

Training and Development in Jaykay Paper Mill

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ABSTRACT: The main aim of this paper is how the training and development will impact on employee performance in jaykay paper mill (Rayagada). Training is depends upon the categories of employees to be trained as well all know that training is continues process and not only needed for the newly selected persons but also existing persons at all levels in this organization. The study was restricted to a selected sample size of 150 respondents in this organization. A structured questionnaire with five point likert scale was used in this paper. The main objective of the study is to offer findings and suggestions for improving the training and development practices at jaykay paper mill. In this organization I found that while giving a training program to the employees the trainers only focusing on content but they do not bother about their understanding levels. Based on the finding I suggested that by conducting more training programs frequently the trainer not only focusing on a particular content but he/she can also understanding the level of an employee. In this organization the training and development programs are highly effective and beneficial to the employee who is working in jaykay paper mill.

I. INTRODUCTION:

There are three terms which are used in the context of learning; training, development and education. Often some confusion arises in using the terms training and development. Many people see both as synonymous but many people differentiate between the two. In fact, all these three terms can be used along a continuum with training, at one end, education on another end.

The term 'training' is concerned with imparting specific skills for a particular purpose. For example, Flipped has defined training as "the act of increasing the knowledge and skills of an employee for doing a particular job. The term development refers broadly to the nature and direction of change induced in employees through the process of training and education. Development has been defined as: Development is all those activities and programmers having substantial

influence in changing the capacity of the individual to perform his assignment better and is likely to increase his potential

The difference between training and development exists on two counts: contents and the level of employee(s) at which these are directed. For the every reason that the employees need to be trained and developed to handle a variety of jobs. Training-development continuum has manual training at one end and philosophy at the other end. The extreme left end denotes the manual training which is given to operative's for performing specific jobs. Much of this training is job oriented other than career-oriented".

Training and development is one of the key HR functions. Most organizations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate. So what is training and development then? Is it really that important to organizational survival or they can survive without the former? Are training and development one and the same thing or are they different? Training may be described as an endeavor aimed to improve or develop additional competency or skills in an employee on the job one currently holds in order to increase the performance or productivity.

II. NEED FOR THE STUDY:

Two biggest factors that contribute to the increased need to training and development in Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

The following are organizations:

1. Change:

The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.

2. Development:

It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enroll himself / herself in a course on 'self awareness', which apparently seems inconsequential to ones performance at work but contributes to the spiritual well being of an individual which is all the more important.

III. OBJECTIVES OF THE STUDY:

The overall objective of the study is to observe practical implementation of theoretical knowledge. The following are the objectives kept in view for the Study.

1. To study the Training and Development practices at JayKay Paper Mill.
2. To review and evaluate the existing training methods in JayKay Paper Mill.
3. To study the impact of training on employee performance in JayKay Paper Mill.
4. To offer findings and valuable suggestions for improving the Training and Development practices at JayKay Paper Mill.

IV. RESEARCH HYPOTHESIS:

H01=There is no significant Relations Between demographic variables (gender, age, marital status, experience and income) variables and training.

H02=There is no Significant Relation Between demographic variables (gender, age, marital status, experience and income) and instruments used for training evaluation.

H03=There is no significant Relation between Demographic Variables (gender, age, marital status, experience and income) and skill Acquisition.

H04=There is no significant Relation between Demographic variables (gender, age, marital status, experience and income) and Participation.

H05=There is no significant Relation between Demographic variables (gender, age, marital status, experience and income) and Effective of training.

H06=There is no significant Relation between Demographic variables (gender, age, marital status, experience and income) and Training and Development.

