

## Importance of Training in the Holistic Development of Employees Working Efficiency (A Study of Selected Printing Company)

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### Abstract

Employee training is essential for an organization's success. Despite the importance of training, a trainer can encounter resistance from both employees and managers. Both groups may claim that training is taking them away from their work. However, a trainer can combat this by demonstrating that training is actually a crucial part of employees' and managers' work. Employee Training is important and crucial because it: Educates workers about the effective use of technology; Ensures competitive edge in the market; Promotes safety and health among employees; Creates opportunities for career development and personal growth, an important factor in retaining workers; Helps employers comply with laws and regulations; and Improves productivity and profitability. The aim of this paper is to study and explore the impact and importance of training on employee's efficiency.

**Keywords:** Holistic Development, Employees Working Efficiency, Printing Company, personal growth

### Introduction

Continual change is an obvious in modern economic life. Trade barriers are reducing and new markets are opening up. Competition among firms is becoming increasingly severe. Demand for expertly trained workers is rising day by day. Advanced methods of communication are sending information to all parts of the globe with progressively greater speed and ease.

Human resource management literature identifies and provides several approaches to training employees. Skills, knowledge, and abilities can be imparted through the use of new technologies and adapting to innovative training methods. With the increasing globalization and trade liberalization surrounded by severe competition, firms in the print industry are gradually renewing and re-focusing their attention on training and development. The Devtech Publishers and Printers Private Limited, which is a subset of the knowledge-intensive sector, have understood the strategic importance of employee training. As a result, most of these printing firms have recognized employee training as a crucial determinant of sustained organizational performance (Michael, 2009) <sup>[10]</sup>.

Competencies and skills are empirically very important issues in today's environment such as education, business organization, and practitioner groups in human resource management. Employees with outdated skills may run a high risk of becoming unemployed; training workers is often referred to as a mechanism that can lower this risk by expanding or refreshing skills (Gupta & Bagla, 2001) <sup>[6]</sup>. High unemployment and a shortage of skilled talent pool sound like contradictory concerns, yet they are co-existing realities in India. Especially, the growing job market requires new skills. (Kapoor, 2010) <sup>[8]</sup>.

Adoption of new technologies in particular is radically changing the industry's workforce. To be more precise, skills shortages are evident in two major areas: operating complex

new print machinery, and understanding and leveraging the benefits spurred by the use of information technologies (DPPPL, 2008).

### Literature Review

The research focuses on the industries that have adopted a framework for strong, sustainable, and balanced growth for their national policies, to strengthen the ability of workers to adapt to changing market demands, and to benefit from innovation and investments in new technologies, clean energy, environment, health, and infrastructure. To make the strategy for training, we need to develop the skills and technology roadmap which addresses three fundamental questions: Where is our industry today? Where is our industry going? How do we get there? (DPPPL, 2008).

Geo printing industry assessed the skills of workers in pre-press, press, and finishing & bindery to identify gaps between workers' existing and required skills, and proposed a training model that the industry can implement to meet the current needs and anticipate future needs of workers in terms of skills development and training (Beynon, 2008) <sup>[4]</sup>. Role of managers are changing all time now in the printing industry due to technological developments such as computer integrated manufacturing, quality management, and multimedia application along with labour market conditions and policy regulations in this industry (Byers, 2004) <sup>[5]</sup>.

Traditional manual printing presses implemented IT technology to become high technology printing processes. By doing so, they are now able to move in their production processes, and are more responsive to customers' needs (Sharma and Khandekar, 2006) <sup>[11]</sup>. Investigating the small & medium sized printing firms with reference to implications of digital technology on the skill and training needs, the picture that emerges is one where the emphasis is on re-training due to technological change. (Bartel and Sicherman, 1995) <sup>[2]</sup>. Horn

(2005) [7]. revealed the connection between training and technological change by looking at the printing industry through the experiences of six companies, and the study revealed that these companies held training to be strategic, not just peripheral. They invested heavily in the retraining of workers using a multiplicity of strategies, including training by equipment manufacturers, on the job training, peer tutoring, teamwork, customized training at vocational colleges, and tuition reimbursement (Horn; 2005) [7].

In India, more than a billion people and with nearly half the population below 25 years of age, India enjoys a distinct demographic dividend, which when leveraged fully, has the potential to transform the country into an economic superpower. However, for this, the country's largely unskilled population needs to be adequately skilled to improve their productivity and match global quality standards (Arya, 2014) [1].

**Objectives of the Study**

To assess the importance of training needs and skill augmentation at different levels of employees in the Devtech Publishers and Printers Private Limited. The study emphasizes on identification of the competence level of employees and enhancement of skills of operators and managers in the establishment.

**Research Methodology**

Descriptive research comprises surveys and facts findings enquiries of different types.

