

**A STUDY ON  
INFLUENCE OF TRAINING AND DEVELOPMENT  
PROGRAMME ON EMPLOYEE PERFORMANCE  
IN  
TRACO CABLE COMPANY LTD, TIRUVALLA**

**PROJECT REPORT**

*Submitted to Mahatma Gandhi University in partial fulfillment of the requirements for  
the award of the Degree of  
MASTER OF BUSINESS ADMINISTRATION*

Submitted by  
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Under the guidance of  
Ms. Tintu Joseph  
Faculty Guide



**Accredited by NAAC with 'A' Grade  
DEPARTMENT OF MANAGEMENT STUDIES  
MAR ATHANASIOS COLLEGE FOR ADVANCED STUDIES  
TIRUVALLA  
2021**



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**CERTIFICATE**

*This is to certify that the project report entitled “A STUDY ON INFLUENCE OF TRAINING AND DEVELOPMENT PROGRAMME ON EMPLOYEE PERFORMANCE IN TRACO CABLE COMPANY LTD, TIRUVALLA” is a bonafide report of the project work undertaken by Ms. ANJU JOHN, fourth semester MBA student of our college during the period from 1<sup>st</sup> April to 31<sup>st</sup> May, 2021.*

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## DECLARATION

I hereby declare that this project report entitled “**A Study on Influence of Training and Development Programme on Employee Performance in TRACO Cable Company Ltd, Tiruvalla**” is a *bonafide* report of the study undertaken by me, under the guidance of Ms. Tintu Joseph, Department of Management Studies, MACFAST, Tiruvalla.

I also declare that this project report has not been submitted to any other University or Institute for the award of any degree or diploma.

Place: Tiruvalla

Date : 31/05/2021



Anju John

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First of all, words are inadequate to express my whole hearted thankfulness to God Almighty, the source of all wisdom and power for leading me kindly in each and every association of this project endeavor.

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## **CHAPTER 1**

### **INTRODUCTION- STATEMENT OF THE PROBLEM**

## **1.1 BACKGROUND OF THE STUDY**

Human resource is one of the important assets of a company. The successful management of an organization's human resource is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economics are in a state of flux. The scarcity of talented resources human resource function. Even though specific human resource functions or activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization.

An organization cannot build a good team or working professionals without good human resources. Human resources are the total knowledge, abilities, skills, talent and beliefs of the individual working in an organization. Human relation approach recognizes human factor as the most important instrument of success an organisation. Fast changing technological developments, however, necessitated new skills development and training of employees human resource management is the process of managing people in organization in a structured and well defined manner.

According to Flippo "human resource management is the planning, organizing, directing, and counting of the procurement, development, compensation, integration, maintenance and separation of human resource to end, that individual, organizational and societal objectives are accomplished"

It is therefore necessary for all managers to understand and give importance to the different human resource policies and activities in organization. Human resource management outlines the importance of HRM and different functions in an organization, it examines the various HR processes that concerned with attracting, managing, motivating and developing employees for benefit of the organization.

Human beings are social beings and hardly ever live and work in isolation we always plan, develop and manage our relations both consciously and unconsciously. The relations are the outcome of our actions and depend to a great extent upon our ability to manage our actions. From childhood each and every individual acquire knowledge and experience on understanding others and how to behave in each and every situations in life. Later we carry forward this learning and understanding in carrying and managing relations at our workplace. The whole context of human resource management revolves around this core matter of managing relations at work place.

Training and development is the frame work for helping employees to develop their personal and organizational skills, knowledge and abilities. The focus of all aspects of human resource development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

## **1.2 STATEMENT OF THE PROBLEM**

In the modern day training and development plays a vital role in an organization. The efficiency and productivity of the firm can be increased considerably with right training methods. The motive behind the study is to analyze and evaluate the influence of training and development programme on the employees of Traco Cable Company LTD, Tiruvalla. The training cannot be measured directly but the change in attitude and behavior that occur as a result of training. By studying and analyzing the response of the employees regarding training, we can make scientific conclusions which are the core idea of this study. Hence the statement of the problem is "A STUDY ON INFLUENCE OF TRAINING AND DEVELOPMENT PROGRAMME ON EMPLOYEE PRFORMANCE IN TRACO CABLE COMPANY LTD, TIRUVALLA.

## **1.3 RELEVANCE AND SCOPE OF THE PROBLEM**

Most of the employees have some weakness in their workplace skills. A training and development programme allows one to strengthen those skills and knowledge. Employees who feel appreciated and challenged through opportunities may feel more satisfaction towards their jobs. Most of the errors occur because of many employees lack the desired knowledge and precise skills required for doing a particular job. Continuous training and development ensures that employees get the right skills at right time. The more trained the employees, the less are the chances of committing errors. Training and development makes the employees feel more satisfied with the role play in the company or organization. This driven by the great ability they gain to execute their duties. Hence the investigator is attempting to find out the training and level of growth in employees of TRACO CABLE COMPANY. Also trying to find out whether the training has really benefited the employees.

## **1.4 OBJECTIVES OF THE STUDY**

- To analyse the opinions and satisfaction regarding the training and development programme.
- To know employees understanding and knowledge regarding the training and development programme
- To know the level of employee performance on the basis of the provided training and development programme.

**CHAPTER 2**  
**INDUSTRY PROFILE**

## **2.1 BUSINESS PROCESS OF THE INDUSTRY**

A cable is two or more wires or ropes running side by side and bonded, twisted or braided together to form a single assembly. In mechanics, cables are used for lifting and hauling; in electricity they are used to carry electrical currents. An optical cable contains one or more optical fibers in a protective jacket that supports the fibers. Mechanical cable is more specifically called as wire rope.

Ropes made of multiple strands of natural fibers such as hemp, sisal, manila and cotton have been used for millennia for hosting and hauling. By the 19<sup>th</sup> century, deepening of mines and construction of large ships increased demand for stronger cables. Invention of improved steelmaking techniques made high quality steel available at lower cost and so wire ropes became common in mining and other industrial applications. By the middle of the 19<sup>th</sup> century, manufacture of large submarine telegraph cables was done using machines similar to that used for manufacture of mechanical cables. In the 19<sup>th</sup> century and early 20<sup>th</sup> century, electrical cable was often insulated using cloth, rubber and paper. Plastic materials are generally used today, except for high reliability power cables. Electrical cables may be made more flexibly by stranding the wires. In this process, smaller individual wires are twisted or braided together to produce larger wires that are more flexible than solid wires of similar size.

Bunching small wires before concentric stranding adds the most flexibility. Copper wires in a cable may be bare, or they may be coated with a thin layer of another material: most often tin but sometimes gold, silver or some other material. Tin, gold and silver are much less prone to oxidization than copper, which may lengthen wire life and makes soldering easier.

Tight lays during stranding makes the cable extensible (CBA- as in telephone handset cords). Cables can be securely fastened and organized, such as by using cables trees with the aid of cable ties or cable lacing. Continuous flex or flexible cables used in moving applications within cable carriers can be secured using strain relief devices or cable ties. Copper corrodes easily and so should be layered with lacquer. At high frequencies, current tends to run along the surface of the conductor and avoid the core. This is known as the skin effect. It may change relative desirability of solid versus stranded wires

### **POWER CABLES**

A power cable is an assembly of two or more electrical conductors, usually held together with an overall sheath. The assembly is used for transmission of electrical power. Power cables may be installed as permanent wiring within buildings, buried in the ground, run overhead, or exposed. Flexible power cables are used for portable devices, mobile tools and machinery. Early telegraph systems used the first forms of electrical cabling, transmitting small amounts of power. Gutta-percha insulation used on the first submarine cables was unsuitable for building wiring use since it deteriorated rapidly when exposed to air.

The first power distribution system developed by Thomas Edison in 1882 in New York City used copper rods, wrapped in jute and placed in rigid pipes filled with a bituminous compound. Although vulcanized rubber had been patented by Charles Goodyear in 1844, it was not applied to cable insulation until the 1880s, when it was used for lighting circuits. Rubber-insulated cable was used for 11,000 volt circuits in 1897 installed for the Niagara Falls power project. Oil-impregnated paper-insulated high voltage cables were commercially practical by 1895. Power cables may use stranded copper or aluminum conductors, although small power cables may use solid conductors. The cable may include uninsulated conductors used for the circuit to become neutral or for ground connection. Heavy duty flexible power cords such as those feeding a mine face cutting machine are carefully engineered- their life is measured in weeks. Very flexible power cables are used in automated machinery, robotics and machine tools. See power cord and extension cable for further description of flexible power cables. Other types of flexible cable include twisted pair, extensible coaxial and communication cables.

### **KEY SUCCESS FACTORS**

Products of the companies like ACSR cables, weather proof cables and power cables are used by several departments in India so they are manufactured to meet Indian standard specification. With stringent quality methods, the cables are of excellent quality and have been acclaimed as one of the best in the country, the signaling cables are made to railway specification are functioning all over India. This is because TRACO NEVER COMPROMISE ON QUALITY.

More over the company has undertaken expansion and modernization projects, which would double the overall production capacity of power conductors. This would substantially help to improve the probability years. For example the company is now focusing on producing. Manufacture of ACSR cables owing to the drop in demand of jelly filled telephone cables in the

country accordingly management has decided to modify the existing Jelly filled telephone cables line to Aluminium-Conductor Steel-Reinforced cables.

### **NATURE OF BUSINESS**

The post and telegram department also recognized TRACO Company to manufacture petroleum Jelly Filled Cable incorporating the latest technology in the production and testing of such cables by recommending to the government of India to grant the license to TRACO for manufacture of 5000 lakhs KM Jelly Filled Cables per annum in view of superior technology incorporated in the manufacture of petroleum Jelly Filled Cables and on account of the fact that Jelly Filled Cables are cheaper compared to conventional.

### **CURRENT SCENARIO**

In India most of the communication is being made possible through cable communication. The cable plays an important role in the field of communication. India is not far behind most of the developed countries in the field of communication. India is making its headway. Due to the lack of latest technology in the field of cable manufacturing, India has to depend on neighbouring countries for the import of either raw material or finished cables. So that no more money may be spent on the import of cables from foreign countries. As a result India has not only achieved self-sufficiency in the field of cable manufacturing but has also made a big head in to the international market.

The government has triggered the entire project relating to the setting up of cable manufacturing company in India. As a result the central government has allowed to import the machinery required for the manufacture of high quality cables, both power cables as well as Jelly Filled Telephone Cables and has allowed considerable rate of concession of these machinery as well as raw materials mainly coppers. The manufacturing of telephone cable was mainly reserved for public sector. The only unit till 1974 was Hindustan cables limited government of India undertaking. TRACO was the 1<sup>st</sup> state sector unit to manufacture telephone cables in India, it started its commercial production in the year of 1974. It is evident that there is a scope of establishing the facility for manufacturing of 5000 lakhs KM Jelly

### **COMPANY PROFILE**



TRACO CABLE COMPANY LIMITED (TRACO) is one of the Public Sector Undertakings in the state of Kerala-South India and is an ISO 9001 certified Company, established in 1964. The company has three manufacturing units. The first unit of TRACO is at Irimpanam- Tripunithura in Ernakulam District and the second one is at Thiruvalla – Chumathra in Pathanamthitta District. The third Unit is the newest one commissioned in 2011 exclusively for the building wiring cables at Pinarayi-Thalassery in Kannur District. Presently, the installed capacity of both Irimpanam Unit and Thiruvalla Unit is 9000 MT of Aluminium Wire Rod conversion. Company have been in the forefront in meeting the needs of major customers like various Electricity Boards, Railways, BSNL and ESCOMS of other states and to the various project groups.

With an employee strength is 500, our vision to grow in the country as one of the pioneers in the cable industry catering the needs of all its customers with timely delivered quality products.

#### **Unit of Traco at Irimpanam in Ernakulam District**

The first unit of TRACO cable Company was established at Irimpanam in the year 1964, in collaboration with KELSEY Engineering Co. Ltd, Canada. Presently this unit has the product mix of Overhead Conductors (AAC ACSR/AAAC), Power Cables, Control Cables and Signaling Cables

#### **Unit of Traco at Thiruvalla in Pathanamthitta District**

The second unit at Thiruvalla was set up in the year 1989 and presently this Unit has facilities for the manufacture of bare conductors (AAC, ACSR Conductors), Power Cables.

#### **Products From the house of TRACO**

- All Aluminium Conductors (AAC) are manufactured as per IS: 398 (Part 1) for power distribution.
- All Aluminium Alloy Conductors (AAAC) as per IS:398 (Part IV) for power distribution
- Aluminium conductors with Steel Reinforcement (ACSR) as per IS: 398 (Part 2) for power distribution and transmission up to 61 strands.
- Power cables (copper and aluminium) conductors up to 1100 volts and control cables / signaling cables (copper conductors up to 37 conductors) as per IS: 1554 with PVC insulation. These cables are used for railways, transmission lines.

- Weather proof cables (aluminium conductor, PVC insulated single/ multi core) for power service connection as per IS: 694 specifications
- House wiring and flexible cables (copper conductor up to 128 strands) as per IS: 694 specifications (1 sq.mm, 1.5sqmm, 2.5sqmm, 4sqmm, 6sqmm and 10sq.mm PVC insulated (FRLS) single core copper wires up to 1100v.
- LT/HT Aerial Bunched Cables up to the range of 1 kv as per IS 14255 and IS 7098 Part-II
- XLPE LT/HT/UG Cables as per IS 7098 PARTI and II up to 11kv.

### **Quality**

Traco work with a prime motive of offering premium quality products to clients. Making no compromise with quality standards, company manufacture cables and conductors that meets international quality standards. Cables offered by Traco are manufactured using finest quality raw materials procured from primary producers.

### **Infrastructure**

Since the establishment of business, company have built an extremely advanced infrastructure unit at our premises. Our company paid a lot of concentration towards its expansion over the years. The installed machines are maintained by our experts on a regular basis in order to ensure their smooth operational life. Company three manufacturing setups in the State of Kerala. The manufacturing setup at Kannur District is exclusively for the Building Wiring Cable segment. The other two manufacturing units are at Ernakulam District and Pathanamthitta District in Kerala exclusively for the bare conductors and Power Cables. Traco Company commenced operations in the year 1964, manufacturing high quality Electric Cables and Wires in Technical Engineering Co. Ltd. Canada. Since then TRACO has been in the forefront in meeting the needs of Public Sector Undertakings in India like Railways. Electricity Boards of various states in the country and others for AAC/ACSR, Power and Signaling Cables. One of India's most sought after Paper Insulated Lead Sheathed Telecommunication Cables were produced by TRACO in collaboration with Hindustan Cables, West Bengal under an agreement signed in 1974 until the liberalisation of licensing policy in the country. TRACO was one of the two manufactures of Telephone Cables in India and the only one in the whole of South India.

