

“A STUDY OF TRAINING PRACTICES FOLLOWED BY AUTOMOBILE COMPANIES IN PUNE CITY”

** Dr. Roshan Kazi

*Mrs. Rekha S. Mudkanna

1. ABSTRACT:

The results showed that the training program can be used to enhance overall organizational performance and productivity. This indicates that training outcomes benefitted employees and the organization. It is worthwhile to mention that training activities carried out were significantly related to the effectiveness. With the size of training budget, training hours, and the amount of training coverage, all vary directly with the degree of management support which is crucial in achieving training effectiveness.

Key words: - Training, automobile companies, skill, abilities, knowledge, on the job, off the job, training objectives, training content, training environment, equipment and facilities.

2. INTRODUCTION:-

In the present age of cut-throat competition, it becomes extremely necessary for an organization to be self-motivated. It should respond effectively and timely to the changes in the business climate. This is possible only when the employees in the organization are capable enough to handle with the pressures of the changing environment. For this there is no other alternative then to focus them to different training programs. Those companies with higher training investment have had a higher market capitalization. It is obvious that the companies which have successfully implemented training programs have been able to deliver consumer goals with effective outcomes.

Pune is a largest industrial city in Maharashtra. Most prestigious industries are located in Pune city and its surroundings like Pimpri Chinchwad, Chakan and Bhosari. The share of automobile in the increasing of GDP of any country is noteworthy. It is important in a way that automobile sector, is providing a large number of employment. The sector has tremendous competition and faces challenges from the market because of globalization.

The main aim of human resource department is to take continuous training practices; it will lead to career development of employees and thereby organizational development. It is proved that if human resource departmental issues are not properly handled, then the organization may face decreased performance and may start a slow decaying in quality product. Ultimately productivity suffers and cultural clashes increase. Employees may suffer low skills and low knowledge. Attracting and retaining talent becomes a difficult task for the organization. It is equally important to assess the need of the training, the nature of the training provided, the types and the selection of the training programs and eventually evaluation of the training activities are immensely important for the excellent health of the organization. Training as an HRD intervention plays an important role in the success of the organization. The motive of the training is to improve the skills of the employees; therefore it is believed that the training expenditures are not the costs but an investment.

3. RESEARCH METHODOLOGY:-

The present research study is a descriptive and quantitative type of research for topic “A critical study of training practices followed by selected automobile industries in Pune city”. The present study is carried out within the leading automobile companies located in Pune city.

Criteria for selection of companies are:-

- Companies having in existence for last 10 years.
- Companies having minimum 100 employees working since last 12 months.
- Companies which conducting continuous training programme.
- Companies having good reputation in the market.

4. STATEMENT OF THE PROBLEM:-

Literature on training is very rich in the form of many books and many journals. But after going through many books and articles it is worth investigating whether

training objectives consulted with the employees before conducting training programme, whether equipment and facilities provided by the companies are adequate. Which type of training is used extensively by the companies, in which environment, these training programs were conducted. There are a number of organizations where training programme is not provided to the employees in spite of National Policy that training has to be provided to the employees to increase their skill sets and to gain through the training strategies.

The organizations now have understood the importance of providing the training to their employees so as to get the edge in the area of competition. There is now growing recognition that training has a significant role in gaining competitive advantage. Extensive research undertaken within the human resource area has found that a majority of the organizations engaging in innovative practices includes training as key elements to attain best practices.

It is worthwhile to note that training offers many benefits to employees and to the organization as a whole. Employees become more confident, open to change and supportive of each other. In addition, employees are motivated to achieve improved performance as a result of training. The benefits employees gain is personal, career oriented and job related knowledge. The availability of training to the employees make them committed to achieving performance and develop strong relations with the organization and stay longer in the organization.

Therefore the purpose of this study is to analyze the training activities within automobile companies, located in Pune city, identifying training types, its evaluation and its impact on employees and organization's effectiveness and their performance. To achieve this objective, the study has identified the literature and published studies as best practices in the area of training.

The main research question dealt in the present investigation is:-

- What type of training provided by the organization?
- Is the content of the training program are useful to employees practically?
- Is equipments and facilities are adequate while providing training?
- Is training objectives consulted with employees before conducting training programme?