V. LITERATURE REVIEWS:

- G.Nosakhre, U.egwu, & Ugbomhe (2016): he was done a research on 'impact of training and development on employee performance selected banks in edo north senatorial district, Nigeria'. This study is aims to success of an organization are extremely dependent on its human resources. The main objective of the study is to find out the relationship between the training /development and achievement of organizational goals in banks. The most important finding in this study is the relationship between appropriate training/development of banking staff and efficient performance of their functions. New technology also impact new work skills are constantly and morbidly needed. The employee received regular scheduled feedback in training are no doubt have a level of worker output.
- Rafiul Islam(2017): he was done a research on' impact of training programs of human development Study on private commercial banks of Bangladesh.' it impact of training program on the shipment development in private commercial banks in Bangladesh. Different types of training programs have been considered to find out the authentic result. The object to of the study is to find the impact of training programs on human development to know the nature of training programs available to commercial banks. The finding of the study is training program hell positive effect on human development from the stadium crucial information are reveled. The result of the study is employees are major assets of any organization. The active role they play toward company success cannot be underestimating.
- Khatajabor, Harshanand, P.khobragade (2015) he was done a research on 'sustainable leadership technical and vocational education

and training in developing nation'. Leadership can be seen ability of a person to influence a group of other people to watch the achievement of target goals of an organization. The main objective of the study is to find out suitable leadership styles for technical and vocational school. Improving the quality of learning and teaching required strategic which focus on change at the school and classroom levels. The school improvement most especially in technical and vocational education and training programs that need sustainability for this development.

- Magugui c.k.kogei jk chepkemet .A (2013) he was done a research on ' microfinance in the achievement of millennium development goals A-case of kollot division'. This paper was says microfinance is very important in creating access to productive capital to the poor who are human capital address through educate the training people to mow out of poverty. The main objective of the study is microfinance play in education of poverty. Promotion of education improving health and empowering of women. The result of the study is economic framework needed to be inclined to the gender implication to the women.
- Poonia, Shevata singhal (2017): they were done a research on ' importance of training and development programmers with special reference to hotel industry'. Training is concerned with imparting specific or particular skills for a particular purpose. Training is also an act increasing the skills of employees for doing a particular job or specific task. The objective of the study is to know whether training and development are integrated part of training and development in increasing the moral and satisfaction of employees in hotel industry. This paper is also identifying the techniques that a hotel industry can use to maintain training and development their employees. The result of the research is the importance of training and development and their importance towards the success of an organization.
- Ganji srirekha Dr.y.venkateswar rao (2017) he was done a research on ' training and development impact on employee performance and organizations development.' Human resource becomes a strategic source to gain sustainable competitive advantages in the age of globalization. The importance of training and development was optimum utilization of human resource .the objective of the study is to prepare employees both new and old people to meet the present as well as the changing requirements of the job and the organization. The result is training programs brought positive impact on employee behavior.
- Swati Agarwal, S.K Agarwal (2013): they are done a research on 'Analyzing the effectiveness of training and development programmers (with special reference to a maharatna company). Training and development always taken as one of the most important HR functions in every kind of organization. The objective of the study is Awareness of the different training and development programmer provided to the executives of NTPC. The finding of the study is some employees were neutral and were not interested to share their views. Yet there are very few who show dissatisfaction. Various training programs like capsule course designed for the employee should be revised after certain period of time. The conclusion come out to be that NTPC being a vast organization, has succeeded keeping all the employees satisfied with its short term as well as long-term training programs provided to time to time.
- Dr.chinna sidda reddy mure (2016) he was done a research on' the role of training in human resource department'. To study proper training and development activities in the organization are needed which leads to good human resource development in the organization. The objective of the study is to rank the benefits which the organization can drive from training and development facilities provided to the employees. The result of the research is companies are implementing modern methods to help in boosting. The self-morale of the employees at workplace.
- Dr.Antisar owaid Daraji (2016): he was done a research on 'comparative study on the compound and short interval training method to develop'. Tolerance and its effect on crush serve and court defense skills in volleyball'. The basic practicing the sport games and the finding development means of muscular strength. The objective are setup two training units developing the compound and the short travel training to develop tolerance and there affect crusher serve and defense the volleyball court skills. The output is compound training has developed tolerance and crush, court defense skills of the court.

