



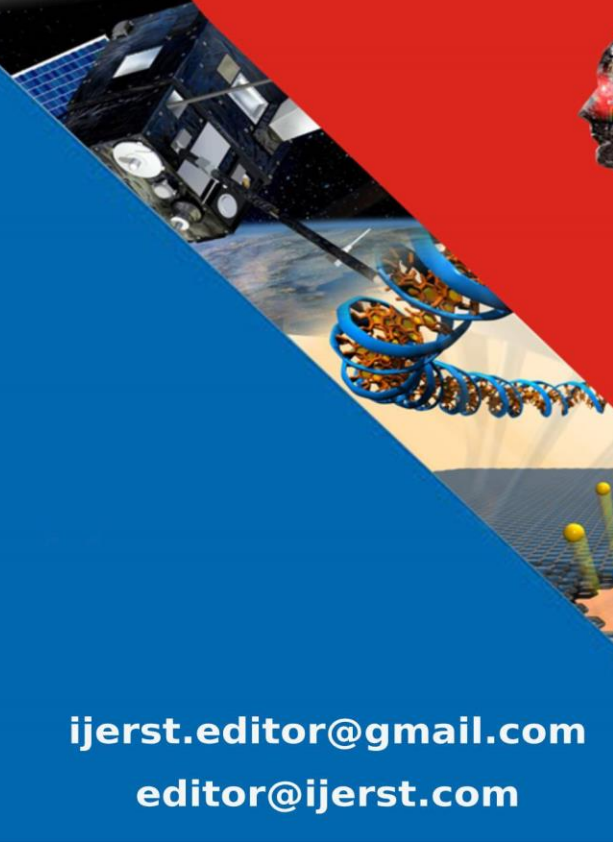
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Research Paper

An Empirical Study on the Effectiveness of Employee Training Programs at Dalmia Cement (Bharat) Limited, Jammalamadugu*

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ABSTRACT

Training and development play a significant role in improving employee skills, performance, and overall organizational effectiveness. The present study examines the effectiveness of training programs at Dalmia Cement (Bharat) Limited, Jammalamadugu. The study focuses on analysing the impact of training on employee performance, skill development, and job satisfaction. Primary data were collected through a structured questionnaire from 80 employees, and the data were analysed using simple percentage analysis. The findings indicate that training programs positively influence employee efficiency, productivity, and motivation. The study concludes that effective training and development programs contribute to employee growth and organizational success and recommends improvements to enhance existing training practices..

Keywords: Training and Development, Employee Performance, Skills, Job Satisfaction, Productivity

Introduction

Training and development are essential components of human resource management in modern organizations. In a competitive business environment, organizations must continuously enhance employee skills and knowledge to improve productivity and organizational performance. Training programs help employees acquire new skills, adapt to technological changes, and improve job performance.

Employee training is particularly important in manufacturing industries where operational efficiency and safety are critical. Organizations invest significantly in training programs to develop employee competencies and improve organizational effectiveness. Effective training not only enhances employee performance but also increases job satisfaction and motivation.

Dalmia Cement (Bharat) Limited is one of the leading cement manufacturing companies in India. The company emphasizes employee development through various training programs designed to improve technical skills, safety awareness, and managerial capabilities. This study focuses on evaluating the effectiveness of training programs conducted at Dalmia Cement, Jammalamadugu, and examines their impact on employee performance and productivity.

COMPANY PROFILE



Dalmia Cement (Bharat) Limited is one of India's leading cement manufacturing companies and is part of the Dalmia Bharat Group. The company was established in 1939 by Jaidayal Dalmia and is headquartered in New Delhi. Dalmia Cement produces a wide range of high-quality cement products used in infrastructure, residential, and commercial construction projects.

The company operates several manufacturing plants across India and is known for its strong commitment to sustainability, innovation, and operational excellence. Dalmia Cement focuses on adopting advanced manufacturing technologies and environmentally responsible practices.

Employee training and development are key priorities for the company. Various training programs are conducted to improve employee skills, enhance productivity, and ensure workplace safety. These programs include technical training, safety training, soft skills training, and managerial development programs.

Literature Review

Recent studies highlight the growing importance of training and development programs in improving employee skills, performance, and organizational productivity. Many researchers have examined how effective training initiatives contribute to employee growth and overall organizational success.

Gebrehiwot (2023) examined the impact of training on employee performance and found that training needs assessment and availability of training resources significantly influence employee performance. The study concluded that well-planned training programs improve employees' job efficiency and organizational productivity.

Revathi (2024) emphasized that providing employees with training opportunities helps them acquire new skills and improve work efficiency. The study highlighted that continuous employee development is essential for improving organizational effectiveness and service quality.

