

Evaluation of Employees' Training towards the Effectiveness of Employees' Training At Ramco Cements Ltd., In Ariyalur District, Tamil Nadu

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Abstract

The researcher has identified the problem statement by visiting the Ramco Cements Industry Private Ltd., The problems were related with behavioural skills and Technical skills of the employees. Regarding behavioural skills, the employees do not have better relationship with other colleagues and some employees are careless in listening to the superior when they communicate the information. Few employees find very difficult to balance their personal life with work life which disturb their work culture. The confidence level of the employees are also very low for implementing the new techniques instructed by the superior. Regarding the technical skills of the employees, the employees are enforced to learn the new techniques through updating their knowledge and skills. In Ramco Cement Industry, the employees are in the position to learn the new techniques to implement the new technology established in the organization and so the employees are enforced to update their knowledge and skills to fulfill the latest requirements. The cement industries in India have not reached the standard of the international cement industries based on its Product quality and Product service. It is rare to find out the multinational cement industries in India at this moment but later there is a possibility of entering into Indian market and so the Indian cement industries should be ready for facing the challenges raised by the international competitors through the technological change. Analysing

these areas, the researcher has come to an conclusion to find out the solutions to resolve all these problems by providing continuous training. So the researcher has chosen his research topic “Evaluation of Employees’ training towards the Effectiveness of Employees’ Training” in Ramco Cements Ltd., Ariyalur district.

Chapter I: Introduction

The researcher has planned to conduct his research study in the cement industry, As per the Factories Act 1948, Employees mean those who receive wages from the company. Here the administrative staff, managerial persons and Low level workers are known as employees because these people are working for either wage or for salary. The similar terms are applicable to the cement industries also. Among all these people, the researcher has taken only floor level employees for the feasibility of his study for whom the behavioural skills and technical skills are essential since they are directly involving in the process of production and the mines. In order to give information to the employees regarding their roles and goals of the Ramco cements Pvt. Ltd, Ariyalur and to increase their confidence level through changing their attitudes to be competitive enough to face the challenges and encourage them to learn the new techniques required for operating the new technology through updating their knowledge and skills, the researcher has conducted the study on “Evaluation of employees’ training programme towards the effectiveness of employees training”. The common meaning of the training is also applicable to the “Employees’ training” which means to increase the knowledge, skills and the attitudes for improving the productivity of the work force to the international standard to face the international competitions arising in the present and the future for the sustainability of the organisation.

Chapter II: Reviews of Literature

2.1 Training Evaluation phase

Azhar Kazmi (1984) has made a research study to find out the state of affairs with regard to the evaluation of management Training in India. A sample of 43 trainers

from 36 organizations was collected through questionnaire method. Research covered public sector, the private sector, and autonomous Training institutions. The result reveals that a majority of public sector trainers are non-committal about the future trends in the growth of evaluation techniques. Majority of the private sector and autonomous Training institution trainers reflect an optimistic view. All the three expressed that evaluation should be more systematic and objective oriented and it should be the essential component of the Training system.

Viramani B.R (1984) has explored the importance of evaluation. Any evaluation and measurement of management Training and development can serve two objectives. They are (a) Impact of Training on trainees and (b) getting feedback to assess relevance and usefulness of Training. He presents evaluation model. They contain pre-Training evaluation model and Post Training evaluation model. The pre-Training evaluation model contains following phases. They are (1) Assessment of Training objectives of the trainee and his boss (2). Test of knowledge, skills, and attitude and (3) Input evaluation. The post Training evaluation model contains (1) Reaction evaluation (2) Learning evaluation (3) Job improvement Plan (4) On the Job evaluation and (5) Follow up.

2.2 Training Effectiveness

Binna Kandola (2000) has discussed some of the difficulties associated with an accurate and useful evaluation of Training effectiveness, particularly in the development of soft skills, which include skills related to people management. The author highlights some existing Training evaluation techniques and then outlines a model of Training evaluation currently being developed in the United Kingdom. The model is based on the principle that the evaluation of Training needs to start before Training commences and continue beyond the Training event. The model covers various areas of Training needs analysis, a climate for Training, gathering and organizing Training provider information, evaluating using knowledge tests, evaluating the trainer, including the Training experience itself, and evaluating behavior changes.

