

TRAINING AND DEVELOPMENT OF EMPLOYEES OF TATA JOHNSON CONTROL AUTOMOTIVE LTD

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TRAINING & DEVELOPMENT

Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adaptability of employees. Inadequate job performance or a decline in productivity or changes resulting of job redesigning or a technological breakthrough requires some type of training and development efforts. As the jobs become more complex the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

“Training is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job.”

“Development is often viewed as a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another hreshold of performance. This development often includes a wide variety of methods, e.g., orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching and forms of self-development. Some view development as a life-long goal and experience.”

Training and development can be initiated for a variety of reasons for an employee or group of employees,

e.g:

- When a performance appraisal indicates performance improvement is needed
- To "benchmark" the status of improvement so far in a performance improvement effort

- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization
- To "pilot", or test, the operation of a new performance management system
- To train about a specific topic

For supervisors to conduct training among employees. These reasons include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management, e.g., training about sexual harassment, diversity training

The importance of human resources management to a large extent depends on human resource development[1-4]. Training is the most important technique of human resource development. As stated earlier, no organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is the most important to develop the employee and make him suitable to the job[5-9].

Job and organizational requirements are not static, they are changed from time to time in view of the technological advancement and change in the awareness of the total quality and Productivity Management [TQPM]. The objectives of the TQPM can be achieved only through training human skills and efficiency. Trained employees would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent on training. Training is important, as it constitutes significant part of management.

NEED OF THE STUDY

- Leads to improved profitability and more positive attitudes toward profits orientation.
- Improves the job knowledge and skills at all levels of the organization.

- Improves the morale of the workforce.
- Helps people to identify the organizational goals
- Helps to create a better corporate image.
- Fastens authenticity, openness and trust.
- Improves the relationship between Boss and Subordinate.
- Aids in Organizational development
- Learns from the trainee.
- Helps to prepare guidelines for work.
- Provides information for future needs in all area of information.
- Helps effective decision making and problem solving.
- Aids in development for promotion from within.

SCOPE OF THE STUDY

Conducting a study on the training and development of employees of an organization will provide the entire scenario of the personnel department's efforts towards building up of various skills of their employees in various areas of their work[10-13].

The study covers various aspects like employee details, work nature, job specification, knowledge, personality development of employees of the rganization. It also covers job nature of technical, behavioral, awareness and various aspects of training programmes conducted by the personnel department.

The study has a scope of various levels i.e., education, areas of interest, personal attitudes, behavioral aspects, working levels, designated levels, sectional levels etc., where as this flow is multilingual and social levels.

The study has a scope of learning about the various programmes organized by the personnel department till date and the programmes which they are going and organize and also the analytical based programmes which we will suggest based upon the survey.

OBJECTIVES OF THE STUDY

1. Identifying training needs in the organization with modernized techniques and methodology.
2. To know about the awareness of training programmes in the employees
3. To know about how these training programmes were helpful in their work for the employees.

4. The identification of training needs, needs close monitoring, as it is a sensitive issue. Taking advice from the Hr department and consulting heads the following methodology was adapted.

- Technical Programs
- Basic safety training
- Behavioral training
- Awareness training / Knowledge training
- Induction

LIMITATIONS

Limitations of the present study are specified below:

- The findings of the present study cannot be generalized as they are based purely limiting to the one unit of this singular organization without giving any comparisons to the practices in similar industry[14-19].
- Being a company spread all over India, for all practical reasons and limitations, we may not be able to travel to all company units.
- This study is more of workmen oriented. Hence, it cannot be constructed to denote and/ or purported to standardize as a model for this project.

RESEARCH METHODOLOGY

There are two types of data to collect information relating to the concerned topic

- Primary data
- Secondary data

For this project, primary data was collected from the workmen of various units inside the plant.

Secondary data is such data, which is already published, collected for some purpose other than the one confronting the researcher at a given point of time.

For this project, the secondary data was collected from the company website, library, annual calendars, past documents related to training and development of the HR department[20-24].