**(1) Hypothesis**

**HO1:** There is no association between training needs and enhancement of skills of the manager.

**H1:** There is an association between training needs and enhancement of skills of the manager.

**H02:** There is no association between training needs and enhancement of skills of the pre-press operator.

**H2:** There is no association between training needs and enhancement of skills of the pre-press operator.

**H03:** There is no association between training needs and enhancement of skills of the press operator.

**H3:** There is an association between training needs and enhancement of skills of the press operator.

**H04:** There is no association between training needs and enhancement of skills of the finishing and binding operator.

**H4:** There is no association between training needs and enhancement of skills of the finishing and binding operator.

**(2) Data Sources:** The present study is based on primary data sources. The primary data were collected through the survey method with the help of a structured questionnaire as a research instrument.

**(3) Sampling Plan:** The steps involved in developing a sampling plan are:

- Universe: Employees in Devtech Publishers and Printers Private Limited, Faridabad.
- Sampling Unit: Devtech Publishers and Printers Private Limited, Faridabad.
- Sampling Method: Judgmental sampling.
- Sample Size: At each level, 25 samples; a total of 100 respondents.

**Analysis and Results**

The Tables 1 and 2 reveal that 84%, 60%, 92%, and 64% of the respondents were male managers, pre-press, press, and binding operators, respectively. The Tables show that a total of 84%, 68%, 80%, and 76% of the respondents were married managers, pre-press, press and binding operators, respectively. The Tables show that a total of 52%, 36%, 44%,

**Table 1:** Frequency Distribution Table of Respondents

Variables	Parameters	Total Respondents Mgrs-25		Total Respondents Pre-press Operators-25	
		N	%	N	%
Gender	Male	21	84	15	60
	Female	4	16	10	40
Marital status	Married	21	84	17	68
	Unmarried	4	16	8	32
Age Group	Above 18-25 Years	1	4	8	32
	Above 18-25 Years	13	52	9	36
	Above 41 Years	11	44	8	32
Qualifications	Below HSC	0	0	11	44
	Graduate	7	28	7	28
	Diploma/ITI	11	44	6	24
	B.Tech./MBA	7	28	1	4
Type of Co.	Private	20	80	19	76
	Government	5	20	6	24
No. of Employees	>10	4	16	4	16
	10 to 50	17	68	16	64
	51 to 200	4	16	5	20

**Table 2:** Frequency Distribution Table of Respondents

Variables	Parameters	Total Respondents Press Opr.-25 Total Respondents Binding Opr.-25			
		N	%	N	%
Gender	Male	23	92	16	64
	Female	2	8	9	36
Marital status	Married	20	80	19	76
	Unmarried	5	20	6	24
Age Group	Above 18-25 Years	6	24	7	28
	Above 18-25 Years	11	44	11	44
	Above 41 Years	8	32	7	28
Qualifications	Below HSC	12	48	18	72
	Graduate	2	8	4	16
	Diploma/ITI	9	36	3	12
	B. Tech./MBA	2	8	0	0
Type of Co.	Private	19	76	18	72
	Government	6	24	7	28
No. of Employees	>10	4	16	3	12
	10 to 50	17	68	16	64
	51 to 200	4	16	6	24

**Table 3:** Pearson Correlations Coefficient – Manager

		Manager Training Needs	Manager Skill Enhance
Manager_trainneeds	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
	N	25	25
Manager_skill enhance	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	25	25

\*\* Correlation is significant at the 0.01 level (2-tailed)

and 44% of the respondents were above 26 to 40 years old and that a total of 44%, 32%, 32%, and 28% respondents were above 41 years of age in case of managers, pre-press, press, and binding operators, respectively.

The Tables show that a total of 44%, 48%, and 72% of the respondents had below HSC qualifications respectively for pre-press, press, and binding operators, respectively and a total of 44%, 24%, 36%, and 12% of the respondents possessed Diploma or ITI technical qualifications, respectively for managers, pre-press, press, and binding operators, respectively and 28% manager respondents were B. Tech/M. Tech./MBA/Other qualified. The Tables 1 and 2 reveal that a total of 80%, 76%, 76%, and 72% of the respondents were from private companies in case of managers, pre-press, press, and binding operators, respectively. The Tables 1 and 2 reveal that a total of 68%, 64%, 68%, and 64% of the respondents were from 10 to 50 no. of employees in the company for managers, pre-press, press, and binding operators, respectively.

### Hypotheses Testing

It can be inferred from the Table 3 that the Pearson correlation coefficient,  $r$  is 0.892, and this is statistically significant ( $p < 0.005$ ). A Pearson product-moment correlation was run to determine the relationship between an individual's managerial training needs and enhancement of skills for an effective performance. The data shows no violation of normality, linearity, or homoscedasticity. There is a strong, positive correlation between managerial training needs and enhancement of skills, which is statistically significant (Table 3;  $r = .892$ ,  $n = 25$ ,  $p < .005$ ). Hence, the alternative hypothesis H1 is accepted. Hence, there is a strong positive association

between training needs and enhancement of skills of a manager in the Devtech Publishers and Printers Private Limited.