Srivastava (2001) have evaluated the effectiveness of various Training programmes by Tata Steel's Shabak Nanavati Training Institution (SNTI) Effectiveness of Training was measured in terms of various outcomes - such as satisfaction level, reaction and feedback of participants. Change in performance and behavior as perceived by participants, their immediate supervisors, and departmental heads, sample consists of 60 HODs, 1400 participants, 1300 - immediate supervisors from various departments. The data were collected through structured interview schedule. It was found that satisfaction level of participants, their supervisors, and divisional heads were above average for all type of programmes but a transfer of learning was not as expected from their supervisors. Training programmes could meet the objectives only to a limited extent and it was not linked with the career advancement of the participants.

Chapter III: Research Methodology

3.1 Area of the Study

This study was conducted among the workers of the different departments like Mechanical, Electrical and Mines at Ramco Cements Ltd., in Ariyalur, Tirhcirapalli District, Tamil Nadu.

3.2 Profile of the Industry

3..2.1 Mission

- To continuously improve productivity through quality, technology renewal and customer focused operations .
- To position ourselves in the cement business as a pace setter and grow in the same and related business.
- To seek green field location for growth on the basis of developed synergies of the existing operations.
- To continuously seek quality enhancement in product, processes and responses to various stakeholders.
- To update management practices on a continuous basis and maintain a culture of professional management.
- To conserve, protect and enhance quality of life for our employees and community.
- To preserve the “credence in our motor real resources are the human assets”.

3.2.2 Core Values As Benefit:

Customers are continued satisfaction and the sensitivity to their needs is more source of strengthen and security. If there is no, there is no business we do not look at productivity as a game in numbers. We try to learn from others, be committed to quality and always stay ahead in terms of technology.

3.2.3 Technology Overview

Ramco Cements Ltd is a trend – setter in adopting state-of-the-art technology for the manufacture of Cement. Ready Mix Concrete and Dry Mortar Products. MCL is the first to bring the following technologies in south India's cement industry.

- The FUZZY Logic Software System for process Control
- Pre-calciner technology
- Most Modern Programmable Logic Controller
- Surface Mining Technology
- Vertical Mills of Cement Grinding
- Latest and highly effective ESPs and Bag filters
- Advanced X-Rays technology for Quality Control

3.3 Objectives

The general objective of the research is to study “Evaluation of Employees’ Training towards the effectiveness of Employees’ Training” at Ramco cements Ltd., in Ariyalur district, Tamil Nadu

The specific objectives of the study are as follows:

- To describe the socio-demographic profile of the respondents
- To find out the effectiveness of the evaluation techniques adopted for evaluating the training programme
- To give suggestions to strengthen the Employees Evaluation Technique towards Effectiveness of Employees’ Training programme

3.4 Hypotheses

H1: There is a significant association between the Training Evaluation phase and the overall Training effectiveness.

H2: There is a significant difference between the experience of the employees and the Training Evaluation phase .

H3: There is a significant difference between the department of the employees and the Training Evaluation phase.

H4: There is a significant difference between the designation of the employees and the Training Evaluation phase

H5: There is a significant difference between the number of trainings attended by the employees and the training evaluation phase

3.5 Operational Definitions

3.5.1 Training

Training plays a vital role in the industries due to the technology innovation which is implemented through complete automation of the production plant which also affects the cement industries to challenge the competitive companies through benchmarking and so the training is so essential to show the consistent increase of the employees' skills, knowledge towards the new machine. Similarly it is too essential to Ramco Cements Ltd due to the introduction of many technologies to sustain their business in the competitive market.

3.5.2 Training effectiveness

It means how training is systematically arranged with proper process through adopting proper techniques in order to motivate the employees to be interested to learn something new to update their knowledge, skills and attitude to operate the modern technology successfully through which training effectiveness is determined.

3.5.3 Training Evaluation phase

Training evaluation provides a way to understand the investment that training produces and provides information needed to improve training. If the company receives an inadequate return on its investment in training, the company will likely reduce its investment in training of look for training providers outside the company who can provide training experiences that improve performance, productivity, customer satisfaction, or whatever other outcomes the company is interested in achieving. Thus, training evaluation provides the data needed to demonstrate that training does provide benefits to the company.