Research is a process by which data is collected for various source in the methodology of the present “A study on effectiveness of training and development with special emphasis of on tata Johnson control automotive ltd in Chennai”.

Sample Size:

The researcher using the sample size 100

Tools:

Research tool is for this study is Percentage Analysis

Sample technique:

Non probability sampling and convenience sampling.

Non probability:

Non probability sampling is also known by different names such as deliberate sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remaining supreme.

Convenience sampling:

Convenience sampling can be used as a part of a preliminary research that forms a basis for conducting the detailed research. Convenience sampling is at its best in survey dealing with an exploratory purpose for generating ideas and hypothesis

Sample area:

Researcher using the area Chennai.

Research Design:**Descriptive studies:**

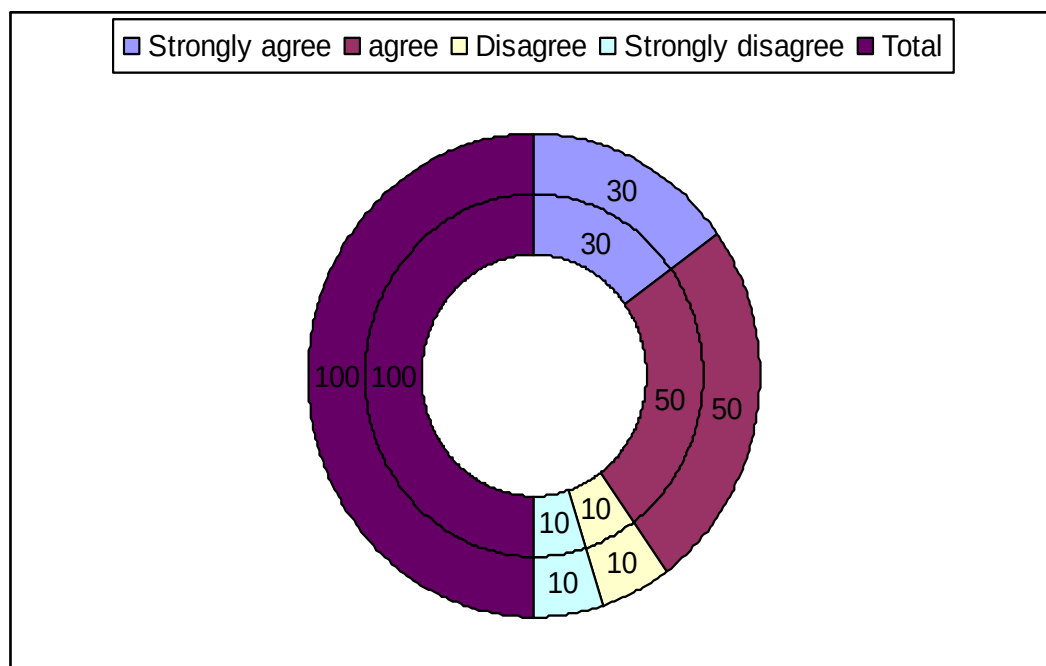
Descriptive studies under formal research where the objectives are established. In descriptive studies the research gathers details about all aspect of a problem situation. Irrespective of the problems complexity, it is necessary to design the research efficiently.

TABLE XIV ADEQUATELY RECOGNIZED AFTER TRAINING

Options	No of respondents	Percents
Strongly agree	30	30
Agree	50	50
Disagree	10	10
Strongly disagree	10	10
Total	100	100

Inferences :

It was found that the above table 30 % of the respondents strongly agree that they were recognized after training. 50%of the respondents agree that they were recognized after training. 10% of the respondents disagree that they were recognized after training. 10%of the respondent strongly agree that they were adequately recognized after training[25-31].