5. OBJECTIVES OF THE RESEARCH:-

The proposed study has to fulfill the following objectives:

- 1) To study benefits of a training program.
- 2) To study companies preference for on the job and off the job of training types.

6. HYPOTHESIS:-

The present study aims at testing the following hypothesis:

H1. Major benefits of training practices increase employee satisfaction and increased employee involvement in the job.

H2. On the job training method and off the job training methods, both extensively used by automobile companies.

7. METHODOLOGY OF THE STUDY:-

The study used descriptive approach through field survey aims to describe the extent the application of training practices in automobile companies in Pune city and then analyze, interpret and reach the conclusion and recommendations. This study also follows the quantitative approach.

The research methodology of study consists of the following factors:

- I. Sample Design.
- II. Analysis
- III. Sources of Data

7.1 SAMPLE DESIGN

This study was conducted on the sample of (246) senior level employees at 50% of the study population, sample of (393) junior employees at 50% of the study population and a sample of

(1684) other technical employees at a rate of 90% of the study population that was chosen by a stratified random sampling.

Table: 1.1
Compilation of The study sample

Selected Companies	Community Size	Selected Sample size	Distributed Number	Retrieved Number	Rejected Number	Analytic Number
Sr. Executives (n=120)	246	123	123	120	03	120
Jr. Executives (n=390)	786	393	393	390	03	390
Employees(n=840)	1684	842	842	840	02	840
Total (n=1350)	2716	1358	1358	1350	08	1350

Source: Prepared by the researcher on the basis of the reports and records in automobile companies in Pune city.

7.1.1. ANALYSIS:-

For analysis of data following statistical instruments were used.

- Friedman test
- Sign Binomial test
- Multiple analysis response option in IBMSPPSS 21
- Pie, bar graphs used wherever necessary
- Microsoft Excel, average, mean, percentage were used.

7.1.2. SOURCES OF DATA:-

Like any social science research, the study is also based upon both primary and secondary data.

7.1.3. PRIMARY DATA:-

In fact, it is basically depending upon primary sources of data collected through questionnaire. Analytical descriptive method was used to cover the practical side of the study through developing a questionnaire. The questionnaire designed with the assistance

of the research guide who examined, corrected and developed a number of suggested questionnaires prepared by the researcher through many meetings and discussions.

During the designing of the questionnaire three things were kept in mind:

- I. Translate real object in to specific question so that respondent can give answers.
- II. Avoiding ambiguous questions.
- III. Simple and easy use of language.

TYPES OF QUESTIONS USED:-

- a. Yes, no types of question.
- b. Rating types questions.
- c. Multiple choice questions
- d. Ranking types questions

7.1.4. SECONDARY DATA:-

Analysis depends on already existing data that may be either published or unpublished. To cover the hypothesis and the theoretical side of the study a survey were conducted of books, periodicals, journals, instructions, previous literature.

Area of getting data

- From the records made available by the authorities.
- “Training policy for the automobile sector” was referred as a basic document.
- The “Training Manual “prepared by the various organizations has given insight of the training program implementation strategy of selected automotive industries of the Pune city.
- MCCIA, industrial directory(auto) Pune 8th edition
- Jaykar library Savitribai Phule Pune University
- Internet
- Indian Citation Index
- Proquest Dissertation and thesis

8. SCOPE AND LIMITATIONS:-

The study was conducted with a view the extent of application of training practices followed by selected automobile companies in Pune city. As per MCCIA industrial directory 8th edition, there are ten major automobile companied situated in Pune city. Out of these ten companies five companies were selected for study.

8.1. LIMITATIONS OF THE STUDY:-

The study is limited to automobile companies located in Pune city. However the finding of the study is representative of the study. Maximum care has been taken to see that sample recover the universe. Within India, the labor force is highly mobile and they move from one place to another place with ease and may move in auto sector only in search of greener pastures. This feature makes us draw the implication that the sample of the employees selected for research represents the group well beyond the geographical limits.

9. HYPOTHESIS TESTING:-

H1. Major benefits of training practices are increased employee satisfaction and increased employee involvement in job.

H₀:-Benefits of training course do not differ in magnitude.

H₁:- Benefits of training course significantly differ in magnitude.