3.6 Research Design

A descriptive design was used since the researcher has described the characteristics of industrial personnel on various dimensions and the association between selected socio-

demographic variables with that of the subject dimensions also be studied towards the overall training effectiveness.

3.7 Universe of the Study

In this research, the investigation is about the Evaluation of employees' Training towards the effectiveness of Employees' Training. This study is confined to the employees of Ramco Cements Ltd., Ariyalur district.

Accordingly, universe of this research consisted of all permanent employees working in different department with the strength of 231

3.8 Sampling Method

Census method is adopted for the survey. That is each and every individual in the population / universe was considered for data collection from the employees of different departments like Mechanical, Electrical, Mines and other departments.

3.9 Determination of Sample Size

Number of employees (201) in the universe is the sample size of study which is taken from the research advisors sample table accepting 5 per cent of margin of error under 95 per cent confidence from the total population of the employees (231) from the Mechanical, Mines and the Electrical department of Ramco Cements Ltd., Ariyalur

Department	Sample size	Percentage
Electrical	38	18.9
Mines	11	5.5
Mechanical	152	75.6
Total Sample Size	201	100

3.10 Tools for Data Collection

The interview Schedule method was adopted by the researcher to collect the data. Likert's scale was used

3.11 Pilot Study

Pilot study helped the researcher to frame the objectives of the study, overall research design of the study and also helped to formulate and apply the questionnaire. After the pilot study, the researcher identified the following factors that influence the Effectiveness of Employees' Training at Ramco Cements Ltd., Ariyalur dt, Training need analysis, Training

design phase, Training implementation phase, Training Evaluation phase ,post training and the methods of training . Based on these dimensions, the objectives have been drafted for this study.

3.12 Pretest

The interview schedules were tried on a sample of 40 respondents during a pilot run. The researcher made a few additions and deletions in the interview schedule based on the responses given by the respondents. To test the validity and reliability of the questions, the reliability coefficient alpha test was used which gave the values .9902.

3.13 Data Collection

The final version of the schedules were administered on the sample of 201 respondents. Then the scale was administered individually and data were collected. The responses to the scale was scored with the help of standardized scoring key to obtain an overall index for the scale. Data collection was carried out between May 2017 and June 2017.

Chapter IV: Data Analysis And Interpretation

4.1. Distribution of the respondents by Work Experience (in yrs)

Particular	No.of respondents (n=201)	Percentage (100%)
1 to 5yrs	41	20.4
6 to 10yrs	103	51.2
11 to 15yrs	23	11.4
16yrs & above	34	16.9

Source: Primary Data

Interpretation: The above table reveals that nearly half (51.2 per cent) of the respondents had 6 to 10 years work experience, 20.4 per cent had 1 to 5years, 16.9 per cent had 16 and above and the remaining 11.4 per cent had 11 to 15years work experience.

4.2. Distribution of the respondents by Department

Particular	No.of respondents (n=201)	Percentage (100%)
Electrical	38	18.9
Mine	11	5.5
Mechanical	152	75.6

Source: Primary Data

Interpretation: The above table reveals that vast majority (75.6 per cent) of the respondents belong to the mechanical department, 18.9 per cent belong to the electrical and the remaining 5.5 per cent belong to the mine.

4.3. Distribution of the respondents by Designation

Particular	No.of respondents (n=201)	Percentage (100%)
Machanic	63	31.3
Fitter	39	19.4
Electrician	21	10.4
Attendent	33	16.4
Technician	31	15.4
Welder	14	7.0

Source: Primary Data

Interpretation:The above table reveals that one third (31.3 per cent) of the respondents were mechanic as their designation, 19.4 per cent were fitter, 16.4 per cent were attendant, 15.4 per cent were technician, 10.4 per cent were electrician and the remaining 7 per cent were weldes

4.4. No. of training programmes that the respondents have attended so far

Particular	No.of respondents (n=201)	Percentage (100%)
1 to 5 trainings	72	35.8
6 to 10 trainings	86	42.8
11trainings & above	43	21.4

Source: Primary Data

Interpretation: The above table reveals that nearly half (42.8 per cent) of the respondents have attended 6 to 10 trainings so far, 35.8 per cent have attended 1 to 5 trainings and the remaining 21.4 per cent have attended 11 trainings & above.