- Ahmed Syed Sohail (2015): he was done a research on 'roll of human skills in organizational development'. Organizational development is defined as changing people and organizations for positive growth. The goal of organizational development to increase organizational effectiveness and organizational health, through planned intervention in the organizations process or operations. The objective of the study is to improving knowledge, abilities, skills, talent and attitudes often organizations workplace. We conclude that what human capital is, its importance and the role that human resource management plays in it.

VI. RESEARCH METHODOLOGY

The study uses data from both primary and secondary sources. The secondary data sources include annual reports of the companies; research studies on resource training and development, websites of the companies, etc., the primary data sources include the employees of jk paper mill on training and development.

Study Area:

The study area for the collection of primary data is the Rayagada district in the state of odisha.

Sample selection:

For the purpose of the study, jk paper Mill Company located in at Rayagada dist are consider.

- A sample of 150 employees considered out of 1270 employees existing in five departments: sample consider for this study by taking 12% of the total population.

A simple random technique is used to determine the sample size Organization	Frequency	Percent
Quality Control	32	18.9
Electrical department	28	20.8
Accounts department	29	18.9
Pulp mill department	31	21.7
Civil department	30	19.8
Total	150	100.0

Research Instrument:

To collect primary data, two different questionnaires are designed. The questionnaire for training and development namely, socio-economic profiles of the respondents (Age, Salary, Gender, Experience.)

Statistical Techniques Used:

For the tabulation and analysis of data, the appropriate statistical techniques were used. Wherever the Likert scale is used, the data is converted into scores by giving weightage in the following order.

Likert Scale Weightage

Opinion	Weightage
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

SOCIO ECONOMIC PROFILES OF THE RESPONDENTS:

Demographic factors are personal characteristics are used to collect and evaluate data on people in each population. Typical factors include age, gender, marital status, race, education, income and occupation. Governments use analysis of the demographics makeup in a population to plan strategies and on-going public service programs.

1. Age

Questions about age are a part of almost every demographic survey ever. That's because age is a powerful data to segment your audience by. Many brands and companies target their products and services based on their average customer's age. When creating age-related demographic questions, the answer ranges will differ based on the topic of your survey

2. Gender

Why is this important for demographic surveys? As such surveys are mainly intended for market research, in most cases you'll be looking for a person's gender. Such questions can be extremely tricky to ask, as people have recently become hyper-sensitive and easily offended when you ask about their gender.

3. Marital status

Why should marital status matter in terms of market research? For example, we all know that most mothers put the needs of their children first, as opposed to single women, whose priorities are more likely to circulate around their own selves. This shows that marital status can significantly affect the way respondents answer your survey questions.

4. Income

In addition to household composition (marital status, whether they have any kids, and so on), household income might be another important thing to ask your survey takers. It may tell you whether they're able to afford your

5. Education

Are most of your customers PhD holders or high school dropouts? Depending on the type of product or service you offer, this can make a significant difference. It can also be your leverage, as segmenting your customers according to their level of education can uncover unique trends that enable you to target the right audience.

VII. DATA ANALYSIS AND INTERPRETATION:

TRAINING:

TABLE-4.71: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.120 ^a	.014	-.013	.69967
a. Predictors: (Constant), Total experience , Age, Gender , Marital status				

The model summary table-4.71 reveals that the linear regression coefficient (R=0.120) indicates that there is a minimum correlation between the dependent and independent variables.

In terms of variability R-square (0.014) show that the independent variable (Age, Gender, Experience, and income) can predict less than 6 presents of the variance in the factor training.

TABLE-4.72: ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.034	4	.259	.528	.019 ^b
	Residual	70.983	145	.490		
	Total	72.017	149			
a. Dependent Variable: Training						
b. Predictors: (Constant), Total experience , Age, Gender , income						

The results of the ANOVA test shown in table-4.72 indicate that the dependent variable

training programs. (F=0.528, p=0.019 < 0.05) shows there is a significant relation with the

independent variables age, gender, experience and income.