CHART XIV ADEQUATELY RECOGNIZED AFTER TRAINING**TABLE XV EMPLOYEE ROLE IS IMPORTANT THE ORGANIZATION**

Options	No of respondents	Percentage%
Strongly agree	33	33
agree	27	27
Disagree	28	28
Strongly disagree	12	12
Total	100	100

Inferences :

It was found that above table 33 % of the respondents strongly agree that their role is very important in the organization. 27%of the respondents agree that their role is very important in the organization[32-36]. 28% of the respondents disagree that their role is very important in the

organization. 12%of the respondent strongly disagree that their role is very important in the organization.

CHART XV EMPLOYEE ROLE IS IMPORTANT THE ORGANIZATION

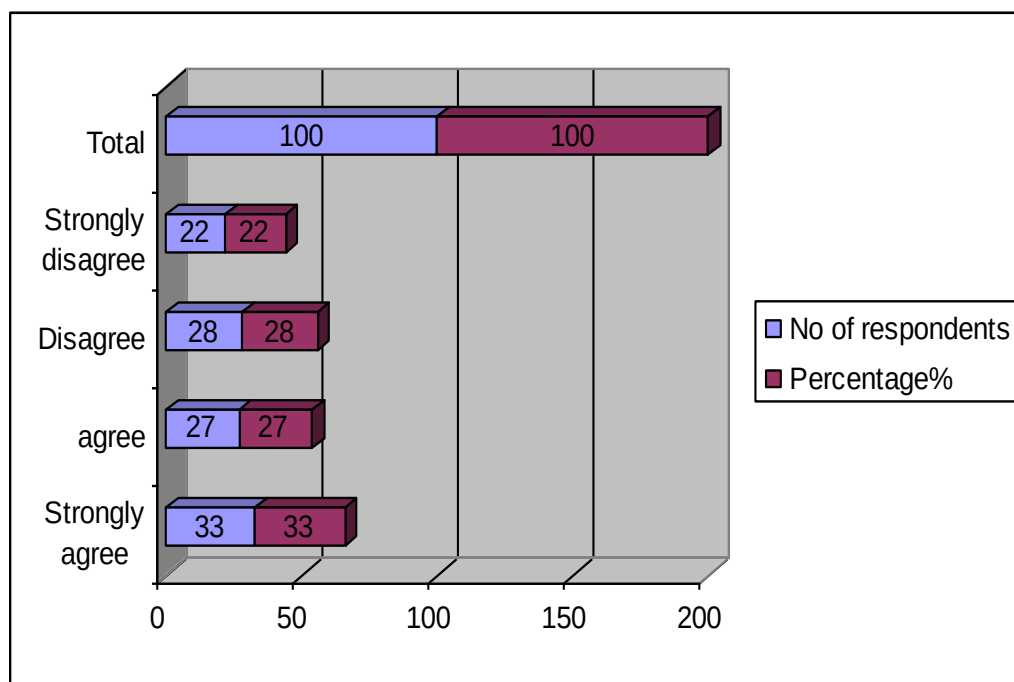


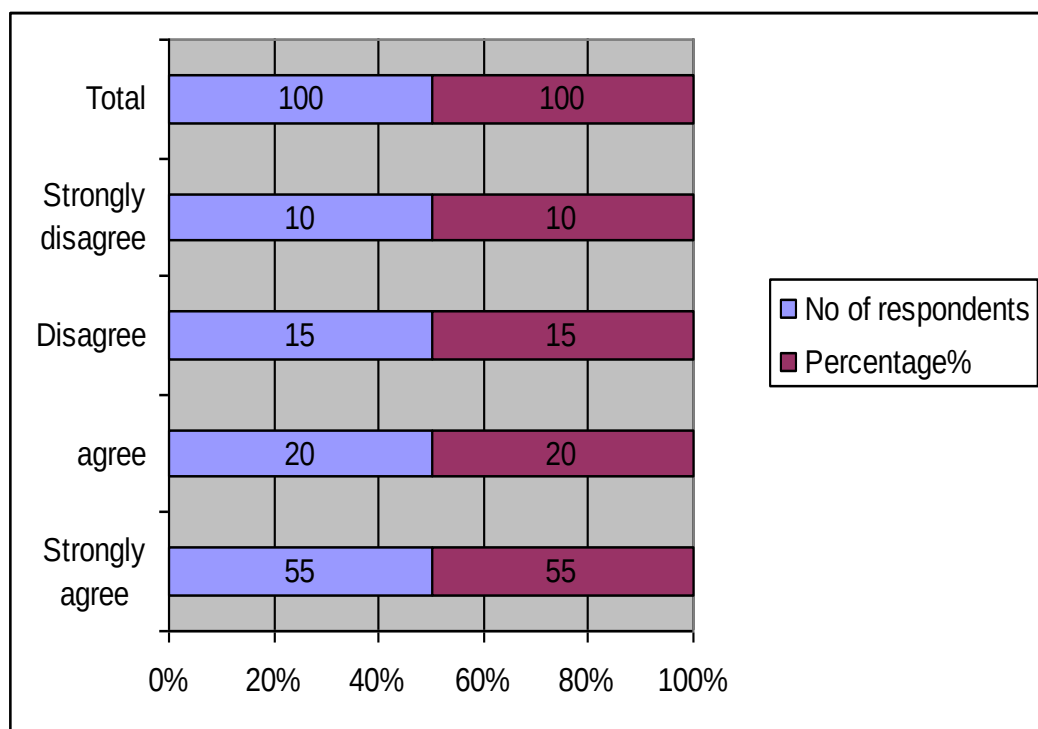
TABLE XVI BEING PROUD TO WORK IN THE ORGANIZATION

Options	No of respondents	Percentage%
Strongly agree	55	55
agree	20	20
Disagree	15	15
Strongly disagree	10	10
Total	100	100

Inferences :

It was found that the above table 55 % of the respondents strongly agree that their proud to work in the organization. 20%of the respondents agree that their proud to work in the organization. 15% of the respondents disagree that their proud to work in the organization. 15% of the respondent strongly disagree that their proud to work in the organization[37-41].

CHART XVI BEING PROUD TO WORK IN THE ORGANIZATION



T

ABLE XVII SATISFIED WITH THE EFFECTIVE TRAINING PROGRAM

Options	No of respondents	Percentage%
Strongly agree	32	32
agree	18	18
Disagree	29	29
Strongly disagree	21	21
Total	100	100

Inferences :

It was found that the above table 32% of the respondents strongly agree that their satisfied with the effective training program. 18% of the respondents agree that their satisfied with effective training program. 29% of the respondents disagree that their satisfied with the effective training program. 21% of the respondent strongly disagree that their training program[42-45].