4.5. Training Evaluation phase

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Employees are helped to acquire technical knowledge and skills through training.	5(2.5%)	3(1.5%)	12(6%)	117(58.2%)	64(31.8%)	4.15
Training has helped me to know my strength and weakness.	8(4%)	3(1.5%)	8(4%)	103(51.2%)	79(39.3%)	4.20
I experience fruitful	2(1%)	6(3%)	12(6%)	89(44.3%)	92(45.8%)	4.31

changes in working efficiency after being trained						
The training helps to increase the motivation level of employees	5(2.5%)	8(4%)	5(2.5%)	97(48.3%)	86(42.8%)	4.25
The training programmes are helpful in long run	2(1%)	3(1.5%)	15(7.5%)	90(44.8%)	91(45.3%)	4.32
Training programme is helpful in personal growth.	2(1%)	10(5%)	8(4%)	96(47.8%)	85(42.3%)	4.25
The training enhances organizational effectiveness	3(1.5%)	11(5.5%)	9(4.5%)	100(49.8%)	78(38.8%)	4.19
The training helps to improve employee - employer	2(1%)	6(3%)	8(4%)	119(59.2%)	66(32.8%)	4.20

relationship.						
The quality of the training programmes maintain the standard expected by the employees	8(4%)	3(1.5%)	10(5%)	101(50.2%)	79(39.3%)	4.19
The training programme enables me to work with responsibility at the work Place.	2(1%)	9(4.5%)	17(8.5%)	84(41.8%)	89(44.3%)	4.24
Training is very beneficial and cost - efficient for the company, in the long term	3(1.5%)	8(4%)	19(9.5%)	91(45.3%)	80(39.8%)	4.18

Source: Primary Data

Interpretation:

The first statement reveals that nearly half (58.2 per cent) of the respondents have agreed that the employees are helped to acquire technical knowledge and skills through training, 31.8 per cent have strongly agreed, 6 per cent felt neutral, 2.5 per cent have strongly disagreed and the remaining 1.5 per cent have disagreed.

The second statement reveals that nearly half (51.2 per cent) of the respondents have agreed that the training has helped them to know their strength and weakness, 39.3 per cent have strongly agreed, each 4 per cent have strongly disagreed and felt neutral and the remaining 1.5 per cent have disagreed.

The fourth statement reveals that nearly half (45.8 per cent) of the respondents have strongly agreed that they experienced the fruitful changes in working efficiency after being trained, 44.3 per cent have agreed, 6 per cent felt neutral, 3 per cent have disagreed and the remaining 1 per cent have strongly disagreed.

The fourth statement reveals that nearly half (48.3 per cent) of the respondents have agreed that the training helps to increase the motivation level of employees, 42.8 per cent have strongly agreed, 4 per cent have disagreed and the remaining each 2.5 per cent have strongly disagreed and felt neutral.

The fifth statement reveals that nearly half (45.3 per cent) of the respondents have strongly agreed that the training programmes are helpful in the long run, 44.8 per cent have agreed, 7.5 per cent felt neutral, 1.5 per cent have disagreed and the remaining 1 per cent have strongly disagreed.

The sixth statement reveals that nearly half (47.8 per cent) of the respondents have agreed that the training programme is helpful for the personal growth, 42.3 per cent have strongly agreed, 5 per cent have disagreed, 4 per cent felt neutral and the remaining 1 per cent have strongly disagreed.

The seventh statement reveals that nearly half (49.8 per cent) of the respondents have agreed that the training enhances organizational effectiveness, 38.8 per cent have strongly agreed, 5.5 per cent have disagreed, 4.5 per cent felt neutral and the remaining 1.5 per cent have strongly disagreed.

The eighth statement reveals that more than half (59.2 per cent) of the respondents have agreed that the training helps to improve the employee -employer relationship, 32.8 per cent have strongly agreed, 4 per cent felt neutral, 3 per cent have disagreed and the remaining 1 per cent have strongly disagreed.

The ninth statement reveals that nearly half (50.2 per cent) of the respondents have agreed the quality of the training programmes maintain the standard expected by the employees, 39.3 per cent have strongly agreed, 5 per cent felt neutral, 4 per cent have strongly disagreed and the remaining 1.5 per cent have disagreed.

The tenth statement reveals that nearly half (44.3 per cent) of the respondents have strongly agreed the training programme enables them to work with responsibility at the work place, 41.8 per cent have agreed, 8.5 per cent felt neutral, 4.5 per cent have disagreed and the remaining 1 per cent have strongly disagreed.

