

Impact on Employees' Training and Development in Abt Maruti Limited In Tiruchirappalli

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ABSTRACT

Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge. The main objective of this study is to examine the effectiveness of training and development on employees' performance and organisation competitive advantage in the ABT Maruti Ltd. The methodology that was used for the study was survey. Primary data was collected from a sample of seventy five (75) employees. Self - administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that training and development had positive impact on employees of the ABT Maruti Ltd. The study recommended that for ABT Maruti Ltd to be successful as the first choice, its management must empower all departments to engage in the training and development of employees in order to build potential and strengthen employees' competencies.

Training **KEY WORDS:**, development, performance, competitive

INTRODUCTION

The efficiency of an organization depends directly on how capable its personnel are and how they are motivated to work. Capability of a person depends on the person's ability to work and the type of training the persons receive. While the personal capability is evaluated through proper selection procedure, training is taken care of by the organization. Training and development activities have assumed high importance in recent years because of their contribution to the achievement of organizational objectives. Training becomes essential for the purpose of meeting the specific problem or need of an organization arising out of introduction of new lines of production, change in design, change in demand, communication and economy, individual adjustments, job and personnel change. Development becomes essential to induce behavioural changes in individuals in cultivating their mental abilities and inherent qualities through occasion, understanding and use of know-how knowledge, insight and skills, which are needed for more effective performance in decision making and logical thinking. Training is a continuous learning process that involves the acquisition of skills, concept rules or rules or attitude to increase the performance of employees. Training in addition to development, plays a vital role in imparting core competency to match the global requirements. Training need indicates gap between job requirements or organizational expectations and employees present job skills.

REVIEW OF LITERATURE

BLANCHARD ET AL. (2000) studied training evaluation practices at both management and non-management level in Canada through a survey of 202 organisations, employing a total of over 4,70,000 employees, thus representing a significant portion of the Canadian workforce. The survey data indicated that only one-fifth of these Canadian organisations evaluated their training as suggested by academic standards. The researchers presented practitioner perspective as a supporting rationale for the survey results.

SRIVASTAV (2001) evaluated the effectiveness of various training programmes offered by the in-house training centre of Tata Steel, ShavakNanavati Training Institute (SNTI), India. Effectiveness of training was measured in terms of various outcomes such as satisfaction level; reaction and feedback of participants; and departmental heads. The sample considered of sixty departmental heads, fourteen hundred participants and thirteen hundred immediate supervisors from various departments. The data were collected through structured interview schedule. It was found that the satisfaction levels of participants their superiors and divisional heads were above average from all types of programmes. The participants were benefited from the programmes, but transfer of learning was not as expected from their supervisors. There were changes in the post-training performance ranging from 10 to 37%; Training programmes could meet the objectives only to a limited extent.

OGUNU (2002) in his study titled “Evaluation of Management Training and Development Programme of Guinness Nigeria PLC” examined the management training and development programme of Guinness Nigeria PLC, Benin City with a view to ascertaining its relevance, adequacy, and effectiveness. A convenience sampling design was adopted, whereby the researcher used all the 50 management staff of the company’s Benin Brewery as subjects for the study. Data were collected by administering a questionnaire titled ‘Management training and development questionnaire’ (MTDQ) developed by the researcher. Hypothesis testing in the study revealed that facilities for staff training were adequate for effective training of management staff, training programmes for management staff were relevant to the jobs they performed, and the training programmes undergone by staff did indeed improve their performance and effectiveness at works.

STATEMENT OF THE PROBLEM

Organization and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. Every modern management has to develop the organization through Human Resource Development. Employee Training is the most important aspect of HRD and training is its specialized function. No organization can get a candidate who exactly matches with the job and organizations requirements. Hence, training fulfills this problems i.e., it develops an employee and makes him suitable for the job. For this purpose, training is planned to have certain programs to be implemented effectively over the employees in order to get better performance from them.

In this context, the Training and Development of employees in Solamalai Maruti Madurai, is selected for the study. The programmes being followed and the effectiveness of training programmes over the work performance are studied here. Certain queries relating to these aspects are to be clarified. They are,

- ✓ What is the Satisfaction level of employees who are given training?
- ✓ What are the factors determining training need in the organisation?

- ✓ Does development improve knowledge, skill, quality of work, integration and leadership quality?
- ✓ How are the overall training and development of employees about training and development?