Padayachee (2024) analysed the impact of training and development on employee performance and reported that organizations that regularly conduct training programs experience higher productivity and improved employee performance. The study also emphasized that training enhances employee knowledge and job competence.

Herjuna et al. (2024) conducted a study in the manufacturing sector and found that training and development programs positively influence employee performance, motivation, and organizational support. The research showed that employees who receive regular training demonstrate higher levels of productivity and engagement at work.

Saleh and Azimi (2025) examined the impact of training and development programs on employee productivity and concluded that training significantly improves employee skills, motivation, and job satisfaction. The study highlighted that organizations that invest in employee training achieve better performance outcomes.

Putra (2025) analysed the role of training and development in improving employee performance and found that structured training programs enhance employee knowledge, skills, and motivation, which ultimately improves individual and organizational performance.

Nor (2025) investigated the effect of training programs on employee performance and public service delivery. The study concluded that effective training programs improve employee competencies, behavioural changes, and overall organizational performance.

Research Gap

Although several studies have examined the impact of training on employee performance, limited research has focused on the effectiveness of training programs in the cement manufacturing industry, particularly at Dalmia Cement in Jammalamadugu. Therefore, this study attempts to analyse the effectiveness of employee training programs and their impact on employee productivity and performance.

Objectives of the Study

1. To study the training and development programs conducted in the organization.
2. To analyse the impact of training programs on employee performance.
3. To examine employee satisfaction with training programs.
4. To evaluate whether training improves employee skills and knowledge.

Research Methodology

The study adopts a **descriptive research design** to analyse the effectiveness of training programs.

Data Collection

Primary Data:

Primary data were collected through a structured questionnaire administered to employees of Dalmia Cement.

Secondary Data:

Secondary data were collected from journals, books, company reports, and websites.

Sample Size

The study collected responses from **80 employees** working in the organization.

Sampling Method

Simple random sampling method was used.

Tools Used for Analysis

Percentage analysis was used to analyse the collected data.

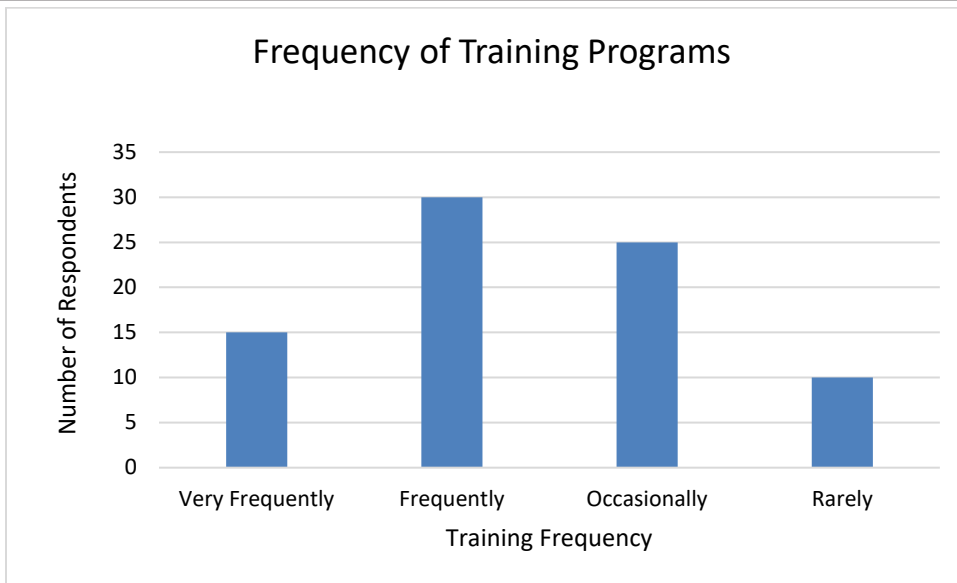
Need of the Study

Training and development are essential for improving employee skills, performance, and productivity. This study is needed to understand the effectiveness of training and development programs in enhancing employee performance and job satisfaction in the organization. It helps in identifying the strengths and weaknesses of the existing training system and examines whether the programs meet employee needs. The study also assists management in making suitable improvements to ensure effective training and overall organizational growth

Data Analysis and Interpretation

1.Frequency of Training Programs

Frequency	No of respondents.	Percentage(%)
Very Frequently	15	18.75%
Frequently	30	37.50%
Occasionally	25	31.25%
Rarely	10	12.50%
Total	80	100%

