

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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A STUDY ON TRAINING NEEDS FOR EXECUTIVES IN SMALL AND MEDIUM ENTERPRISES AT SALEM DISTRICT**S. SUSENDIRAN****ASST. PROFESSOR****DEPARTMENT OF MBA****K. S. RANGASAMY COLLEGE OF TECHNOLOGY
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TIRUCHENGODE****ABSTRACT**

The study is about the training needs for executives in small and medium enterprises at Salem district. This study covered the level of fulfillment of the executives training program those are nominated by their concern department superiors and top management and also based on their self-interest. This study helps to know about various trainings provided by the company and also the reasons, because of why the executives could not attend the training program. Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve the activity to perform the job. It involves changing of skills, knowledge, attitudes or behaviour. This study provides a platform to identify the interest level of executives to attend the training program and also about the motivation level of superiors to attend the training programs in small and medium enterprises at Salem district. A survey has been conducted to collect the opinion of the executives regarding the training need analysis. Data has been collected through interviewing the respondents. Percentage analysis has been used for interpretation of the data. It describes details about the different training needs which are expected by the executives like technical, behavioural and knowledge sharing. This study will also be helpful to the company to assess the training which executives need and also to provide correct training to the correct person. So finally this study provides an opportunity to understand about the training programs which was given to executives.

KEYWORDS

Attitudes, Knowledge Sharing, Motivation, SMEs and Training.

INTRODUCTION

Training Analysis is most often used as part of the system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements. Training is an organized process for increasing knowledge and skills of people for a definite purpose. The purpose of training is to improve the employee's current job performance.

REVIEW OF LITERATURE

Singara (2001): This paper is a guide to companies when executing the training of a new work force. The researcher shows how job training is crucial for the workers as well as for the corporations. He indicates that companies are paying more attention to the training and development than to recruiting. There are many changes that are being made to the process of training and developing a new work force mainly towards developing existing skills and acquiring new ones. The paper examines several factors that affect this process such as: government intervention, wages, diversity, globalization...and much more

Veerabathra (2002): This paper looks at employee training as a means of improving an organization and making it more cost-effective. It defines the different types of training, including technical, literal, video, and other types of training used to fulfill the needs of both employer and employee.

Akshara (2003): An effective training system would integrate several different processes in order to achieve the objective of a proper training. The first step in any sort of training would be identifying the desired level of knowledge in a measurable form. The next step would be listing out the various qualifications or competencies necessary for taking part in any training system to produce the desired results. After this the trainee would have to undertake the necessary research steps by sourcing materials and other requirements for the training method to function at its best.

Chamy (2004): This paper reports on a study to verify whether training can help organizations and uses a questionnaire to collect empirical data. The author points out that the survey will help identify specific benefits and trends because organizations, like people, have their own individuality and style, and no blue print can be considered a universal fit for all organizations. The paper relates that replacing a skilled and trained employee can be very expensive for an organization in terms of time and money; therefore, organizations are increasingly using training and higher education options in their benefits packages to obtain and retain talent in the organization.

Gulathi (2005): This paper is about employee training and development. It uses a five-step process to develop the appropriate training program that includes training needs assessment; creation of training materials; the training medium (internal, external); the implementation, and an evaluation plan to determine the effectiveness of the training.

Ashwanthi (2006): This paper looks at the methods of and motivation for employee training in the service industries, such as hotels and restaurants. The paper begins with an exhaustive overview of the term training, including a detailed recitation of Carter McNamara's six-point rationale for training in "Employee Training and Development: Reasons and Benefits." The author also provides background information about the importance of good trainers and training techniques.

STATEMENT OF THE PROBLEM

The management of SMEs has been identifying the impact of the training program on the performance and productivity as well as in identifying the best method of training, which enhances the job efficiency, and skills of employees. The management was dubious about the satisfaction level of employees towards the training program.

OBJECTIVES OF THE STUDY

- To analyse the training need of the executives
- To provide them the best Training needs.
- To analyse the changes of executives technical, skill and knowledge.

SCOPE OF THE STUDY

- The training will be done to improve the knowledge, skills and attitude of every individual.
- Training is a learning experience that seeks a relatively permanent change in individuals that improve their ability to perform the job.

RESEARCH METHODOLOGY

The Research Design used here in this project is descriptive research design. This research has definite set of universe and the sampling design used in the study is Random sampling. The sample size is 50. The primary data are those which are collected freshly and for the first time and thus happen to be original in character. The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. Simple percentage analysis is used for data analysis of the study.

DATA ANALYSIS AND INTERPRETATION**TABLE NO. 1: INTEREST TO ATTEND TRAINING**

Opinion	No. of respondents	Percentage
Agree	30	60
Disagree	20	40
Total	50	100

Source: Primary Data

The above table shows that most of the respondents (60%) are interesting to attend the training programmes in their companies and remaining 40% of the respondents are not interesting to attend the training programmes in their companies.

TABLE NO. 2: TRAINING IMPROVES SELF-CONFIDENCE

Opinion	No. of respondents	Percentage
Agree	35	70
Disagree	15	30
Total	50	100

Source: Primary Data

The above table shows that majority of the respondents (70%) are agreed that the training programmes are improving their self-confidence, and only 30% of the respondents are disagreed that the training programmes are improving their self-confidence.

