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REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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THE PERCEPTION OF EMPLOYEES TOWARDS ORGANIZATIONAL TRAINING IN A TYPICAL MANUFACTURING INDUSTRY

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ABSTRACT

Human Resource Development (HRD) plays a wider role in the accomplishment of a goal in any typical organization. To contend in a consistently evolving world, industries should realign themselves towards updating. Industrial advancement is an approach to enhance an organization through human knowledge, skill and ability transformation procedure. The purpose of the present research is to appraise the various dimensions of training offered for manufacturing professionals. The key objectives of the current research are to identify the contemporary training programs taught in manufacturing companies, the objectives and methods employed in and also to study the effectiveness of such training program on employee performance. The present research examines the perceptions and experiences employees in a major manufacturing industry at Mysore city, Karnataka state, India. The study is focused on analyzing perceptions of employees about the organization, Management, Leadership, work culture, Production & productivity. A Sample size of 53 employees was considered to this study. The outcome of the research is noted as perception levels of employees were uniformly distributed and there are no mean significant differences in the perception of the employees about the training program.

KEYWORDS
perception, training need, knowledge evaluation, performance appraisal.

JEL CODES
J00, C12, C83, D91, J11, J30, J50, J62, L25, L60, L62, M53, M54.

1. INTRODUCTION

Training is that process which advances the efficiency of employees. Training provides specialized knowledge that is required to perform a specific job. Training has been defined by different scholars of management. Some important descriptions of training are mentioned below:

Training is an organized procedure by which people learn knowledge and Improve skill for a definite purpose and it is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. Training is the act of increasing the knowledge and skill of an employee for doing a particular job by which manpower is filled for the particular job it has to perform.

Formal education alone does not give employees an edge to being fully productive in the industry as formal education is focused on theories, mathematics, algorithm, principles etc. This can be in a small structure followed in text books and manuals. Informal education is attaining knowledge on job by experience and not by anyone teaching.

The top performing industry like GE has its presence across globe is concentrated in designing robust in house training programs to develop skills that provides long term benefits to employees. The foundation is on continual learning and development. The company has consistently invested more than 1 billion dollar annually in training and knowledge advancement.

The top performing steel industry like Tata Steel formerly called TISCO and Tata Iron and Steel Company Limited is standing in the seventh place across globe in competition, with production of crude steel numbering to 31 million tons. It supports with free medical care services to all employees and their family that continues after the employee retires from work too. Also the company helps employees with monetary benefits shows interest in pursuing higher education, new trainings and relative knowledge advancement activities.

Reskilling in industry towards automation has changed employee's perception to fear. But should employees really worry about the change is the question. But it is debatable that new change will not harm any worker in manufacturing industry as it is focusing on Robotics and automation towards quality and process improvement.

This trend has evolved in newer opportunities in industries, however in our country the trend seems to be slow but the phase needs to be quicker and fast. Training has been given more prominence in reskilling industry workers in learning new technology and soft and life skill development.

The invention of automaton has changed the style of industry functioning. New job opportunities have opened up for which new knowledge and skills have become very key and essential. Even though machines are incorporated into new tasks and roles, they still need to be manufactured, maintained and monitored. For these, we need people with specialized skills to focus on key areas including competitive advantage and user experience.

But with new government policies and taxation, most manufacturing companies showed flat or deteriorating training funds towards Management training program. This is because more emphasis is given to technical training programs.

Employees find it difficult to implement the training knowledge after the event because of their stressful work environment and pressure of job. Advance in technology and rapid implementation and switching of technology has put lot of pressure in manufacturing employees to learn new and advanced technical skills.

2. LITERATURE REVIEW

Times Job insight (2016)[1], mentions that to address the skill gap issue, TVS Motor Company is investing huge amount in training programs to formulate new workers in their factories and reskill existing workers. The company has joined hands with Technical education and Engineering for students for the skill development. They also have Singed MOU with vocational training institutes in order to provide training to reskill the existing staff.

Srivastava (2017)[2] has opinioned that main challenge in training in typical manufacturing industry is that most of companies are in hunt for multi talented workforce who can achieve different works.

Further, he states that to boost the manufacturer's productivity, decrease employee turnover and possibly solve the talent gap, training and re-skilling is really a core requirement. The adoption of a training and development strategy to unskilled employees help the organization and employees to move forward.

