A STUDY ON TRAINING AND ITS EFFECTIVENESS IN MANUFACTURING INDUSTRY

Sandhiya.B[1], Rathika.S[2]

[1] Research Scholar, Department of Master of Business Administration, Prince Shri Venkateshwara Padmavathy Engineering College, Tamil Nadu, India

[2] Associate Professor& Head , Department of Master of Business Administration, Prince Shri Venkateshwara Padmavathy Engineering College, Tamil Nadu, India

ABSTRACT

One of the foremost important activities of HRM department is training. The technique of training has been a key factor and a serious to realize the objectives of human resources management. Training effectiveness &evaluation is a critical aspect of the development of knowledge of workforce. The objective of this study is to examine effectiveness of Training. 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. The main objective of the study is to understand the outcome of the training in real output scenario. The objective of the study was evaluated with both primary and secondary data. The data's were collected from 200 respondents using questionnaire. The type of research design that has been used for the study is the descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using structured questionnaire. The sampling design used in the study is stratified random sampling. The data has been analysed using percentage analysis method . From the analysis it is observed that the training helps to reduce the learning time for employees who is starting the new jobs, transfer or promotion and ensure that they become fully component as quickly and effectively as possible.

Keywords: *Training skills, Knowledge of workforce, Evaluation*

1. INTRODUCTION

Training, a key practice is critical to the implementation of several competitive strategies. The purpose of training isn't only to develop the skills of an satisfy current and future needs, it supplement education and to train them for highest responsibilities. Training evaluation is a systematic process to analyse if training programs and initiatives are effective and efficient. Trainers and human resource professionals use training evaluation to assess if the worker training programs are aligned with the company's goals and objectives. Training should tend to coach the minds of the workers to attack the issues within the right perspective and to realize ultimate solution. So training is provided to human resources so as to enable them to adapt to new changes in scenario and acquaint them with the work methods. According to Edwin .B. Flippo Training is "the act of increasing the knowledge and skills of an employee for doing a particular job".

1.1 Training Evaluation:

Evaluation of training effectiveness is the most critical phase in not only assessing the quality of training imparted but also to see what future changes in training plan should be made to make it more effective. The process has both predictive and regulative value. It is an investment in employee's productivity and retention by providing for career progression and employees job satisfaction over the long time. Therefore, the organization must know whether their investment is being spent effectively or not. For this continuous evaluation, training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behaviour.

1.2 Principles of Evaluation:

➢ Evaluation specialist must be clear about the goals and purposes of evaluation.
➢ Evaluation must be continuous.
➢ Evaluation must be specific.
➢ Evaluation must be based on objective methods and standards.

1.3 Techniques of Evaluation:

o **Participant feedback (formal and informal):-**
   Participant feedback is a powerful evaluation tool. Particularly feedback is asked only after they attend the training program.

o **Peer feedback:-**
   Getting feedback from colleagues about his / her performance.

o **Self-evaluation:-**
   A good facilitator should always be able to evaluate the effectiveness of their training.

o **Appraisal:-**
   Appraisal is an important evaluator exercise which has a general application in management. It is appraised on –the-job by self, superiors, subordinates and peers.

o **Cost -benefit exercise:-**
   Companies demand "tangible" benefit from training programmers which are costly and they need to justify their spending. Some writers on evaluation have taken to the cost benefit bottom line or return on investment exercise as a means of providing the worth of training in monetary terms.

o **Critical incident technique:-**
   These critical incidents and the reasoning behind them led to an understanding of how and why people are good or bad at work

1.4 Benefits of Training:

To the organization:
   ➢ Leads to improve profitability and or more positive attitude towards profit orientation.
   ➢ Improves the job knowledge and skills at all levels of the organization.
   ➢ Improves the morale of the work force.
To the individual:
   ➢ Helps the individual in making better decision and effective problem solving.
   ➢ Aids in encouraging and achieving self-development and self-confidence.
   ➢ Provides information for improving leadership, knowledge, communication skills and attitudes.

2. NEED FOR THE STUDY

   The need for the study is to improve the quality of the product/service. Training refers to the teaching and learning activities carried on for the primary purpose of helping the member of an organization. To help the company to fulfil its future personnel needs and to achieve their organizational goals. This study aims at improving the behaviour of a person.