CHART XVII SATISFIED WITH THE EFFECTIVE TRAINING PROGRAM

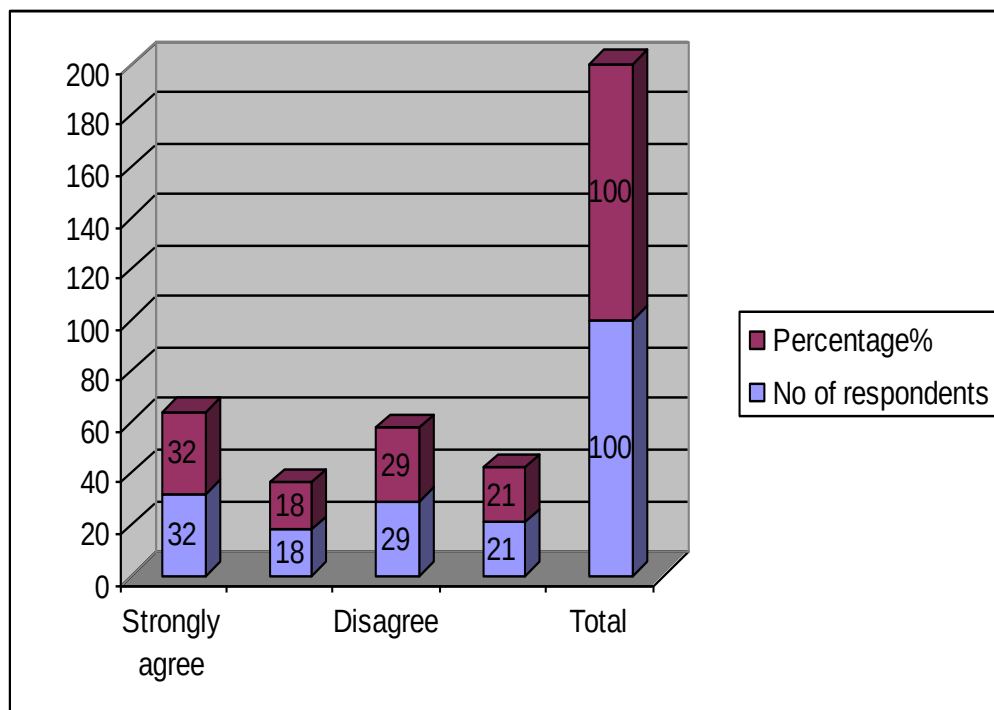


TABLE XVIII MOST EFFECTIVE OF TRAINING METHOD

Options	No of respondents	Percentage%
Email	29	29
Training schedule	21	21
Memos	39	39
Other	11	11
Total	100	100

Inferences:

It was found that the above table 29% of the respondents strongly agree that their email training program most effective. 