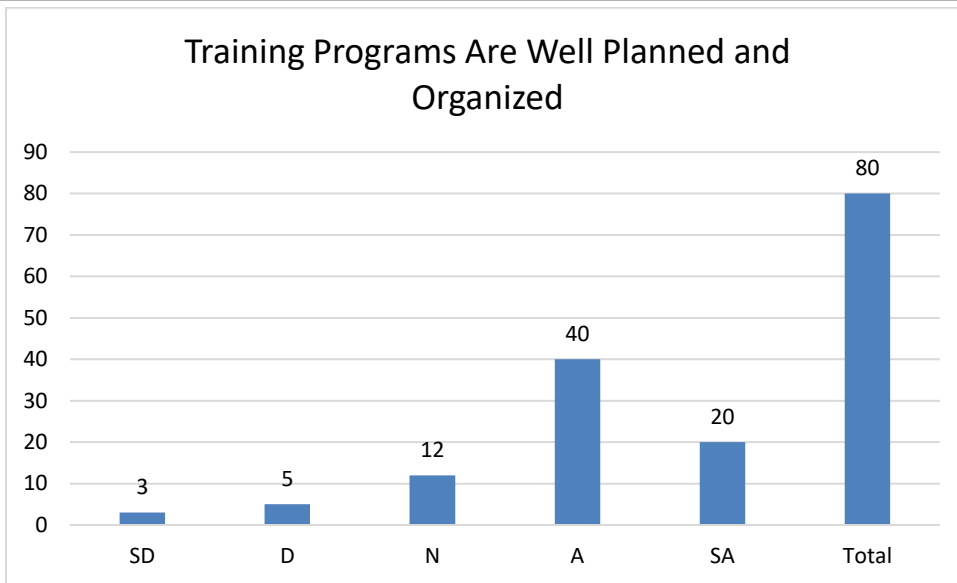


Interpretation:

The above bar chart shows that 37.5% of respondents stated that training programs are conducted frequently, followed by 31.25% who reported occasionally. Only 12.5% indicated that training programs are conducted rarely. This indicates that training activities are conducted regularly within the organization, reflecting management’s focus on employee development.

2. Training Programs Are Well Planned and Organized

Response	No.of Respondents	Percentage
Strongly Disagree	3	3.75%
Disagree	5	6.25%
Neutral	12	15%
Agree	40	50%
Strongly Agree	20	25%
Total	80	100%

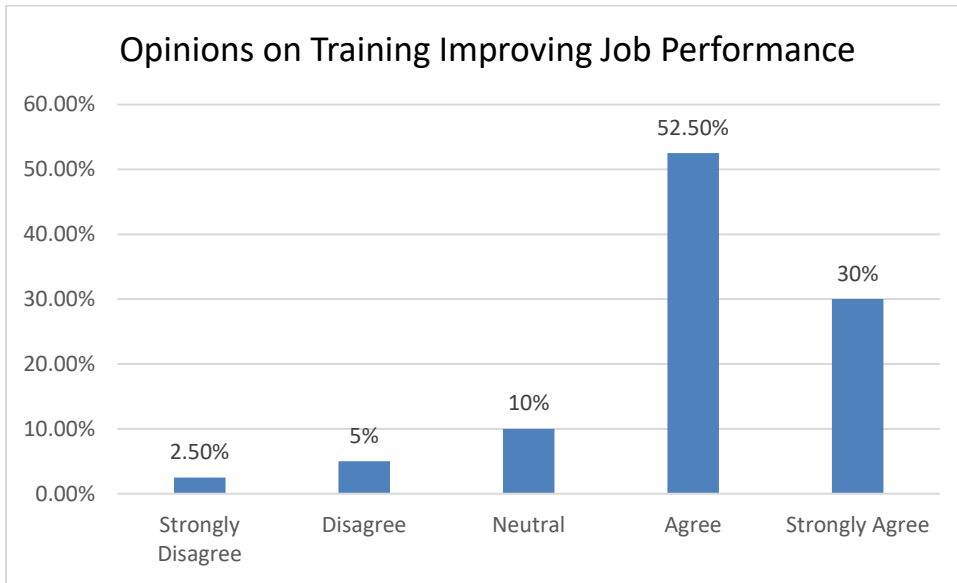


Interpretation:

75% of respondents agree or strongly agree that training programs are well planned and organized. This indicates systematic planning and structured implementation of training activities. However, a small percentage expressing disagreement suggests that planning improvements could enhance effectiveness further.

