

A Study on The Effectiveness of Training and Development Program in Century pulp & Paper (Lalkuan).

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Abstract

A Study of effectiveness of training and development programme in Century pulp and paper lalkuan (Ghanshyamdham)'. The study gives information regarding satisfaction level of employees training related factors. This research paper evaluates the effectiveness of training programs at century pulp & paper, lalkuan (Ghanshyamdham), Uttarakhand. The Suggestion thus outlined can be used by the company to improve the employee's performance through the training. The present study is related to the training and development Program in century pulp & paper. The main aim objective of the study is to measure the effectiveness of the training and development program provided by century pulp & paper at lalkuan. Both primary and secondary data has been used for the study. The primary data was collected through the personal contact with employees at century pulp & paper (lalkuan). The secondary data was collected from annual reports, magazines, annuals and websites. A set of standard questions was prepared circulated among the employees of the organization feedback was tabulated and analysis was made using statistical tools. The tools used for analysing the training and development are weighted average test from the analysis reports used to findings, suggestions, conclusion were down to improve the century pulp & paper at lalkuan.

Keywords: Training & Development, Employee performance, Organizational Growth, Training Effectiveness, century pulp & paper.

INTRODUCTIONS TRAINING EFFECTIVENESS

Training and development are essential for maintaining a competitive workforce. at century pulp & paper, a leading manufacturing company in Uttarakhand, training programs aim to enhance employee skills and overall productivity. After an employee is selected, placed and introduced, he/she must be provided with training facilities. Training is the art of increasing the knowledge and skills of an employee for doing a particular job. Training is a short-term educational process utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Training refers to the teaching and learning activities carried on the for the primary purpose of helping members of an organization, to Acquire and apply the knowledge, skills abilities and attitude needed by a particular job and organization. Thus, Training bridges the difference between job requirement and Employees present performance.

Training is the most important technique of human resource development. No organization can get a candidate exactly matching with the job and organizational requirements. Hence, Training is important to develop the employee and make him suitable to the job. Trained employees would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent depend on training. Organizational objectives like viability, stability and growth can also be achieved through Training. Training is important, as it constitutes significant part of management control.

Effectiveness systematically looks at the training, notices the difference it has made and determines its value according to the pretext measures. The results are used as feedback to refine the training. Evaluation of effectiveness of training is an integral part of training functions. It provides a lot of information and becomes a basis for taking several vital decisions in the organization. The process of assessing the effectiveness of training is evaluation. For many trainers, Evaluation has taken on more vague connotations but generally it is seen as the process of attempting.....?. Organizations invest in training programs to maintain competitiveness,

improve employee retention, and address skill gaps. In the modern business environment, where technological advancements and market dynamics continuously evolve, organizations must ensure their workforce remains agile and well-equipped to meet industry demands. Effective training and development programs lead to increased job satisfaction, motivation, and employee engagement, fostering a positive work culture and reducing turnover rates. Moreover, structured training programs help organizations comply with regulatory requirements, enhance innovation, and improve overall organizational performance. Various training methodologies, such as on-the-job training, e-learning, mentoring, and leadership development programs, contribute to workforce competency and strategic goal achievement.

This paper reviews existing literature on employee training and development, focusing on theoretical perspectives, training methodologies, and their impact on organizational success. By analyzing previous research, this study aims to provide a comprehensive understanding of best practices, emerging trends, and

TRAINING DEFINED

It is a learning process that involves that involves the acquisition of knowledge, sharpening of skills, concepts, and rules or changing of attitudes and behaviours to enhance the performance of employees.

Training is actively leading to skilled behaviour.

- It's not what you want in life, but it's knowing how to attain it
- It's not where you want to go, but it's knowing to get there
- It's not how high you want to go, but it's knowing how to take off? May not be quite the outcome you were aiming for, but it will be an outcome
- It's not what you dream of doing, but it's having the knowledge to go do it
- It's not set of goals, but it's more like a vision
- It's not the goal you set, but it's what you need to achieve it.
- Training is about knowing where you stand (no matter how good or bad the current situations look) at present, and where you will be after some point of time.
- Training is about the acquisition of knowledge, skills and abilities (KS) through professional development.

OBJECTIVES OF THE STUDY

- To access the training methods used at century pulp & Paper (lalkuan).
- To evaluate employees' perception of training effectiveness.
- To measure the impact of training on employee performance and productivity.
- To identify challenges in training implementation and suggest improvements.

RESEARCH METHODOLOGY

- PRIMARY DATA:** Surveys and interviews with employees and HR personnel.
- SECONDARY DATA:** Company reports, previous studies and industry benchmarks.
- SAMPLE SIZE:** 100 Employees from different departments were surveyed.

