

# A STUDY ON PERCEPTION OF EMPLOYEES TOWARDS TRAINING AND DEVELOPMENT IN SELECT AUTOMOBILE COMPANIES IN TAMILNADU

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## Abstract

*The paper aimed to study the perception of employees towards training and development in selected automobile companies in TamilNadu. The study collected primary data from 572 respondents from 6 major automobile companies in TamilNadu who were producing passenger cars. The data were collected from the sample respondents using well-structured questionnaire. The researcher applied Cronbach's Alpha test, mean, standard deviation and simple percentage as statistical tools. The study was undertaken to analyze the perception of employees towards training and development in selected automobile companies in TamilNadu. The study found that among 20 factors testing 'Training and development' in the selected automobile companies in TamilNadu, factors 'Every training achieves Achieving objectives' and 'Both behavioral and technical trainings' were highly and positively perceived by the employees. Low level of perception was identified for the factors 'Performance measure of employees after training' and 'Training to each cadre separately'. Overall training and developments in the selected automobile companies in TamilNadu were good as opined by the employee respondents.*

**Key words:** Automobile, Perception, Training and Development.

## I. INTRODUCTION

*Automobile industry is one of the big industries in India. Indian automobile industry is one of the top five in the world in terms of automobile production. In India, the industry contributes a considerable portion to national GDP and has provided 3.2 Crore employments to people both directly and indirectly. After globalization, the industry met very high rate of growth and many foreign automobile companies came to India and started their manufacturing units. It gave competition to India based companies. Hence every automobile company in India pulled to adopt to adopt innovative and world standard technologies to compete in the market. Hence among various HRM practices, training and development is getting importance. Training & Development is defined as an attempt to develop current or future employee*

performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Training indicates the process of imparting specific and advanced skills among employees. A worker undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Trainings are given to employees in order to improve their skill. A training programme will be successful only when the employees attend the programs with willingness. In such a way training programs are to be designed. Hence the researcher studies the perception of employees towards training and development in selected automobile companies in TamilNadu.

## II. REVIEW OF LITERATURE

Rekha Mudkanna and Losarwar S.G. (2014) in their paper described various aspects of training programmes in Automobile industry and also latest training programmes. Saria Hassan (2016) found that HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement had positive impact on employee's performance. Hence, it was proved that independent variables contribute positively towards change in the dependent variable. Moekti P. Soejachmoen (2016) in their study the regression result suggested that a country's ability to gain from global production sharing depends more on the service link factors than production cost factors. Indonesia was indeed left behind in export side but not on the import side of the global production network. Antony Joe Raja V (2016) found that there was no significant relationship between essential skills and behavior for current job and level of important. There was perfect negative correlation between the variables Training Program improves professional skills and Problem solving skills. Priyanka Nema (2017) evidenced that Indians multinationals were moving towards the globalization and it was observed that recruitment, compensation and performance practices seem to be significantly transforming within Indian firms in the context of India's economic liberalization.

## III. OBJECTIVES OF THE STUDY

The study has been with the following objective.

1. To study the perception of employees towards training and development in selected automobile companies in TamilNadu.

## IV. METHODOLOGY

The study is based on primary data. The state of TamilNadu is one of the top automobile manufacturing states in India. Hence TamilNadu was considered for the study. The researcher selected six major passenger car manufacturing units in the state as sample units namely, Ford, Hyundai, Mitsubishi, Nissan, Renault and Mahindra and Mahindra. . The researcher randomly selected 100 employees each from

each company as sample of the study and questionnaires were provided. But the researcher could receive 572 usable questionnaires. Hence the analyses were made with 572 sample respondents. The data were collected from the sample respondents using well-structured questionnaire. The researcher applied Cronbach's Alpha test, mean, standard deviation and simple percentage as statistical tools.

## V.RESULTS AND DISCUSSION

This part of the research paper provides results and discussion. Table 1 presents the results of Cronbach's Alpha test on training and developments in selected automobile companies in TamilNadu.

**Table 1: Cronbach's Alpha on Opinion on Training and Development**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.778	0.774	20

Source: Computed from Primary Data

Table 1 shows that the calculated value of the cronbach's alpha on the perception of the respondents towards training and development with 20 questions was 0.778. The alpha value is more than 0.7. Hence the questionnaire is at acceptable level on opinion on training and development. Table 2 presents the results of mean standard deviation of perception of employees.