## **Board of Directors**

- **Chairman** – Shri. Radhakrishnan
- **Managing Director** – Shri. Santhosh Koshy Thomas
- Shri.V. Rajappan, - Additional Secretary to Government,
- Shri.Mohammed Sherif M. – Chartered Engineer
- Shri. Mathew Stephen, - Chartered Accountant

## **Vision**

We will be a national player as the deliverer of cables and conductors through continual improvement on the R&D and Quality

## **Mission**

- To achieve 250 Crore turnover by 2020
- . Meeting the customer's requirements with quality products
- Continuously adopting the state of the art technology in the Industry
- Providing the products at affordable prices

## **Brands traco Deal In**

Own Brand: **Traco**

## **Aluminium Conductor**



fig 2.1

## **Electric Cable**



fig 2.2

### **Electric Wire**

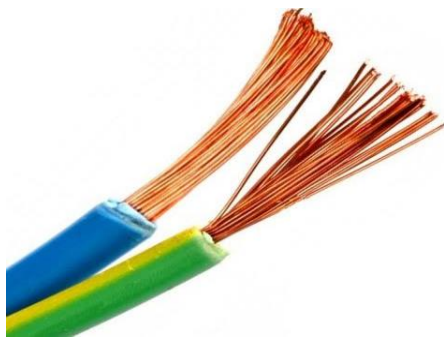


Fig 2.3

### **XLPE Cable**



Fig 2.4

### **Insulated Cable**



Fig 2.5

ISO CERTIFICATION – ISO 9001 - This is the quality management system and quality assurance standard brought into phase by international standards organisation (ISO) a confederation comprising standard of the world which aims at standards action of the quality of the product and services to enter to the complete satisfaction of the customer.

#### ISO 14001

TRACO cable company Ltd is committed for continual improvement in environmental pollution to conserve resource and to comply with relevant environmental regulations. As a reward for its environmental policy, TRACO cable has got ISO 14001 certification in the year 2001. OTHER CERTIFICATIONS TRACO cable has got certification from RINA- Italy, KEMA-Netherlands, REVIVAL OF TRACO CABLES. A major factor that was affecting the profitability was the gradual decline in the prices of jelly-filled telephone cables (JFTC) because of the huge production capacity in the country as against an almost stagnant demand situation. Demand for Jelly-filled Telephone Cables reduced dramatically from 2002 onwards. ACSR cables and other Power cables were in demand. So Traco Cables started revamping the JFTC units for the ACSR machineries and started large scale production of ACSR cables by 2007 with the help of Loans granted by the Government.

BANKERS - State Bank of Travancore, State Bank of India, Kerala State Co-operative Bank Limited,

POLITICAL ENVIORNMENT – TRACO cables is a Government owned firm, so naturally its policies and strategies are being affected by actions of political parties. Functioning of the company is being closely related to the policies and plans of ruling political parties.

CORPORATE GOVERNANCE-TRACO cable philosophy on corporate governance envisages the attainment of highest level of transparency/ accountability and equity in all factors of all its

interactions with its stake holders, company maintain its corporate governance through value addition, wealth maximization and efficient use of resources.

## COMPANY PRODUCTS

- 1) ACSR/ AAACIAAC (overhead conductors up to 61 strands)
  - All Aluminum Conductors (AAC) as per IS: 398 for power distribution
  - All Alloy Aluminum Conductors (AAAC) as per IS: 398 for power distribution
  - Aluminum Conductors with Steel Reinforcement (ACSR) as per IS: 398 for power.
- 2) POWER CABLES (Copper and Aluminum conductors up to 1100/1500 volts) and Control cables/ signaling cables (copper conductors up to 37 conductors) as per IS: 1554.
- 3) JELLY FILLED TELEPHONE CABLES (Unarmored and Armored 5 pairs to 1600 pairs) as per BSNL specification.
- 4) AERIAL CABLES (Copper conductors overhead telephone cables up to 20 pairs) as per BSNL specification.
- 5) DROP WIRE (Copper conductor single pair telephone cable) as per BSNL specification.
- 6) WEATHER PROOF CABLES (Aluminium conductor, PVC insulated single/ multi core) for power service connection as per IS: 694 specifications.
- 7) HOUSE WIRING AND FLEXIBLE CABLES (Copper conductor up to 128 strands) as per IS: 694 specifications.
- 8) RAILWAY SIGNALING CABLES

Signaling Cables - Used by Railways. PVC insulated & sheathed armored/unarmored Copper cables. 1100V. Grade.

Spec: Indian Railway Specification No: S63 - 89 for PVC insulated cables for Railway Signaling.

## 9) POWER CABLE WITH ALUMINIUM CONDUCTOR

PVC insulated and sheathed armored/unarmored Aluminum power cables 1100 V. Grade.  
Spec: IS: 1554 Part I

## DEPARTMENTAL STUDY

## DEPARTMENT PROFILE

In order to produce and sell their products Traco Cables has seven key functional departments.

- 1 .Production department
2. Personnel and Administrative Department
3. Finance department
4. Quality Assurance Department
5. Marketing and Dispatch Department
6. Purchase department
7. Stores department

Each of the functions will need to work together so that the whole of the organisation has the same aims and objectives. To achieve this communication across the various functions is key activity. A starting point for this type of communication is the creation of a clear set of company objectives which each function is aware of. These objectives then need to be further broken down into specific objectives for each function. Regular reviews of firstly how each function is performing against its objectives and secondly how the company is performing against its overall objective should ensure that the whole company is pulling in the same direction.

#### PRODUCTION DEPARTMENT

The production department is concerned with the production of ACSR and weather proof cables. The main raw materials used in production are aluminium conductor (9.5mm) and steel rod. Now company's yearly production depends on the order. Capacity is 1500 metrics tons per year. ACSR cables means aluminium conductor steel reinforced cables. Main raw material for ACSR cables are aluminium and steel. Aluminium cables are of 9.5mm diameter .First step for production of ACSR cables is to pass aluminium wires through a rod break down machine so that we could get aluminium wire at required the size. These aluminium wires should rebound to a rebound bobbin. Next step for production is rewinding of steel through a steel rewinding machine. After rewinding, steel should rewind to a rebound bobbin. Final but most important step of ACSR production is placing these rebound bobbins in tabular stranders. Ratio regarding number of rewound bobbins

to be placed in tabular stranders is that there will be six aluminium bobbins and one steel bobbin. When the power is on the six aluminium cables are twisted to the steel cable.

The final product ACSR is come out and these ACSR cables are rebound in a wooden drum. Later ACSR cables should be transferred to quality assurance for final inspection. After final inspection and testing the tested OK cables are handed over to stores non conformities' identified during each stage of inspection shall be recorded in the non-conformity report and handed over to the shift in charge(production) for appropriate action. The company follow shift working and it has three shifts and these shifts have its own target.

#### TYPES OF ACSR CABLES

1. Squirrel - 6+1 (Includes 6 aluminium wire and 1 steel wire having diameter of 2.11 mm)
2. Rabbit - 6+1 (Includes 6 aluminium wire and I steel wire having diameter of 3.55 mm)
3. Racoon - 6+1 (Includes 6 aluminium wire and I steel wire having diameter of 4.09 mm)

The major suppliers of raw materials for ACSR cables are:

- Aluminium
- Nalco
- Balco
- Hindalco
- Steel
- Tata
- Aradhya

#### PERSONNEL AND ADMINISTATIVE DEPARTMENT

Personnel and Administrative department's main responsibility is the recruitment, selection, training and development of staff. This will involve developing staff to maximize their potential in a manner that furthers the organization's objectives.

P&A adopts a welfare role which includes looking after employees whilst they are at work. They may also create policies that balance organisational needs with those of the employee. This involves dealing with all administrative tasks including mail handling, dealing with



enquiries/complaints, catering, and computer services. They will also produce documents (e.g. forms, stationary, and newsletters) for the organisation and maintain the organisation's premises and equipment

## PERSONNEL DEPARTMENT

The term personnel department refers to the function of the organization that is responsible for the management and motivation of people in the workplace. Increasingly today the term Human Resource Management has come to replace personnel - because personnel management is seen as an old fashioned way of managing people, giving priority to organizational rather than individual development needs.

## FUNCTIONS OF PERSONNEL AND ADMINISTRATION

The functions of Personal and administration are as follows:

1. All matters relating to employee and apprentice are dealt here
2. Monitoring of attendance.
3. Preparation of annual increments.
4. Maintenance of service goods and personal.
5. Liaison between the employees and management.
6. Coordinating smooth functioning of the center
7. All welfare activities of the employees.
8. All matters connected with employee dispute
9. All matters regarding insurance.
10. Submission of accident reports of ESI.
11. All matters regarding training programs.
12. Legal matters connected to the employment and individual disputes.

## LABOUR WELFARE

All the benefits are provided to the employees. A well maintained canteen is existing in the organization. Transportation facility is also provided for the employees.

#### DEPARTMENT STRUCTURE Assistant Finance Manager

He is the Head of the Finance Department. All the below said functions will have to be supervised by him.

##### Senior Assistant

Duties involve

- Cash dealings
- Salary accounts preparation
- VAT credit statement,
- Voucher entries etc.

##### Junior Assistant

Duties involve

- All the transactions through cheques (outgoing)
- Sales bills entries
- Bank reconciliation statements
- Monthly bank statements etc.

##### Regional Clerks

Duties involves

- Preparation of salary sheet (Payroll)
- P.F Statements
- All Journal entries

##### Clerk

Duties involve

- Purchase Bill verification

- LIC Statements

Accounting functions- Accounting involves the creation of financial records of business transactions, flows of finance, the process of creating wealth in an organization, and the financial position of a business at a particular moment in time.

#### RESPONSIBILITIES OF THE FINANCE DEPARTMENT

The finance department takes responsibility for organizing the financial and accounting affairs including the preparation and presentation of appropriate accounts, and the provision of financial information for managers. The main areas covered by the financial department include:

1. Book keeping procedures.

Keeping records of the purchases and sales made by a business as well as the capital being spend. Ledger entries of all financial transactions are carefully recorded in thick books (ledgers).

2. Creating a balance sheet and profit and loss account.

Financial statements need to be produced at given time intervals, for example at the end of each financial year. Trial balances are extracted from the ledger entries to create a Balance Sheet showing the assets and liabilities of a business at the year end. In addition, records of purchases and sales are totaled up to create a Profit and Loss (P&L) account.

3. Providing management information.

Managers require ongoing financial information to enable them to make better decisions.

4. Management of wages.

The wages section of the finance department will be responsible for calculating the wages and salaries of employees and organizing the collection of income tax and national insurance for the Inland Revenue.

5. Raising of finance.

The finance department will also be responsible for the technical details of how a business raises finance e.g. through loans, and the repayment of interest on that finance. In addition it will supervise the payment of dividends to shareholders.

## QUALITY ASSURANCE DEPARTMENT

Quality assurance is a part of quality management which represents a complex process focused on creation of the confidence that the corresponding requirement to quality is kept, and includes all the factors and the actions needed for achievement of the appropriate quality level of products and services.

## MARKETING AND DISPATCH DEPARTMENT

Marketing department of TRACO cables Thiruvalla is attached to its registered office in Ernakulam. TRACO Cable Company has a full-fledged marketing team which controls all marketing operations of company. The marketing department attends the requirement of all type of customers. The wholesale and retail business are attend with individual care in this department. Since the maintenance and quality control department is concentrating in quality the work load of marketing is reduced to certain extend and the customer goes for TRACO cables products willingly and happily.

## DEPARTMENT STRUCTURE

4P's of TRACO- The marketing department concentrates on 4P s. The 4P's of marketing are as follows:-

- PRICE.
- PLACE.
- PROMOTION
- PRODUCT.
- Price

While quoting the prices MOD VAT scheme is taken into account while computing the quoted price the entire CENVAT credit on input has already been taken into account. All the price of product has been fixed from the head office. Price is the amount of money customer has to pay to obtain the product. Price is an important aspect of a product. While fixing price certain aspect are taken into account. This include demand, cost, competition government regulation etc. The following duties and taxes are considered while fixing the price

### 1. Basic Excise Duty (BED)

## 2. Sales Tax

## 3. Cess

- Place

Physical distribution of goods and services is an important element of distribution strategy of any firm. Physical distribution strategy is concerned with actual shortage of their products for before and after production so marketing channel decisions are important decisions that management faces. Company's marketing channel decision on distribution channels directly affects every other marketing decision. TRACO Cable Company is using the system of direct supply of products to their customers'. The main channel of distribution is through road. Place includes company activities that make the product available to target consumers.

- Promotion

Promotion is the particular combination advertising, personal selling and sales promotion which help in easy communication with customers. TRACO Cables have the capacity of producing both power cables and service wires for the entire south India. So there is no competition for the company. The main customers of the product are KSEB and various other state electricity boards and Railway departments. Therefore, there is no need for advertisements and the company mainly goes for accepting quotation given in newspaper, internet and other publications or bulletins.

- Product

The main product of TRACO is ACSR cables which used for transmission and distribution of electricity. Power cables are used for transmission purpose of electricity in power stations. Another products are Bare conductors are used for supply of power from substation to house hold .company is now focusing on power conductors because of drop in jelly filled telephone cables. Company also plans to concentrate on weather proof cables and control cables.

### New product development

After fall in demand for jelly filled telephone Cables Company tries to increase their profit through introduction of new products such as railway signaling cables power cables and control cables.

### PURCHASE DEPARTMENT

The purchasing department will be responsible for providing the materials, components and equipment required to keep the production process running smoothly. A vital aspect of this role is ensuring stocks arrive on time and to the right quality.

#### FUNCTION OF THE PURCHASE DEPARTMENT

The purchase department will be responsible for providing the materials, components and equipment required to keep the production process running smoothly. A vital aspect of this role is ensuring stocks arrive on time and to the right quality. While purchasing procedures must comply with rules and regulations, they must also accommodate the needs of the company and recognize the mission of the company. The purchasing department has to overcome the challenge of providing the goods needed by the production department in a timely manner. All employees involved in the purchasing process for their departments are responsible for understanding the limits of their authority and for understanding the rules and policies which govern the purchasing process.

#### STORES DEPARTMENT

Stores or inventory means the materials coming in a systematic and scientific manner with a view to save them all kind of damages and loss, supplying them to the respective departments and exercising an overall control over the movement of these materials. The complete control on the raw materials is vested in the Stores Department.

Stores or inventory means the materials coming into the store or warehouse. Storekeeping is the physical storing of materials in a scientific and systematic manner with a view to save them from all kinds of damages and loss, supplying them to the respective departments and exercising an overall control over the movement of these materials.

Storekeeping involves the following functions:-

1. Receipt of materials.
2. Storage and preservation.
3. Issue of materials.
4. Record keeping

## 5. Reporting

### FINISHED PRODUCTS

Finished goods or final product of the Company requires proper accounting, handling and storing. The finished goods inventories are governed by the Central Excise Act and Rules and hence proper care should be taken to strictly adhere to the various provisions of the Act and Rules.

#### Acceptance of finished goods in stock

The products shall be accepted in stock and sent to the store room after receipt of a Product. Receipt Voucher from the Quality Assurance/ Production Department and Identification of the material. The Product Receipt Voucher should contain the following details.

- a. Size of the cable
- b. Identification mark i.e. Drum number, etc
- c. Quality in meters with remarks such as "full length", "short length", etc
- d. Any other information that may be required from time to time

The drum shall be verified for the correctness of size, quantity, drum number, etc, and stored in the stock yard approved by Central Excise authorities. A Production Report shall be prepared in the prescribed format and entries made in the RGI Register. It is statutory that the production of each day should be entered in the RGI Register on the subsequent day itself. Hence it has to be insured that the Production Receipt Voucher is received every day morning. In case no production is handed over on any day a PRV showing nil production has to be written.