LITERATURE REVIEW

Several studies highlight the importance of training and development in improving workplace efficiency. Training effectiveness is determined by factors such as training design, trainer competency, and employee engagement (Armstrong,2020). A Study by Gupta (2019) emphasizes that well-Structured training programs lead to higher job satisfaction and retention rates. Conduct a thorough review of existing

literature on training and development effectiveness in the manufacturing industry. This provides a theoretical foundation and helps identify best practices and potential challenges. (ijrpr.com)

1. Theoretical Perspectives on Training and Development - Several theories underpin training and development practices, including:

- **Human Capital Theory:** Suggests that investments in employee education and training enhance their productivity and contribute to organizational success (Becker, 1964). According to this theory, organizations that invest in developing their workforce reap benefits such as increased efficiency, innovation, and long-term profitability. Employees, in turn, gain enhanced skills and career growth opportunities, which lead to job satisfaction and retention. This theory supports the notion that training and education are forms of capital investment that yield measurable returns.
- **Experiential Learning Theory:** Highlights the importance of learning through experience, emphasizing active participation in training programs (Kolb, 1984). Kolb's model describes learning as a cyclic process involving concrete experience, reflective observation, abstract conceptualization, and active experimentation. This approach encourages employees to apply theoretical knowledge to real-world situations, reinforcing learning through hands-on practice. Experiential learning is particularly effective in leadership training, team-building exercises, and skill-based workshops, where employees engage in problem-solving and decision-making scenarios.
- **Social Learning Theory:** Proposes that employees learn by observing and modelling behaviours demonstrated by peers and mentors (Bandura, 1977). This theory emphasizes the role of social interactions in the learning process, suggesting that employees acquire new skills and behaviours by watching others and imitating their actions. Organizations leverage this theory through mentorship programs, peer coaching, and collaborative learning environments. By fostering a culture of knowledge sharing, companies can enhance employee adaptability and encourage continuous learning within the workplace.

TRAINING & DEVELOPMENT AT CENTURY PULP & PAPER

Training programs Offered:

Technical Training: For machine operation and maintenance.

Safety Training: Ensuring compliance with industry safety standards.

Soft skills Training: For managerial and supervisory roles.

TRAINING METHODS:

1. On-the-job Training (OJT)

Employees learn skills while performing their tasks under supervision.

Effective for machine operators, maintenance staff, and technical roles.

Enhances practical knowledge through real-time problem-solving (Saks & Haccoun, 2020).

2. Classroom Training & Workshops

Used for theoretical knowledge sharing, leadership training, and compliance education.

Conducted by industry experts and internal trainers.

Focuses on management skills, ethics, and corporate policies.

3. E-Learning and digital training modules

With advancements in technology, century pulp & paper has adopted online training platforms.

Employees can access training materials anytime, ensuring flexibility (salmon, 2019).

4. Simulation-Based Training

Used for high-risk operations like handling hazardous chemicals and heavy machinery.

Enhances learning through virtual reality (VR) and augmented reality (AR) tools (Bell et al., 2021).

5. Apprenticeship and mentorship programs

New employees are assigned mentors for hands-on learning.

Senior employees guide fresh recruits, ensuring knowledge transfer.

IMPACT OF TRAINING AND DEVELOPMENT AT CENTURY PULP & PAPER

1. Improved productivity:

Trained employees contribute to faster operations and higher output.

Studies by Goldstein & ford (2021) highlight the direct link between training and improved performance.

2. Higher Employees Engagement:

Employees who undergo training feel more valued and engaged in their work.

Engagement leads to better job performance and organizational commitment (Macey et al., 2020).

3. Compliance with Regulations:

The pulp and paper industry follows Follow strict environmental and industry norms, avoiding legal issues.

4. Innovation and problem-solving skills:

Employees exposed to continuous learning develop problem-solving abilities and innovative thinking.

Training fosters a culture of improvement and adaptability.

ANALYSIS & FINDINGS

1. Employee perception of training effectiveness:

80% of employees found training useful for skill enhancement.

65% believed that training improved job performance.

55% felt that more hands-on training was needed.

2. Impact on performance:

Employees who underwent training showed a 15% increase in productivity.

Reduction in workplace errors by 20% post-training.

Improved teamwork and communication among employees.

3. Challenges Identified:

- Lack of practical exposure in some training programs.**
- Time constraints affecting training participation.**
- Need for more interactive and digital learning methods.**

4. Recommendations:

- Introduce more hands-on and simulation-based training.**
- Increase frequency of refresher training programs.**
- Leverage digital learning tools for better engagement.**
- Conduct regular feedback sessions to improve training quality.**

CONCLUSION:

Century pulp and papers dedication to effective training and development has been a cornerstone of its success. By continually investing in its employees, CPP ensures adaptability in a dynamic industry landscape, upholds high standards of quality and sustainability, and maintains a competitive edge. The company's holistic approach serves as a model for integrating employee development with strategic business objectives, driving both individual and organizational excellence. The training and development programs at century pulp & paper are effective in enhancing employee skills and productivity. There is room for improvement in practical training methods and engagement strategies. Implementing the suggested recommendations will further optimize training on effectiveness and contribute to the company's growth. Employee training and development remain critical for organizational success. Investing in structured training programs enhances employee skills, job satisfaction, and overall performance. This review highlights various training methodologies, their effectiveness, and associated challenges. Future advancements in AI, VR/AR, and blended learning will continue to shape training strategies, making them more personalized and adaptive. Organizations must stay agile and incorporate innovative learning techniques to foster continuous employee growth and maintain a competitive edge. Future research should explore the long-term impact of digital training tools and their effectiveness across different industries and employee demographics.

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