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A RESEARCH ON THE EFFICACY OF EMPLOYEE TRAINING IN MANUFACTURING COMPANY, PUNE

DR. MANISHA PUROHIT
ASSOCIATE PROFESSOR
LOTUS BUSINESS SCHOOL
PUNE

ABSTRACT

Training today is the fastest growing business in the country. In the face of the global competition it is likely to grow even faster in the next few years. Basically, when we talk about training it refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Improvement and changes of an employee is essential in the manufacturing companies where change is constant in all its functions under four phases such as training need analysis, pre-training preparations, the trainer and trainee involvement during the training and the post training program to import the overall training and development objectives. This paper attempts to highlight an original research on evaluating the effectiveness of employee training in a manufacturing company. To survive in the globalised era, organizations need to continuously develop the knowledge, skill and ability of their human resources throughout the year, the organization spend a huge amount of money for the purpose of training and development of the human resources. But the crucial point is effectiveness. The training evaluation is a means by which participants express their feedback regarding the effectiveness of training through a qualitative and quantitative survive questions.

KEYWORDS

Training, learning and development, organizational effectiveness, training need analysis, training evaluation, training effectiveness.

INTRODUCTION

Training, with focus of competency building amongst various organizational units, requires collaboration amongst several players in the organization. Present Scenario of business world is characterized by a growing competitiveness, market globalization and technological advances in organization. The survival of an organization implies the prosecution of sustainable competitive advantages. The knowledge and skills of an organization's employees have become increasingly important to its performance, competitiveness and advancement. Organizing a significant number of training programs for the employees are very vital in order to enhance the capability level and the skill set. The performances of employees in the respective departments are directly proportionate to the number of training programs attended. Improvement and changes of individual employees is essential in the manufacturing companies where change is constant in all its functions. The overall personality of the employees can be seen changing for the betterment of the company over a period of time. Number of training programmes organized by companies for the employees is based on the importance the companies are giving for the development of its employees for effective performance and for committed relationship. Thus the role played by training and development can no longer be overemphasized. However, the need for organizations to embark on managerial development programmes has become obvious. Absence of these programs often manifests tripartite problems of incompetence, inefficiency and ineffectiveness. Hence, the training is felt vital for the manufacturing industry for its overall growth and development of the employees and the organizations.

As organizations strive to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes an increasing importance. "Training" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Training activities will have a positive impact on the performance of individuals and teams by virtue of change in their attitudes, motivation, and empowerment. Accountability and result-oriented are the two major issues in today's turbulent business environment. Organizations adopt various strategies and techniques for this. Human resources are the focal for these issues like any other issue of organization. To survive in this turbulence, Organizations need to continuously develop the knowledge, skill and ability of their human resources. Throughout the year, the organization spends a huge amount of money for the purpose of Training and development of the human resources. But the crucial point is effectiveness. To measure the effectiveness, a number of Training evaluation models and techniques are available. But to what extent it is carried out and their utilities are the major concerns of the HRD expertstill date. As we all know that manufacturing industries are the backbone of Indian economy as provide employment opportunities galore. But over a period of time some of the manufacturing industries are losing viability and becoming sick owing to technical, financial, labor and employment problems. Therefore it is utmost important that the people who manage the manufacturing industries are properly recruited and trained to harness sophisticated technology. Hence, the present paper focuses on training and development of some select manufacturing companies in Pune region.

OBJECTIVES OF THE STUDY

1. To know the various training programmes and to gauge the effectiveness in the organization.
2. To review how effective are the training functions
3. To measure about the adequacy of the training for improving skill and competency of Employees.

REVIEW OF LITERATURE

Company can develop and enhance the quality of the current employees by providing comprehensive training and development. Research indicates that investments in training employees in problem-solving, decision-making, teamwork, and interpersonal relations result in beneficial firm level outcomes (Russell, Terberg, and Powers, 1985; Bartel, 1994; Cianni and Wnuck, 1997; Ettington 1997; Barak, Maymon, and Harel, 1999). Training also has a significant effect on employee performance. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Russell, Terberg, and Powers 1985; Bartel 1994; Cianni and Wnuck 1997; Ettington 1997; Barak, Maymon, and Harel 1999). In a rare organization level study, Russel et al., (1985) found that training was correlated with sales volume per employee and store image in a sample of retail outlet stores.

Effective training programs are systematic and continuous. In other words, training must be viewed as a long term process, not just an infrequent and/or haphazard event (Tannenbaum & Yukl, 1992; Wexley & Latham, 1991). Assessments of employee and organizational needs as well as business strategies should be conducted and then used in selecting training methods and participants (Goldstein, 1991). Training programs that are consistent with employee and organizational goals and needs and fit with the business strategy will meet with greater success than those that are not (Wexley & Latham, 1991). Preferably, employees will be trained based on the results of assessments of their work. Herman Aguinis and Kurt Kraiger (2009) adopted a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. Benson et al. (2004) collected data from each of the 9439 permanent, salaried employees of a large high-technology manufacturing firm to assess the effects on employee turnover of the organization's investment in employee development via a tuition reimbursement program.