OBJECTIVES OF THE STUDY

- 1 To analyse the effectiveness of training and development programme adopted for employees.
- 2 To study the satisfaction of employees towards the training and development programme.

HYPOTHESIS

1. There is a significant relationship between demographic characteristics of the respondents and overall training and development.

MATERIALS AND METHODS

A research has to follow any one of the methods of research namely survey method, observation method and experimental method. Among them, 'Survey' method was adopted to execute the study. As Training and Development Programmes have been improving day by day everywhere especially in this district, this topic is chosen, among employee aspects, the Training and Development Programmes in ABT Maruti Ltd in Tiruchirappalli is selected for the study. 'Simple Random' sampling is used to select the sample size of employees. Among the total employees, 75 employees were selected and met in the study.

As regards data collection, a standard Questionnaire with 40 questions was prepared by the researcher and given to the employees of different department. The sources of getting data are numerous and effective today. This study depends more on primary data and less on secondary data. Primary data were collected from the employees through the questionnaire. Secondary data were gathered from text books, websites. Here, the proportion of primary data is larger than the proportion of secondary data that is used in the study.

Two statistical tools are used to analyse the primary data collected from the above source. This involves a lot of calculation and computations. In order to economise the time and ensure accuracy computer is used for analysis of such data. Through SPSS this package, the following analyses are done here, namely Frequency test, Chi-square test is used to test the association between two factors. This study is carried for a period of 3 months from May 2017 to July 2017 during which the topic is selected, the questionnaire, the data are collected and analyzed and the report is prepared.

RESULTS AND DISCUSSIONS

TABLE NO. 1
ASSOCIATION BETWEEN EMPLOYEES' DEMOGRAPHIC PROFILE AND OVERALL T&D

PARTICULARS	CATEGORY	OVERALL TRAINING & DEVELOPMENT					TOTAL	S / N.S
		HS	S	M	D	HD		

Gender	Male	10	41	8	0	0	59	p-value =0.619 NS
	Female	2	13	1	0	0	16	
	Total	12	54	9	0	0	75	
Age	20-30 yrs	0	22	6	0	0	28	p-value =0.030 S
	31-40 yrs	10	21	2	0	0	33	
	41-50 yrs	2	7	1	0	0	10	
	Above 50yrs	0	4	0	0	0	4	
	Total	12	54	9	0	0	75	
Marital Status	Single	2	21	3	0	0	26	p-value =0.342 NS
	Married	10	33	6	0	0	49	
	Total	12	54	9	0	0	75	
Educational Qualification	HSC	2	24	6	0	0	32	p-value =0.000 S
	UG	8	7	1	0	0	16	
	PG	2	2	0	0	0	4	
	Diploma	0	21	2	0	0	23	
	Total	12	54	9	0	0	75	
Occupation	Office Staff	4	31	6	0	0	41	p-value =0.012 S
	Supervisor	6	6	2	0	0	14	
	Sales Executive	2	6	0	0	0	8	
	Mechanic	0	6	1	0	0	7	
	Driver	0	5	0	0	0	5	
	Total	12	54	9	0	0	75	
Experience	Below 2 years	0	9	1	0	0	10	p-value =0.034 S
	2-5 years	8	26	2	0	0	36	
	5-10 years	2	12	3	0	0	17	
	Above 20 years	2	7	3	0	0	12	
	Total	12	54	9	0	0	75	
Department	New car sales	8	16	2	0	0	26	p-value =0.019 S
	Exchange (True Value)	2	9	1	0	0	12	
	Service Station	0	8	3	0	0	11	
	Insurance	0	7	0	0	0	7	
	Body Shop	0	8	2	0	0	10	
	Driving School	2	6	1	0	0	9	
	Total	12	54	9	0	0	75	
Monthly Income	Below Rs.5000	0	7	0	0	0	7	p-value =0.000 S
	Rs.5000-10000	4	24	3	0	0	31	
	Rs. 10000-15000	2	21	6	0	0	29	
	Rs.15000-20000	4	0	0	0	0	4	
	Above Rs. 20000	2	2	0	0	0	4	
	Total	12	54	9	0	0	75	

- ✓ There is no significant relationship between Gender of the respondents and overall training and development. Also 41 respondents (55%) whose Gender is male have felt satisfied on overall training and development.