**Table 2: Mean and Standard Deviation of Opinion on Training and Development**

Sl. No.	Statement	Mean	SD
1.	Sufficiency of training before placement	3.42	1.04
2.	Periodical training	3.04	1.18
3.	Training to each cadre separately	2.80	1.17
4.	Special training on new technologies	3.09	1.16
5.	Competent trainers	3.28	1.25
6.	Trainings are highly useful to develop skill	3.11	1.27
7.	Sufficiently equipped training places	2.88	1.20
8.	Practical trainings on new technologies	3.16	1.21
9.	Relevancy of trainings	3.24	1.22
10.	Feedback system on training programs	2.91	1.17
11.	Sufficiency of financial assistances	3.17	1.22
12.	Sufficiency of training materials	3.37	1.17
13.	Both behavioural and technical trainings	3.46	1.12
14.	Well planned training schedules	3.16	1.24
15.	Good feedback system in training and development in the organization	3.11	1.20
16.	Trainings really increase skills of employees	3.08	1.16
17.	Clear objectives of training	3.24	1.16
18.	Every training achieves Achieving objectives	3.50	1.15

Sl. No.	Statement	Mean	SD
19	Performance measure of employees after training	2.79	1.19
20	Sufficient infrastructure facilities in training centres	3.03	1.24

Source: Computed from Primary Data

Table 2 reveals that the respondents highly and positively perceived towards the factor every training achieves Achieving objectives its mean score was 3.50 followed by both behavioral and technical trainings (3.46) and Sufficiency of training before placement (3.42). On the other hand, negative perception was identified towards the factor Training to each cadre separately, its mean score was low at 2.80 followed by the factors sufficiently equipped training places (2.88) and Feedback system on training programs (2.91). There was low level of deviation in opinion of the respondents from their mean value as shown by the results of standard deviation. Table 3 brings out the results regarding perception of employees towards various aspects of training and development in the selected automobile companies in TamilNadu.

**Table 3: Perception of Employees towards Training and Development**

Sl. No.	Statement	SA	A	NAD	D	SD	Total
1.	Sufficiency of training before placement	87 (15.2)	203 (35.5)	164 (28.7)	101 (17.6)	17 (3.0)	572 (100)
2.	Periodical training	57 (10.0)	182 (31.8)	115 (20.1)	164 (28.7)	54 (9.4)	572 (100)
3.	Training to each cadre separately	51 (8.9)	122 (21.3)	131 (22.9)	198 (34.6)	70 (12.3)	572 (100)
4.	Special training on new technologies	60 (10.5)	190 (33.2)	113 (19.8)	162 (28.3)	47 (8.2)	572 (100)
5.	Competent trainers	120 (21.0)	150 (26.2)	104 (18.2)	164 (28.7)	34 (5.9)	572 (100)
6.	Trainings are highly useful to develop skill	86 (15.0)	171 (29.9)	106 (18.5)	139 (24.3)	70 (12.3)	572 (100)
7.	Sufficiently equipped training places	58 (10.1)	148 (25.9)	95 (16.6)	210 (36.7)	61 (10.7)	572 (100)
8.	Practical training on new technologies	93 (16.3)	159 (27.8)	103 (18.0)	182 (31.8)	35 (6.1)	572 (100)
9.	Relevancy of trainings	104 (18.2)	164 (28.7)	102 (17.8)	170 (29.7)	32 (5.6)	572 (100)
10.	Feedback system on training programs	67 (11.7)	121 (21.2)	124 (21.7)	213 (37.2)	47 (8.2)	572 (100)
11.	Sufficiency of financial assistances	81 (14.2)	195 (34.1)	86 (15.0)	163 (28.5)	47 (8.2)	572 (100)
12.	Sufficiency of training materials	104 (18.2)	200 (35.0)	96 (16.8)	148 (25.9)	24 (4.1)	572 (100)
13.	Both behavioural and technical trainings	112 (19.6)	199 (34.8)	117 (20.5)	127 (22.1)	17 (3.0)	572 (100)

