

Training & Development: A Review of its Outcome to Productivity in the Tea Industry in Sri Lanka

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Abstract: *Training & development is found to be an important factor across industries today. The main resource in particular being "Human resource" optimizing the value created through, it has a direct impact on an industries performance. Training & development helps to increase the knowledge of the employees thus increasing the productivity of an employee. Though the return on investment on Training & development cannot be specifically assessed, it is known to increase the output on employees. The tea industry in Sri Lanka employees around 2 million people who directly or indirectly are dependent on the industry. The tea industry earns around 1.3 billion USD annually as foreign exchange. Therefore it's a significant as well as an important area in the Sri Lankan economy (Janaka, Nishan, Saman, IPs). Lack of productivity has turn out to be a stumbling block for the development on the industry. Therefore, Training & development have become a vital factor to increase the productivity of the industry. Therefore; this paper investigates Training & development and its impact to the productivity of the employees in the industry.*

Keywords: tea industry, training, productivity, plantations

1. Introduction

One of the primary foreign exchange earners of Sri Lanka is the tea industry. It is a very labour intensive industry and provides almost 10% of the employment opportunities in Sri Lanka today. (Prasanna, 2014)

In 1824, the British brought the first tea plant to Sri Lanka from China. It was planted at the Royal botanical gardens of Peradeniya. Loolecondra Estate was first Sri Lanka, s Commercial plantation. The first consignment of Sri Lanka teas was sold at the London auction. Thereafter with the introduction of machines to the industry overtime this evolved in to a commercial industry and one of the highest foreign exchange earners for Sri Lanka.

The Ceylon Tea association was formed in 1894 and tea is sold weekly at the Colombo tea Auction. The tea industry is a labour intensive industry and consists of the plantation sector, private tea factory producers, brokers and exporters. Since of late Sri Lanka has been struggling to be Competitive globally due to lack of productivity and innovative thinking to captive the global tea market. Age old practices lack of development and training has been a major drawback for the industry. Each sector of the industry has developed over Practice and not much of research has been looked into how training and development could help the industry in order to improve its productivity. Since, late there seems to be workshops, symposia held in order to improve knowledge in the industry there by incusing productivity.

1.1 Objective of Study

The main object of the study is to look at the importance of training and development in order to improve productivity of the tea sector in Sri Lanka through a qualitative research.

2. Literature Review

Though there isn't much of Literature with regards to training and development in the tea industry in Sri Lanka poor performance lack of productivity is mentioned in

scholarly articles. The impacts of change of human resources with the policy changes that took place in 1972 and 1975 are mentioned by Etugala (2011). The Importance of the Sri Lankan tea industry as a main foreign exchange earner (Asian development bank, 2002; De Silva, 1981), the decline of Productivity is also mentioned after nationalization of the Plantation Sector. (Ministry of Plantation industries, 2006; Snodgrass, 1998)

Lack of productivity and poor performance is mentioned in articles relating to tea industry in Sri Lanka. However, training and development is not mentioned in most of the articles. On analyzing the global tea industry, the impact of training is mentioned. The impact of training in field schools in Kenya and its impact to productivity onduru, Jager, Hiller (2012) are mentioned in literature. The role of training in human resource management practice has renewed vigorous debate about the need for training and development (Ayodcti& Michea, 2011). There have been debates as to whether training is an investment or cost. There are scholarly papers to suggest that there is a correlation between training and the commitment of a worker to an organization. However, in an economic down Turn Company's training and development spend declines due to the cost involved? But it is important to maintain training and development in an organization to increasing productivity (Ayodctic & Micheal, 2011)

3. Methodology

The paper follows a deductive approach where arguments and explanations are mainly supported by empirical evidence the author will review scholarly article journals with regards to the training and development. The author hopes to use qualitative methods in order to understand the research problem. Representative sample from the tea industry as well as controlled samples will be used in the research. Qualitative ethnography case studies also would beused in the research. The author will use surveys, in person interviewsand a questioner will also be used in the process.

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Participants would be used from the tea industry with employees at different levels in an organization. This would be organized as a concept paper and the author would conclude the paper with avenues for further research in the area of study.

4. Findings

Anempirical review on Training & development and its influence on productivity

Training & development should have an impact on productivity and motivation of employees. The main aim of training & development programme can be stated as to acquire and improve knowledge, skills and attitude towards job related tasks. Employee Training & development programme have a basic role in increasing employee motivation in the service organizations since there is a significance between internal services quality & external service quality (Heskett & Etal 1994: 164-174). Generally an increase in business performance in a company an increase in production in a company is based on the ability of the employee to produce more which directly reflects to productivity. The aim of Training & development is to develop competences such as technical, human, conceptual and managerial for improvement of both individual and organization growth (Boise & Cries, 1996). Employee motivation plays a big role in productivity. Some employees are self-motivated and some needs to be motivated through Training & development. In majority of the roles there is a scope for individuals to decide how much effort to exert (Armstrong 2006:317-318). Training & development has a major role in motivating employees for higher productivity as well as achieve organizational goals. The employees need to be physiologically aroused in the work place in order to extend the effort into, the task they are performing. It is generally defined as a series of energizing focus originating from within and beyond an individual's self while working.

5. Conclusion

Productivity in the tea industry

Whilst the tea industry employees a large number of workers. Productivity has been a major concern for the industry. As per a study on Assam tea plantations India after the introduction of plantation labour act, productivity of workers were seen deteriorating, also the low productivity was being measured by absenteeism, low turnover rates, strikes, poor quality products and demeaning dedication of workers towards their tasks Gupta, Sangeeth (2011). A research done in Rathnapura with regards to productivity of workers, labour productivity has improved after privatization (Kodituwakku & Priyanath, 2012).

There are many factors that affect the productivity of workers but it's envisaged that training & development could uplift it. Therefore, it's worth analyzing Training & development and its effect on the productivity of the workers in Sri Lanka tea industry.

6. Further Research Direction

Whilst Training & development is a decisive factor could increase the productivity of the Sri Lankan tea industry. The author attempts to see the Impact of Training & development and its effects on the productivity of the Sri Lanka's tea industry. The author show cases empirical findings in this paper and would largely attempts to find the correlation ship of Training & development and its effects on the productivity. Participating in Training & development programmes quite important to employees as being internal customers for the increase in employee motivation (Kenan & Onur, 2017).

Future research works are encouraged to investigate the relationship between Training & development and its effect on productivity of the plantation workers. The author suggests Kirkpatrick model on measuring the outcome of Training & development and its outcome to productivity.

It's very difficult for an employee to perform at work place without any pre training. (Thomas, 1997). A further research needs to be done in order to assess the impact of Training & development and its impact on productivity.