- ✓ There is a significant relationship between age of the respondents and overall training and development. Also 22 respondents (29%) whose age is between 20-30 years have felt satisfied on overall training and development.
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- ✓ There is no significant relationship between marital status of the respondents and overall training and development. Also 33 respondents (44%) whose marital status is married have felt satisfied on overall training and development.
- ✓ There is a significant relationship between Educational Qualification of the respondents and overall training and development. Also 24 respondents (32%) whose qualification is HSC have felt satisfied on overall training and development.
- ✓ There is no significant relationship between designation and overall training and development. Also 31 respondents (41%) whose designation is office staffs have felt satisfied on overall training and development.
- ✓ There is no significant relationship between experience of the respondents and overall training and development. Also 26 respondents (35%) whose experiences 2-5 years have felt satisfied on overall training and development.
- ✓ There is no significant relationship between Department of the respondents and overall training and development. Also 16 respondents (21%) whose Department is New car sales have felt satisfied on overall training and development.
- ✓ There is a significant relationship between Monthly income of the respondents and overall training and development. Also 30 respondents (30%) whose Monthly Income is between Rs.5000-10000 have felt satisfied on overall training and development.
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TABLE NO. 2
FREQUENCY OF TRAINING

PERIOD	NO. OF RESPONDENTS	PERCENTAGE
Once a year	12	16
Twice a year	16	22
Once in 3 month	19	25
Once a month	28	37
Total	75	100

Source: Primary data

Table No. 2 conveys frequency of training of the respondent, 37 percent of the respondent underwent training once a month, 25 percent of them attended training once in 3 months and 22 percent of them underwent training twice a year.

TABLE NO. 3
FACTORS DETERMINING TRAINING NEEDS

FACTORS	NO. OF RESPONDENTS	PERCENTAGE
Technology	36	48
Soft skills	19	25
Working Environment	6	8
Employee capacity	14	19

Total	75	100
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Source: Primary data

Table No. 3 indicates the factors that determine training needs. Technology determined training was opined by 48 percent of the respondents, soft skills determined training needs was agreed by 25 percent of them, 8 percent felt that working environment determined training and 19 percent said that the employee capacity determined training.

TABLE NO. 4
SATISFACTION ON DURATION OF THE TRAINING PROGRAM

LEVEL OF SATISFACTION	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	31	41
Satisfied	42	56
Neutral	2	3
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	75	100

Source: Primary Data

Table No. 4 brings out the satisfaction of the employee on the duration of training 41 percent of the respondents were highly satisfied, 56 percent of them were satisfied and 3 percent of them were neutral in this study.

Table NO. 5
OVERALL SATISFACTION ON TRAINING AND DEVELOPMENT

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	12	16
Satisfied	54	72
Neutral	9	12
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	75	100

Source: Primary data

Table No. 5 highlights the Overall Satisfaction of the employees about their training and development 16 percent of the respondents were highly satisfied, 72 percent of them were satisfied and 12 percent of them were neutral in this regard.

SUGGESTIONS

Suggestions from employees make a company success. Here, the suggestions are based on weak aspects in the inferences of training and development programmes. Following suggestions are offered to concentrate more in knowing the behaviour of the employees to bring about an improvement.

1. Awareness of training and development it must be made known to all the employees.
2. To the employees off the job training may also be introduced.
3. It provided facilities for the employees in training can be improved the organisation.
4. Improvement and environment employees of creative skills through training may be encourage in the organisation.
5. Cordial relationship between superior and subordinates makes the successful organisation.
6. The training programmes are updated to the employees the present need and hence such programmes to be improved further updation by way of enhancing the written test and practical knowledge more effectively.
7. Improving the technical knowledge and motivation trainers of the employees are necessary of the firm.
8. After their training of employees' evaluation may be enlightened.

CONCLUSION

Training and development programmes are, undoubtedly, a costly investment which will yield returns in the long run. Hence, the role and relevance of this most important human resource management function must be recognised and valued at all levels of the organisation. Accordingly, training and development programmes should be planned, developed, budgeted, conducted and evaluated with great care. In this study on-the-job training is given to the employees. As far as development of employees is concerned, it enables the cordial relationship between superiors and subordinates, ethics and responsibilities, leadership, decision-making skills, time management and achieving organisational goals by the employees. Motivate employees and helps in avoiding mistakes. It becomes quite clear that there is no other alternative or short cut to the development of human resources. Training when used in a planned and purposeful manner can be an extremely effective management tool as they increase the knowledge and skills of workers and thereby increasing the productivity and wealth of the organization.

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