Sl. No.	Statement	SA	A	NAD	D	SD	Total
14.	Well planned training schedules	103 (18.0)	145 (25.3)	102 (17.8)	185 (32.4)	37 (6.5)	572 (100)
15.	Good feedback system in training and development in the organization	62 (10.8)	206 (36.0)	92 (16.2)	157 (27.4)	55 (9.6)	572 (100)
16.	Trainings really increase skills of employees	54 (9.4)	197 (34.4)	106 (18.6)	169 (29.5)	46 (8.1)	572 (100)
17.	Clear objectives of training	67 (11.7)	217 (37.9)	124 (21.7)	115 (20.1)	49 (8.6)	572 (100)
18.	Every training achieves Achieving objectives	106 (18.5)	243 (42.5)	87 (15.2)	105 (18.4)	31 (5.4)	572 (100)
19.	Performance measure of employees after training	58 (10.1)	126 (22.0)	81 (14.2)	251 (43.9)	56 (9.8)	572 (100)
20.	Sufficient infrastructure facilities in training centres	70 (12.3)	181 (31.6)	74 (12.9)	189 (33.1)	58 (10.1)	572 (100)

**Source:** Computed from Primary Data

It was observed from table 3 that majority of the respondents (50.7 percent) agreed that the selected companies had given sufficient training before placement, only 20.6 percent did not agree it. A considerable portion of respondents (41.8 percent) either agreed or strongly agreed that trainings were given periodically in the selected companies, about equal number of respondents (38.1 percent) did not agree with it. About half of the respondents (46.9 percent) either disagreed or strongly disagreed that the management gave training to each cadre separately and 30.2 percent did not agree with it. A considerable portion of respondents (43.7 percent) either agreed or strongly agreed that the management gave special training whenever new technologies were introduced and 36.5 percent of the respondents did not agree that the management gave special training whenever new technologies were introduced. About half of the respondents (47.2 percent) agreed that the trainings were given by compete trainers and 34.6 percent of the respondents did not agree with the factor. A considerable portion of respondents (44.9 percent) agreed that trainings were highly useful to develop their skill and 36.6 percent of the respondents did not agree it. In case of sufficiency of equipment's in training places, about half of the respondents (47.4 percent) did not agree it and 36 percent of the respondents agreed it. 44.1 percent of the respondents either agreed or strongly agreed that practical trainings were given on new technologies and 37.9 percent of the respondents did not agree the statement. About half of the respondents (46.9 percent) either agreed or strongly agreed that the training was highly relevant to their job and 35.3 percent of the respondents did not agree it. Most number of respondents (45.4 percent) negatively perceived that there was proper feedback system in training programs.

About half of the respondents (48.3 percent) positively perceived towards sufficiency of financial assistance to training programs and 36.7 percent of the respondents negatively perceived it. Majority of the respondents (53.2 percent) agreed that the management provided sufficient training materials and 30 percent of the respondents did not agree it. Majority of the respondents (54.4 percent) either agreed or strongly agreed that the training programs included both behavioral and technical aspects and 25.1 percent of the respondents did not agree it. A considerable portion of the respondents (43.3 percent) positively perceived towards the training programs were well planned and scheduled and 38.9 percent of the respondents negatively perceived on the statement. About half of the respondents (46.8 percent) either agreed or strongly agreed that there was good feedback system in training and development in the organization. A considerable portion of respondents (43.8 percent) agreed that training programs in their organization really increased skills of employees and 37.6 percent of the respondents did not agree with the statement. Half of the respondents (49.6 percent) agreed that the objectives of the training programs were clear and 28.7 percent of the respondents did not agree it. Majority of the respondents (61 percent) either agreed or strongly agreed that every training programme achieved its objectives and 23.8 percent of the respondents did not agree about the statement. Majority of the respondents (53.7 percent) did not agree that performance of employees were measured after training and 32.1 percent of the respondents did not agree it. A considerable portion of respondents (43.9 percent) either agreed or strongly agreed that sufficient infrastructure facilities availed in training centers and 43.2 percent of the respondents did not agree that sufficient infrastructure facilities availed in training centers.

### CONCLUSION

The study was undertaken to analyze the perception of employees towards training and development in selected automobile companies in TamilNadu. The study found that among 20 factors testing 'Training and development' in the selected automobile companies in TamilNadu, factors 'Every training achieves Achieving objectives' and 'Both behavioral and technical trainings' were highly and positively perceived by the employees. Low level of perception was identified for the factors 'Performance measure of employees after training' and 'Training to each cadre separately'. Overall training and developments in the selected automobile companies in TamilNadu were good as opined by the employee respondents.

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