



Title: A Study the Effectiveness of Training Program in Automobile Manufacturing, Chennai

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Abstract

Project aim is to find the effectiveness of the training program and impact of training on employee's performance. Organisation invests a lot in Training of the employees, but the return is not always profitable or positive. So it is necessary to evaluate the training program and it also helps to measure the employee's performance. This research helps to enhance our knowledge about what are the methods used in evaluation of different training programs and its impact on employees in Auto manufacturing sector and if training is less effective than how to increase the effectiveness of training program in order to achieve organizational goals. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance.

Keywords: Training Programme, Training Effectiveness, Methods of Training

Findings:

It is concluded that it is necessary to measure the effectiveness of training program .It helps to find the impact of training on employee's performance and return on investment from training .Training helps to increase employee's morale and productivity and make them more committed towards organisation.

Introduction

Human resources are a term used to describe the individuals who comprise the workforce of an organization, although it is also applied in labour economics to, for example, business sectors or even whole nations. Human resources is also the name of the function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals (i.e. the human resources). This function title is often abbreviated to the initials 'HR'. Human resources are a relatively modern management term, coined in the 1960s. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, co-coordinating a range of worker related processes and becoming known, in time as the 'personnel function'. Human resources progressively became the more usual name for this function, in the first instance in the United States as well as multinational corporations, reflecting the adoption of a more quantitative as well as strategic approach to workforce management, demanded by corporate management and the greater competitiveness for limited and highly skilled workers.

OBJECTIVES

- To analyse the employee views regarding training.
- To find out the changes in employees quality of work after the training
- To study the effectiveness of training resources

REVIEW OF LITERATURE

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004).

According to V.S.P. Rao “training is a planned program – designed to improve performance and to bring about measurable changes in knowledge, skill, attitude and social behaviour of the employee “. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules or changing of attitudes and behaviour to enhance the performance of the employees. Training makes employees more valuable, more competitive and capable to cope up with new environment. After training the efficiency of employees increases and they become asset for an organisation.

Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard-Barton, (1992), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process

of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996).

RESEARCH METHODOLOGY

- Descriptive research in nature
- Statistical Tools – Percentage Analysis, Chi Square
- Sample Size is 50

DATA ANALYSIS AND INTERPRETATION

Table-1-Objective Achieved Wise Classification

S.No.	Particulars	No. of respondents	Percentage
1	Yes	30	60
2	No	20	40
TOTAL		50	100

INFERENCE

The above table shows that 60% of the respondents are feel Objective is achieved, 40% are feel objective is not achieved.

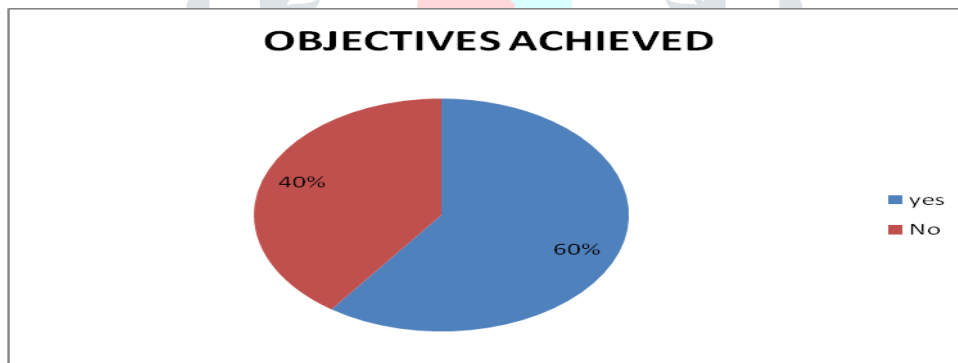


Chart-1-Objective Achieved Wise Classification

Table -2- Induction Programme

S.NO	Particulars	No of respondents	Percentage
1	Very Useful	33	66
2	Useful	12	24
3	Not That Much	1	2
4	Neutral	4	8
TOTAL		50	100

INFERENCE

The above table shows that 66% of the respondents are Feel induction programs are very Useful and 24% are feel that it useful for and 8% are felt that neutral.