TABLE NO. 3: TRAINING DEVELOPS KNOWLEDGE, SKILLS AND ATTITUDE

Opinion	No. of respondents	Percentage
Agree	30	60
Disagree	20	40
Total	50	100

Source: Primary Data

The above table shows that most of the respondents (60%) agreed that their knowledge, skills and attitude are improving through training programmes, and only 40% of the respondents disagreed that knowledge, skills and attitude are improving through training programmes.

TABLE NO. 4: SUPERIOR'S MOTIVATION

Opinion	No. of respondents	Percentage
Agree	25	50
Disagree	25	50
Total	50	100

Source: Primary Data

Out of 50 respondents, 50% of respondents agreed and disagreed that the superiors are motivating the subordinates to attend the training programmes.

TABLE NO. 5: SUPERIORS NOMINATE TO ATTEND WHAT THE SUBORDINATES NEED

Opinion	No. of respondents	Percentage
Agree	20	40
Disagree	25	50
Neutral	5	10
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, majority of respondents (50%) disagreed that the superiors nominate to attend the training what subordinates need, 40% of the respondents agreed that the superiors nominate to attend the training what subordinates need, and remaining 10% of the respondents neutral i.e., neither agreed not disagreed that the superiors nominate to attend the training what subordinates need.

TABLE NO. 6: TRAINING HELPS TO DO JOB BETTER

Opinion	No. of respondents	Percentage
Agree	30	60
Disagree	20	40
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, 60% of respondents agreed that training helps subordinates to do the job better, and 40% of respondents disagreed that training helps subordinates to do the job better.

TABLE NO. 7: EXECUTIVES ARE ATTENDING ALL TRAINING PROGRAMMES

Opinion	No. of respondents	Percentage
Strongly Agree	15	30
Agree	25	50
Neutral	3	6
Disagree	2	4
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, majority of the respondents (50%) agreed that the executives are permitting to attend all kinds of training programmes in the company, 30% of the respondents strongly agreed that the executives are permitting to attend all kinds of training programmes in the company, 10% of the respondents agreed that the executives are permitting to attend all kinds of training programmes in the company, 6% of the respondents neutral i.e., neither agreed nor disagreed that the executives are permitting to attend all kinds of training programmes in the company, 4% of the respondents disagreed that the executives are permitting to attend all kinds of training programmes in the company

TABLE NO. 8: COMPANY PROVIDES WHAT SUBORDINATES EXPECT

Opinion	No. of respondents	Percentage
Strongly Agree	15	30
Agree	30	60
Neutral	5	10
Total	50	100

Source: Primary Data

The above table shows that most of the respondents (60%) agreed that their company provides what the subordinates expect, 30% of the respondents strongly agreed that their company provides what the subordinates expect, and remaining 10% of the respondents neutral i.e., neither agreed nor disagreed that their company provides what the subordinates expect.

TABLE NO. 9: TRAINING WHICH SUBORDINATES PREFER

Opinion	No. of respondents	Percentage
Technical skills	35	70
Behavioral skills	10	20
Knowledge sharing	5	10
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, 70% of the respondents prefer technical skills, 20% of the respondents prefer behavioral skills, and only 10% of the respondents prefer knowledge sharing.

TABLE NO. 10: RATING FOR TRAINING PROGRAMME

Opinion	No. of respondents	Percentage
Very high	15	30
High	30	60
Average	5	10
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, majority of the respondents (60%) are given high rating to the training programmes, and 30% of the respondents are given very high rating to the training programmes and only 10% of the respondents are given average rating to the training programmes which is offered by their companies.

TABLE NO. 11: EFFECTIVENESS OF TRAINING ANALYSIS

Opinion	No. of respondents	Percentage
3 Months	30	60
6 Months	15	30
1 Year	5	10
Total	50	100

Source: Primary Data

The above table shows that out of 50 respondents, most of the respondents (60%) prefer that training effectiveness of training program should be analyzed once in 3 months, 30% of the respondents prefer that training effectiveness of training program should be analyzed once in 6 months, and only 10% of the respondents prefer that training effectiveness of training program should be analyzed once in 1 year.

FINDINGS

This study shows positive response towards training needs for executives in small and medium enterprises at Salem district. Because most of respondents are interesting to attend the training, they believe that their self-confidence, knowledge, skill, and attitude are improving and developing through these training programmes. But most of the superiors do not nominate their subordinates to attend these training programmes. Most of the respondents are requiring technical skills oriented training programmes in the company and also these training programmes should be effectively analyze once in 3 months.

SUGGESTIONS

- Executive can be nominated for the training program only from the need identified list.
- Training programs can be organised with a focus of future needs and challenging commitments.
- Training has to be provided whenever there is change in technology.
- Executives can be guided to select the training program what they need.
- Executives are finding difficult to attend the training program because of their work schedule so, Company can allot timings for training programs separately.
- Executives can be communicated well in advance.

CONCLUSION

From this study, it can be concluded that there is a very good analysis team regularly carrying out the need whenever there is a change in technological advancements. Many of the executives are given their opinion that training need analysis helps in identifying their needs and it also helps in improving the soft skills. This study shows that the training need analysis carried out by the SMEs seemed to be good and they should continue their analysis with some changes, so that it helps the SMEs to achieve the mission.

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