### SWOT ANALYSIS

#### Strengths

- Company have a Diverse range of products
- Trade unions are having good relation with management
- Company enjoys Good customer satisfaction
- Team work and c0-operation of workers and management staff
- Frequent demand for company's product in the market

- Quality Product (ISO 9001 Certification)
- Environmental Certification (ISO 14001)

#### Weakness

- Frequent power failures
- Absence of continuous training
- Poor recreational facilities
- There is lot of formalities for implementing minor decisions

#### Opportunity

- The company has undertaken expansion and modernization projects which would double the overall production capacity for power conductors
- Demand for bare conductors is infinite
- Company plan to produce Railway Signaling cables so in the near future railway will became their client.
- The aim of the company is to meet global standards. This provides the opportunity to create world-class products.

#### Threats

- Emergence of private companies with cost efficient quality products
- Due to emergence of mobile phones there is a drop in demand for JFTC cables.
- Changes in technology
- Cost of raw materials

## **2.2 MARKET DEMAND AND SUPPLY**

The Institute for Energy Economics and Financial Analysis (IEEFA) forecasts India's gross domestic product (GDP) to double over the next 10 years, growing at 7 per Cent annually, Electricity demand is forecast to nearly double over this period. This has generated the need for the development of quality electrical infrastructure supporting its growth for several years to come. It augurs well for the development of wires and cables industry in India. Being one of the key



segments of power sector, wires and cables sector is experiencing an escalating demand owing to the growth in power generation infrastructure.

The wires and cables market in India comprises nearly 40 per cent of the electrical industry and is growing at a CAGR of 15 per cent as a result of growth in the power and infrastructure segments. The segment has been witnessing unprecedented growth owing to the boost provided by the recent policy and regulatory initiatives as well as Government schemes like Ujjwal Discom Assurance Yojana (UDAY), the Deendayal Upadhyay Gram Jyoti Yojana (DDUGJY), the Integrated Power Development Scheme (IPDS) and the Pradhan Mantri Sahaj Bijli Har Ghar Yojana Saubhagya. Further, Indian Railways Railway Mission 41K has generated the potential for Indian wires and cables industry through electrification of 38,000 km route. Under DDUGJY, the government has envisaged the electrification of all villages.

The Transmission and Distribution sector continues to remain in focus, especially, with the outlay of Rs. 2.6 lakh crore announced by the Government for the five-year period ending FY2022. There is also a sharper focus on high voltage transmission lines along with the Government's aims to provide 24x7 power, which is opening up opportunities in the sector. DISCOMS which have joined the UDAY scheme are expected to improve their T&D infrastructure through renewed investments. The government's target of generation of 100 GW of solar energy by 2022 and measures such as excise duty exemption for ferro-silicon magnesium used for manufacturing components for wind-operated electric power generators have augmented the demand for electrical wires and cables.

According to Randeep Narang, President-International (T&D, Solar) and Cables. KEC International, the Government's focus on Power for Ail, rural electrification, improving infrastructure, robust spurt in the number of electrified households, improved life-styles and new opportunities are propelling the demand of domestic cables and wires and electrical items, RPG Cables has grown over the last six years and now is amongst the key suppliers of high-quality power and telecom cables, not only in India but also in markets such as UK, Australia and Africa.

Arvind Agarwal, AVP, Havells informs further, that the government's "Smart City" project is expected to propel large-scale growth in infrastructure, telecom. Power generation, T&D, engineering and automotive sectors which augurs well for the wire and cable industry, as growth of the industry has direct linkage with growth and developments happening in other sectors.

According to reports, the wires and cables industry in India is expected to double in size in the next five years.

Cable manufacturers, both power and telecom, have been shoring up their capacities in anticipation of the demand growth. “KEC has built significant capabilities over the last few quarters by consolidating its Silvassa manufacturing unit with the state-of-the-art Vadodara plant. “We have also commenced manufacturing catenary & contact conductors and signaling cables for Railways,” informs Narang.

Apart from right of way (RoW), space constraints in the cities generates the scope for underground cables as a solution. Brugg Cables wants utilities to learn about future trends. In India broadcasting and cable TV market is anticipated to undergo robust rate of growth during the forecast period. The major factors propelling the growth of the market in India are favorable regulations, technological advancements and growing investment opportunities in the broadcasting and cable TV market. The increasing demand of TV sets, especially in rural India is also one of the key factors supporting the growth of this market. Further, the growth in entertainment industry with growing demand for international TV channels and shows is also propelling the growth of India broadcasting and cable TV market through 2025.

In recent times, India has witnessed surge in active subscriber base with entry of various Multi System operators (MSOs). The digitization of cable TV in India is at advanced stage with market driven by content innovation and product offerings. Direct-to-home (DTH) subscriptions are growing rapidly with increasing per capita disposable income of the country. The increased usage of 3G and 4G services along with influx of new content creation methods are some other factors expected to drive the growth of India broadcasting and cable TV market by 2025.

## **REVENUE GENERATION**

India broadcasting and cable TV market is segmented based on type, revenue generation and region. Based on type, the market is segmented into terrestrial television, cable TV and satellite. The terrestrial television dominated the market in 2019, followed by cable TV and satellite and is anticipated to maintain its dominance over the next five years as well. Based on revenue generation, the India broadcasting and cable TV market is segmented into subscriptions,

advertising and public funds. In 2019, cable TV led the market followed by satellite and terrestrial television.

Major players operating in the India broadcasting and cable TV market are Siti networks, DEN Networks, Hathway Digital, GTPL Hathway, Fastway Transmission, IndusInd Media and Communications Ltd (IMCL), The Tamil Nadu Arasu Cable TV Corporation (TACTV), Kerala Cable Communicators Ltd (KCCL), Thamizhaga Cable TV Communication Pvt Ltd, Asianet Satellite Communications and e-Digital, among others. There are 1471 registered MSOs in India, of which 1143 are currently operational. There are also about 100,000 local cable operators (LCOs) operating in the country.

The cable industry in India comprises of a number of international and regional or local vendors who face intense competition from the unorganized vendors. The regional and unorganized players in the wire and cable market are offering products at a comparative price which induces the well-established international electric wire and cable manufacturers to focus on differentiating their products to sustain their market shares. In addition to innovative product offerings, cable and wire manufacturers are also following strategies such as mergers and acquisitions to acquire new technologies and expand their customer reach.

**The leading vendors in the market are –**

- Finolex Cables
- Havells India
- KEI Industries
- Polycab Wires

The other prominent vendors in the wire market are Cable Corporation of India. Apar Industries Limited, Cords Cable Industries, KEC International, LS Cable India, Shilpi Cable Technologies, Universal Cable, and V-Guard Industries.

## **2.3 LEVEL AND TYPE OF COMPETITION**

Tough competition from global brands is one of the major challenges in the Indian market. Another major challenge faced by the wire and cable industry is volatility in raw material prices. Any rise

in the prices of raw materials like steel, zinc, copper, and aluminium has an adverse effect on profit margins. In addition, as the wire and cable industry is dependent on imports from China, the UAE, Russia and Japan, exchange rate variations affect the industry considerably. Delays in executing projects due to the multiple clearances and approvals required, and the shortage of manpower are all major impediments to the growth of the industry. Of late, the industry has also been grappling with the challenges pertaining to lack of a level playing field in the market. In many cases, it appears that the tenders released by utilities have specific pre-qualification conditions that hamper the wider participation of domestic firms. Also, a large section of the industry is still unorganized: there is lack of quality product offerings from these players due to non-compliance

## COMPETITORS

- Hindustan cables
- Telecom sterlite
- Finolex cables
- RPG

## 2.4 PRICING STRATEGY IN THE INDUSTRY

5 common pricing strategies

Pricing a product is one of the most important aspects of your marketing strategy. Generally, pricing strategies include the following five strategies.

1. Cost-plus pricing- simply calculating your costs and adding a mark-up
2. Competitive pricing - setting a price based on what the competition charges
3. Value-based pricing-setting a price based on how much the customer believes what you're selling is worth
4. Price skimming- setting a high price and lowering it as the market evolves
5. Penetration pricing- setting a low price to enter a competitive market and raising it later

Penetration Pricing

The price charged for products and services is set artificially low in order to gain market share. Once this is achieved, the price is increased. This approach was used by France Telecom and Sky TV. These companies need to land grab large numbers of consumers to make it worth their while, so they offer free telephones or satellite dishes at discounted rates in order to get people to sign up for their services. Once there is a large number of subscribers prices gradually creep up. Taking Sky TV for example, or any cable or satellite company, when there is a premium movie or sporting event prices are at their highest -so they move from a penetration approach to more of a skimming/premium pricing approach.

#### Economy Pricing.

This is a no frills low price. The costs of marketing and promoting a product are kept to a minimum. Supermarkets often have economy brands for soups, spaghetti, etc. Budget airlines are famous for keeping their overheads as low as possible and then giving the consumer a relatively lower price to fill an aircraft. The first few seats are sold at a very cheap price (almost a promotional price) and the middle majority are economy seats, With the highest price being paid for the last few seats on a flight (which would be a premium pricing strategy). During times of recession economy pricing sees more sales. However it is not the same as a value pricing approach which we come to shortly.

#### Price Skimming.

Price skimming sees a company charge a higher price because it has a substantial competitive advantage. However, the advantage tends not to be sustainable. The high price attracts new competitors into the market, and the price inevitably falls due to increased supply. Manufacturers of digital watches used a skimming approach in the 1970s. Once other manufacturers were tempted into the market and the watches were produced at a lower unit cost, other marketing strategies and pricing approaches are implemented. New products were developed and the market for watches gained a reputation for innovation.

#### Psychological Pricing.

This approach is used when the marketer wants the consumer to respond on an emotional, rather than rational basis. For example Price Point Perspective (PPP) 0.99 Cents not 1 US Dollar. It's strange how consumers use price as an indicator of all sorts of factors, especially when they are in

unfamiliar markets. Consumers might practice a decision avoidance approach when buying products in an unfamiliar setting, an example being when buying ice cream. What would you like, an ice cream at \$0.75, \$1.25 or \$2.00? The choice is yours. Maybe you're reentering an entirely new market. Let's say that you're buying a lawnmower for the first time and know nothing about garden equipment. Would you automatically buy the cheapest? Would you buy the most expensive? Or, would you go for a lawnmower somewhere in the middle? Price therefore may be an indication of quality or benefits in unfamiliar markets.

#### Product Line Pricing.

Where there is a range of products or services the pricing reflects the benefits of parts of the range. For example car washes; a basic wash could be \$2, a wash and wax \$4 and the whole package for dollar 6. Product line pricing seldom reflects the cost of making the product since it delivers a range of prices that a consumer perceives as being fair incrementally

#### Optional Product Pricing.

Companies will attempt to increase the amount customers spend once they start to buy "Optional extras" increase the overall price of the product or service. For example airlines will charge for optional extras such as guaranteeing a window seat or reserving a row of seats next to each other. Again budget airlines are prime users of this approach when they charge you extra for additional luggage or extra legroom.

#### Captive Product Pricing

Where products have complements, companies will charge a premium price since the consumer has no choice. For example a razor manufacturer will charge a low price for the first plastic razor and recoup its margin (and more) from the sale of the blades that fit the razor. Another example is where printer manufacturers will sell you an inkjet printer at a low price. In this instance the inkjet company knows that once you run out of the consumable ink you need to buy more, and this tends to be relatively expensive. Again the cartridges are not interchangeable and you have no choice.

#### Product Bundle Pricing.

Here sellers combine several products in the same package. This also serves to move old stock. Blu-ray and videogames are often sold using the bundle approach once they reach the end of their

product life cycle, You might also see product bundle pricing with the sale of items at auction, where an attractive item may be included in a lot with a box of less interesting things so that you must bid for the entire lot. It's a good way of moving slow selling products, and in a way is another form of promotional pricing

#### Promotional Pricing

Pricing to promote a product is a very common application. There are many examples of promotional pricing including approaches such as BOGOF (Buy One Get One Free), money off vouchers and discounts. Promotional pricing is often the subject of controversy. Many countries have laws which govern the amount of time that a product should be sold at its original higher price before it can be discounted. Sales are extravaganzas of promotional pricing

#### Geographical Pricing.

Geographical pricing sees variations in price in different parts of the world. For example rarity value, or where shipping costs increase price. In some countries there is more tax on certain types of product which makes them more or less expensive, or legislation which limits how many products might be imported again raising price. Some countries tax inelastic goods such as alcohol or petrol in order to increase revenue, and it is noticeable when you do travel overseas that sometimes goods are much cheaper, or expensive of course.

#### Value Pricing.

This approach is used where external factors such as recession or increased competition force companies to provide value products and services to retain sales e.g. value meals at McDonalds and other fast-food restaurants. Value price means that you get great value for money i.e. the price that you pay makes you feel that you are getting a lot of product. In many ways it is similar to economy pricing. One must not make the mistake to think that there is added value in terms of the product or service. Reducing price does not generally increase value.

#### Premium Pricing.

Use a high price where there is a unique brand. This approach is used where a substantial competitive advantage exists and the marketer is safe in the knowledge that they can charge a

relatively higher price. Such high prices are charged for luxuries such as Cunard Cruises, Savoy Hotel rooms, and first class air travel.

Wire and cable manufacturers have changed their strategy and are focusing more on retail than institutional sales, owing to delay in receiving payments from institutions.

Normally institutions enter into long-term contracts with suppliers of wires and cables. But some projects are delayed because of unavoidable circumstances, resulting in working capital being blocked for suppliers.

On average, the payment from these projects is cleared in eight-nine months, during which raw material prices change, resulting in a further delay of payments. The delay in payment hits producers' margins.

However, spot sales through distributors and stock-keeping units (SKUs) yield fast payment. Spot sales result in a speedy clearance of pipeline inventories, thus improving business sentiment. "Being a retail-focused company, we have reduced our institutional sales to 3-4 per cent in wires and cables. We sell branded products to retail counters. Hence, we will not focus on business-to-business (B2B) or institutional sales because payment comes after four-six months," said Mithun Chittilappilly, managing director, V Guard Industries. Other manufacturers have reduced direct supplies to institutions.

After rejuvenating the brand and product packing, V-Guard has engaged Frost & Sullivan to develop a robust manufacturing system supported by 250 service centres in the country. This is the first company to introduce three-layer wires in India. With an estimated revenue of Rs 2,500 crore in FY19, the company plans to enhance its manufacturing capacity through Greenfield projects.

Institutional buyers approach manufacturers directly to negotiate pricing and payment terms for their large infrastructure projects. For housing and urban infrastructure projects, companies get discounts on bulk supplies from SKUs or distributors directly.

"Our dependence on institutional sales is limited. Most of our institutional sales is done by distributors. We supply to large and reputed EPC (engineering, procurement and construction) contractors and our payments are secured by appropriate commercial contracts. These could



include letters of credit, discounting facility, etc. We have steadily improved our position vis-à-vis debtors," said Ramakrishnan Ramamurthi, chief executive, Polyeab India. Manufacturers of branded wires and cables change prices fortnightly, depending upon variations in raw material prices.

Given the government's increasing focus on infrastructure development, the demand for wires and cables is likely to remain robust in coming years.

