

Training and development practices in Titan Company Ltd.

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Abstract:

HR assume a vital job being developed and development of each association and so far as that is concerned of each organisation. Among every one of the variables of creation just HR are living creatures and have boundless abilities. Such capability of people can be produced to support association by applying appropriate techniques. A proficient and fulfilled HR is the hugest factor in accomplishing authoritative adequacy and administration brilliance. The attention is presently on improving worker association in disguising hierarchical destinations through energetic Human Resource Development endeavors keeping in mind the end goal to discharge the springs of dynamism and imagination of the two people and also work gatherings. In perspective of the significance, the present examination features the HRD practices of Titan Company. The investigation depends on auxiliary information sources which have been gathered from yearly reports, HR manuals of Titan organization.

Key words: *Training and development, performance appraisal, Octapace.*

Introduction:

Human Resource Development is defined as organized learning experiences in a definite time period to increase the possibility of improving job performances and growth. Human Resource Development encompasses the learning areas like improving performance on an individual's present job and general growth.

Human Resource Development (HRD) is a subject gripping paramount significance at a national level, and it is much more of prodigious germaneness in a developing and the most populous country like India. Over the years, organizations worldwide are becoming cognizant with the prominence of human resource. The real life experiences substantiate the assumptions that no matter how automated the activities of an

organization may become, it is extremely challenging to manage it unless the human efforts are integrated with them. This realization has propelled HRD as a major area of study in recent years (Matthews et.al: 2000). The competitors can buy same or better machines or materials, but the difference between the high performing company and the one performing low lies in its people. An organization can rise only up to the level its people can take it to. HRD also associates the growth of the organizations with the development of its employees. Human resource development is the process of developing the human resource working in an organization by modernizing their knowledge and upgrading their skills, attitudes and perceptions in order to meet out the changing trends of the globalised economy and also to utilize those developments for the attainment of the organizational goals (Michael: 1995).

The Human Resource Development envisages a major role in the development of employees but the co-operation of other parts of an organization is necessary in such as effort. Udai Pareek and T. V. Rao(1998) have identified four basic agents or partners of Human Resource Development as under:

- (1) The employee or individual (the self).
- (2) The immediate boss of the employee.
- (3) The Human Resource Development department and
- (4) The organization

Review of Literature:

Habib N.M.(2012) examined the Egyptian national HRD experience during the period 1999- 2009. The main purpose of the study was to conceptualize government administration and proper HRD role in developing countries. The study revealed that to be an effective agent of sensible HRD programs government administration has to adapt practices that reflect effective inter-government coordination, and sound ethical and technical principles.

Mohanty and Sahoo (2012) study aimed at assessing the extent of HRD climate prevailing in IT industry in India. The information collected from 543 employees working in seventeen IT organisations forms the basis for this study. It is found that moderate HRD climate was prevailing in the IT the organisations. In comparison it is found that OCTAPACE Culture is more prevalent than the HRD mechanism and general

HRD climate in the IT industry. Training and performance appraisal appear to be more mature practices rather than career planning, rewards and employee welfare.

Dubey et.al(2014) studied OCTAPACE culture, organizational environment by the means of general climate and HRD mechanism and identified the perceptual difference on HRD Climate on the categorical variables forming part of demographic profile of the employees. The study observed that climate dimension is a function of performance. The better the work climate, the more the efficient manpower becomes.

Research Gap:

From the extensive review of the literature done in systematic way it can be said that HRD practices have a significant impact on the organizations performance. Majority of the research works are conducted on HRD climate. Moreover, research studies have also been done on impact of HRD climate on customer satisfaction. However, very less research is done in holistic perspective of HRD practices including work environmental practices, training and development, career development, Organization development and performance appraisal. Moreover very negligible research has been conducted on HRD practices in watch industry in general and Titan watch company in particular. Hence, there is identified a research gap regarding the above said HRD practices in Titan watch company.

Scope of the study:

The term, 'Human Resources Development' in its broader sense covers various aspects of employment and non-employment conditions of employees. The present study aims at studying select Human Resource Development interventions which improve the competencies of employee's in Titan Company. The select interventions include Work Environment, Training & Development, Performance Management, Career Management and Development for the purpose of the study, 'Employees' who are working on regular basis in the company. The study will not include the employees who are working in Titan Company on contract basis or the personnel who are outsourced.

Objectives of the case:

- a) To study the demographic profile of the employees and the work environment in the selected company.
- b) To examine the perception of respondents on training and development practices in Titan Company.