It can be inferred from the Table 4 that the Pearson correlation coefficient,  $r$ , is 0.711, and this is statistically significant ( $p < 0.005$ ). A Pearson product-moment correlation was run to determine the relationship between an individual pre press operator's training needs and enhancement of skills for an effective performance. The data shows no violation of normality, linearity, or homoscedasticity. There is a strong, positive correlation between a pre-press operator's training needs and enhancement of skills, which is statistically significant (Table 4;  $r = .711$ ,  $n = 25$ ,  $P < .005$ ). Hence, the alternative hypothesis H2 is accepted. Hence, there is a strong positive association between training needs and enhancement of skills of the pre-press operator in the Devtech Publishers and Printers Private Limited.

It can be inferred from the Table 5 that the Pearson correlation coefficient,  $r$  is 0.811, and this is statistically significant ( $p < 0.005$ ). A Pearson product-moment correlation was run to determine the relationship between an individual press operator's training needs and enhancement of skills for an effective performance. The data shows no violation of normality, linearity, or homoscedasticity. There is a strong, positive correlation between a press operator's training needs and enhancement of skills, which is statistically significant (Table 5;  $r = .811$ ,  $n = 25$ ,  $p < .005$ ). Hence, the alternative hypothesis H3 is accepted. Hence, there is a strong positive association between training needs and enhancement of skills of the press operator in the Devtech Publishers and Printers Private Limited.

**Table 4:** Pearson Correlations Coefficient – Pre-Press Operator

		Prepress Training Needs	Prepress Skill Enhance
Prepress_trainneeds	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.000
	N	25	25
Prepress_skill enhance	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.000	
	N	25	25

\*\* Correlation is significant at the 0.01 level (2-tailed)

**Table 5:** Pearson Correlations Coefficient – Press Operator

		Press Training Needs	Press Skill Enhance
Press_trainneeds	Pearson Correlation	1	.811**
	Sig. (2-tailed)		.000
	N	25	25
Press_skill enhance	Pearson Correlation	.811**	1
	Sig. (2-tailed)	.000	
	N	25	25

\*\* Correlation is significant at the 0.01 level (2-tailed)

It can be inferred from the Table 6 that the Pearson correlation coefficient,  $r$ , is 0.934, and this is statistically significant ( $p < 0.005$ ). A Pearson product-moment correlation was run to determine the relationship between an individual binding operator's training needs and enhancement of skills for an effective performance. The data shows no violation of normality, linearity, or homoscedasticity. There is a strong, positive correlation between a binding operator's training needs and enhancement of skills, which is statistically significant (Table 6;  $r = .934$ ,  $n = 25$ ,  $p < .005$ ). Hence, the alternative hypothesis H4 is accepted. Hence, there is a strong positive association between training needs and enhancement of skills of the binding operator in the Devtech Publishers and Printers Private Limited.

### Findings

1. In printing presses, men are employed in majority, working in different capacities.
2. Majority of the workforce at the level of managers and operators were married.
3. Except for the pre-press operator, majority of the managers, press, and binding operators were above 25 years of age.
4. All managers were technically qualified such as Diploma in Engineering/ITI or higher qualifications such as B.Tech/M.Tech./MBA.
5. The Pre-press operators were younger in age and more women were found to be working in this profession as compared to other level of employees.
6. The workforce strength in private companies in Faridabad district was up to 50 employees.
7. There are several challenging factors for the effectiveness of managers in the Devtech Publishers and Printers Private Limited, such as overall technological developments, analyzing technical problems, customer relationship management, sales skills, etc.
8. Critical operations for effectiveness of pre-press operators in the Devtech Publishers and Printers Private Limited are: preflight operations, color management skills, image manipulating skills, and file construction skills etc.

9. At the workplace, training is required to maintain a healthy and safe working environment; print quality inspection, trouble shooting skills, and machine maintenance skills are more important to increase the effectiveness of the press.
10. For binding operators, training is required to operate the folding machine and hard case operations.

### Conclusion and Managerial Implications

Training plays a very important role in an organization for competitive development. By training, we can enhance the skill sets of employees, and it helps to reduce the cost and time of the organization and improves the effectiveness of the employees in quality and productivity. Training gap arises due to advancement in technology, production process changes, requirement of high quality print products, and so forth. To find the performance gap is a part of professional development. Before giving training to the employees, managers need to identify the skill gaps/deficiencies of the employees according to their job requirements. By training, we can reduce the weaknesses of the employees and enhance the effectiveness of the employees. Training plays a vital role in organizational development by achieving objectives of the employees and the organization.

### Limitations of Study and Scope for Further Research

This study was conducted in Faridabad district. The scope of this study is limited to this geographical area. The study was conducted for the Devtech Publishers and Printers Private Limited. Hence, the application of the outcome of this research is dependent upon the technical needs of the employees and business processes with reference to the Devtech Publishers and Printers Private Limited.

Future studies can conduct studies in the following areas. Studies can examine:

1. The determinants of training needs for employees.
2. Influence of technological changes and working environment on training needs.
3. To study the qualities required for a trainer.

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