Connie Zheng and Paul Hyland (2007)[3] mentions that the content of training is always a complex parameter to select. Education level of the trainee is a vital issue for the selection of contents and also participants for a training program. Further, the studies have shown that the absorption of training programs are more in people with higher education level than workers with less education insight or exposure.

Punia and Teena Saharan (2011)[4] states that success of the training shall have direct impact on the production, Quality and profit of the organization. Management decision & invest in training is critical component on success of training. Further, he also mentions that for a training program to be effective it must be free from constraints and management should consider the training as one of the key activities of the organization. Also it may note that from their research that training failure can be directly associated with long term training, improper training facilities, high work pressure and improper work life balance.

Len Holden (2001)[5] referes that competence of the managers' plays vital role in analysing the training needs, effectiveness of the training and the monitoring of the training. A lot of attention and importance has been given to training and development over the years which reflects in the implementation of effective HRD and HRM

Donovan (2010)[6] shows in research that the employees having required skills, training would not be required to solve some problem. Hence before designing training a program the managers should analyze the need and requirement of such training program. Motivating the employees is a better solution than organizing unnecessary training.

3. STATEMENT OF THE PROBLEM

Various studies have been carried out about determining the perception of employees about the organization, Management, Leadership, work culture, Production & productivity and so on. In the present study an attempt has been made by the researcher to assess and determine the perception of employees about the Training that was provided in the organization to enhance the Knowledge, Skills and Abilities. Further, an attempt is also made to analyze the effectiveness through the level of perception of employees about the training conducted in the organization.

4. OBJECTIVES OF THE PRESENT RESEARCH

To assess perception levels of employees' towards training provided by the company with reference to some perception variables selected for the present research.

5. SCOPE OF THE STUDY

The research study was conducted to determine the perception of employees on the training program offered in the organization. The respondents selected for the study were those who underwent the training program and belonged to the supervisory level working at one of the leading manufacturing organization located at Mysore.

6. LIMITATIONS OF THE PRESENT RESEARCH

1. The study is confined only to the manufacturing firm at Mysore only and hence cannot be generalized.
2. Analysis of the perception is purely based on the responses provided by the sample.

7. RESEARCH METHODOLOGY

7.1 Research Design: To carry out the above research study, the researcher has employed descriptive research design.

7.2 Sampling Technique: To conduct the research, the researcher has used simple random sampling technique where the employees were randomly selected who underwent training program offered by the organization.

7.3 Sampling and Data Collection

Statistically, it is desired to have the standard error not more than 10 % and 95 % of confidence level is considered to determine the sample size. The sample size for the survey is determined as indicated below.

$n = Z^2 [\pi (1-\pi)] / E^2$

Where,

n = Sample size to be determined

π = the proportion of sample considered

Z = the confidence coefficient (1.96 for 95 % confidence level: Approximately 2)

Accordingly, $N = Z^2 [\pi (1-\pi)] / E^2 = (2)^2 [0.15 \times 0.85] / [0.1]^2 = 51$

However, 60 questionnaires were circulated and 53 responses were received and hence the sample size is considered to be 53.

The primary data is collected from the fieldwork. The objective of the study is briefed to all the respondents before taking their responses. The data, thus collected is classified based on homogeneous factors and tabulated to enable for the statistical analysis. Data was collected using Self-administered questionnaires from the employees working in manufacturing firms in Mysore city. Total of 53 completed questionnaires were used for analysis. Respondents were asked to state their level of preference for each item in the scale using a five point Likert scale from 'strongly agree ' to strongly disagree'.

7.4 Questionnaire

A well-structured questionnaire prepared in joint consultation with the subject matter expert comprised of two sections. Section A comprised of demographic details of the respondents and section B comprised of 19 questions relating to assess the perception of employees about the training program provided by the company.

The questions in section B were prepared by considering 5 latent variables Training Needs, Appraisal, Presentation of the Training material, Post training Knowledge enhancement and Training evaluation.

Thus, 19 questions with 5 latent variables were distributed as given below

3 questions were related to Training Needs.

3 questions were related to Appraisal.

5 questions were related to presentation of the training material.

4 questions were related to post training knowledge enhancement

3 questions were related to Training evaluation.

7.5 Data administration procedure

To conduct the research, a well structured questionnaire was prepared which were then distributed amongst the employees belonging to the supervisory level working at a well known manufacturing firm. The responses were collected back and were subjected to statistical analysis. The results of the analysis were then tabulated and presented.