3. OBJECTIVES OF THE STUDY

3.1 Primary Objective :

   To study about "training and its effectiveness"

3.2 Secondary Objectives :

   ➢ To Bridge the gap between job description and skills.

➢ To Uplift of the required skills of the employees.
➢ To understand the outcome of the training in real output scenario.

4. SCOPE OF THE STUDY

The scope of the study is to know the effectiveness of training programme conducted by the company and the employees are aware about their responsibilities and authorities or not. This will help to improve the organisation climate and to increase the morale of employees and to know about the work culture of the organization.

5. LITERATURE REVIEW

Mr. Atanu Manna[1], Training effectiveness is fundamentally an evaluation that inspects the level to which training enhanced the employee's skill, knowledge, and behaviour inside the association. The perception of training effectiveness is a series of many factors on the situation of the pre-training stage, training stage, post-training stage and personal factors. The relationship between trainees towards effectiveness and ineffectiveness is analysed based on the similarity or difference of pre and post training stage, to the type of obstacles. Trainees pursued as a selective and the level of picking up depends on some of the factors. A simple measurement technique is showcases in this paper for measuring the training effectiveness. Training effectiveness is an extremely multifaceted event. Although many efforts have been completed from time to time, still there nothing any comprehensive theory of training effectiveness. This theory showcase a general schema which can be implemented in organization for determine the effectiveness.

Ms. Divya Sharma[2], In this research paper the researcher have tried to articulate the training evaluation and its effectiveness towards the training methods and techniques of employees of corporate sector in Marathwada region. Training evaluation techniques is collection of data from the employees and evaluation techniques can be categorized in numerous. It is an investment in employee's productivity and retention by providing for career progression and employees job satisfaction over the long time. Therefore, the organisation needs to know whether their investment is being spent effectively or not. For this continuous evaluation, training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behaviour. Effective training programs also help the employees to concentrate on their individual career development, which ultimately assists to achieve organizational short and long run objectives. This research paper tried to explore the use of training evaluation methods in industries specifically in manufacturing industry.

Sudhakar.R[3], Training and development plays an important role in the effectiveness of organizations and to make experience people to do work effectively. It is said that training has implications for productivity, commitment to the work and personal development. All corporate / companies must train people and develop their staff. Most of the organization are aware of this requirement and make invest and do many things for training and development. The training which we give to the staffs may be technical training or soft skills / behavioural training. The objective of the research paper is to collect and analyse data regarding the importance and effectiveness of training and development. The research will enable us to identify the training importance & effectiveness.

Chandrika K Mistry[4], Training effectiveness is a critical aspect of the development of knowledge of workforce. The objective of this study is to examine effectiveness of Training. 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. The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. But the crucial point is effectiveness. This paper is a means by which employees express their feedback regarding the effectiveness of training in a cement factory. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management.

Divyaranjani .R[5], the effectiveness of training and development, among the workers productivity in automobile manufacturing companies considering the factors, which influences and to suggest the company to improve and manage the effectiveness of training and development programs for the employees in the organization. The training evaluation and changes in development pull out more skills and knowledge required for the job or organisation or qualification. Thus, the major factors that lead to stress are overload, heavy noise, changes in technology, family problems etc

6. RESEARCH METHODOLOGY:

6.1 Meaning of Research: Research refers to a search for knowledge. It can also be given as a scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation.

6.2 Research Method: Research method is those techniques that are used for condition of research.

6.3 Research Methodology: Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically.

6.4 Research Design: Research design is the plan, structure, and strategy of investigation conceived so as to obtain answers to research questions and control variance.

6.5 Descriptive Research Design: Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group. The research design followed for the study is descriptive type of research.

6.6 Population: The total staff employees of the company are 900, and it forms the work place for the present study.

6.7 Sample Size: The researcher distributed questionnaires to overall 200 respondents who were taken as sample.

6.8 Sampling Technique : Stratified Random Sampling .

6.9 Data collection: The researcher makes sincere attempts to overall meet the respondents individually, the researcher explained each question to overall facilitate good understanding and genuine responses.