A recent CRISIL Research study has found the Indian cable and wire industry has grown at a compound annual growth rate of about 11 per cent by value in the last five years to reach Rs 52,500 crore in FY18. In general, the industry's earnings go in tandem with prices of key raw materials, mainly copper and aluminium. In value terms, CRISIL Research expects the industry to grow by a CAGR of approximately 15 per cent and reach an estimated Rs 1,033 billion by FY23. Meanwhile, rising copper prices have prompted manufacturers to raise prices of their products, which they revise every 14 days.

We follow a policy of purchasing copper on the London Metals Exchange average of the month of consumption. This means while we buy copper physically at the beginning of the month, it will be at a provisional price. LME pricing is used for the whole month, on average, to determine the final price to be paid at the end of the month. This way we are with the market in terms of pricing. Similarly, for sales, we pass on the increase or decrease in the copper LME to the end customer by changing our list prices," Deepak Chhabria, executive chairman, Finolex Cables,

### **PRICING STRATEGY IN TRACO CABLES**

Betting big on its building wire cables, the state-Owned Traco Cable Company has chalked out an aggressive marketing strategy to increase sales. The company has registered a considerable growth in this particular product with the sales figure touching a record 65-70 lakh from an average R30 lakh a month, Santhosh Koshy Thomas, the newly appointed Managing Director, said.

Value pricing is used in traco cables

Value pricing occurs when external factors, like a sharp increase in competition or a recession, force the small business to provide value to its customers to maintain sales. This pricing strategy works because customers feel as though they are receiving an excellent "value" for the good or

service. The approach recognizes that customers don't care how much a product costs a company to make, so long as the consumer feels they're getting an excellent value by purchasing it. This pricing strategy could cut into the bottom line, but businesses may find it beneficial to receive "some" profit rather than no profit.

### **Focus on local bodies**

Focusing on the construction activities in various panchayats and municipal corporations and bagging orders for such works will definitely boost sales, he said. Since the government tag on Traco products has ensured its quality, the company is also looking at construction and development activities coming under MP and MLA funds, he added. The roping in of cine actor Innocent as brand ambassador of Traco has received an overwhelming customer response, Thomas told Business Line.

Given the recent growth momentum in sales, the turnover from wire cables is expected to touch 6 crore in the current financial year.

### **Marketing strategy**

Besides recruiting marketing executives, Traco has initiated steps to ensure product availability in shops starting from north Kerala. Initially, five places have been selected after tie-ups with small traders.

It is in the process of successfully completing a few turnkey projects of HT, LT & UG cables awarded by KSEB. The Board has recently placed an order worth R60 crore for ACSR (aluminium conducted steel reinforce) conductors.

Aiming to complete all the pending orders to improve the financials, he said, we are targeting to supply the recent KSEB order by March 31. The timely delivery will boost our reputation and also enable us to achieve an operating profit."

Besides wiring cables, the R125-crore company also produces distribution and transmission cables, cross linked polyethylene cables in its units at Irumpanam, Thiruvalla and Pinarayi

## **2.5 PROSPECTS AND CHALLENGES OF THE INDUSTRY**

The country research report on India wire and cable market is a customer intelligence and competitive study of the India market. Moreover, the report provides deep insights into demand forecasts, market trends, and, micro and macro indicators in the India market.

Also, factors that are driving and restraining the wire and cable market are highlighted in the study. This is an in-depth business intelligence report based on qualitative and quantitative parameters of the market. Additionally, this report provides readers with market insights and detailed analysis of market segments to possible micro levels. The companies and dealers/distributors profiled in the report include manufacturers & suppliers of wire and cable market in India.

### **Segments Covered**

The report on India wire and cable market provides a detailed analysis of segments in the market based on type, voltage type, and applications.

#### **Segmentation based on Type**

- Wire
- Solid Wire
- Stranded Wire
- Cable
- Twisted Pair Cable
- Multi-conductor Cable
- Coaxial Cable
- Fiber Optic Cable

#### **Segmentation based on Voltage Type**

- Low Voltage
- Medium and High Voltage
- Optical Fiber Cable

#### **Segmentation based on Applications**

- Power Transmission and Distribution
- Transport

- Data Transmission
- Infrastructure
- Residential
- Commercial
- Industrial
- Others (Consumer Electronics)

1. Demand and supply conditions of wire and cable market
2. Factor affecting the wire and cable market in the short run and the long run
3. The dynamics including drivers, restraints, opportunities, political, socioeconomic factors, and technological factors
4. Key trends and future prospects
5. Leading companies operating in wire and cable market and their competitive position in India
6. The dealers/distributors profiles provide basic information of top 10 dealers & distributors operating in (India) wire and cable market
7. Matrix: to position the product types
8. Market estimates up to 2024

## **CHALLENGES OF THE INDUSTRY**

### **Cyclical Market**

After facing a major decline in the demand for cables around the turn of the century, the industry has begun to see resurgence in demand in the recent years driven by growth in the telecoms and energy industries especially in emerging economies. This underlines the cyclical nature of the industry. As a result, cable manufacturers need to be agile enough to respond quickly to changing levels of demand.

### **Power shifts in the supply chain**

Cable manufacturing companies often find themselves dealing with large suppliers of raw materials on one side and large consolidated customers (e.g. wholesalers, telecom and energy

operators) on the other side. Further, few cable manufactures have direct interaction with end customers, giving them relatively little power in the supply chain.

Therefore, cable manufacturers need to be intelligent and creative in the ways they capture value in this arena.

### **Conversion industry and working capital**

The cable industry can be considered a conversion industry. This means that material costs determine a large part of the costs of the end product, typically over 60%. As a result, cable manufacturers need to strive for perfection in the transformation processes in the company. That's where the profits are made. Also, a close eye needs to be kept on the working capital. The expensive raw materials and work-in-progress (WIP) can consume excessive amounts of the financial resources of a company. Finally, the large inventories of non-ferrous metals (Cu, Al) can pose a significant price variation risk on the company.

This requires cable manufacturers to carefully manage the risk of volatile prices of these raw materials.

### **De-regulation lowers barriers of entry**

Until recently, the electricity and telecom markets were marked by monopoly suppliers purchasing largely from domestic cable suppliers. However, deregulation has increased customers incentives to bargain more aggressively with cable manufacturers. In addition, transportation costs are estimated at less than 5% of production costs. As a result, over 20% of the total Western European consumption is imported while about 30% of total production is exported.

The deregulation of markets, the absence of entry barriers and low transport costs have put cable manufacturers in a competitive global arena, Competitive Analysis: The Insulated Wire and Cable Market in India report examines competitive scenario by analyzing key players in the market. The company profiling of leading market players is included in this report with Porter's five forces analysis and Value Chain analysis. Further, the strategies exercised by the companies for expansion of business through mergers, acquisitions, and other business development measures are discussed in the report. The financial parameters which are assessed include the sales, profits and the overall revenue generated by the key players of Market.

## 2.6 KEY DRIVERS OF THE INDUSTRY

The growing demand for power, light and communication has kept a high demand for cables and wires, which constitute roughly 40% of India's electrical industry. Wires and cables play a vital role in every aspect of infrastructural growth and finds extensive usage and applications across a number of industries.

Wire and cables demand is directly dependent on the growth of the manufacturing industry and infrastructure in the power, telecommunications, residential and commercial power, housing, sectors. Thus the government's initiatives on various fronts like infrastructure and digitization are sure to generate a lot of business for the wire and cable industry in foreseeable future.

Likewise, with governments emphasis on pushing renewable energy to the forefront, the industry is now looking forward to supply cables for solar and wind power applications in addition to oil and gas, railways and other specialized segments.

The growth in the market can be attributed to India's large population base, increasing industrialization and urbanization, development in transmission and distribution networks, increased renewable energy production and supportive governmental initiatives for expansion or upgrade of existing infrastructure. Experts feel that increasing renewable power generation is one of the primary factors contributing to the growth of electric wire and cables market.

Industry experts, foresees very encouraging growth figures for the Indian wire and cable industry over the coming years. The market growth can be attributed to growing development in population base, increasing industrialization and urbanization, transmission and distribution networks, increased renewable energy production, large automobile production, and supportive governmental initiatives for expansion or upgrade of existing infrastructure.

**Power & Renewables:** The Indian power sector has an investment potential of INR 15 trillion (USD 225 billion) in the next 4-5 years. Also, the government is planning to achieve targets of tripling per capita power consumption in India which would require an additional 455 GW of installed capacity along with significant investments and operational improvements in T&D networks. Sanjeev Vyas of Havells, said, "The investments undertaken by Govt. in power and

infrastructure sectors will drive the demand of wires and cables in the near future as well. Also, projects such as DDUGJY, IPDS, Smart Cities plan and Saubhagya, Power for All' movement by Central Electricity Authority supported by Focus on renewal Energy is going to be certainly a key driver in India in coming future for Wire and Cable Industry."

In addition, around 293 national and international entities have committed themselves in India over the next 5-10 years to produce 266 GW of solar, wind, mini-hydro and biomass energy. Investment of around USD 310-350 billion would be part of the initiative. Thus, power sector is all set will play a significant role in demand generation for the segment by providing immense opportunities in power generation, distribution and transmission.

**Telecommunication:** India is currently the second-largest telecommunication market and has the third highest number of internet users in the world. Internet is the most happening thing in India.

As Microsoft report states, India will emerge as a major virtual global player with 700 million internet users out of the 4.7 billion world consumers by 2025. Moreover, as per media reports, India is expected to have over 180 million smartphones by 2019, contributing around 13.5 per cent to the global smartphone market, based among other factors on increased affordability and improved availability of data services. All this has led to an enormous development of the optical fiber cable (OFC) network, opening an attractive prospect for the Indian cable and wire industry.

**Infrastructure:** India needs INR 31 trillion (USD 454.83 billion) to be spent on infrastructure development over the next five years, with 70 per cent of funds needed for power, Roads, Railways and Urban infrastructure segments.

The Govt. plans to spend INR 850,000 crore in the next five years to modernize Indian Railways. The Cabinet cleared the INR 82,000 crore (USD 12.3 billion) dedicated freight corridor for decongesting existing network. Further, rapid urbanization, is boosting demand for wires and cables in the residential & commercial buildings and power distribution sectors.

**Automotive:** The Indian automotive sector is one of the world's biggest. Around 7.1% of the gross domestic product (GDP) in the country is in the sector. India is also a major car exporter and has powerful expectations of export growth in the near future. The rising demand for low-voltage wires in electrical installations of automobiles is another factor adding to the growth of the market Research and Markets releases "Electric Wire and Cable Market in India 2015- 2019" which

forecasts the electric wire and cable market in India to grow at a compound annual growth rate of 16.18% over the period 2015-2019. It said that a key driver is growing awareness about environmental concerns in India, which is leading many companies to focus on developing wire that has a lower negative impact on the natural environment. The chemicals used in these Wires have enhanced fireproofing attributes and do not produce hazardous fumes in the case of a fire. Per the report, another key market driver is the upgrade of electrical transmission and distribution network systems. The government of India is making efforts to upgrade the electrical T&D network in response to the rising demand for electricity. The modernization is also driven by the need to ensure the security of national energy reserves, the high maintenance costs of existing electrical systems, and the need to increase the efficiency of power plants. The report states that the need to comply with various rules and regulations remains a major challenge for the market. The report includes an executive summary, list of abbreviations; market research methodology: market landscape; T&D equipment industry in India; market segmentation by sector; buying criteria; market growth drivers; drivers and their impact; market challenges; impact of drivers and challenges; market trends; trends and their impact; vendor landscape; and key vendor analysis.



**CHAPTER 3**  
**REVIEW OF LITERATURE**

### **3.1 BRIEF THEORETICAL CONSTRUCT RELATED TO THE PROBLEM**

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimisation of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training is the process of improving and polishing the required Skills to an employee in order to make him/her skilled and perfectionist in the job which he /she does. Training is purely job focused but development is psychology and soft skills oriented. Previously many authors have defined the difference between training and development, but still there is little confusion in understanding the difference. In fact many organisations are using term “training and development” as one and same. Mostly we hear the term “training” for the purpose of the inducing skills and knowledge among employees. Both training and development are continuous and core tasks of organisation, but employee training will be for the particular job to develop skills in concern particular job for a particular period and will be given periodically whenever updating of skills needed for performing particular job and moreover training is meant for the purpose of development of technicality among employees.

Training is mainly provided for making employee aware on how to handle particular job, technology or equipment for doing particular task or function in the organisation. Ultimately training of employees will be by way of teaching by the professional in particular job which involves technicality to develop skill. In many and large organisations even in governmental organisations financial budgeting provides a separate budget for the purpose of employee training as a key overhead which has been not ignored ever. Because employee training is very expensive, especially if we take information technology companies spends large amounts for providing training to their employees and frequency of training is high because change of technology is not constant and updated continuously. Therefore to make aware of new technology and update their skills in accordance with new technology, training of employees is more frequent as that of other industries.

Coming to employee development we don't hear or see as that of employee training program in the organisation. Employee development is psychological oriented mainly provided for people who deals with managerial tasks. As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage more number of people which is a real manager capability, but coming to technical jobs cannot be done by one or with minimum available skilled labour.

If there is need for high or large production. Ultimately development of employees is by way of learning by way of observations to develop knowledge. In fact training is also provided for management level personnel to understand technicalities involved and nature of work done by the staff working under them, ultimately to manage them.

### **TRADITIONAL AND MODERN APPROACH OF TRAINING AND DEVELOPMENT**

**Traditional Approach** - Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing

**Modern approach** - Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results.

### **TRAINING AND DEVELOPMENT OBJECTIVES**

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

**Individual Objectives** - help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

**Organizational Objectives** - assist the organization with its primary objective by bringing individual effectiveness.

**Functional Objectives** - maintain the department's contribution at a level suitable to the organization's needs.

**Societal Objectives** - ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

Training and development encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated activities: are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

#### **ADVANTAGES TO THE COMPANY:**

1. Increased efficiency of employees: An effective training programme can make the employees of the company work in an effective manner. With training people gain confidence and this confidence is seen in the output and results.
2. Reduced supervision: An employee needs to be supervised when he works. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.
3. Less amount of wastage: The amount of wastage by an employee is reduced a lot due to training and therefore if we take an account of the amount of wastage we find that the company has saved a lot of money.
4. Reduced turnover: Proper training improves chances of obtaining promotions and employees are happy because they have better opportunities. Due to this their chances of leaving their current job reduces greatly thereby reducing labour turnover in the company.
5. Helps new employees in the organization: Training always benefits employees whether old or new. In case of new employees, training helps them a lot. This is because new employees may not

be aware of the functioning of the organization and training helps them to gain knowledge and insight into the working of the company.

6. Better labour -management relations: Labour management relations are very essential for any organization. When companies introduce training programmes and prepare employees for future jobs and promotions they send out a message to the unions that they are interested in employee welfare. Due to this the unions also adopt a positive attitude and labour- management relations improve.

### **ADVANTAGES TO THE EMPLOYEE:**

1. Self-confidence: Training leads to increase in employee self-confidence. The person is able to adjust to his work environment and doesn't feel humiliated in front of his seniors. This confidence leads to chances of better efforts in the future from the employees.

2. Increased motivation levels: Training brings positive attitude among employees and increases the motivation levels of the employees in the organization, thereby improving the results of the organization.