21% of the respondents agree that their training schedule program most effective. 39% of the respondents disagree that their memos training program most effective[39-42]. 11% of the respondent strongly disagree that their other training program is most effective.

CHART XVIII MOST EFFECTIVE OF TRAINING METHOD

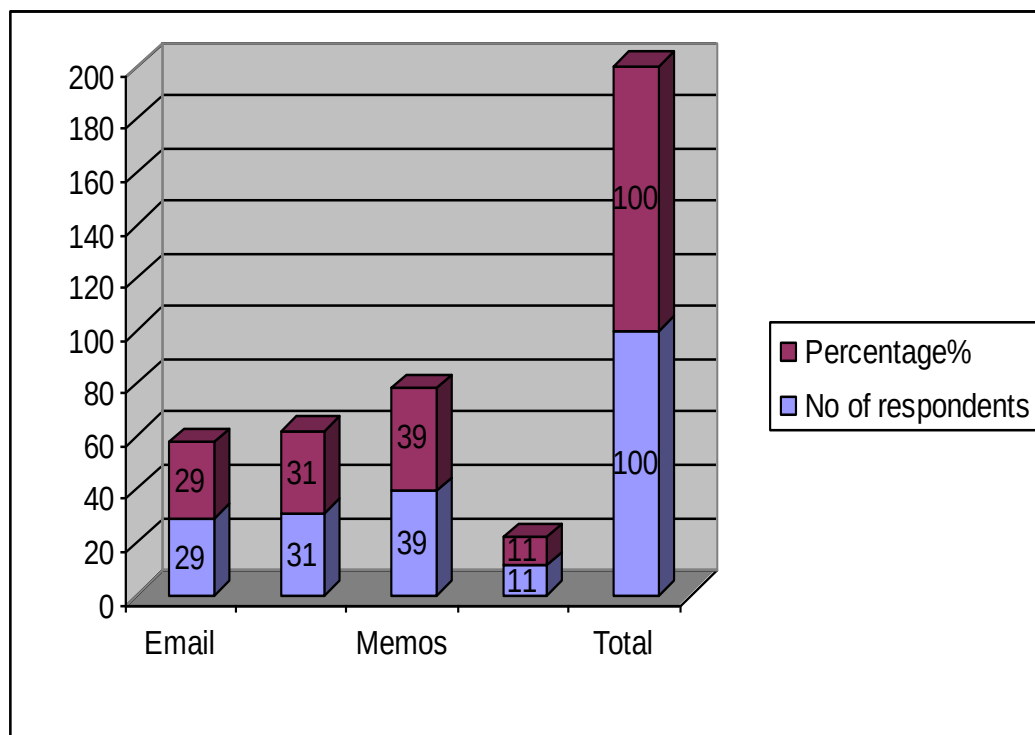
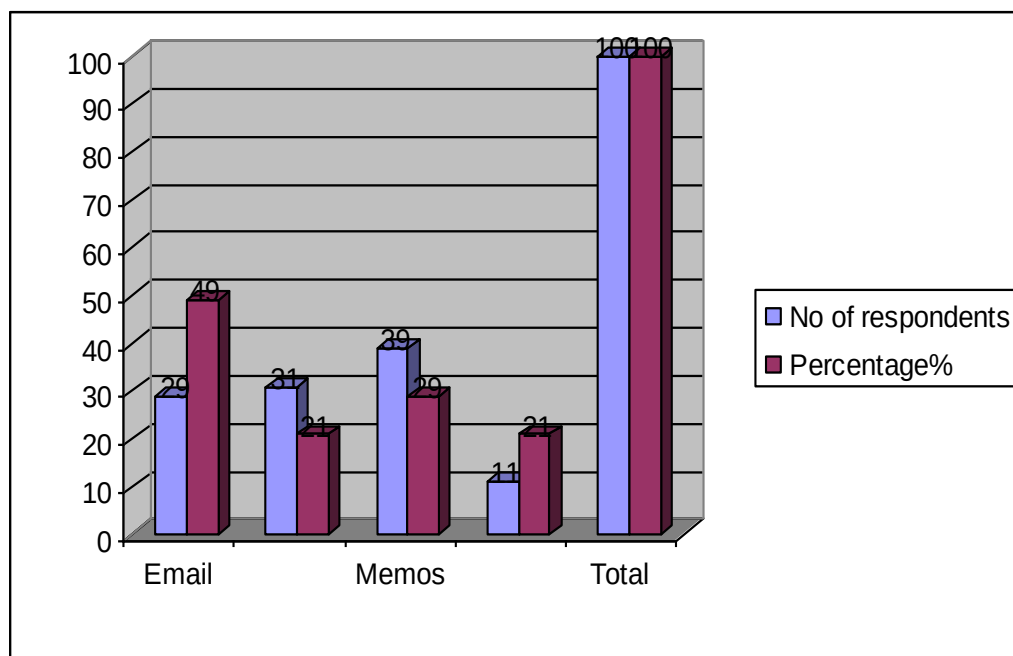