The eleventh statement reveals that nearly half (45.3 per cent) of the respondents have agreed that the training is very beneficial and cost-efficient for the company in the long term, 39.8 per cent have strongly agreed, 9.5 per cent felt neutral, 4 per cent have disagreed and the remaining 1.5 per cent have strongly disagreed.

4.6. Difference between the work experience of the respondents and the evaluation of the training programme

	N	Mean	S.D	SS	DF	MS	Statistical inference
D. Training Evaluation Phase							
Between Groups				197.509	3	65.836	F=1.357 .257>0.05 Not Significant
<i>1 to 5yrs</i>	41	46.83	8.369				
<i>6 to 10yrs</i>	103	46.90	6.607				
<i>11 to 15yrs</i>	23	43.74	7.381				
<i>16yrs & above</i>	34	46.68	5.783				
Within Groups				9556.710	197	48.511	

Research Hypothesis (H1): There is a significant difference between the work experience of the respondents and the training evaluation phase.

Null Hypothesis (Ho): There is no significant difference between the work experience of the respondents and the training evaluation phase.

Findings:

1 to 5years (n=41) 46.83 ± 8.369 , 6 to 10years (n=103) 46.90 ± 6.607 , 11 to 15years (n=23) 43.74 ± 7.381 and 16years & above (n=34) 46.68 ± 5.783 work experience. Therefore, there is no significant difference between the work experience of the respondents and the training evaluation phase. The calculated value is greater than table value ($.257 > 0.05$). The research hypothesis is rejected.

4.7. Difference between the departments of the respondents and the Evaluation of the training programme

	N	Mean	S.D	SS	DF	MS	Statistical inference
D. Training Evaluation Phase							
Between Groups				184.261	2	92.131	F=1.906 .151>0.05 Not Significant
<i>Electrical</i>	38	48.34	4.504				
<i>Mine</i>	11	47.45	8.858				
<i>Mechanical</i>	152	45.95	7.295				
Within Groups				9569.958	198	48.333	

Research Hypothesis (H2): There is a significant different between the departments of the respondents and the training evaluation phase.

Null Hypothesis (H0): There is no significant different between the departments of the respondents and the training evaluation phase.

Findings:

Electrical (n=38) 48.34 ± 4.504 , mine (n=11) 47.45 ± 8.858 and mechanical (n=152) 45.95 ± 7.295 Department. Therefore, there is no significant difference between the departments of the respondents and the training evaluation phase. The calculated value is greater than the table value ($.151 > 0.05$). The research hypothesis is rejected.

4.8. Difference between the designation of the respondents and the Training Evaluation phase

	N	Mean	S.D	SS	DF	MS	Statistical inference
D. Training Evaluation Phase							
Between Groups				541.692	5	108.338	F=2.293 .047<0.05 Significant
<i>Machanic</i>	63	44.27	7.375				
<i>Fitter</i>	39	47.44	5.281				
<i>Electrician</i>	21	47.71	5.359				
<i>Attendent</i>	33	48.27	5.393				
<i>Technician</i>	31	46.16	9.716				
<i>Welder</i>	14	48.50	5.841				
Within Groups				9212.527	195	47.244	

Research Hypothesis (H3): There is a significant difference between the designation of the respondents and the training evaluation phase.

Null Hypothesis (Ho): There is no significant difference between the designation of the respondents and the training evaluation phase

Findings:

Mechanic (n=63) 44.27±7.375, fitter (n=39) 47.44±5.281, electrician (n=21) 47.71±5.359, attendant (n=33) 48.27±5.393, technician (n=31) 46.16±9.716 and welder (n=14) 48.50±5.841 Department. Therefore, there is a significant difference between the designation of the respondents and the training evaluation phase. The calculated value is less than table value (.047<0.05). The research hypothesis is accepted.

4.9. Difference between the no. of trainings attended by the respondents and the Training Evaluation phase

	N	Mean	S.D	SS	DF	MS	Statistical inference
D. Training Evaluation Phase							
Between Groups				1033.777	2	516.889	
<i>1 to 5 trainings</i>	72	44.25	9.091				
<i>6 to 10 trainings</i>	86	46.38	4.207				
<i>11trainings & above</i>	43	50.44	5.667				F=11.736 .000<0.05 Significant
Within Groups				8720.442	198	44.043	

Research Hypothesis (H4): There is a significant difference between the number of trainings attended by the respondents and the training evaluation phase.

