

**A Study on Impact of Training Dynamics with Leadership Approach on Workforce and Organizational Development in Western U.P. Sugar Mills**

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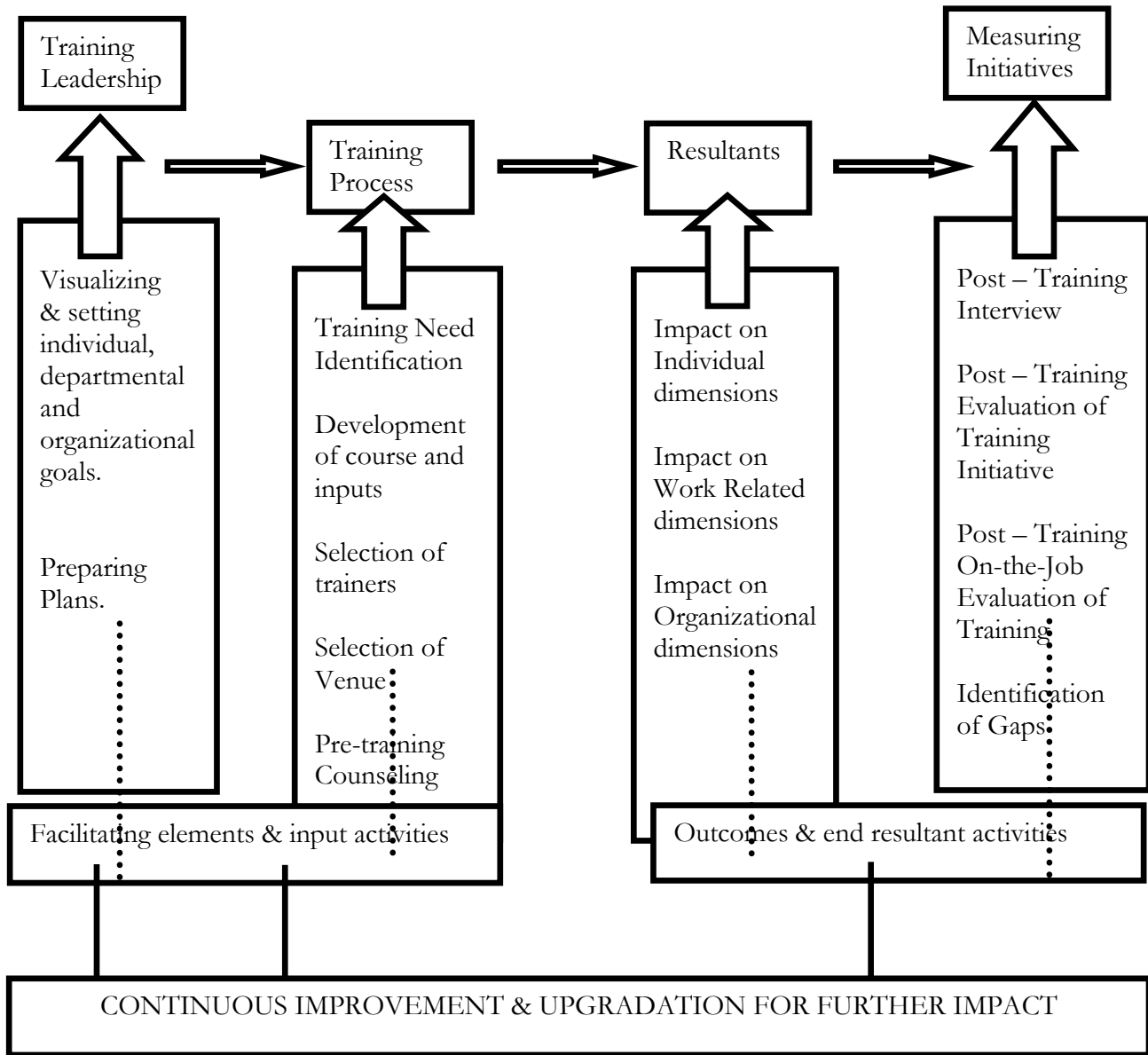
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**Abstract:**