3. High rewards: An effective training programme helps an employee to take the benefit of the rewards systems and incentives available in the company. Thus the employee is able to get these rewards, which in turn increases his motivation levels.

4. Group efforts: An effective training programme not only teaches an employee how to do his work but also trains him to work as a part of the group. Thus training programmes improve group efforts

5. Promotion: Effective training programmes increase performance and increase the chances of obtaining promotions. Many employees even opt for certain programmes so that they can help the employee to improve his chances of promotions and obtaining higher positions in the organization.

### **TRAINING PROCESS**

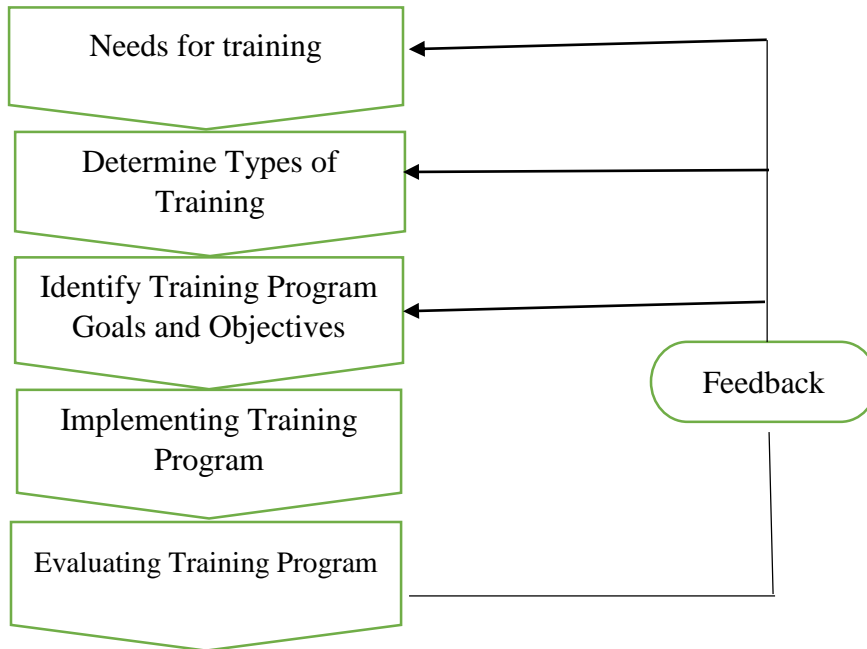


Fig 3.1

#### Step 1: Decide If Training is needed

The first step in the training process is a basic one to determine whether a problem can be solved by training. Training is conducted for one or more of these reasons:

- 1) Required legally or by order or regulation
- 2) To improve job skills or move into a different position
- 3) For an organization to remain competitive and profitable.

If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be provided before problems or accidents occur and should be maintained as part of quality control.

#### Step 2: Determine What Type of Training is needed

The employees themselves can provide valuable information on the training they need. They know what they need or want to make them better at their jobs. Also, regulatory considerations may require certain training in certain industries and / or job classifications. Once the kind of training that is needed has been determined, it is equally important to determine what kind of training is

not needed. Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

### Step 3: Identifying Goals and Objectives

Once the employees training needs have been identified, employers can then prepare for the training. Clearly stated training objectives will help employers communicate what they want their employees to do, to do better, or to stop doing. Learning objectives do not necessarily have to be written, but in order for the training to be as successful as possible, they should be CLEAR and thought-out before the training begins.

### Step 4: Implementing the Training

Training should be conducted by professionals with knowledge and expertise in the given subject area; period. Nothing is worse than being in a classroom with an instructor who has no knowledge of what they are supposed to be teaching. Use in-house, experienced talent or an outside professional training source as the best option. The training should be presented so that its organization and meaning are clear to employees. An effective training program allows employees to participate in the training process and to practice their skills and / or knowledge. Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even through role-playing exercises.

### Step 5: Evaluation Training Program

One way to make sure that the training program is accomplishing its goals is by using an evaluation of the training by both the students and the instructors Training should have, as one of its critical components, a method of measuring the effectiveness of the training. Evaluations will help employers or supervisors determine the amount of learning achieved and whether or not an employee's performance has improved on the job as a result.

## **DEVELOPMENT PROCESS**

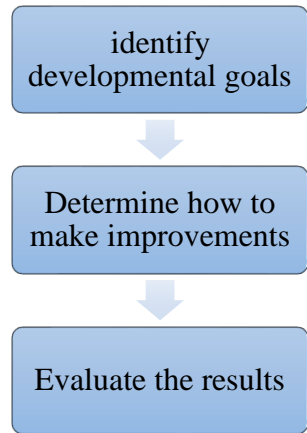


Fig 3.2

1 On-the-job training or internal training

2. Off-the-job training or external training

The classification of the different types of Training method is shown following chart and explained below;

### **On-the-job training or internal training**

These methods are generally applied in the workplace while employees are actually working.

This form helps particularly to develop the occupational skills necessary to manage an organization, to fully understand the organization's products and services and how they are developed and carried out.

Following are the on-the-job methods.

1. Apprenticeship programs.
2. Job instruction training (JIT).
3. Planned progression.
4. Job rotation.
5. Creation of assistant- to positions.
6. Temporary promotions.



7. Committees and junior boards.

8. Coaching.

### **Apprenticeship programs**

People seeking to enter the skilled trades to become, for example, plumbers, electricians, Ironworkers are often required to undergo apprenticeship training before they are accepted to journeyman status.

Typically this apprenticeship period is from two to five years. During this period, the trainee is paid less than a qualified worker.

These programs put the trainee under the guidance of a master worker.

### **Job instruction training (JIT)**

JIT consists of four basic steps

1. Preparing the trainees by telling them about the job and overcoming their uncertainties
2. Presenting the instruction, giving essential information in a clear manner;
3. having the trainees try out the job to demonstrate their understanding, and
4. Placing the workers into the job, on their own, with a designated resource person, who is ready to provide the required assistance.

### **Planned progression**

It is a technique that gives employees a clear idea of their path of development. They know where they stand and where they are going. They must know the requirements for advancement and the means of achieving it.

### **Job rotation**

It involves periodically moving people from one job to another.

The purpose of job rotation is to broaden the knowledge of managers or potential managers. It also increases their experiences. Trainees learn about the different enterprise functions by rotating into different positions.

They may rotate through;

Non-supervisory work, observation assignments, various managerial training positions, and middle-level assistant positions such movement prevents stagnation.

Other reasons for rotating people include compensating for a labor shortage, safety and preventing fatigue.

### **Creation of assistant – to positions**

Assistant-to positions are frequently created to broaden the viewpoints of trainees by allowing them to work closely with experienced managers who can give special attention to the development needs of trainees. Managers can give selected assignments to test the judgment of trainees.

This approach can be very effective when superiors are also qualified trainers who can guide and develop trainees until they are ready to assume full responsibilities as managers.

### **Temporary promotions**

Individuals are frequently appointed as acting managers when, for example, the permanent manager is on vacation, is ill or is making an extended business trip or even when a position is vacant.

When the acting manager makes decisions and assumes full responsibility, the experience can be valuable. In this way, managerial people can be trained up well.

### **Committees and junior boards**

These give trainees opportunities to interact with experienced managers. The trainees become acquainted with a variety of issues that concern the whole organization. They learn about the relationships among different departments and the problems created by the interaction of these organizational units.

Trainees may be given the opportunity to submit reports and proposals to the committee or the board and to demonstrate their analytical and conceptual abilities.

### **Coaching**

On-the-job training is a never-ending process.

A good example of on the job training is athletic coaching. To be effective, which is the responsibility of every line manager, must be done in a climate of confidence and trust between the superior and the trainees.

Patience and wisdom are required of superiors who must be able to delegate authority and give recognition and praise for jobs well done.

Effective coaching will develop the strengths and potentials of subordinates and help them overcome their weakness.

Coaching requires time, but if done well, it will save time and money and will costly mistakes by subordinates; thus, in the long run, it will benefit all superior, the subordinates, and the enterprise

### **Off-the-job training or external training**

Off-the-job training is sometimes necessary is get people away from the work environment to a place where the frustrations and buzz of work are eliminated

Training is generally given in the form of lectures, discussions, case studies, and demonstrations. This enables the trainee to study theoretical information or be exposed to new and innovative ideas.

### **Advantages of Off-the-Job Training**

Off-the-job training has the following advantages

1. It does not disrupt the normal operation
- 2 Trainers are usually experienced enough to train,
3. It is systematically organized,
4. Efficiently created programs may add a lot of values.

### **Disadvantages of Off-the-Job Training**

It is claimed that off-the-job training faces the following limitations

1. It is not directly in the context of the job,
2. It is often formal,

3. It may not be based on experience,
4. It is expensive
5. Trainees may not be much motivated,
6. It is artificial in nature.

**Methods of Off-the-Job Training are:**

1. Lectures.
2. Straight lecture.
3. Discussion method.
4. Demonstrations.
5. Seminars and conferences.
6. Reading, television and video instructions.
7. Business Simulation.
8. Cases presentation.
9. Equipment simulators.
10. Business games.
11. Experimental exercise.
12. Role-playing.
13. Computer modeling.
14. Vestibule training.
15. Sensitivity Training (T-groups).
16. Computer-based training.

**3.2 AN OVERVIEW OF EARLIER STUDIES**

**McGehee & Thayer (1961)** - was to provide information about where and when training was needed in an organization. Over the last several years, organizational analysis has been reconceptualized examination of system wide components that determine whether a training program can yield behavior change back on the job (Goldstein 1 991). Along these lines,

**Rouillier & Goldstein' (1991)** - have conducted research on assessing an organization's or unit's transfer climate. Their work is discussed in the section below on the post training environment. One recurring theme, particularly in the practitioner literature, is the need to link training and organizational strategy (see Sonnenfeld & Peiperl 1 988; Schuler &k Jackson 1987). Training courses should support the strategic direction of the organization, and training objectives should be aligned with organizational goals. For example, an organization undergoing downsizing should have a different training and development focus than an organization actively involved in geographic expansion, product development, or quality enhancement (see London 1987).

**The American Society for Training and Development (ASTD)** and the Work in America Institute completed projects that examined the link between training and company strategy in many organizations. Examples and case descriptions can be found in Carnevale et al (1990b), Casner-Lotto and Associates (1989), and Rosow & Zager (1988). As more organizations assume global strategies and operate in international arenas, the need for effective cross-cultural development continues to grow (Ronen 1 989; Tung 1988; Von Glinow & Milliman 1 990). Research has shown that employees who receive overseas assignments often return prematurely or show low levels of effectiveness (e.g.Black 1 988). However, the use of cross-cultural training and development in US organizations has been limited (Finney & Von Glinow 1 988; Tung 1988).

**Black & Mendenhall (1990)** reviewed the empirical research on cross-cultural training and concluded that it can be effective in developing skills, facilitating cross- cultural adjustment, and enhancing job performance. Noting that most of the previous research has lacked theoretical grounding, they presented a framework based on social learning theory to guide future research efforts.

**Stephen Choo (Towers Perrin ISR, Sydney, Australia) and Christine\_Bowley - Publication date: 22 May 2007**

A review of the literature on franchising has revealed a significant lack of academic research on employee training in franchise systems. Further, most research in this area tended to focus on training for franchises as part of the overall package. This study seeks to address the shortfall of research in this area by investigating the influence of training and development on an employee's job satisfaction at one of Australia's fastest growing franchises. This study collected data from 135 frontline staff at one of Australia's largest bakery retail franchises. The data were gathered by means of a structured questionnaire, 16 items of which were devoted to an evaluation of the organisation's training and development programmes and six items were dedicated to job satisfaction.

Findings were there are several key findings for this study. First, the effectiveness and efficacy of a training program are dependent on evaluation of training quality, course design and learning experience. Next, employee satisfaction is found to be influenced by work environment, company values and job responsibilities. Findings from this study have important managerial implications for retail franchisers and individual franchisees on how to enhance the job satisfaction of employees by the provision of effective training and development programmes. This empirical study has made a major contribution in adding to the limited body of empirical knowledge on the influence of training and development on job satisfaction in retail franchising. It is hoped that this paper will encourage more academics to investigate the impact of training and development on job satisfaction and retention in franchising.

**Francis Boadu (Corresponding author) Institute of Entrepreneurship & Enterprise Development, Dr. Elizabeth Dwomo-Fokuo Institute of Entrepreneurship & Enterprise Development, Joseph Kofi Boakye School of Business and Management Studies, Collins Owusu Kwaning-** Training and development activities are a crucial exercise in any organisational set-up. It has attracted intense debate and scholarly attention in the human resource management arena over the years. However, its application to public sector has received little attention. This paper attempts to rectify this position by considering training and development as a tool for employee performance in the district assemblies in Ghana. In a sample of fifty (50) full time staff members of Kumasi Metropolitan Assembly, the research revealed direct relationship between training and development and employee performance ( $r = 0.3347$ ,  $p = 0.030$ ). Also the results from the data analysis indicated that significant relationship exist between training and development

and job satisfaction (r value (0.333 8) is greater than p value (0.0307)). Finally, the study revealed that management and employees faced peculiar problems during training and development exercises. Management complained about funds whilst employees expresses concern about the time allotted to various training and Performance, Key Words: Training, Development, Performance Introduction. Employees play a crucial role in every organisational set-up. Achieving organisational goals cannot be done without human resource (employees). Most jobs in organisations are performed by human beings. It is people (employees) not buildings, the equipment, or brand names that make an organisation. Thomas J. Watson, the founder of International Business Machine (IBM), once remarked "you can get capital and erect buildings, but it takes people to build a business" (Bohlander and Snells, 2004). The Reuters Group also acknowledges this fact by noting that "a major source of competitive advantage for Reuters comes from the energy, ideas and commitment of its employees"(Reuters Group plc Annual Review, 2001). The efforts of employees can determine the success and survival of an organisation (Drucker, 1994; Barney, 1995).

Training and development is potentially one way in which those efforts can be aligned with the aims of an organisation. Employees can be motivated and their performance managed leading to improved performance and productivity

**Orpen, 1997; Martin and Bartol, 1998; Cook and Crossman, 2004).** If an organization wants to remain competitive it has no choice but to train and develop its employees (Ngirwa, 2009). According to Pynes (2008), both training and development programs hange the skills, knowledge, or attitudes of employees required by the job post. Programmes may be focused on improving an individual's level of self-awareness, competency and motivation to perform his or her job well. This in turn makes employees feel that they are part of the organisation's family. It creates a sense of belonging in employees, enhances the employee's skills, and motivates while improving financial gain. This in the long run makes employees feel indebted to the organisation. Training and development is among the most important human resource practices and one of the most heavily researched topics. Most of these researches are for the private sector and companies which are profit oriented. This makes this study very relevant as it targets the public sector. Some organisations express dissatisfaction with their productivity after subjecting their employees through rigorous training and development programmes. Barrington and Stimpson (2002), suggest

that there should be clear objectives of training of employee. Thus, training is needed so as to introduce a new process, improve the efficiency of the staff, equip unskilled workers to make them more valuable to the firm; decrease supervision needed; improve the opportunities for internal promotions as specific skills, communication and behavior, and decrease the chances of accidents.