Hypotheses:

In pursuit of above mentioned objectives the following Hypotheses have been formulated.

H₀ There is no significant difference in the perception of employees towards training and development practices in Titan Company.

H₀ There is no significant difference in the perception of employees towards performance appraisal practices being implemented in the company.

Sources of Data:

The study is mainly based on primary data. The required primary data is collected from the employees of select designations in the Titan Company. The questionnaire is the main source of primary data collection. Further, the unstructured interviews, personal observations are also been adopted for the collection of primary data. The secondary data is collected from the annual reports of Titan Group, reports gathered from select plants of Titan Company. These include Hosur Branch engaged in manufacturing of watches, Anekal Taluk engaged in PED manufacturing and Chikkaballapur engaged in manufacturing of Lens.

Sample Size

Among the total employee size of 7437 employees working in four divisions comprising 300 respondents have been considered.

Limitations of the Study:

In view of the limited scope, the study has limitations as mentioned below:

1. Though the study aims at examining the policies and practices of Human Resource Development in Titan Company, the study elicit the data from a sub set of employees of Titan Company.
2. The analysis of impact of various variables on Human Resource Development is carried out only on the basis of identified factors/dimensions.
3. The scope of the study is restricted to the study of sub set employees of Titan Company and the findings may not applicable to the whole set of employees in view of the variability in social, cultural, economic and technical systems in which they employees work.

Perceptions of Employees on Training and Development in Titan Company

Having presented the concept of training and development, a brief review of literature on training and development, status training and development in manufacturing sector in India, status of training and development programmes in Titan Company and content analysis of the training programmes in Titan Company, now an attempt is made to present the perceptions of the employees on training and development programmes in Titan Company. The perceptions of the employees are collected through an interview schedule on multiple dimensions of the training and development in Titan Company. The perceptions were collected using LIKERT type of item–response sequence where rating anchors such as strongly disagree, disagree, neither agree or disagree, agree and strongly agree. In order to measure the perceptions, the anchors were imputed with numbers as 1, 2, 3, 4, and 5 respectively for every dimension of the perceptions of the employees in Titan Company. The perceptions of the Employees on training and development in Titan Company are classified into categories such as Training Policy, Training need Identification, Induction Training, Quality of Training, Training Facilities and Outcome of Training.

Table 2 PERCEPTIONS OF THE EMPLOYEES ON TRAINING POLICY IN TITAN COMPANY

Independent Samples Test											
Sl. No.			Levene's Test for Equality of Variances		t-test for Equality of Means						
			F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
1	Training is given due importance in this organization	Equal variances assumed	2.379	.124	-.417	298	.677	-.055	.131	-.312	.203
2	Employees returning from training are given adequate opportunity to improve.	Equal variances assumed	.505	.478	.825	298	.410	.108	.131	-.149	.365

3	Managers provide the right kind of climate to implement ideas.	Equal variances assumed	.343	.558	-.250	298	.803	-.032	.130	-.288	.223
4	Employees in Titan Company utilize and benefit from the training programs.	Equal variances assumed	2.067	.152	-.495	298	.621	-.065	.131	-.321	.192
5	Training Policy in Titan Company is well-designed and widely shared.	Equal variances assumed	.194	.660	1.247	298	.213	.195	.157	-.113	.503
	Overall Training Policy	Equal variances assumed	.630	.428	.453	298	.651	.03031	.06688	-	.16192

1. An analysis of data presented in Table 1 reveals that majority employees expressed the opinion that training is given due importance in this organization, employees returning from training are given adequate opportunity to improve, managers provide the right kind of climate to implement ideas, employees in Titan Company utilize and benefit from the training programs and training policy in Titan Company is well-designed and widely shared. The mean values computed for these variables emphasize the fact that the employees in Titan Company perceive the training policy positively. The data presented in Table 1 reveals that the means of the variable that constitute the training policy as determinant of training and development ranges between 3.22 and 4.19. The variable *Training is given due importance in this organization* has larger mean value in the opinion of employee-respondents. The statement *Training policy in Titan Company is well-designed and widely shared* has smaller mean value in the opinion of employee-respondents. In the opinion of the employee-respondent the variable *Training policy in Titan Company is well-designed and widely shared* has larger value of standard deviation implying perceptual difference in the employee-respondents. Least variation the opinion of employee-respondents is noticed in the case of a variable *Managers provide the right kind of climate to implement*

ideas implying more agreement in the opinions of employee-respondents. The responses of each employee on different variables of training policy was summed in order to find out the average of these responses and termed them as overall perception on training policy. A review of data presented in Table 1 reveals that the average of overall perception of the employees is 3.78 which indicate that the perceptions of the employees as the rating scale consists of 5 anchors where anchor 3 is labeled as neither agree nor disagree and the value of standard deviation 0.533 in the overall perceptions of the employees on training policy indicates uniformity in the perceptions when compared to the opinions of the respondents on the individual variables constituted outcome of training.