7.6 Statistical tools: To carry out the research, descriptive statistics, one way ANOVA and chi-square tests were used.

8. DATA ANALYSIS AND INTERPRETATION

8.1 Statistical Hypothesis formulated and tested for the present research is mentioned below.

Null Hypothesis- 1

H1: There are no significant mean differences perception levels of employees' in terms of uniformly distribution.

Ha: There are significant mean differences perception levels of employees' in terms of uniformly distribution.

Null Hypothesis- 2

H2: There are no significant mean differences in the perception of the employees about the training program.

Ha: There are significant mean differences in the perception of the employees about the training program.

The perception of employees about the training program was tested against different **age groups.**

To **test H1**, it was customary to present the norm table of levels of perception of the employees on T & D program provided by the company and then chi- square test was used and inference was drawn thereafter and results are presented in Table 1 given below.

TABLE 1

sigma level	class	Perception Level	Frequency	Percentage
$\mu - 3\sigma, \mu - 2\sigma$	25 - 30	Poor	02	4
$\mu - 2\sigma, \mu - \sigma$	31 - 35	Below average	05	9
$\mu - \sigma, \mu + \sigma$	36 - 44	Average	39	74
$\mu + \sigma, \mu + 2\sigma$	45 - 49	Above average	07	13

Calculated chi-square value = 61.62 :: Table chi-square value = 7.815

Among 53 respondents 2 (4%) exhibited poor perception level, 5 (9%) exhibited below average level of perception, 39 (74%) exhibited average level of perception and the remaining respondents 7 (13%) exhibited above average level of perception. And the difference in the levels of perception of respondents was found to be statistically significant at 5% level.

Since, calculated chi-square value is greater than Table chi-square value at 5% levels, the null hypothesis thus formulated is rejected. Hence, the inference can be made as there are significant mean differences perception levels of employees' in terms of uniformly distribution.

To **test H2** one way ANOVA was used and the computations made were tabulated and tested and results are presented in Table -2 given below:

TABLE 2: ANOVA

THE PERCEPTION OF EMPLOYEES ABOUT THE TRAINING PROGRAM WAS TESTED AGAINST DIFFERENT AGE GROUPS						
Perception variables	AGE	Sum of Squares	df	Mean Square	F	Sig.
Training Need	Between Groups	18.378	3	6.126	1.203	.318
	Within Groups	249.434	49	5.090		
	Total	267.811	52			
Appraisal	Between Groups	10.261	3	3.420	.813	.493
	Within Groups	206.040	49	4.205		
	Total	216.302	52			
Presentation of the training material	Between Groups	35.795	3	11.932	1.064	.373
	Within Groups	549.677	49	11.218		
	Total	585.472	52			
Knowledge enhancement	Between Groups	6.756	3	2.252	.230	.875
	Within Groups	480.376	49	9.804		
	Total	487.132	52			
Training Evaluation	Between Groups	26.616	3	8.872	1.734	.172
	Within Groups	250.704	49	5.116		
	Total	277.321	52			
Overall	Between Groups	331.840	3	110.613	.841	.478
	Within Groups	6445.971	49	131.550		
	Total	6777.811	52			

From the above table the following inferences were drawn.

a) Since P = 0.318>0.05 the test was not significant at 5% levels, which means there is no significant mean difference in the perception of employees towards training needs among different age groups of the employees.

b) Since P = 0.493>0.05 the test was not significant at 5% levels and hence it indicates that there is no significant mean difference in the perception of employees towards appraisal among different age groups of the employees

c) Since P = 0.373>0.05 the test was not significant at 5% levels. This means there is no significant mean difference in the perception of employees towards presentation of the training material among different age groups of the employees

d) Since P = 0.875>0.05 the test was not significant at 5% levels. This means there is no significant mean difference in the perception of employees towards knowledge enhancement among different age groups of the employees

e) Since P = 0.172>0.05 the test was not significant at 5% levels which means there is no significant mean difference in the perception of employees towards evaluating training program among different age groups of the employees.

9. FINDINGS AND CONCLUSIONS

There was no significant mean difference in the perception towards training need, appraisal, presentation, towards knowledge evaluation, evaluating training program among different age groups of the employees. Further, it can be concluded that there is differences in the age group of employees did not manifest any variations in their perception towards the latent variables of training considered in this research. In other words, the perception of employees towards this training program offered by the organization exhibited uniformity without displaying dis similarity.

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