**Tsai, Yen, Huang, and Huang (2007)-**, employees who are ready to learn showed a higher level of job satisfaction which has a positive effect on their performance. This view is supported by Qureshi et al., (2007). The acquisition, development, motivation and maintenance of the needed human resource which are the 'most valued assets' in any organization whether public or private have been seen by most experts as major ingredients in ensuring the achievement of all organizational goals and objectives. However, in Ghana, especially in the public sector and more particularly in the local government structures such as the Metropolitan, Municipal and District Assemblies, the acquisition, training and development, and retention of employees have always been a major challenge. The central government in 1988 decentralized the administration of the country. According to Thomi and Yankson (2000), District Assemblies have been accorded administrative, deliberative, legislative and executive functions to execute their mandates to make life meaningful to their citizenry. The assemblies are responsible for the general development and wellbeing of its citizenry. This includes ensuring sanitation, supervision of school projects, district health centers, recreational facilities within the metropolis, granting of building permits, to mention but a few.

### **3.3 UNIQUENESS OF REASEARCH STUDY**

Review of earlier studies on influence of training and development programmes on employee performance helped in the generation of idea, conditions of employees without training, benefits of training and development. There are many studies available on influence of training and development programmes on employee performance. . It was difficult to collect data's regarding the company and to collect information from the employees regarding the questionnaire using google forms and following up was different from the earlier studies. The study become possible because of the co-operation of the management staff in the TRACO cables company.



This study becomes unique because there were no previous studies based on the topic influence of training and development programmes on employee performance. And correlation is being used for the first time for the analysis procedure.

**CHAPTER 4**  
**METHODOLOGY OF THE STUDY**

## **4.1 RESEARCH APPROACH AND DESIGN**

Research methodology is a way to systematically solve the research problem. It may be understood as science of studying how research is done successfully. Research methodology is the backbone of any research. Establishment of a sound research plan and design is an inevitable part of a good research. It means the way one researcher selects his sample and sample size, methods of data collection various tools used for studying and analyzing the problem with certain and goals in view. In it we study various steps that are generally by a researcher in studying his research problem along with the logic behind them.

A research design is a set of methods and procedures used in collecting and analysing measures of the variables specified in the research problem. Here the investigator has taken the descriptive research method which is a study designed to depict the participants in an accurate way that is in the in-depth study of an individuals in order to find out the improvement in an employee after providing training.

Survey method is used for collecting data from employees. It is done through online respondents were requested to respond to various questions and the responses were recorded is the questionnaire. The questionnaire contained both open and close- ended questions in a structured format.

Primary data is been used in this report. Primary data means the original data that has been collected for a special purpose in mind. It means someone collected the data from the original source first hand.

## **4.2 SOURCES OF ONLINE DATA**

### **WIKIPEDIA**

Wikipedia is a multilingual online encyclopedia created and maintained as an open collaboration project by a community of volunteer editors, using a wiki-based editing system. It is the largest and most popular general reference work on the World Wide Web, and is one of the 20 most popular websites ranked by Alexa, as of March 2020. It features exclusively free content and no commercial ads and is owned and supported by the Wikimedia Foundation, a non-profit

organization funded primarily through donations. Wikipedia was launched on January 15, 2001, by Jimmy Wales and Larry Sanger. Sanger coined its name, as a portmanteau of "wiki" (the Hawaiian word for "quick") and "encyclopedia", Initially an English-language encyclopedia, versions of Wikipedia in other languages were quickly developed. With 6.1 million articles, the English Wikipedia is the largest of the more than 300 Wikipedia encyclopedias. Overall, Wikipedia comprises more than 53 million articles attracting 1.5 billion unique visitors per month.

## SHODHGANGA

A reservoir of Indian theses is a digital repository of theses and dissertations submitted to Indian universities. It is maintained by INFLIBNET Centre which is an autonomous InterUniversity Centre of the University Grants Commission (UGC) of India, was initially located in the campus of Gujarat University, Ahmedabad. As of January 2013, INFLIBNET Centre has moved to its new institutional building at infocity, Gandhinagar, capital of Gujarat. As on 4 October 2016, as many as 293 universities in India have signed MoUs with the INFLIBNET Centre to participate in the Shodhganga project. A further 13 centrally funded technical institutions have also signed MoUs with the Centre to participate in the Shodhganga project. The full text of all the documents submitted to Shodhganga are available to read and to download in open access to the academic community worldwide. The repository has a collection of 2, 10,661 theses and 6123 synopses. The top five universities in terms of the numbers of theses submitted are Punjab University, Aligarh Muslim University, Jawaharlal

Nehru University, Karnataka University and Anna University. The Shodhganga repository was created consequent on the University Grants Commission making it mandatory through regulations issued in June 2009 for all universities to submit soft copies of PhD theses and MPhil dissertations to the UGC for hosting in the INFLIBNET.

## RESEARCH GATE

Research Gate is a European commercial social networking site for scientists and researchers to share papers, ask and answer questions, and find collaborators. According to a 2014 study by Nature and a 2016 article in Times Higher Education, it is the largest academic social network in terms of active users, although other services have more registered users, and a 2015-2016 survey suggests that almost as many academics have Google Scholar profiles.

While reading articles does not require registration, people who wish to become site members need to have an email address at a recognized institution or to be manually confirmed as a published researcher in order to sign up for an account. Members of the site each have a user profile and can upload research output including papers, data, chapters, negative results, patents, research proposals, methods, presentations, and software source code. Users may also follow the activities of other users and engage in discussions with them. Users are also able to block interactions with other users.

The site has been criticized for sending unsolicited email invitations to coauthors of the articles listed on the site that were written to appear as if the email messages were sent by the other coauthors of the articles (a practice the site said it has discontinued as of November 2016) and for automatically generating apparent profiles for non-users who have sometimes felt misrepresented by them. A study found that over half of the uploaded papers appear to infringe copyright, because the authors uploaded the publisher's version.

#### GOOGLE SCHOLAR

Google Scholar is a freely accessible web search engine that indexes the full text or metadata of scholarly literature across an array of publishing formats and disciplines. Released in beta in November 2004, the Google Scholar index includes most peer reviewed online academic journals and books, conference papers, theses and dissertations, preprints, abstracts, reports, and other scholarly literature, including court opinions and patents. While Google does not publish the size of Google Scholar's database, scientometric researchers estimated it to contain roughly 389 million documents including articles, citations and patents making it the world's largest academic search engine in January 2018. Previously, the size was estimated at 160 million documents as of May 2014. An earlier statistical estimate published in PLOS ONE using a Mark and recapture method estimated approximately 80-90% coverage of all articles published in English with an estimate of 100 million.

This estimate also determined how many documents were freely available on the web.

#### CORPORATE WEBSITES

The corporate website is the official online representation of the company. The corporate site contains comprehensive information about the company itself, about the scope of its activities,

products, and services offered. Usually, the corporate website has a catalog of products and a list of additional services - a forum, polls, newsletters and the like. The corporate website allows you to make calculations online, sell products, conduct marketing research and promotions, send the news to visitors, get customer feedback, organize voting and much more. Corporate websites which are used for this research study are <https://www.tracocables.com>

### 4.3 SAMPLING DESIGN

The present study is sample study. It is very difficult to conduct a detailed study because of the vastness of the subject and the current issue of covid - 19

- Sample Unit- Employees of TRACO TABLES TIRUVALLA
- Sample Size- 50
- Sampling Procedure- Simple Random Sampling

### 4.4 DATA ANALYSIS TOOLS

The data collected were classified, tabulated and analysed by using the following statistical tools:

**Percentage Analysis:** Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 percent) for better understanding of collected data. Percentage analysis refers to a special kind of ratio. It is used in making comparison between two or more series of data. In this research various percentage are identified in the analysis and they are presented pictorially by way of pie or bar diagrams in order to have a better quality.

Percentage of the respondents =  $(\text{No. of respondents} \div \text{total respondents}) \times 100$

**Correlation:** In statistics, the Pearson correlation coefficient also referred to as Pearson's  $r$ , the Pearson product-moment correlation coefficient (PPMCC) or the bivariate correlation is a measure of the linear correlation between two variables X and Y. It has a value between +1 and -1, where 1 is total positive linear correlation, 0 is no linear correlation, and -1 is total negative linear correlation.

**Weighted Arithmetic Average:** Weighted average is an average in which each observation in the data set is assigned or multiplied by a weight before summing to a single average value. It is an average in which each quantity to be averaged is assigned a weight where these weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.

## **4.5 REPORT STRUCTURE**

- CHAPTER 1: INTRODUCTION

Introduction chapter includes background of the study, statement of the problem, relevance and scope of the study and also the objectives of the study.

- CHAPTER 2: INDUSTRY PROFILE

This chapter includes industrial profile, business process of the industry, market demand and supply, contribution to GDP, revenue generation, pricing strategies in the industries, prospects and challenges of the industries, key drivers of the industries and product profile.

- CHAPTER 3: REVIEW OF LITERATURE

A detailed review of literature has been done by reviewing the previous studies relating to the core area of the research. This chapter includes brief theoretical construct related to the problem. An overview of earlier studies and uniqueness of research study

- CHAPTER 4: METHODOLOGY OF THE STUDY

This chapter deals with the Research approach and design, Sources of online data, Sampling design, Data analysis tools, Report structure and Limitations of the study.

- CHAPTER 5: DISCUSSION
- CHAPTER 6: FINDINGS OF THE STUDY
- CHAPTER 7: CONCLUSION

## **4.6 LIMITATIONS OF THE STUDY**

- the sample size is too small to reflect the opinion of the whole organization
- the answers given by the respondents has to be believed and have to be taken for granted as truly reflected their perception
- respondents may not get enough time to study the questionnaire and it might lead to wrong information about the training programme of the company
- covid- 19 was the major barrier because entry to the company was restricted and data collection was much tough



**CHAPTER 5**  
**DATA ANALYSIS, INTERPRETATION AND INFERENCE**

Analysis and interpretation of data refers to the breaking of the complex factors of the tabulated material into simple parts and putting the parts in new arrangement in order to determine the inherent facts in meanings.

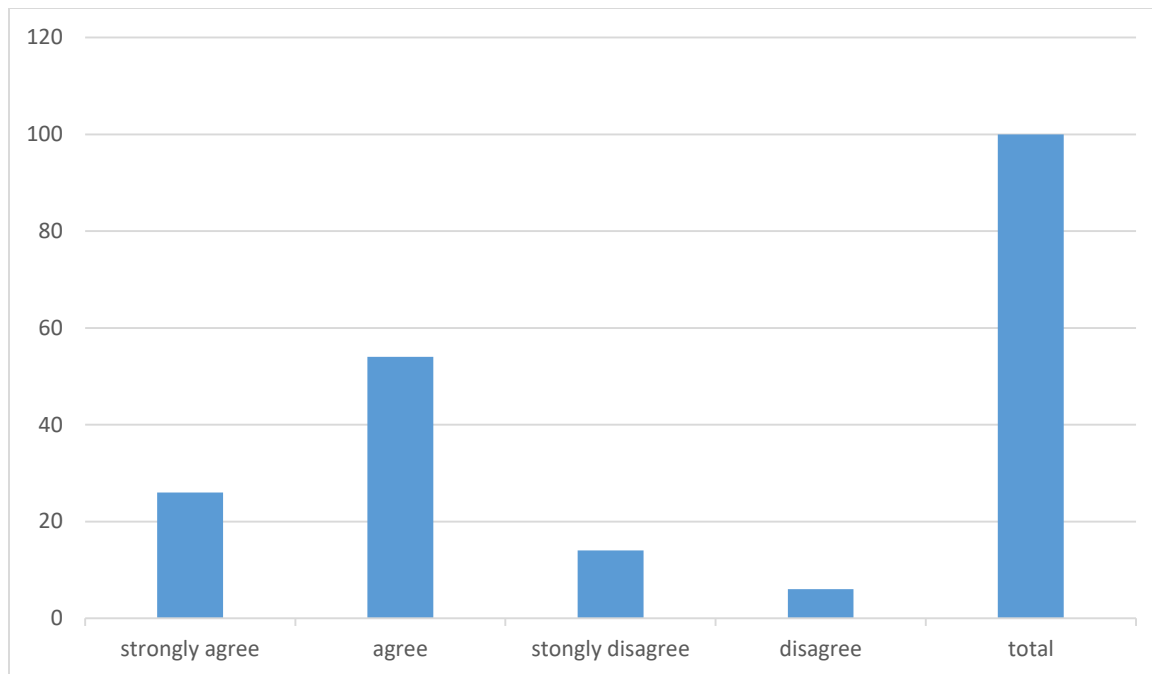
According to batch 2009 data analysis is a systematic search of meaning, it is a way to process qualitative data so that what has been learned can be communicated to others. Analysis means organising and interrogating data in a way that allow researchers to see patterns, identify terms, discover relationship, develop explanations, make interpretation, mount critiques or generate theories

In the present study analysis it was directed to find out the study of influence of training and development of employees in TRACO CABLE COMPANY LTD in Tiruvalla

### 5.1 Table showing effectiveness of training for employees in developing skills

SL No.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	13	26
2	Agree	27	54
3	Strongly disagree	7	14
4	Disagree	3	6
	Total	50	100

**Fig 5.1 graph showing effectiveness of training for employees in developing skills**



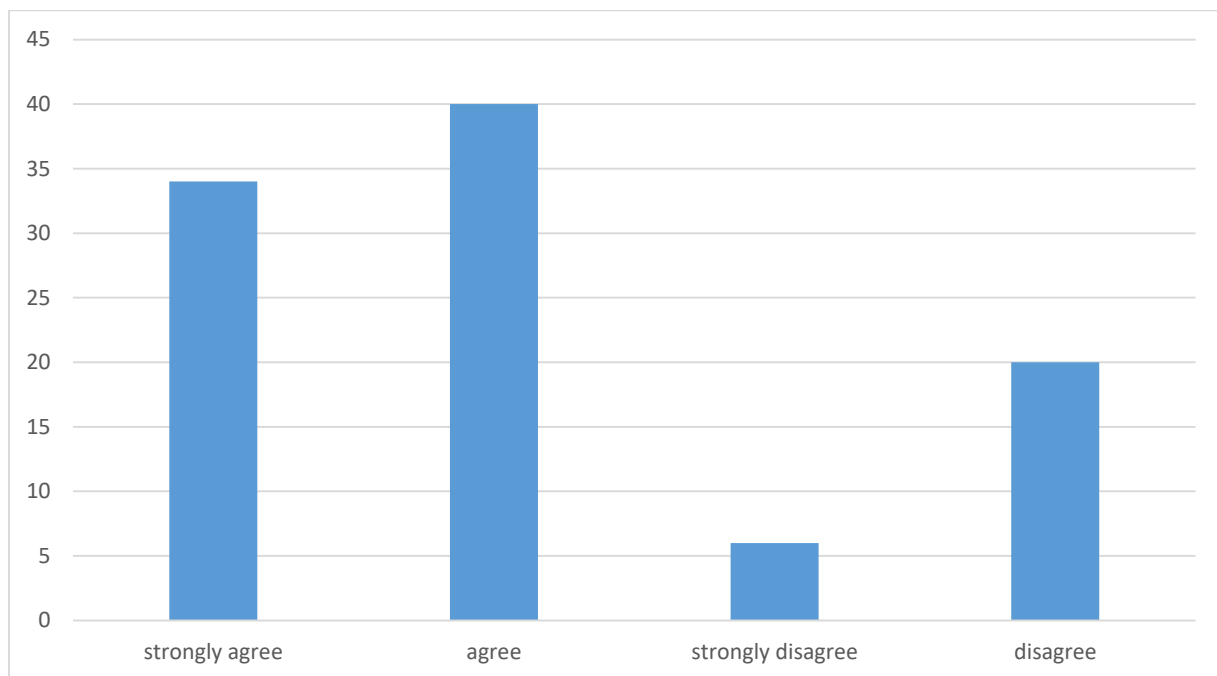
#### INFERENCE

The above figure shows that 26% of the respondents strongly agree. 54% of the respondents agree. 14% of the respondents strongly disagree and 6% of respondents disagree.