The workforce of any organization is main resource for output and results of that organization including product's quality and quantity also. Human resource is the master resource for any industry or organization. The success of any organization depends how manpower is used. The motivation and update workforce in a basic need for the growth or any organization. This study is focused on the training of workforce in sugar industry in Western Utter Pradesh. The prime focus in this study is to know the difference before training and after training. Two major areas of concern where training has to contribute human behaviour (individual behaviour) and organization specially are in sugar industry. Evaluation is an important aspect of any training programme because training is not a task of single activity. This activity plays an important role in achieving the objectives of the training programme. The evaluation of the training is must that needs a detailed study and analysis. We find a change in job satisfaction of six sugar factories of western U.P. namely Titavi, Thana Bhawan, Daurala, Bhaisana, Malakpur, Kinoni. We find that pan attendant who is showing 43.33 % job satisfaction after training he is shifted as assistant pan man and shows 64.99 % job satisfaction. Same situation is repeated in the case of pan incharge when pan man is shifted as pan in charge shows 78.66 % job satisfaction and before training, it was 64.99 %. The training is therefore aimed at capability building and competence building of an individual so that he positively contributes towards achieving organizational goals, meeting challenges, both challenges, both present and future, brings about an expected change in job or work situation and is engaged in continuous self development as well.

**Introduction:** Many organization including sugar mills have made training a part of their policy. In fulfilling this need the sugar mills have training facilities but the pertinent question is that what is the effectiveness of these training / facilities. What is the reality of these training programmes. Are these effective or not in delivering the desired results. Regarding training many theories and models are available. Each model has its own merits and demerits. There is not any perfect model for training and development. This is a fact that nothing is perfect in this world and better replaces the 'best'. Only continuous improvement is the best way for better performance. Therefore, a suitable model of training is evolved. Niraj model for impact on training (A leadership approach) as;

**Niraj Model for Impact  
(A Leadership Approach)**



The aforesaid model clearly outlines the approach of leadership and classifies the initiatives in various components. The approach spells out the following:

- The leadership component
- The process component
- The result component
- The measuring component

**The Leadership Component:-** The leadership component is primarily concerned with visualization and setting of goals. The visualization and goal setting is done by anticipating the future requirements of the organization and then deciding with the development and preparation of training plans for individual and department etc.

**The Process Component :-** This component consists of those training activities that are essential for carrying out the training process such as Training Need, Identification, Development of Course and Inputs, Selection of Trainers, Selection of Venue and Pre-training Counseling etc.

**The Resultant Component:-** The resultant component comprises of the areas of ultimate results. These are those aspects where the training is expected to deliver results and contribute towards effectiveness and ultimate impact. As has been said above, that the prime target for training is the human being i.e. the employee working in an organization. That is to say for any training initiative targeted to meet the organizational objectives, work or job enrichment or individual development, the prime focus of concern is the employee. It is the employee who imbibes the learning and implements it. The employee is ultimately responsible to implement the learning acquired from training.

**The Measuring Component:-** The evaluation of training in the last stage of training because it helps to determine the results of the training. The industry should not overlook the evaluation programme so the evaluation of the training should be continuous and specific. In the training evaluation programme we use experimental and control groups technique. Two groups of employees are made in this method one group receive training, other do not receive training. If the experimental group is better than the other group the training programme is labeled as successful.

**In time series method** the measurements are taken before the programme and are continued during and after the programme is completed. The results are painted out on a graph to determine changes.

**Questionnaire method** is a simple method of evaluation. In this method the questionnaire are sent to the trainees after the completion of the programme's worth. The trainees send their opinion by this questionnaire. If the measurement reveals that the result after training are satisfactory, then the training may be taken as successful. It is therefore clear from above the ultimate areas of expected change or where the training can contribute towards change and impact are primarily two namely:

- Organizational
- Individual

**The Organization Environment:-** The organization environment is highly dynamic may it be internal environment or the external environment. With the changes of time the preference of people also change may it be internal customer or the external customer. The change process itself is highly dynamic and therefore constantly poses challenges to the organization. These changes manifest themselves through technology, cultural and economical parameters. The capability and competence of a successful organization lies in rightly interpreting these challenges and forecasting them and keeping its manpower strength in the readiness to meet these challenges.