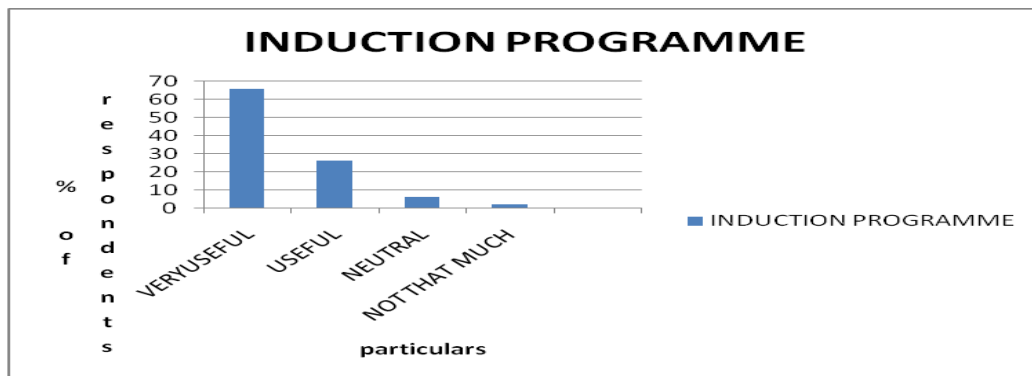


Chart -2- Induction Programme

Table -3- Norms and Values Wise

S.No.	Particulars	No. of Respondents	Percentage
1	Very clear	33	34
2	Clear	17	66
3	Not clear	1	2
4	Not that much	4	8
	Total	50	100

INFERENCE

The above table shows that 66% of the respondents are clear, 34% are very clear, 8% are not that much clear and 2% not clear about norms and values

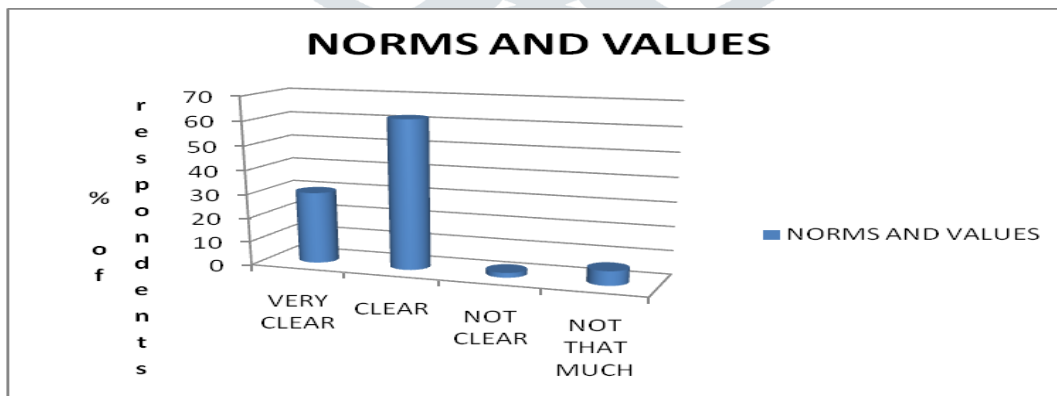


Chart -3- Norms and Values Wise

Table -4- Rating Wise Classification

S.No.	Particulars	No. of respondents	Percentage
1	6	22	44
2	5	11	22
3	4	10	20
4	3	7	14
	TOTAL	50	100

INFERENCE

The above table shows that 44% of the respondents are Rated highly satisfy, 22% are rated satisfy, 20% are rated moderate, 14% are rated dissatisfied about induction program.

Chart -4- Rating Wise Classification

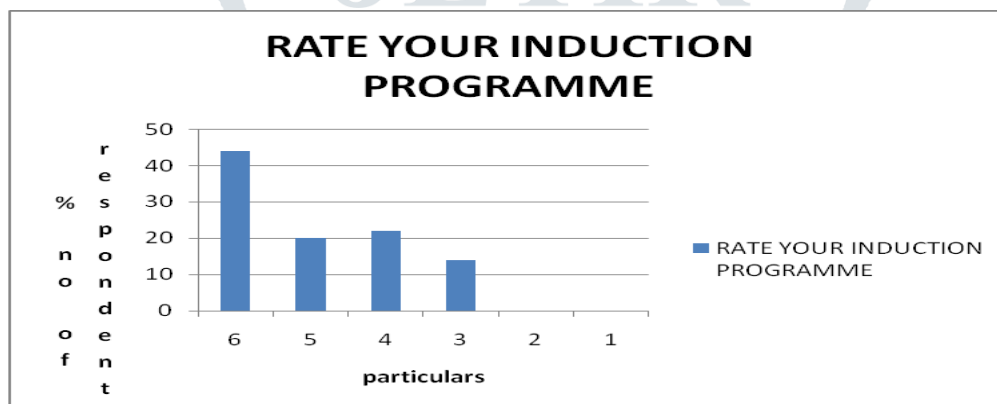


Table -5- Course Pace Wise

S.NO	Particulars	No of respondents	Percentage
1	Very Slow	0	0
2	Slow	14	28
3	Medium	35	70
4	Fast	1	2
	TOTAL	50	100

INFERENCE

The above table shows that 28% of the respondents are felt slow, 70% are rated medium, 2% are rated fast about course pace.