## 5.2 table showing training increase job knowledge in employees

SL NO	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	17	34
2	Agree	20	40
3	Strongly disagree	3	6
4	Disagree	10	20
	total	50	100

Fig 5.2 graph showing training increase job knowledge in employees



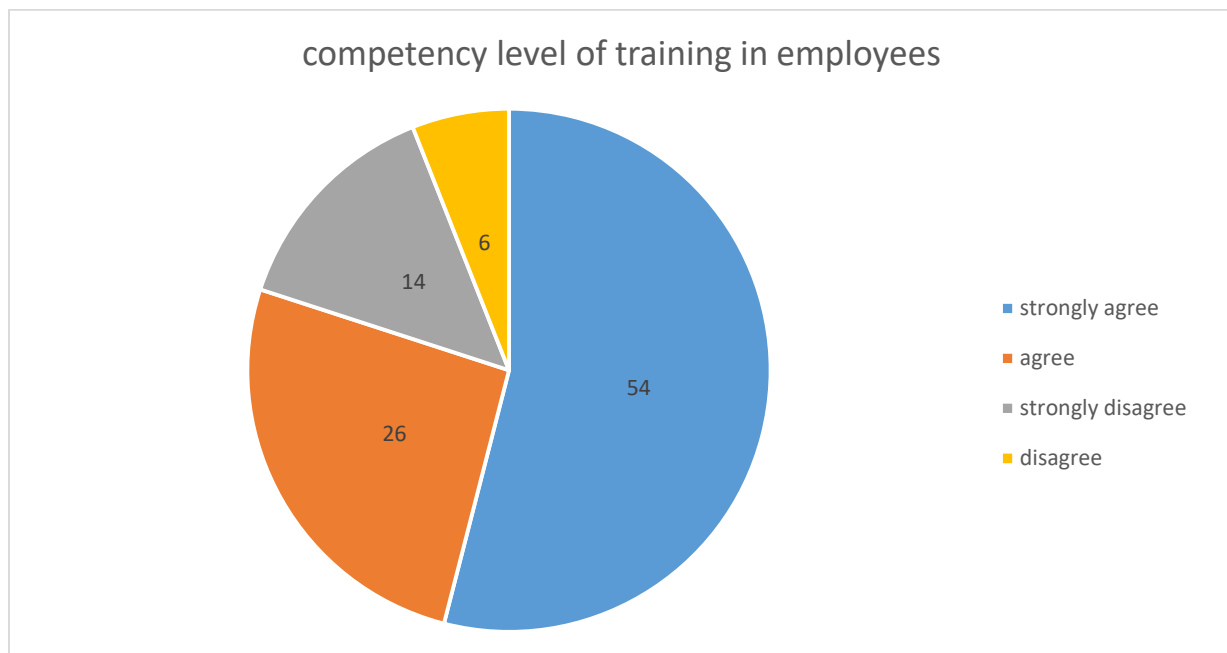
### INFERENCE

In this fig 34% of the respondents strongly agrees training increases job knowledge. 40% of the employees responded as they agree. 6% of the employees strongly disagree with this opinion and 20% of the employees have responded as disagree.

### 5.3 Table showing training improves competency level in employees

Sl no.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	27	54
2	Agree	13	26
3	Strongly disagree	7	14
4	Disagree	3	6
	total	50	100

Fig 5.3 graph showing training improves competency level in employees



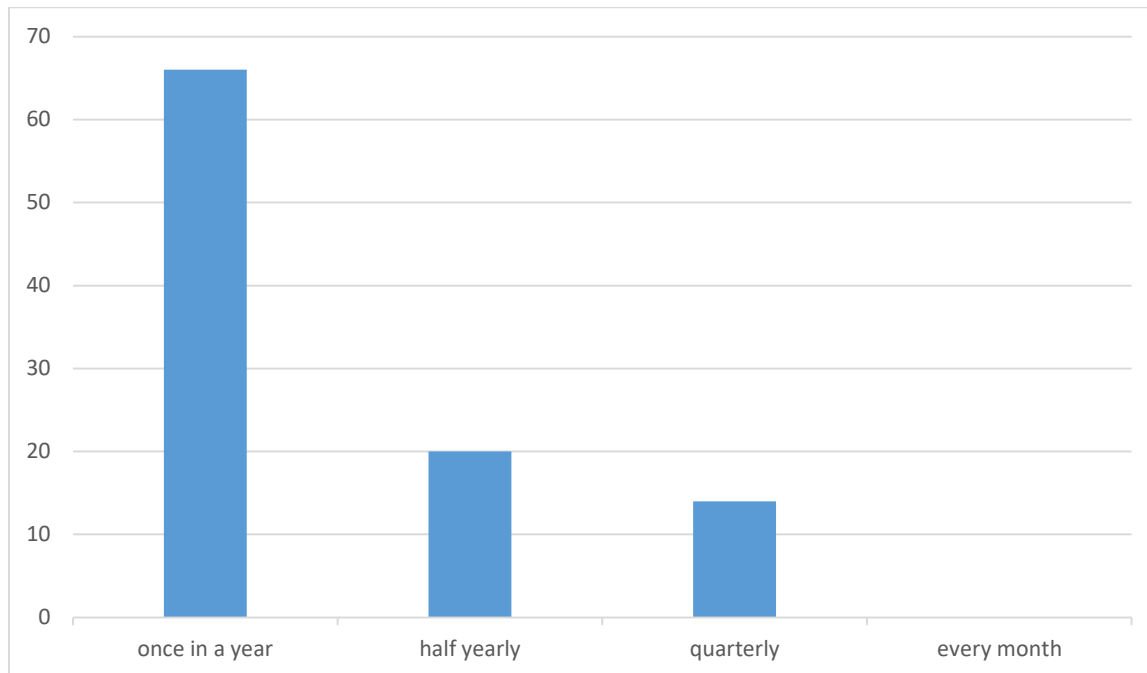
#### INFERENCE

In the above figure 54% of the employees have responded as improve efficiency of work. 26% of the employees agrees that it increases competency level. 14% of the employees have responded as strongly disagrees and 6% has responded disagree.

**5.4 table showing how frequent are training programmes offered by the organisation**

SI NO	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Once in a year	33	66
2	Half yearly	10	20
3	Quarterly	7	14
4	Every month	0	0
	Total	50	100

**Fig 5.4 graph showing how frequent are training programmes offered by the organisation**



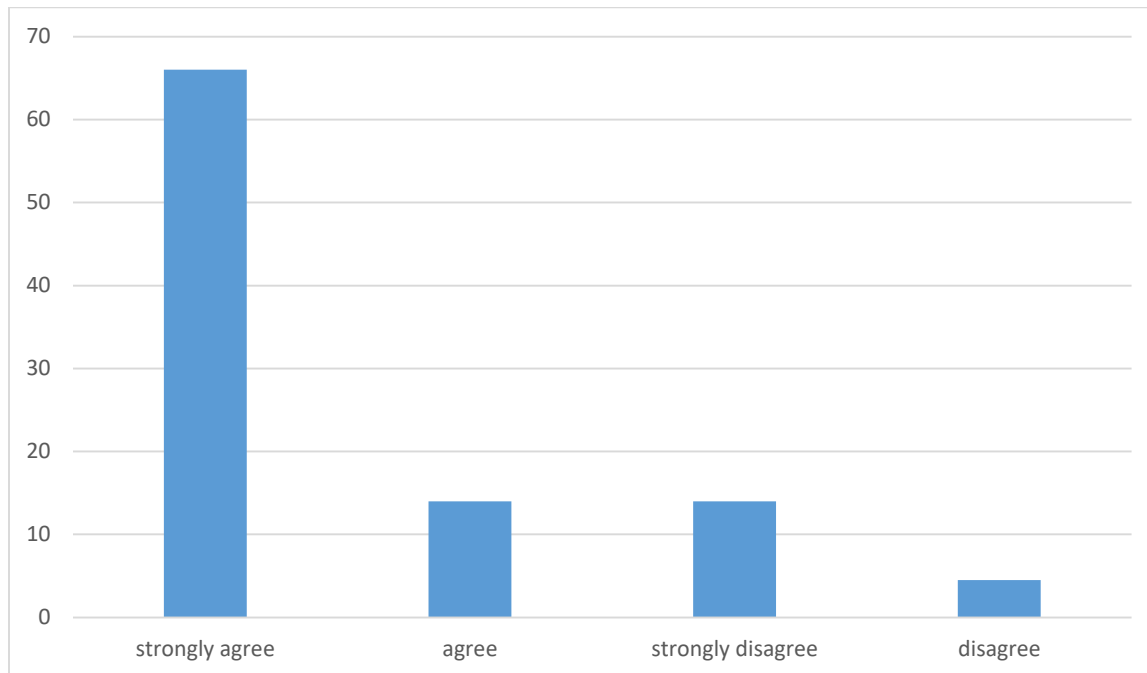
**INFERENCE**

The above figure shows that 66% of the respondents have responded as once in a year. 20% have responded as half yearly and rest 14% has responded as quarterly.

### 5.5 table showing training and development increase morale of the employees

SL No.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	33	66
2	Agree	7	14
3	Strongly disagree	7	14
4	Disagree	3	6
7	total	50	100

**Fig 5.5 graph showing training and development increase morale of the employees**



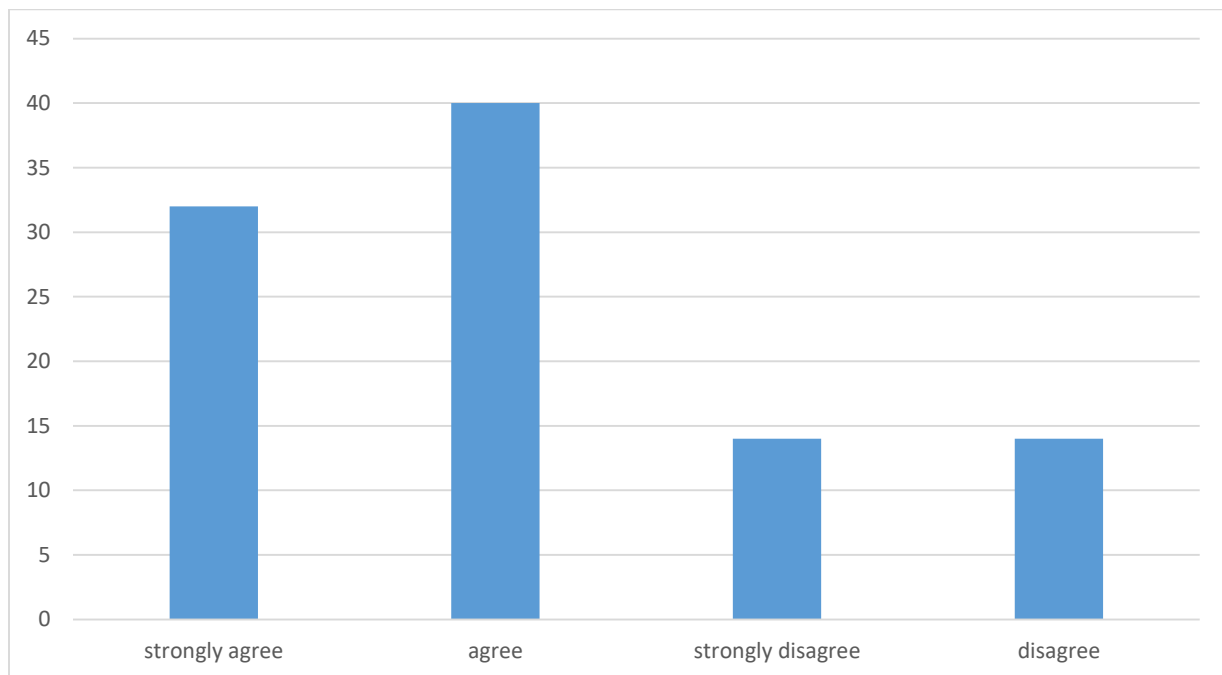
### INFERENCE

In this figure 66% of the respondents strongly agree training as part of organizational strategy. 14% of the employees responded as they agree. 14% of the employees strongly disagree and 6% of the employees also disagree.

### 5.6 table showing training increase positive attitude in employees

SI No.	OPINION	NO.OF RESPONDENTS	PERCENTAGE
1	Strongly agree	16	32
2	Agree	20	40
3	Strongly disagree	7	14
4	Disagree	7	14
	total	50	100

Fig 5.6 graph showing training increase positive attitude in employees



#### INFERENCE

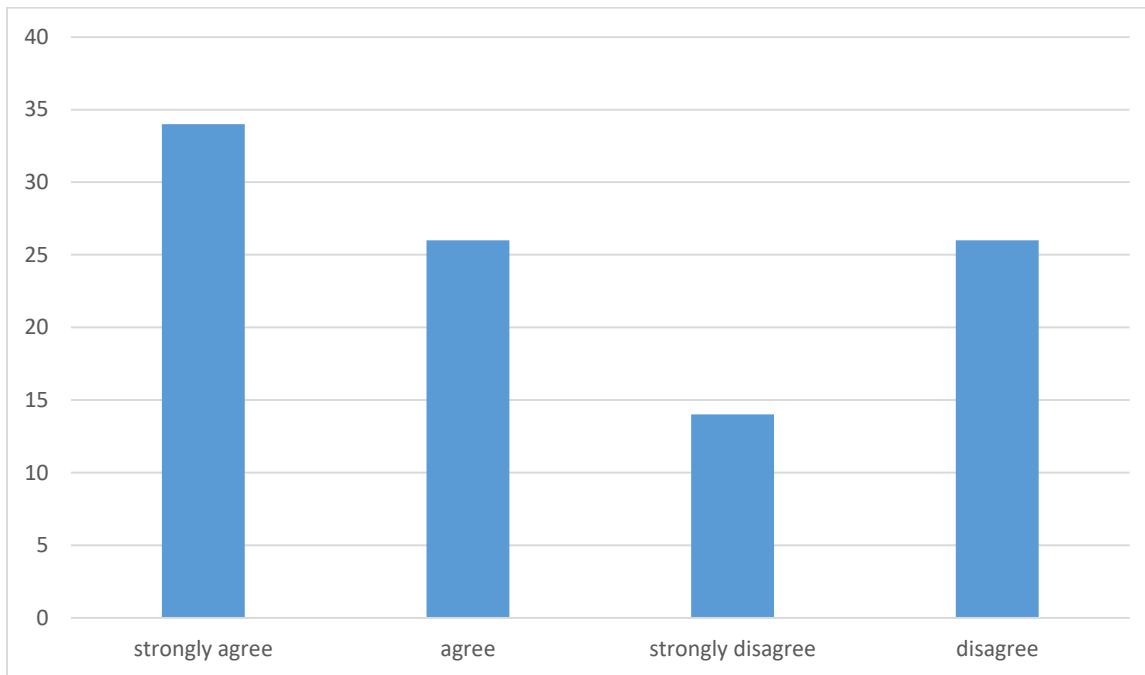
In this figure 32% of the respondents strongly agree training as part of organizational strategy. 40% of the employees responded as they agree. 14% of the employees strongly disagree and 14% of the employees also disagree.