TABLE-4.73: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.335	.499		6.680	.000
	Gender	.227	.326	.059	.698	.012
	Age	-.009	.067	-.012	-.130	.897
	Income	.125	.171	.070	.727	.046
	Total experience	.046	.045	.084	1.013	.031

a. Dependent Variable: TRAINING

The coefficient shown in table -4.73 reveals that the independent variable Gender ($t=0.698$, $p=0.012 < 0.05$), Experience ($t=1.013$, $p=0.031 < 0.05$) and income ($t=0.727$, $p=0.046 < 0.05$) show a positive significant relation with dependent variable Training program, where as the variable age ($t=-0.130$, $p=0.897 > 0.05$) do not show significant relation with dependent variable training. It can be observing that all the

independent variables except age show a significant relation with training.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and monthly salary with the dependent variable Training.

INSTRUMENTS USED FOR TRAINING EVALUATION:

TABLE-4.81: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.130 ^a	.017	-.010	.82068

a. Predictors: (Constant), Total experience, Age, Gender, income.

The model summary table-4.81 reveals that the linear regression coefficient ($R=-0.130$) indicates that there is a minimum correlation between the dependent and independent variables. In terms of variability R-Square (0.017) shows that

the independent variables (age, gender, experience and income) can predict less than 6 per cent of the variance in the factor instruments used for training evaluation

TABLE-4.82: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.683	4	.421	.625	.046 ^b
	Residual	97.661	145	.674		
	Total	99.344	149			

a. Dependent Variable: Instruments
 b. Predictors: (Constant), experience, Age, Gender, income.

The results of the ANOVA test shown in table-4.82 indicate that the dependent variable instruments are used for training evaluation.

($F=0.625$, $p=0.046 < 0.05$) shows there is a significant relation with the independent variables age, gender, experience and income.

TABLE-4.83: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.321	.586		5.671	.000
	Gender	.329	.382	.072	.860	.031
	Age	-.017	.078	-.020	-.211	.033
	income	.160	.201	.077	.795	.048
	Total experience	-.048	.053	-.076	-.916	.361

a. Dependent Variable: instruments

The coefficients shown in table-4.83 reveals that the independent variable gender ($t=0.860$, $p=0.031<0.05$), age ($t=-0.211$, $p=0.033<0.05$) and income ($t=0.795$, $p=0.048<0.05$) show a significant positive relation with dependent variable instruments used for training evaluation, and experience ($t=-0.916$, $p=0.361>0.05$), do not show significant relation with dependent variable instruments used for training program. It is observed that all the

independent variables except experience show a significant relation with instruments used for training program.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and income with the dependent variable instruments used for training program.

SKILL ACQUISITION:

TABLE-4.91: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.065 ^a	.004	-.023	.74868

a. Predictors: (Constant), Total experience, Age, Gender, Income.

The model summary table-4.91 reveals that the linear regression coefficient ($R=0.065$) indicates that there is a minimum correlation between the dependent and independent variables.

In terms of variability R-Square (0.004) shows that the independent variables (age, gender, experience and monthly salary) can predict less than 6 per cent of the variance in the factor skill.

TABLE-4.92: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.341	4	.085	.152	.023 ^b
	Residual	81.276	145	.561		
	Total	81.617	149			

a. Dependent Variable: skill acquisition.
 b. Predictors: (Constant), Total experience, Age, Gender, Income.

The results of the ANOVA test shown in table-4.92 indicates that the dependent variable skill acquisition ($F=0.152$, $p=0.023<0.05$) show there is

a significant relation with the independent variables age, gender, experience and income.