6.10 Sources Of Data collection:

6.10.1 Primary Data Collection:

The data which is collected for the first time is called as primary data. The various sources for collecting primary data are questionnaire, observation, interview, consumer panels etc. the primary source used for this study is questionnaire.

6.10.2 Secondary Data Collection:

The records and documents pertaining to the overall details of the organization and employees constitute the secondary sources such as books, journals and newspapers. Secondary data are obtained from company profile, internet, various other documents, scope need and other reports of the company.

6.11 Statistical Tools:

6.11.1 Percentage Analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages. Percentage = (No of respondents/Total no of respondents)*100

7. LIMITATIONS OF THE STUDY

- Some of the information for the study may be confidential and therefore the company is not disclosing it.
- Opinion and perception of the employees change over a period of time.

8. RESULT AND DISCUSSION

Table – 8.1 Table showing Number of training programmes attended by the respondents
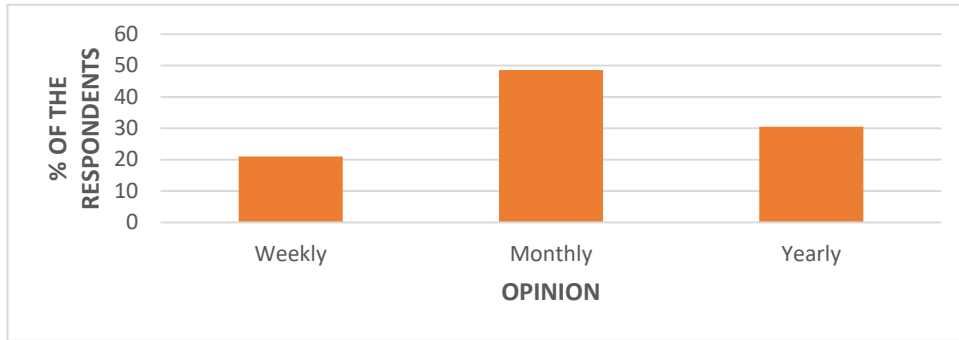
S.NO	OPINION	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Weekly	42	21%
2	Monthly	97	48.5%

| 3 | Yearly | 61 | 30.5% |
| | Total | 200 | 100 |

Interpretation:

From the above table it is observed that 48.5% of the respondents are attending the training program monthly, 30.5% of the respondents are attending yearly, 21% of the respondents are attending weekly.

**Chart No: 8.1 (a) Chart showing Number of training programmes attended by the respondents**

Table – 8.2 Table showing Number of training programme provided in particular area

S.NO	OPINION	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Technical	100	50%
2	Safety	37	18.5%
3	Behaviour	29	14.5%
4	All the above	34	17%
	Total	200	100

Interpretation:

From the above table it is observed that 50% of the respondents are attending the technical training, 18.5% of the respondents are attending the safety training, 17% of the respondents are attending all the above training, 14.5% of the respondents are attending the behaviour training.

Chart No: 8.2 (a) Chart showing Number of training programmes provided in particular area
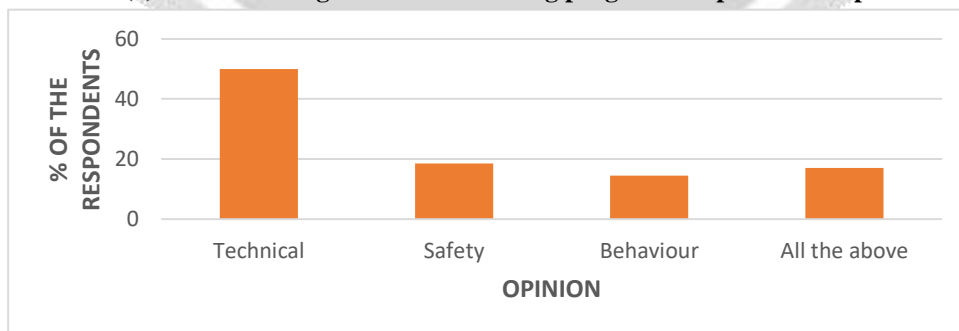
Table – 8.3 Table showing Technical training helps to increase the skills and knowledge of the respondents