These challenges impact the state of the organization and its health too. It affects the various parameters of the organization such as turnover, profitability, quality, productivity; value addition etc. through the process of training can be one of the important interventions

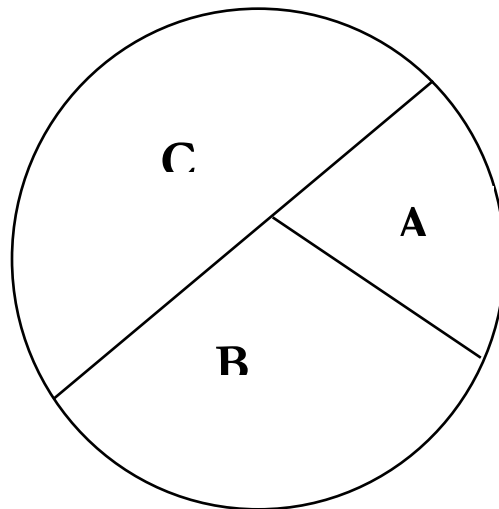
in meeting the organizational achievements of its parameters thereby contributing towards creating of the desired impact on organizational issues.

The organization achieves its objectives and gets result from its operations i.e through its internal processes. These internal processes are classified and grouped into various sets of activities. These bunched activities are called departments or sections. The activities comprise of various jobs and tasks. The tasks and jobs together combine to contribute towards the department. It is here the teamwork and efficient management of job is required, safety and security is also of concern. How will the employee perform the job depends on the conditions of the job. How much in the job matches with the skill of employee? How much comfortably the employee is able to execute the job? How knowledgeable is he about the job and its requirements?, are all the parameters of concern if the task or job is to be completed successfully.

**Individuals:-** The training has its impact on individual behaviour also. The impact may be seen in performance, motivation, satisfaction etc. Through training, it is possible to enhance the skill, knowledge and competence of the employee so that he can positively contribute towards the job and carry out task with confidence and skills. No organization can function effectively or meet its objectives and challenges unless its workforce is motivated, disciplined, displays teamwork, behaved well in terms of emotion and logic / reasoning, engages itself in continuous learning, displays sense of responsibility towards job and work. All these are the potential areas and variables of the Human Being working in an organization.

**Job satisfaction before training:**

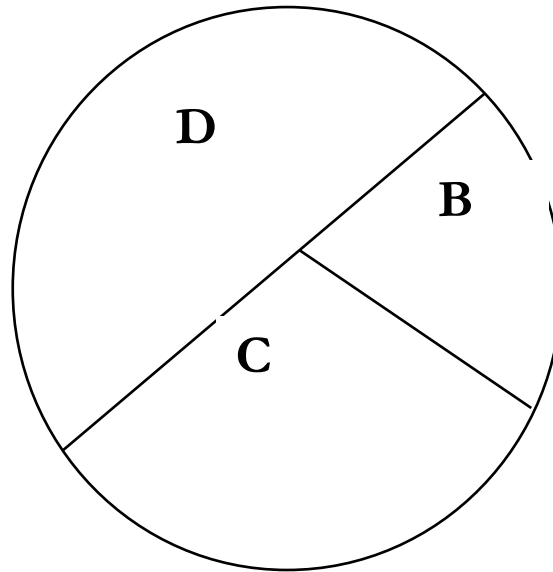
Post	Percentage of job satisfaction
A	43.33 %
B	48.32 %
C	64.99 %



**Figure 1 : Pie Chart for Job Satisfaction Before Training**

**Job Satisfaction After Training:**

Post	Percentage of job satisfaction
A shifted B	48.32 %
B shifted C	64.99 %
C shifted D	78.66 %



**Figure 2: Pie Chart for Job Satisfaction after Training**

**Conclusion:**

The above discussion attempted to convey the importance, utility, relevancy of the training programmes. As training is an attempt to improve performance of the individual or group because human resources are dynamic. Human resource development refers to the improvement in specific knowledge, skills, attitudes or behaviour. Therefore the methods and models must be changed, improved according the need of organization and human resources. According evolved model of training with a leadership approach effective training may be provided to the workforce. The benefits of training can be seen. It is useful for both the organization and employee. Training instructs the markers towards better job adjustment, job satisfaction and reduces the rate of labour turnover and absenteeism. Training increases the quantity and quality of the output. Training is helpful to make better organizational climate because increased product quantity and improved quality, increased financial incentives internal promotions etc result in better organizational climate. Training is useful for to fulfill organization’s future personnel needs because whether needs arises in any organization, the vacancies of that organization can be shifted from internal sources if an organization initiates and maintains an adequate training programme as assistant pan mans are shifted on the post of pan man in sugar mills after adequate training.

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