Null Hypothesis (Ho): There is no significant difference between the number of trainings attended by the respondents and the training evaluation phase.

Findings

1 to 5 trainings (n=72) 44.25±9.091, 6 to 10 training (n=86) 46.38±4.207 and 11 trainings & above (n=43) 50.44±5.667 training programmes have attended so far. Therefore, there is a significant difference between the number of training programmes attended by the respondents and the training evaluation phase. The calculated value is less than table value (.000<0.05). The research hypothesis is accepted.

4.10. Association between the training evaluation phase and the overall training effectiveness

	Overall training effectiveness						Statistical inference
	Low		High		Total		
D. Training Evaluation Phase							
Low	90	92.8%	16	15.4%	106	52.7%	X ² =120.626 Df=1 .000<0.05 Significant
High	7	7.2%	88	84.6%	95	47.3%	

Research Hypothesis (H₅): There is a significant association between the training evaluation phase and the overall training effectiveness.

Null Hypothesis (H₀): There is no significant association between the training evaluation phase and the overall training effectiveness

Findings: The above dimension indicates that more than half (52.7 per cent) of the respondents mentioned the low level opinion about the training evaluation phase and the remaining 47.3 per cent felt high level. The mean and S.D value is 46.49±6.984. Therefore, there is an association between the evaluation phase and the overall training effectiveness. Since the calculated value is less than the table value ($0.00 < 0.05$), the research hypothesis is accepted

Chapter V: Original Contributions

Major Findings

5.1. Socio – Demographic Background

- Majority of the respondents (51.2 per cent) have got their experiences between 6 years and 10 years
- Vast majority of the respondents (75.6 per cent) belong to the mechanical department.

- Vast majority of the respondents (31.3 per cent) are designated as mechanic as they belong the mechanical department
- Nearly half of the respondents (42.8 per cent) have undergone training programmes between 6 and 10.

5.2. Training Evaluation phase

- Majority of the respondents (58.2 per cent) agreed that employees are helped to acquire technical knowledge and skills through training.
- Majority of the respondents (51.2 per cent) agreed the training has helped the employees to know their strength and weakness.
- Majority of the respondents (45.8 per cent) strongly agreed that the employees experienced the fruitful changes in working efficiency after being trained.
- Majority of the respondents (48.3 per cent) agreed that the training helped the employees to increase their motivational level.
- Majority of the respondents (45.3 per cent) strongly agreed that the training programmes are helpful in long run
- Majority of the respondents (47.8 per cent) agreed that the training programmes are helpful for the personal growth.
- Majority of the respondents (49.8 per cent) agreed that the training enhanced the organizational effectiveness
- Majority of the respondents (59.2 per cent) agreed that the training helped to improve the employer – employee relationships.
- Majority of the respondents (50.2 per cent) agreed that the quality of the training programmes maintain the standard expected by the employees.
- Majority of the respondents (44.3 per cent) strongly agreed that the training programme enables the employees to work with the responsibility in the work place.
- Majority of the respondents (45.3 per cent) agreed that the training is beneficial and cost efficient for the company in the long run.
- There is no significant difference between the work experience of the employees and the training evaluation phase
- There is no significant difference between the department of the employees and the training evaluation phase.

- There is a significant difference between the designation of the employees and the training evaluation phase.
- There is a significant difference between the number of trainings attended by the employees and the training evaluation phase.
- There is a significant association between the Training Evaluation phase and the overall Training effectiveness.

Conclusion:

Some of the Socio - demographic data like work experiences, Departments have no significant difference with the training evaluation phase because the trainings are evaluated similarly to mechanical, electrical and mines departments and for the designation, the trainings are provided differently and so the evaluation also was done differently based on the skills needed for the different designations. Even for less number of trainings attended by the employees are evaluated differently considering as essential comparing with the employees attended more number of trainings. It is understood that there is a great association between the evaluation phase and the overall training effectiveness that the evaluation was done accurately without any bias in Ramco Cements Ltd., which increased the effectiveness of the training by resolving the deficiencies of the training.

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