3. Training Improves Job Performance

Response	No. of Respondents	Percentage
Strongly Disagree	2	2.50%
Disagree	4	5%
Neutral	8	10%
Agree	42	52.50%
Strongly Agree	24	30%
Total	80	100%

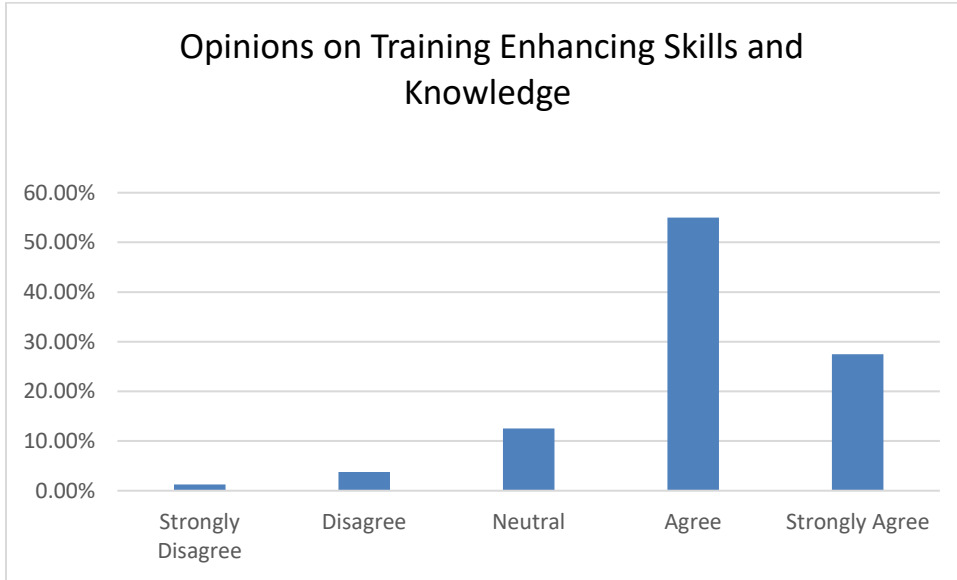


Interpretation:

A strong majority (82.5%) believe that training improves job performance. This clearly demonstrates the effectiveness of training programs in enhancing employee productivity and efficiency.

4. Training Enhances Skills and Knowledge

Response	No of respondents.	Percentage (%)
Strongly Disagree	1	1.25%
Disagree	3	3.75%
Neutral	10	12.50%
Agree	44	55%
Strongly Agree	22	27.50%
Total	80	100%

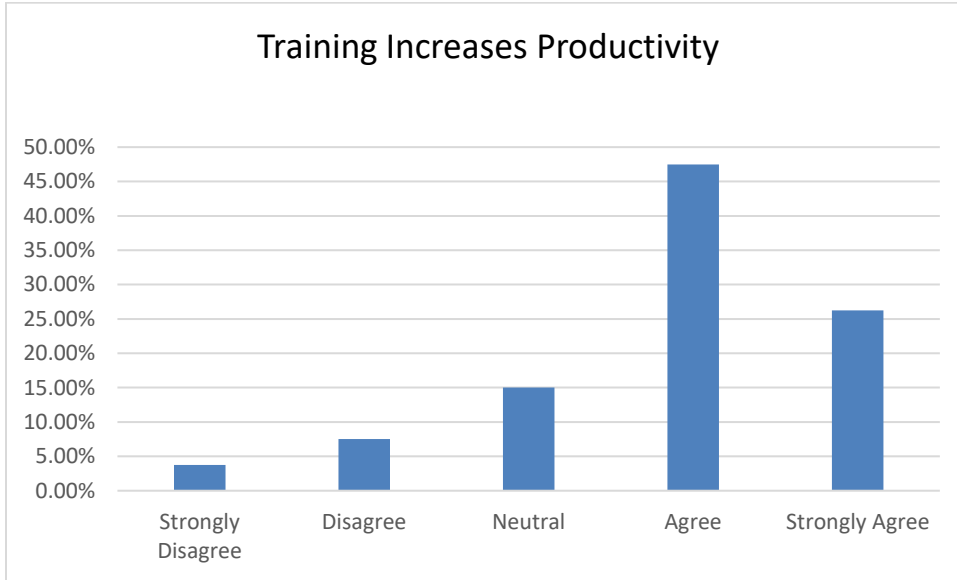


Interpretation:

Table 4.13 shows the respondents’ opinions regarding whether training enhances skills and knowledge. A majority of respondents (55%) agreed with the statement, while 27.50% strongly agreed. Only a small proportion of respondents disagreed (3.75%) or strongly disagreed (1.25%). Additionally, 12.50% of respondents remained neutral. These findings indicate that most respondents believe that training plays an important role in enhancing employees’ skills and knowledge.