Level of significance $\alpha = 0.05$

Statistical test: - Friedman Test

Table: 1.2

Test Statistics

N	1350
Chi-Square	10482.698
D f	9
Asymp. Sig.	.000

Observation:

$\chi^2 (9)=10482.6$, $p = 0.000$, $n = 1350$

Table: 1.3 Ranks Table

	Mean Rank
Increased my work knowledge	1.05
Increased my skills	2.07
Improved by behavior and attitude	3.07
Improved my confidence	4.03
Improved my communication skills	5.89
Increased my motivation level	6.89
Improved team work between departments	6.77
Increased my performance	7.27
Increased my involvement with the job	8.43
Increased employee satisfaction	9.51

Conclusion:

Since the p value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that the benefits of training program differ in magnitude. To find out where the difference lies we refer to ranks table, from the ranks table it can be seen that increased employee satisfaction has a mean rank of 9.5, increase my involvement with job has a mean rank of 8.43, Increased my performance has a mean rank of 7.27, Improved team work between departments has a mean rank of 6.77, Increased my motivation level has a mean rank of 6.89, Improved my communication skills has a mean rank of 5.89, Improved my confidence has a mean rank of 4.03, Improved by behavior and attitude has a mean rank of 3.07, Increased my skills has a mean rank of 2.07, Increased my work knowledge has a mean rank of 1.05.

Hence the top two benefits resulting from training courses are increased employee satisfaction and increased employee involvement in job.

Hence the hypothesis “increased employee satisfaction and increased involvement in job are the major benefits of training courses” is proved.

H2. On the job training method and off the job training methods, both extensively used by automobile companies.

H₀: - $p \leq 0.5$ (proportion of responses indicating “On the job training method and off the job training methods are both extensively used by automobile companies” is less than or equal to 50%)

H_1 :- $P > 0.5$ (proportion of responses indicating “On the job training method and off the job training methods are both extensively used by automobile companies” is more than 50%).

Level of significance $\alpha = 0.05$

Statistical test: Sign Binomial Test

Variable and measurements

Respondents are asked to tell whether they used on the job training methods or off the job training methods using two response options. (1 = Yes, 2 = No).

Test proportion: test proportion was taken as 0.5. Since more than 50% of favorable responses to a particular category. Suggest greater approval for this category. Hence $p = 0.5$

Table: 1.8

Binomial Test						
		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
On the job	Group 1	Yes	1350	1.00	.50	.000
	Total		1350	1.00		
Off the job	Group 1	Yes	1228	.91	.50	.000
	Group 2	No	122	.09		
	Total		1350	1.00		

On the job training:-

Observe proportion = 1, Test proportion = 0.5, P = 0.000

Hence more than 50% respondents were agreeing that on the job training methods are provided in the companies.

Off the job:-

Observe proportion = 0.91%, Test proportion = 0.5, P = 0.000

Hence more than 50% respondents were agreeing that on the job training methods are also provided in the companies. Hence the hypothesis on the job training method and off the job training methods both extensively used by automobile companies is proved.

10. CONCLUSION:-

The workforce profile indicated that the organization has well educated and experienced employees. The number of male employees exceeds female. This is a common

phenomenon in the automobile sector. It is also observed that training activities are conducted effectively and they deliver well for value addition in the organization. As regards to the effectiveness of training on enhancing employees' behavior and attitude all employees irrespective of their age group, agree that training program changed their behavior and attitude, which indicates that to get best results in this area, training are conducted on a regular basis. Moreover, training program did have a positive effect on employees 'involvement and satisfaction with these organizations.

11. RECOMMENDATIONS:-

1. Employees of the organization under study are experienced and well educated. In this area the researcher came to know that the turnover of the employee is less.
2. On the job and off the job training sessions are mostly held in the organization. Training on behavioral aspects, Basic computer knowledge, soft skills, and communication skills must be conducted.
3. Training outside the company environment where trainees are not engaged in day to day work and also can be away from various problems which could be in on the job program, such outside program are essential.
4. Employees have shown more interest in the various types of learning environments. Occasionally they should be given opportunity to hold their training in resorts and hotels and some kind of adventure sports like climbing hills and crossing jungle, where leadership qualities can be learnt, should be included in the training atmosphere so that the boredom is reduced and more interest is created.

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