Colleen Beth Akehurst (2004) in his research examined two specific benefits such as improved quality (i.e. decreased reject rate) and improved equipment performance (i.e. reduced unplanned downtime) and indicated that training benefits a manufacturing process during ramp-up. Littrell et al. (2006) examined 29 prior conceptual reviews and 16 empirical studies and concluded that cross-cultural training is effective at enhancing the expatriate's success on overseas

assignments. They also identified many variables that moderate the effects of training on expatriate performance, including the timing of the training (e.g., predeparture, while on assignment, and post assignment), family issues (e.g., spouse's adjustment), attributes of the job (e.g., job discretion), and cultural differences between the home country and the assignment country. Abdus Sattar Niazi (2011) opined that the business environment has changed with intense pressure on organizations. He carried out an analysis and that the training and development create learning organizations which ensure that employees through value addition can effectively perform their jobs, gain competitive advantage and seek self growth. Haslinda Abdullah (2009) examined challenges to the effective management of training and development activities in manufacturing firms. They observed lack of commitment towards training throughout organizations, sight from top management to shop-floor employees. They found that employees may have embedded pessimistic attitudes towards training and be fundamentally resistant to change.

Debrah, et al (2002) claimed that some firms are not providing the training that their employees need, but instead poach employees from other firms, who have already been trained and developed by their prior employers. However, it may seem that poaching is benefiting employers in terms of financial investment in training.

HYPOTHESES

H01: Training programmes do not help all the educated respondents equally.

H02: Impact of training programmes varies from position to position.

H03: Training programmes do not equally influence all the respondents of varied position

RESEARCH METHODOLOGY

The study is designed to explore the behavior of trainees towards training effectiveness and its impact on self-development for organizational success. This section focuses on the methods adopted to conduct the study and the type of the research used. Descriptive research is used in this study. The research imbibes the employees' opinions towards pre, during and post-training metrics, behavior modification and its impact on the companies. The primary data source was collected through a structured questionnaire the secondary data was collected from different publications, reports, websites, magazines, journals, working papers, books and newspapers.

SAMPLING DESIGN

The sampling is done on multi stage sampling at the first step of sampling, the size of the ample to be taken from each of the 10 departments in the sample companies is calculated at 10 and percent quota sampling technique, while the sample from each department is selected at 10 percent by following stratified random sampling technique where the employees of the company are divided into three strata such as executives, supervisors and workers, such that the total sample from the two companies is 102 i.e., 10 percent of 1019 employees.

TABLE 1: SAMPLE SELECTION

S. No	Number of firms	Total no. of employees	Total sample
1	Firm A	546	55
2	Firm B	473	47
3	Total	1019	102

From the survey we came to know the opinion of the trainees on the level at which they were benefited through the training programmes like 21 degree ,11 diploma , 7intermediate , 9 SSC , 7 PG and 1 B.Tech respondents opined that they were highly benefited through training programmes whereas 7 SSC , 10 diploma , 10 degree , 7 Intermediate , 7 B.Tech and 5 PG respondents opined that they were moderately benefited through training programmes. On the contrary, only one post-graduate opined that they were moderately benefited through training programmes

RESULTS AND DISCUSSION

- The impact of training as a key input for developing the employee ultimately leading to organizational excellence was duly conceived and all efforts were made to measure the effectiveness.
- The study reveals that majority of the respondents on most of the factors detailed in the questionnaire have responded positively by ranking **Strongly Agree** to **Agree** too many of the statements and variables. Hence, it is opined that the overall climate on training are found to be satisfactory.
- The supports made by the top management on training activities are crystal clear which has been observed while reviewing the data.
- As it reflects training is being practiced in certain aspects in a traditional and conventional way which needs to be reviewed.
- Adequate importance is given to both the aspects of the training i.e. functional and development.

MAJOR FINDINGS

- Employees need to be consulted before sponsoring for training programmes. Such contacts help to know the pre training mindset of the employees. Hence may be implemented.
- Timely providing handouts on the training programme are equally important.
- The implementation of strategies on training inputs is considered as a team effort. Hence the trainee and his superior should discuss after the training session and find out the strategies for implementation.

CONCLUSION

Improvement and changes of an employee is essential in the manufacturing companies where change is constant in all its functions and hence training should be a continuous process that demands a range of activities to support the overall training and development objectives.

Organizing a significant number of training programs for the employees are very vital in order to enhance the capability level and the skill set. The performances of employees in the respective departments are directly proportionate to the number of training programs attended.

Evaluating training is not just about whether new skills have been learnt or performance has improved. To get meaningful information, one need to measure what has improved, in what ways, and the precise amount of profit gained.

RECOMMENDATIONS

1. The course contents may be given to the proposed participants, so as to acquire a first hand knowledge on the programme and facilitate them for effective participation during the training.. The organization should develop training of trainers (TOT) after critical analysis of various inputs of the trainers for conducting the training programme in an efficient way
2. There should be close inter-action of the training catalyst and the trainees in a periodical interval so as to make the training inputs more effective. Some new techniques and mechanisms may be developed to review training effectiveness quickly and compliance to the participants of the above score. The organization have to create an environment such that the training will have its circular impact on perceptual skills of employees and in turn on their performance through their prefer perception of training activities.

3. The training programmes should be conducted on a regular basis as only 65 percent of the respondents agreed that the training programmes are highly useful. In order to make all the respondents highly satisfied, the training programmes should cater to the needs of the respondents of varied qualifications as still 38.3 percent of the respondents moderately satisfied.

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