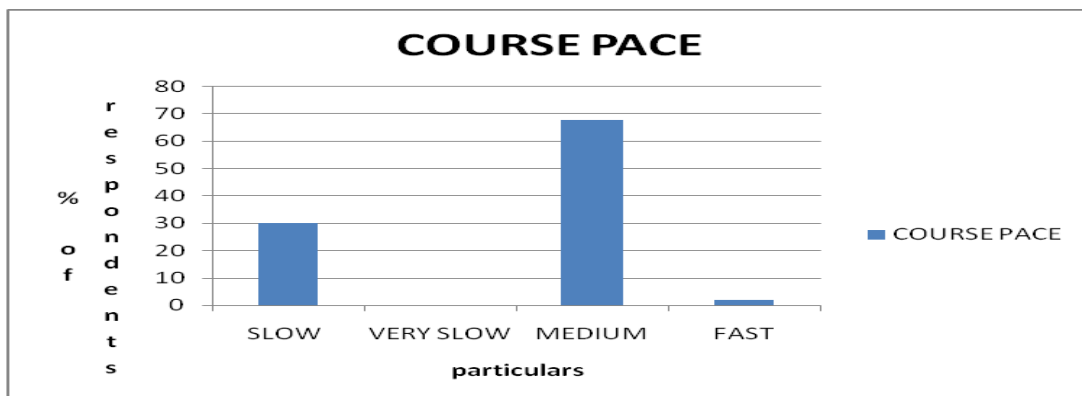


Chart -5- Course Pace Wise

Table -6-Technical Skill Wise Classification

S.No.	Particulars	No of respondents	Percentage
1	Highly Improved	35	70
2	Improved	15	30
3	Neutral	0	0
4	Nothing Improved	0	0
5	TOTAL	50	100

INFERENCE

The above table shows that 70% of the respondents are feel highly improved, 30% are rated improved in technical area.

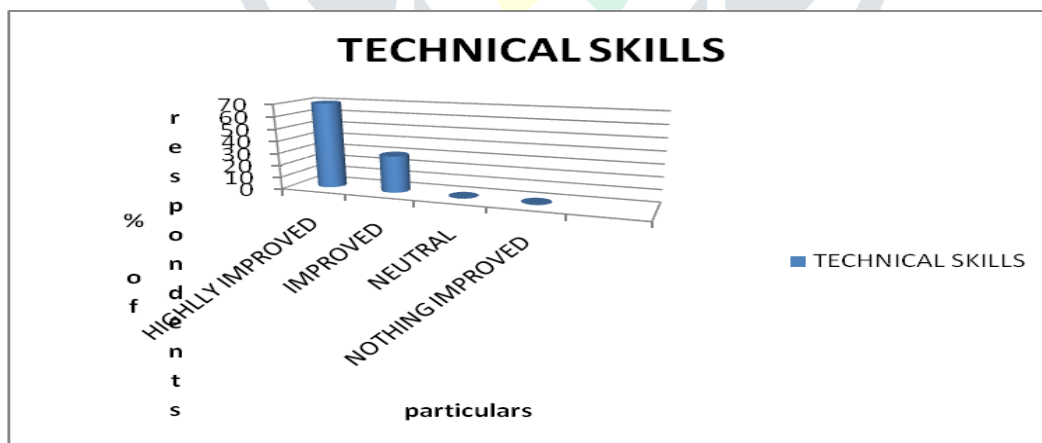


Chart -6-Technical Skill Wise Classification

Table- 7- Career Plans Wise

S.No.	Particulars	No of respondents	Percentage
1	Very Helpful	20	40
2	Helpful	25	50
3	Not That Much	4	8
4	Helpless	1	2
TOTAL		50	100

INFERENCE

The above table shows that 40% of the respondents are felt training programs are very helpful for their career plans and 50% are felt that it helpful for career plans and 8% are felt that not that much helpful, 2%are felt that it is helpless.