**5.7 table showing training programmes enables employees to be accountable and take correct decision.**

SL NO.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	17	34
2	Agree	13	26
3	Strongly disagree	7	14
4	Disagree	13	26
	total	50	100

**Fig 5.7 graph showing training programme enables employees to be accountable and take correct decision.**



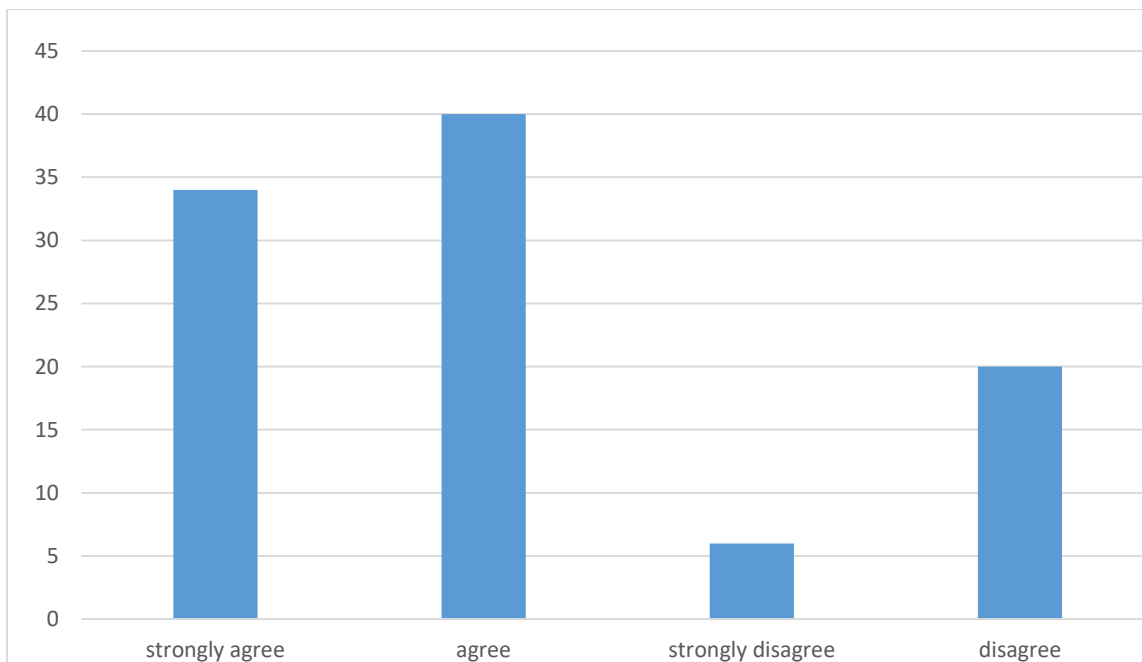
**INFERENCE**

In this fig 34% of the respondents strongly agrees training as part of organizational strategy. 26% of the employees respondents as they agree. 14% of the employees strongly disagree with this opinion and 26% of the employees have responded as disagree.

**5.8 table showing training will help to reduce the stress in employees**

Sl No	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	17	34
2	Agree	20	40
3	Strongly disagree	3	6
4	Disagree	10	20
	total	50	100

**Fig 5.8 graph showing training will help to reduce the stress in employees**



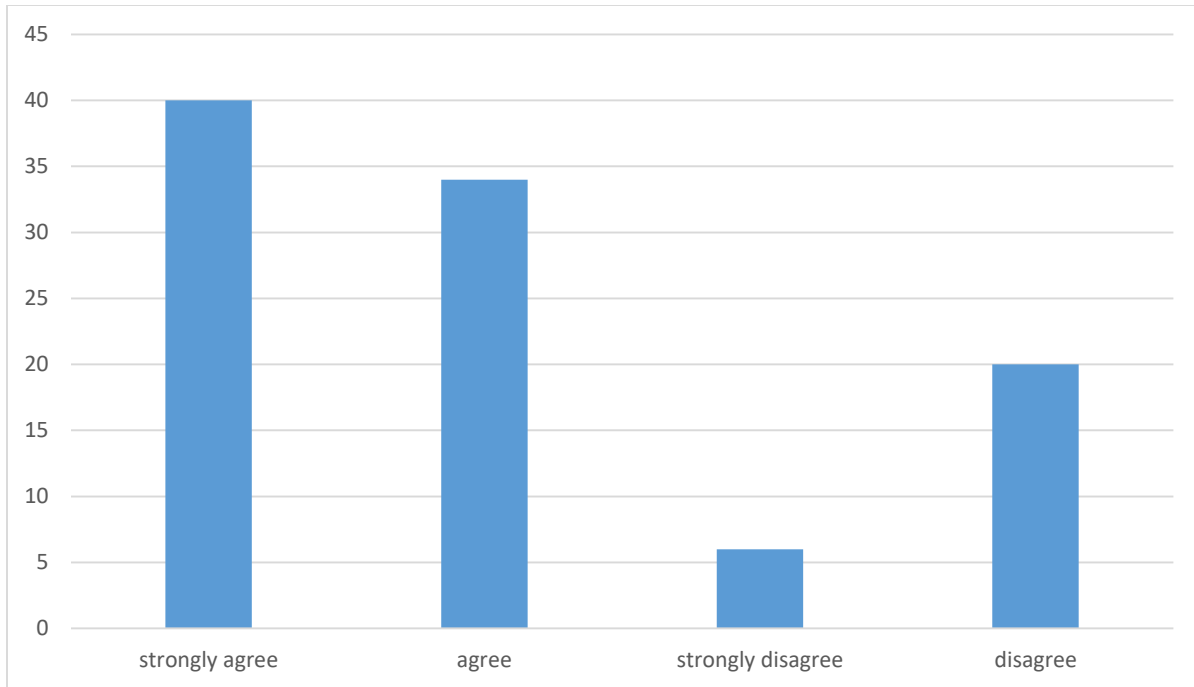
## INFERENCE

In this fig 34% of the respondents strongly agrees training reduce stress in employees, as part of organizational strategy. 40% of the employees responded as they agree. 6% of the employees strongly disagree with this opinion and 20% of the employees have responded as disagree.

### **5.9 table showing training will help to improve employee- employer relationship**

SL NO.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	20	40
2	Agree	17	34
3	Strongly disagree	3	6
4	Disagree	10	20
	total	50	100

### **Fig 5.9 graph showing training will help to improve the employee-employer relationship**



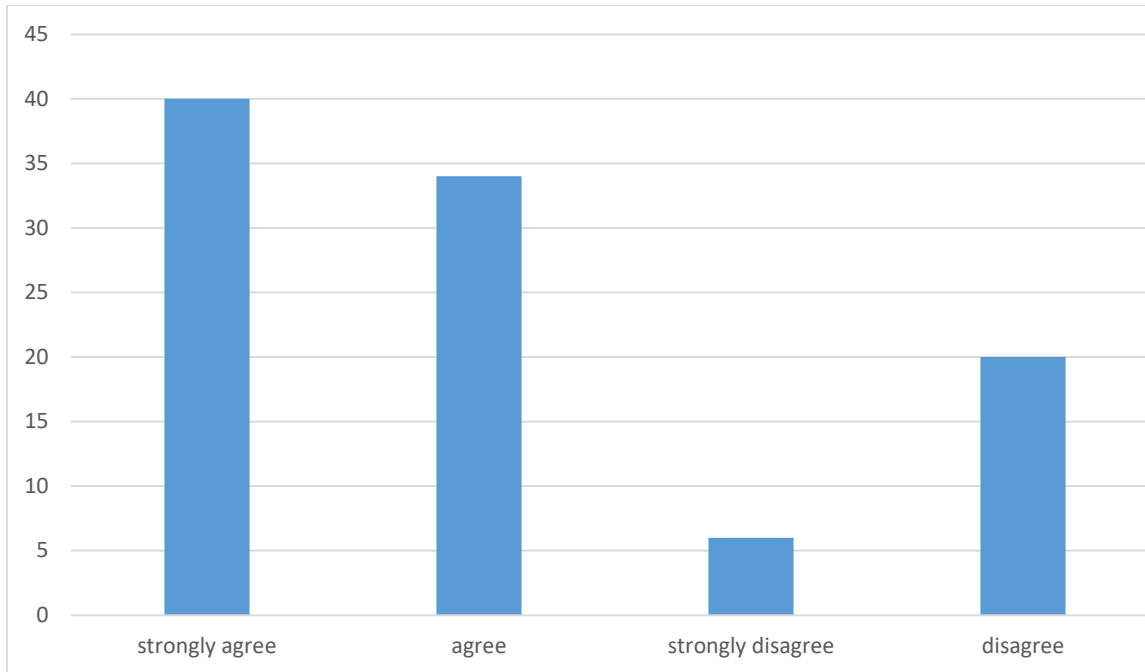
#### INFERENCE

In this fig 40% of the respondents strongly agrees training as part of organizational strategy. 34% of the employees agrees. 6% of the respondents strongly disagrees and 20% disagrees with this opinion.

#### 5.10 table showing that training reduces the employee turnover

SI NO.	OPINION	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly agree	20	40
2	Agree	17	34
3	Strongly disagree	3	6
4	Disagree	10	20
	total	50	100

**Fig 5.10 graph showing that training reduces employee turnover**



## INFERENCE

In the above figure 40% of the employees have responded as strongly agree. 34% of the employees have responded as partially agree. 6% of the employees as strongly disagree and 20% of the employees have responded as partially disagree.

## HYPOTHESIS TESTING

### 5.11 Analysing relationship between effectiveness of training and employee performance

H0: there is no relationship between effectiveness of training and employee performance

Variable 1	Variable 2	Test conducted	Test value	Significance value	remarks
Effectiveness of training	Employee performance	Pearson (2-tailed)	.646	.000	Reject

The test correlation (Pearson 2-tailed) conducted between the variables effectiveness of training and employee performance revealed that there is a strong correlation ( $r = .646$ ) which is also significant ( $p = 0.000$ ,  $p < 0.05$ ). Hence we conclude that there is a strong correlation to an extent of 64.6% between variables effectiveness of training and employee performance.

### 5.12 Analysing relationship between competency level of employee and employee performance

H0: there is no relationship between competency level of employee and employee performance

Variable 1	Variable 2	Test conducted	Test value	Significance value	remarks
Competency level of employees	Employee performance	Pearson (2 tailed)	.602	.000	Reject

The test correlation (Pearson 2-tailed) conducted between the variables competency level by training and employee performance revealed that there is a strong correlation ( $r = .602$ ) which is also significant ( $p = 0.000$ ,  $p < 0.05$ ). Hence we conclude that there is a strong correlation to an extent of 60.2% between variables competency level by training and employee performance.

### 5.13 Analysing relationship between increase in morale of employee

H0: there is no relationship between accurate workplace and employee performance

Variable1	Variable 2	Test conducted	Test value	Significance value	remarks
Increased morale	Employee performance	Pearson (2 tailed)	.598	.000	Reject

The test correlation (Pearson 2 tailed) conducted between the variables accurate workplace and employee performance revealed that there is a strong correlation (.598) which is also significant

( $p= 0.000$ ,  $p< 0.05$ ). Hence we conclude that there is a strong correlation to an extend of 59.8% between variables morale of employee and employee performance.

#### 5.14 Analysing relationship between increased positive attitude and employee performance.

H0: there is no relationship between increased positive attitude and employee performance

Variable1	Variable 2	Test conducted	Test value	Significant value	remarks
Increased positive attitude	Employee performance	Pearson (2 tailed)	.702	.000	Reject

The test correlation (Pearson 2-tailed) conducted between the variables increased positive attitude and employee performance revealed that there is a strong correlation ( $r=.702$ ) which is also significant ( $p=0.000$ ,  $p<0.05$ ). Hence we conclude that there is a strong correlation to an extend of 70.2% between variables positive attitude and employee performance

**CHAPTER 6**  
**FINDINGS OF THE STUDY**



## **FINDINGS**

- Mostly all the employees are aware of training and its importance and influence in improving their performance.
- Most of the employees find training as an organizational strategy.
- Majority of the employee responded that the training programmes conducted are adequate for their performance improvement.
- Employees satisfaction on work place of training programmes of the organization is good
- Most of the employees responded that the compete training should be given before the work starts.
- Majority of employees agrees that training programmes help in taking correct decision.
- The study finds that the employees are highly motivated by the training programme.
- The study finds that the management identifies the need for training programme mainly based on performance.
- The study finds that training programme will develop employee- employer relationship.
- Majority of trainees responded that the instructor responds to trainees doubts.
- Majority of the employees are highly satisfied with their job irrespective of their gender, age, and marital status.
- Study finds that there is a strong relationship between training programmes and employee performance.

**CHAPTER 7**  
**CONCLUSION**

The training programme is the important tool for the company to develop well organised man power and it helps to control the employee easily. The training programme helps to improve manpower and their skills and ability to achieve organisational goals. Company's training method and training schedule helps to increase the employees attitude towards the job and satisfaction level of employees.

The main objective of training is to bring out efficiency and effectiveness of employees so that the organisation may remain competitive in highly competitive market situation and for the achievement goals.

From the study that the training and development was positive in response but still more training and skill development is needed so that the employees are motivated time by time and they should know their strength and weaknesses so that they can work on and improve their skills for the betterment of the organization.

## **SUGGESTIONS**

- The company should collect feedback from employees and trainees so has to know the defects of training programme,
- The organisation should maintain a good communication with their employees which encourage their performance
- Training materials like case studies should be provided.
- Training programme should be conducted half yearly.

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## **ANNEXURE**

**QUESTIONNAIRE FOR INFLUENCE OF TRAINING AND DEVELOPMENT PROGRAMMES ON EMPLOYEE PERFORMANCE IN TRACO CABLE COMPANY TIRUVALLA**

**PERSONAL DETAILS**

1) Gender      Male            Female     

2) Age      a) below 30            b) 30- 40     

   c)      41-50            d) more than 50     

3) Education qualification

a) Graduate            b) post graduate            c)other     

4) Designation      a) first grade            b) second grade     

   c) Third grade     

5) In which department are you working?

6) How frequent are training programme offered by the organization?

Once in a year            half yearly     

Quarterly            every month



SL NO.	STATEMENT	STRONGLY AGREE	AGREE	STRONGLY DISAGREE	DISAGREE
1	Training provided to employees are effective				
2	Training increase job knowledge				
3	Training increase competency level				
4	Training and development boost up morale of the employees				
5	Training and development brings positive attitude in employees				
6	Reduces the stress in employees				
7	Increases employee-employer relationship				
8	Reduces the employee turnover in the organization				
9	Enables employees to be accountable and take correct decisions				
10	Training and development resulted in				

	higher productivity and financial returns				
11	Quality of employee work output has improved				
12	Satisfaction of employee has improved				