5.Training Increases Productivity

Response	No of respondents.	Percentage(%)
Strongly Disagree	3	3.75%
Disagree	6	7.50%
Neutral	12	15%
Agree	38	47.50%
Strongly Agree	21	26.25%
Total	80	100%



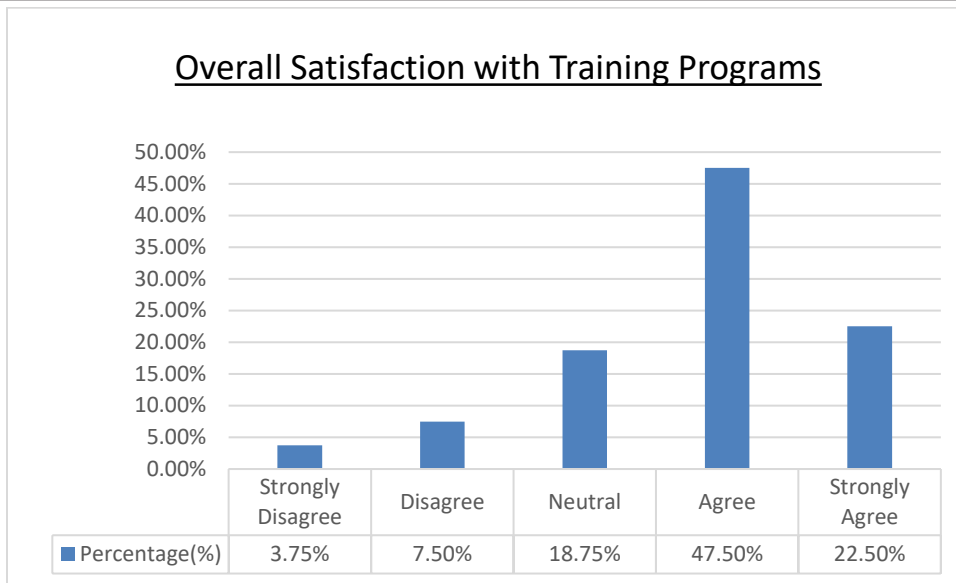
Interpretation:

Approximately 74% believe training increases productivity. This shows a positive link between training initiatives and improved work output.

Table 4.14 presents the respondents’ opinions regarding whether training increases productivity. A majority of respondents (47.50%) agreed with the statement, while 26.25% strongly agreed. A smaller proportion of respondents expressed disagreement, with 7.50% disagreeing and 3.75% strongly disagreeing. Additionally, 15% of respondents remained neutral. The results indicate that most respondents believe that training contributes positively to improving productivity.

6. Overall Satisfaction with Training Programs

Response	No of respondents.	Percentage (%)
Strongly Disagree	3	3.75%
Disagree	6	7.50%
Neutral	15	18.75%
Agree	38	47.50%
Strongly Agree	18	22.50%
Total	80	100%



Interpretation:

The table indicates that most respondents are satisfied with the training programs, with 70% agreeing or strongly agreeing. A small percentage of respondents are dissatisfied, while some remain neutral. Overall, the training programs are effective and satisfactory.

Limitations of the Study

The present study has certain limitations. The research is limited to employees working at Dalmia Cement (Bharat) Limited, Jammalamadugu. The sample size is limited to 80 respondents. The study is based on employees’ perceptions collected through a questionnaire. Therefore, the findings may not be generalized to all organizations.

Findings

1. Majority of employees reported that training programs are conducted regularly in the organization.
2. Most employees believe that training programs are well planned and effectively organized.
3. Training programs significantly improve employees’ job performance.
4. Employees agreed that training enhances their skills and knowledge.
5. A large proportion of respondents believe that training contributes to increased productivity.
6. Overall employee satisfaction with training programs is high.

SUGGESTIONS

- The organization should conduct advanced technical and skill-based training workshops to improve employee competencies.

- The training programs should include more practical sessions and real-time work-related activities for better understanding.
- Feedback should be collected from employees after every training program to evaluate training effectiveness and make necessary improvements.
- The organization can introduce digital learning modules and online training platforms to provide continuous learning opportunities for employees.
- Training programs should be conducted regularly based on employee training needs and organizational requirements.

FINAL CONCLUSION

The study concludes that training programs at Dalmia Cement play a significant role in improving employee skills, knowledge, productivity, and overall job performance. The majority of employees expressed satisfaction with the training programs conducted by the organization. Effective training programs help employees perform their jobs more efficiently and contribute to organizational growth. However, the organization can further improve training effectiveness by introducing advanced training programs, increasing practical sessions, and implementing digital learning methods. Continuous evaluation and improvement of training programs will support both employee development and organizational success.

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