TABLE-4.93: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.791	.534		7.095	.000
	Gender	-.042	.349	-.010	-.120	.049
	Age	-.036	.072	-.048	-.500	.618
	Income	.044	.183	.023	.242	.045
	Total experience	.002	.048	.004	.050	.028

a. Dependent Variable: skill acquisition

coefficients shown in table-4.43 reveals that the independent variable experience ($t=0.050$, $p=0.028<0.05$), gender ($t=-0.120$, $p=0.049<0.05$) and income ($t=0.242$, $p=0.045<0.05$) show a significant positive relation with dependent variable skill acquisition program, whereas the variable age ($t=-0.500$, $p=0.618>0.05$) do not show significant relation with dependent variable skill acquisition. It is observed that all the

independent variables except age show a significant relation with skill acquisition program.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and income with the dependent variable skill acquisition.

PARTICIPATION:

TABLE-4.10.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.102 ^a	.010	-.017	.71381

a. Predictors: (Constant), Total experience, Age, Gender, Income.

The model summary table-4.10.1 reveals that the linear regression coefficient ($R=0.102$) indicates that there is a minimum correlation between the dependent and independent variables.

In terms of variability R-Square (0.010) shows that the independent variables (age, gender, experience and income) can predict less than 6 per cent of the variance in the factor participation program.

TABLE-4.10.2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.772	4	.193	.379	.024 ^b
	Residual	73.882	145	.510		
	Total	74.654	149			

a. Dependent Variable: participation
 b. Predictors: (Constant), Total experience, Age, Gender, Income

The results of the ANOVA test shown in table-4.52 indicates that the dependent variable participation program ($F=0.379$, $p=0.024<0.05$)

show there is a significant relation with the independent variables age, gender, experience and monthly salary.

TABLE-4.10.3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.177	.509		8.201	.000
	Gender	-.218	.332	-.055	-.655	.013
	Age	-.014	.068	-.020	-.212	.002
	Income	-.004	.175	-.002	-.026	.980
	Total experience	-.048	.046	-.086	-1.039	.030

a. Dependent Variable: participation

The coefficients shown in table-4.10.3 reveals that the independent variable gender ($t=-0.655$, $p=0.013<0.05$), age ($t=-0.212$, $p=0.002<0.05$) experience ($t=-1.039$, $p=0.030<0.05$), and show a significant positive relation with dependent variable training participation, whereas the variable and income ($t=-1.026$, $p=0.980>0.05$) do not show significant relation with dependent variable participation. It is

observed that all the independent variables except income show there is significant relation with participation.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and income with the dependent variable participation.

EFFECTIVENESS OF TRAINING:

TABLE-4.11.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160 ^a	.026	-.001	.74262

a. Predictors: (Constant), Total experience , Age, Gender , Income

The model summary table-4.11.1 reveals that the linear regression coefficient ($R=.160$) indicates that there is a minimum correlation between the dependent and independent variables.

In terms of variability R-Square (0.026) shows that the independent variables (age, gender, experience and income) can predict less than 6 per cent of the variance in the factor effective training program.

TABLE-4.11.2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.095	4	.524	.950	.043 ^b
	Residual	79.965	145	.551		
	Total	82.060	149			

a. Dependent Variable: effective of training
 b. Predictors: (Constant), Total experience , Age, Gender , Income

The results of the ANOVA test shown in table-4.62 indicates that the dependent variable effective of training ($F=0.950$, $p=0.043<0.05$) show

a significant relation with the independent variables age, gender, experience and salary.

The coefficients shown in table-4.11.3 reveals that the independent variable gender ($t=0.751$, $p=0.044 < 0.05$),

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.425	.530		8.350	.000
	Gender	-.260	.346	-.063	-.751	.044
	Age	-.129	.071	-.171	-1.819	.041
	Income	-.201	.182	-.106	-1.103	.272
	Total experience	.001	.048	.002	.022	.982

a. Dependent Variable: effective of training

age ($t=1.819$, $p=0.041 < 0.05$) and show a significant positive relation with dependent variable effective of training, where as the variable experience ($t=0.022$, $p=0.982 > 0.05$), income ($t=-1.103$, $p=0.272 > 0.05$) do not show a significant relation with dependent variable effective of training program. It is observed that all the independent variables except income and experience show

significant relation with effective for training program.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and income with the dependent variable effective for training program.

