technological changes and because of the tendency of human beings to forget’.
Retraining is essential because of the following factors:

- Rapid technological changes make even the most qualified workers absolute in course of time because of new technology is associated with new work methods and job requirements. The Roots Industries Human Resource Management Department conducts this training to the employees to learn new methods to handle the new techniques in their job.

- Workers require training to bring them up-to-date with the knowledge and skills and to relearn what they have forgotten.

- Many new jobs which are created due to changes in the demand for goods and services are to be manned by the existing employees.

In Roots Industries Retraining Programme is given to all the existing employees once in six months to update them inorder to face the future challenges in the assigned job.

**VESTIBULE TRAINING**
The employees are taken through a short course under working conditions that are similar to actual shop, sales or office conditions. It gets its name the resemblance of the school to a vestibule through which one passes before entering the main hall of a house. Vestibule schools are adapted to the same general type of training problem that is faced at the actual place of work. An attempt is made to create working conditions which are similar to the actual work environment.

Vestibule training is suitable where it is not desired to put the burden of training on supervisors and where a special coaching is required. The staff of the vestibule school consists of expert and specialist instructions. The trainees avoid confusion and pressure of the work situation and are thus able to concentrate on training. Their activities do not interfere with the regular processes of production. Moreover, trainees get an opportunity to become accustomed to work routine and recover from their initial nervousness before going on to actual jobs.8

In Roots Industries Vestibule training is given to middle level workers in according to the demand of the new technical changes that occurred in industries. The Roots Industry organizes a special training programme once in two years.
JOB ROTATION \ CROSS FUNCTIONAL TRAINING

In Roots Industries the Job rotation training is given in the name of cross functional training. It involves the training employees to perform operations in areas other than their assigned job this is done to improve the efficiency of the workers in different departments and also to follow flexible scheduling.

OFF-THE-JOB TRAINING

LECTURE METHOD

As the name implies, off-job training is provided to the employee away from his job. It is generally critical in nature and is imparted in a classroom type atmosphere. It is associated more with knowledge than with skills. Thus, classroom training is used when concepts, theories, problem solving skills and new attitudes are to be taught.
The lecture method can be easily used for training large groups. Thus, the cost per trainee is low. However, it has certain limitations also. The learners may be passive. It violates the principle of learning-by-doing and constitutes one-way communication. But students may be permitted to ask questions. This will provide feedback from the students. Lectures can easily be combined with other techniques. Thus, a teacher may conduct a class by the combined lecture-discussion method. He may lecture only to add new information that the group does not possess. Formal reading assignments may be given, demonstrations may be presented and films may be shown along with the lecture.

The Roots Industry conducts this training programme at the commencement of every month.

SOFT SKILLS TRAINING

It is an important part of the management training has it has a significant impact on personality development. The soft skills training focuses on elements of training and development that requires changes in behaviour and thinking. The Roots Industry provides soft skills training to all the members in the management position.
The training material covers a wide range of topics, namely

1. Communication Skill
2. Team Building
3. Time Management
4. Stress Management
5. Personal Effectiveness
6. Problem Solving
7. Conflict Resolution

TECHNICAL TRAINING PROGRAMMES

Technology is the back bone and strength behind the success of Roots Industries. In pursuit of excellence, Roots Industries constantly ensure that the employee keeps themselves abreast of the emerging industry and technological trends.

On a routine basis, the Roots Industries conduct a series of technical programmes in Quality maintenance system, process validation, Quality system requirements in the industry, material handling, control plan, drawing, knowledge of gauge and instrument and basic knowledge of maintenance,
for the Roots Industries employees at the junior and senior levels. The Roots Industries is partner with skilled third party training agencies for conducting their in-house technical training programmes. Members are routinely deputed to external technical seminars, trainings and conferences.

EXECUTIVE TRAINING

All the executives in the Roots Industries Limited are getting this type of training. This training encompasses the integral elements like leadership training, presentation skills training, stress management training and time management training. The corporate training is aimed at managers who normally operate at a senior or executive level, as they are often required to be ‘Big Picture’ thinkers on a regular basis.

MANAGERIAL TRAINING

The Roots Industries managerial training programmes main aim is to equip the managers in all aspects. The following aspects are essential to their role

1. Business Email Writing
2. Motivational Training
3. Stress Management Training
4. Presentation Skills Training
5. Problem Solving Training
6. Time Management Training
7. Conflict Resolution Training
8. Communication Skills Training
9. Team Building Training

TECHNIQUES OF DEVELOPMENT

Development is an educational process whereby a deliberate and conscious effort is made to enhance the general knowledge and broaden the perspective and vision of the executive. The things like ‘vision’, ‘perspective’ and ‘general knowledge’ are not concrete in nature, they are general concepts. Obviously therefore, the techniques which aim at developing ‘general’ things will also be general in nature. The moral of saying this is that development programmes do not aim at making the person master of certain principles and behaviours.9

Change in some way is the necessary aspect of human life. One of the few things of real permanence in this world is change. We see all sorts of change, change in nature-seasonal changes, change in man-made
organizations, change in biological beings, and so on. Whole society is changing in some form or the other, either for better or for worse, though objective of changing in some form or the other, either for better or for worse, though objective of change is for better. Therefore, in dynamic society surrounding today’s organizations the question before the managers is not whether change will take place or not. The relevant question is: how to incorporate changes in the organization in order to better achieve its objectives? Therefore, it is relevant for the managers to find the answer of this question and incorporate it in their organization.

**REASONS FOR ORGANIZATIONAL CHANGE**

Change is a natural process in human life, and since people constitute and organization, it can not remain isolated from the effect of changes. Normally, in any organization change is required because of pressure of two kinds of forces: is better equipped to achieve its objectives. However, this integration itself is a dynamic process. Integration achieved at a particular point of time becomes irrelevant when there is any change in external and internal forces. Thus a new level of integration is required.
END NOTES


2. Drucker, Peter F., Management : Tasks, Responsibilities and practice,


p. 379.


7. Rolf.P.Lynton and Pareek Udai, Training and Development, Viswa
CHAPTER V

EMPLOYEES PERSPECTIVE VIEWS ABOUT TRAINING AND DEVELOPMENT IN ROOTS INDUSTRIES INDIA LTD.,

For this Research the researcher selected Roots Industries India Ltd., as the area of the study. Nearly 1,750 employees are working in this industries. To get the views about their training and development the researcher choosed 320 employees on the basis of the Stratified Random Sampling method. All the department employees belongs to various positions are participated in this sample. The collected data are analysed and then interpreted so as to bring out he employees perspective views about the Roots Industries Limited, Coimbatore.