2. The analysis presented in Table 2, resulted in the acceptance of the null hypothesis as Sig (p) =0.003 is less than 0.05 revealing significant inter-departmental variation in the perceptions of the employees on superior role in performance appraisal system as determinant of Titan Company. The data presented in Table 2, is partial in the sense the information will not facilitate to identify which specific group differ with other groups, multiple comparison results generated through post-hoc test will facilitate the comparison. The Tukey post-hoc test is preferred test for conducting post-hoc test on one-way ANOVA. The results of Tukey post-hoc test are presented in Table 2. The information presented in Table 2, revealed that there is no significant difference in the opinions of employees of Retail (Sales & Marketing) and account service ($p = .304 > \alpha = 0.05$), between employees of Retail (Sales & Marketing) and operations and maintenance ($p = .468 > \alpha = 0.05$), between Corporate and Support and personnel and general services ($p = .190 > \alpha = 0.05$), between Corporate and Support and operations and maintenance ($p = 1.00 > \alpha = 0.05$) and between personnel and general services and operations and maintenance ($p = .345 > \alpha = 0.05$) on superior role in performance appraisal system as a determinant of Titan Company. However, significant difference are noticed between the opinion in the opinions of employees of engineering and personnel and general service ($p = .001 < \alpha = 0.05$), Further, the post-hoc test of multiple comparisons supports the inference drawn on the bias of one-way ANOVA that there are no statistically significant differences in the perceptions of employees on superior role in performance appraisal system as a determinant of Titan Company.

Table 2

COMPUTED ANOVA ON SUPERIOR ROLE IN PERFORMANCE APPRAISAL IN TITAN COMPANY

One-way ANOVA						
Sl. No.	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Between Groups	3.642	3	1.214	4.680	.003
2	Within Groups	76.785	296	.259		
	Total	80.427	299			
One-way ANOVA -Multiple Comparisons –Tukey HSD						
(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Retail (Sales & Marketing)	Corporate and Support	.136	.078	.304	-.07	.34
	Personnel & General Services	.292*	.078	.001	.09	.49
	Operations & Maintenance	.136	.094	.468	-.11	.38
Corporate and Support	Retail (Sales & Marketing)	-.136	.078	.304	-.34	.07
	Personnel & General Services	.156	.078	.190	-.05	.36
	Operations & Maintenance	.000	.094	1.000	-.24	.24
Personnel & General Services	Retail (Sales & Marketing)	-.292*	.078	.001	-.49	-.09
	Corporate and Support	-.156	.078	.190	-.36	.05
	Operations & Maintenance	-.156	.094	.345	-.40	.09
Operations & Maintenance	Retail (Sales & Marketing)	-.136	.094	.468	-.38	.11
	Corporate and Support	.000	.094	1.000	-.24	.24
	Personnel & General Services	.156	.094	.345	-.09	.40

*. The mean difference is significant at the 0.05 level.

Conclusion:

1. The study on human resources of Titan Company revealed that, the company had 7,437 employees on rolls as on 31st March, 2017, of which 1,867 were women. 596 new employees were hired during the year. Out of these 7,437 employees, 3,629 were engaged in manufacturing, 2,342 in retail and 1,466

in corporate & support functions. The Company also had an attrition of 973 employees which resulted in an attrition rate of 13%. A net reduction of 377 employees happened in the year.

2. The analysis on Training and Development in Titan Company, it is observed that, through focused programs, Titan provides opportunities that enable every employee to develop their skills and progress professionally. In each function, training requirements of employees are identified based on their role, domain skills needed and individual needs. Annual training calendars are developed in line with the above and are tracked throughout the year.
3. From the analysis it is found that the perception on Appraise and Appraiser is Positive. The overall perception on the Appraisal system is found to be moderately positive.
4. The perception of the respondents on the process of Performance Appraisal is found to be very positive. From the analysis it is found that superior role in Performance Appraisal is not satisfactory. It surely impacts HRD. It is also found that perception of the respondents on the role of Performance Appraisal in HRD is satisfactory

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