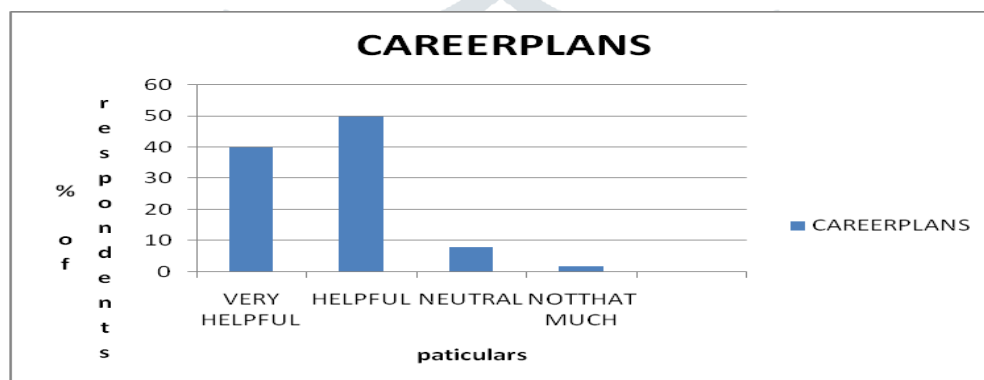


Table -8-on the Job Wise Classification

S.No.	Particulars	No. of respondents	Percentage
1	Very Useful	30	60
2	Useful	15	30
3	Not That Much	0	0
4	Neutral	5	10
TOTAL		50	100

INFERENCE

The above table shows that 60% of the respondents are Feel training programs are very Useful for their on the job and 30% are feel that it useful for on the job and 10% are feel that neutral.

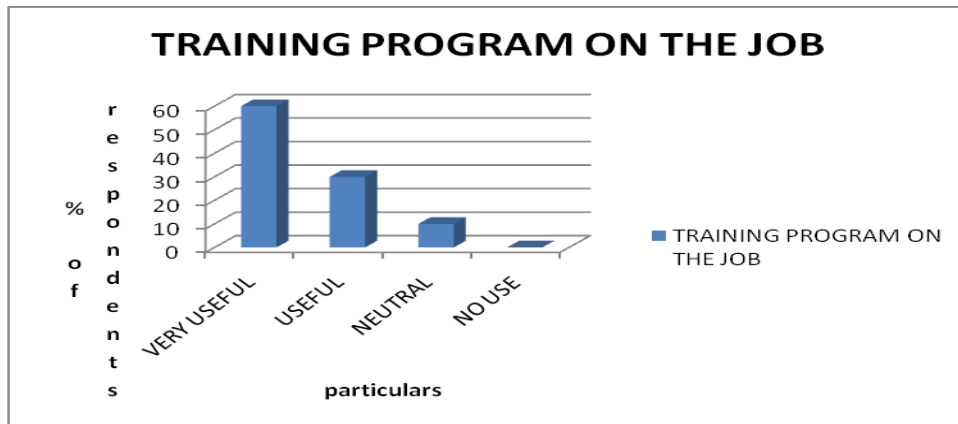


Chart -8-on the Job Wise Classification

A) CHI-SQURE TEST:

Examine the qualifications are related to their adequate study material:

PARTICULARS	YES	NO	TOTAL
a)Qualification: B.E(CSE)	11	2	13
b)Qualification: M.E(CSE)	2	8	10
C)Qualification: B.E(EEE)	15	2	17
D)Qualification: M.E(EEE)	2	8	10
TOTAL	30	20	50

Solution:

Ho: There is no evidence of association between study material& qualification.

H1: There is evidence of association between study material & qualification

CHI-SQUARE CALCULATION

ABBREVIATION:

A) O- Observed frequency.

B) E- Expected frequency.

O	E	(O-E) ²	(O-E) ² /E
11	7.8	10.24	1.3128
2	6	16	2.66
15	10.2	2.304	0.22
2	6	16	2.66
2	5.2	10.24	1.969
8	4	16	4
2	6.8	2.304	0.338
8	4	16	4
			14.2798

$$\chi^2 = \sum [(O-E)^2/E]$$

$$\chi^2 = 1.078$$

$$\text{ndf} = 1$$

Total Value For 1 Df At 5% Level Of Significance Is =3.84.