S.NO	OPINION	NO. OF RESPONDENTS	% OF THE RESPONDENTS
1	Strongly agree	94	47%
2	Agree	43	21.5%
3	Neutral	48	24%
4	Disagree	9	4.5%

| 5	Strongly disagree	6	3%
	Total	200	100

Interpretation:

From the above table it is observed that 47% of the respondents says strongly agree that their skills and knowledge increased through the technical training, 24% of the respondents says neutral in their technical training, 21.5% of the respondents agree the technical training that increase their skills/knowledge, 4.5% of the respondents disagree the technical training and 3% of the respondents strongly disagree that there is no improvement in the technical training.

Chart No: 8.3 (a) Chart showing Technical training helps to increase the skills and knowledge of the respondents
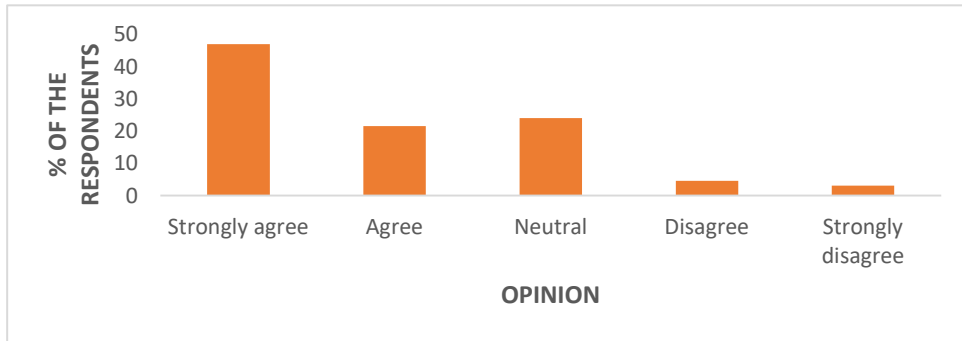

S.NO	OPINION	NO. OF RESPONDENTS	% OF THE RESPONDENTS
1	Oral feedback	22	11%
2	Discussion with the superior	17	8.5%
3	Based on performance appraisal	92	46%
4	Based on your assessment for training needs	69	34.5%
	Total	200	100

Interpretation:

From the above table it is observed that 46% of the respondents says that training needs are identified based on performance appraisal, 34.5% of the respondents says it is based on training needs assessment, 11% of the respondents says it is based on oral feedback and 8.5% of the respondents says that training needs are identified through discussion with the superior.

Chart No: 8.4 (a) Chart showing Identification of training needs of the respondents
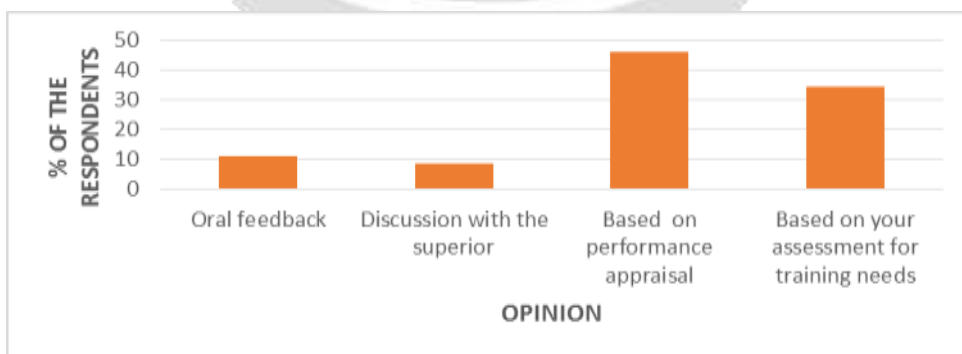
9. CONCLUSION

Training is done in order to make sure that the investment in training is yielding the necessary results. From the above study it has found that the employees are satisfied with the training programs. It is simpler when

some new techniques followed in existing system by the organisation. Since employee are the backbone of the company, so should satisfy them so as to enhance their quality and supply appropriate education program for his or her future growth.

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