TRAINING AND DEVELOPMENT:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119 ^a	.014	-.013	.78747

a. Predictors: (Constant), Total experience , Age, Gender, Income

The model summary table-4.12.1 reveals that the linear regression coefficient ($R=0.119$) indicates that there is a minimum correlation between the dependent and independent variables.

In terms of variability R-Square (0.014) shows that the independent variable (age, gender, experience and income) can predict less than 6 per cent of the variance in the factor training and development.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.283	4	.321	.517	.023 ^b
	Residual	89.915	145	.620		
	Total	91.198	149			

a. Dependent Variable: Training and development
 b. Predictors: (Constant), Total experience, Age, Gender , Income

The results of the ANOVA test shown in table-4.12.2 indicates that the dependent variable training and development program ($F=0.517$,

$p=0.023 < 0.01$) show there is a significant relation with the independent variables age, gender, experience and income.

TABLE-4.12.3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.303	.562		5.878	.000
	Gender	.338	.367	.078	.923	.038
	Age	-.035	.075	-.045	-.470	.639
	Income	-.033	.193	-.016	-.169	.866
	Total experience	.055	.051	.090	1.083	.021

a. Dependent Variable: Training and development I

The coefficient shown in the table-4.12.3 reveals that the independent variable gender ($t=0.923$, $p=0.038<0.05$), experience ($t=1.083$, $p=0.021<0.05$), show a significant positive relation with the dependent variable in training and development programs. Whereas the variable age ($t=-0.470$, $p=0.639>0.05$), income ($t=-0.169$, $p=0.866>0.05$) do not show significant relation with dependent variable in training and development programs. It is observed that all the independent variable except income and experience are significant relation with the training and development program.

Thus, the regression analysis results presented in the above tables provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, experience and income with the dependent variable effective for training and development program.

VIII. CONCLUSION:

Training and development is a back bone for every organization. It helps in increasing the job Knowledge and skills of employees at each level. It helps to expand the horizons of human Intellect and an overall personality of the employees. It helps in inculcating the sense of team Work, team spirit, and inter-team collaborations and in inculcating the zeal to learn within the Employees.

J.K. Paper Mills have been continuously upgrading the technology by modernizing and renovating the plant & machinery and equipment to face challenges of the present day and preserve the environment. J.K. Paper Mills believes in participative style of management. Employees at all levels take part in the decision making process Quality Circles, Suggestion Schemes and various review committees. It is the first paper mill in the country to be certified with ISO – 9001: 2008 version and ISO 14001:2004 for quality and environment systems by DNV, Norway. The paper mills has now adopted an integrated Environment, Occupational Health & Safety management system and also certified with OHSAS 18001:2007.

JKPM is very large organization having very diversified activities like production of different varieties paper which have high class quality and also such commercial activities like marketing in the international area and managing and continuously upgrading state-of –the-art technology. When JKPM was incorporated in the year 1962, very few people could have imagined the success it was all set to achieve. But, in a very short span of time, JKPM established itself as a leader in its fields of activity. And, in all this the most significant factor contributing to the success story has been its human resource.

No doubt that a major contribution for achieving this success has come through proper harnessing of human resource. Since inception, the training department has played a significant role in sharpening the human skills. Training such manpower to work in the state-of –the-art-technology was a challenging job, very successfully executed by training function of JKPM. The company’s training departments have also strived to continuously upgrade their training methodology to suit with the changing times. JKPM has always given top priority to training of employees, evident from the Man days diverted for training and the budgetary allocation for training. The HRD Centre is a remarkable example of the futuristic infrastructure’s outlook of the training function in the organization and has few parallels in the industry.