CONCLUSION

Since the calculated value is (1.078) χ^2 is (less than) < table value of χ^2 (3.84). Therefore Ho is accepted at 5% level.

Hence there is no evidence of association between marital status & educational qualification.

$$\text{Degree of freedom} = (c-1)(r-1) = (2-1)(3-1) = 1 \times 2 = 2$$

a) c –Number of columns.

b) r- Number of rows.

CORRELATION COEFFICIENT

A) Find the correlation between the technical skill effective & practical activities.

3.1.6 The Technical skill effective

3.1.7- practical activities.

S.No	Table no	Option Highly improved	Option improved	Option Neutral	Option Nothing improved
1.	3.1.6	35	15	0	0
2.	3.1.10.1	5	40	5	0

Note: HI- Highly improved, I- Improved, N-Neutral, NI-Nothing improved.

Solution:

S.No.	X	Y	x ²	y ²	xy
1.	35	5	1225	25	175
2.	15	40	225	1600	600
3.	0	5	0	25	0
4.	0	0	0	0	0
Total	$\Sigma x=50$	$\Sigma y=50$	$\Sigma x^2=1450$	$\Sigma y^2=1650$	$\Sigma xy=775$

$$\gamma = \frac{\Sigma xy - \Sigma x \cdot \Sigma y / N}{\sqrt{\Sigma x^2 - (\Sigma x)^2 / N} \times \sqrt{\Sigma y^2 - (\Sigma y)^2 / N}}$$

$$= \frac{775 - 50 \cdot 50 / 4}{\sqrt{1450 - (50)^2 / 4} \times \sqrt{1650 - (50)^2 / 4}}$$

$$= 150 / 11460.36$$

CORRELATION COEFFICIENT (γ) = 0.013

FINDINGS

- 60% of the respondents are feel Objective is achieved,40% are feel objective is not achieved.(3.1.1)
- 66% of the respondents are felt induction programs are very useful and 24% are felt that it useful for and 8% is feeling that neutral. (3.1.2)
- 66% of the respondents are clear,34% are very clear,8% are not that much clear and 2% not clear about norms and values(3.1.3)
- 44% of the respondents are Rated highly satisfy,22% are rated satisfy,20% are rated moderate ,14% are rated dissatisfied about induction programme(3.1.4)
- 28% of the respondents are felt slow,70% are rated medium,2% are rated fast about course pace(3.1.5).
- 28% of the respondents are feel slow,70% are rated medium,2% are rated fast about course pace(3.1.6).
- 48% of the respondents are feel Very comfortable, 50% are rated comfortable,2% are rated uncomfortable about Duration(3.1.7).
- 70% of the respondents are feel highly improved, 30% are rated improved in technical area (3.1.8).
- 18% of the respondents are strongly agreed and 62% are agreed and 10% are uncertain, 10% are dis agreed that the programme duplicate what they had learned (3.1.9).
- 10% of the respondents are Feel practical activites are very effective and 80% are agreed that practical activities is effective and 10% are feel that not that much effective(3.1.10).
- 40% of the respondents are Feel training programs are very helpful for their career plans and 50% are feel that it helpful for career plans and 8% are feel that not that much helpful,2%are feel that it is helpless(3.1.11).

- 60% of the respondents are Felt training programs are very Useful for their on the job and 30% are felt that it useful for on the job and 10% are felt that neutral (3.1.12)l.
- 2% of the respondents are Feel training programs are highly improved their personality and attitude, 32% are feel that it improved and 48% are feel that neutral,8% are feel that nothing changed(3.1.13).
- that 2% of the respondents are Feel training programs are highly improved their personality and attitude, 32% are feel that it improved and 48% are feel that neutral,8% are feel that nothing changed(3.1.14).

SUGGESTIONS

- The company may concentrate on providing the behavioural training.
- The company may arrange fresher s for more interaction with the senior engineers
- The company may provide more assignments to the freshers
- The company may intimate their performance level every month
- The company may arrange the separate training for the average performers
- The company may arrange the management games to decrease the stress.
- The company may provide refreshments.

CONCLUSION

From the study the researcher found that, most of the fresher's are satisfied with the training. The way of training provide by AMI special feature of the high-tech technical training and effective guidance. Even though the fresher's are expecting more interaction from seniors and behavioural training. The management may concentrate on those areas, which make the training effective. And also the norms and procedures for training are satisfied among the employees. The organization need to have some behavioural training, entertainment activities in order make them to avoid the stress and provide stress less environment.

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