IX. FINDINGS:

Training

- The training is assessed based on the rating of the respondents on the referred four variables. Among the variables training activities helps me to achieve my career objective secured the first highest rating and training facilitates upgrade my skills secured the second highest rating followed by the other variables.
- It can be observed that all the independent variables gender, income and experience show a significant relation with the dependent

variable training. The result provides strong support for the rejection of null hypothesis.

Instruments used for training evaluation

- The instruments used for the training evaluation are assessed based on the rating of the respondents on the referred four variables. Among the variables training has helped me improve my overall required skills for work secured the highest rating and being sufficiently trained by the organization secured the second highest rating followed by the variables.
- It can be observed that all the independent variables gender, income and age show a significant relation with the dependent variable and instruments used for training evaluation. The result provides strong support for the rejection of null hypothesis.

Skill acquisition

- The skill acquisition is assessed based on the rating of the respondents on the referred four variables. Among the variables training helps me to acquire new skills and technologies secured the highest rating and training helps me to maintain a good relationship with my superior and colleagues secured the second highest rating followed by the variables.
- It can be observed that all the independent variables gender, income and experience show a significant relation with the dependent variable and skill acquisition. The result provides strong support for the rejection of null hypothesis.

Participation

- The participation is assessed based on the rating of the respondents on the referred four variables. Among the variables my department's uses employee's feedback to make improvement secured the highest rating and employees rewarded for work well done secured the second highest rating followed by the variables.
- It can be observed that all the independent variables gender, age and experience show a significant relation with the dependent variable and participation. The result provides strong support for the rejection of null hypothesis.

Effective of training

- The effective of training is assessed based on the rating of the respondents on the referred four variables. Among the variables employees are satisfied with the present methods and

quality of training secured the highest rating and employees feel positive changes after attending training programs secured second highest rating followed by the variable.

- It can be observed that all the independent variables gender, age show a significant relation with the dependent variable and effective of training. The result provides strong support for the rejection of null hypothesis

Training and development

- The training and development is assessed based on the rating of the respondents on the referred four variables. Among the variables organization encourage me to available training programs every year secured highest rating and organization will be sufficiently trained to the employees secured second highest rating followed by the variables.
- It can be observed that all the independent variables gender, experience show a significant relation with the dependent variable and training and development. The result provides strong support for the rejection of null hypothesis.

X. SUGGESTIONS:

This section deals with suggestions which are observed from the study result and respondents opinion. Main objective of the study is to evaluate training and development in jk paper mill Rayagada among employees.

It has been observed that employees are happy with the atmosphere and gives a pleasant working environment and maintain some strategies like orientation programs to bring out the different competencies among the employees and it develops individual growth in the organization.

Basing on the findings the following suggesting is made:

- Majority of the employees who are working in the company having 5-10 years of experience, it is suggested that company should take proper measure and provide facilitate to all role of employees so that more experienced employees will be there in the company and there is no scope for managements problem and production problems. Training
- As majority of employees opined that the training activities helps to achieve their career objectives. Managements of the company should implement more training activities and

there will be advantageous to company as well as employee.

- The organization can provide training programs to their employees to fill the communication gap with their colleagues. So company has to formulate new rules and regulations regarding to the communication gap in order to maintain a good relationship with the employees.
- As majority of the employees opines that training programs will have a more impact on employees future, so it is suggested that company and management should design effective training programs to improve skills and everything which makes employees stay for a longer time in the company.
- In JK PAPER MILL company there is no feedback system. So I suggested to company provide feedback system. Feedback system is one of the most important things in the organization. If once feedback takes place than employees come forward to share their complaints, reviews, towards the training programs. Through feedback the organization can understand, improve and develop different training programs in better way and to continue next training programs.
- In organization the trainer observe that employee performance level during the training program is going on and if employee is not performing well again the trainer tell him/her with a proper understanding.

PROGRAM WITH SPECIAL REFERENCE TO HOTEL INDUSTRY..

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