TABLE XIX LEAST EFFECTIVE OF TRAINING METHOD

Options	No of respondents	Percentage%
Email	29	29
Training schedule	21	21
Memos	39	39
Other	11	11
Total	100	100

Inferences:

It was found that the above table 49% of the respondents said that their email training program least effective. 21% of the respondents said that their training schedule program least effective. 19% of the respondents that their memos training program least effective. 11% of the respondent said that their other training program is least effective.

CHART XIX LEAST EFFECTIVE OF TRAINING METHOD**TABLE XXIMPROVEMENT IN EMPLOYEE PERFORMANCE BECAUSE OF TRAINING PROGRAM**

Options	No of respondents	Percentage%
Strongly agree	34	34
Agree	16	16
Disagree	28	28
Strongly disagree	22	22
Total	100	100

Inferences

It was found that the above table 34% of the respondents strongly agree that their improvement performance because of training program. 16% of the respondents said that their improvement the performance because of training program. 28% of the respondents said that their improvement in performance because of the training program. 22% of the respondent said that their improvement in performance because of training program.

CHI-SQUARE TEST ON AGE Vs OCCUPATIONAL DISEASE

Null Hypothesis (H_0): There is no association between the age and occupational disease.

Alternate Hypothesis (H_1): There is association between the age and occupational disease.

CROSS TABULATION FOR AGE Vs OCCUPATIONAL DISEASE

AGE GROUP PREFE- -RENCE	(18-25) YRS	(25-35) YRS	(35-45) YRS	45 ABOVE & YRS	ROW TOTAL
YES	6	22	16	8	52
NO	6	20	16	6	48
COLUMN TOTAL	12	42	32	14	100

Degrees of freedom = 3.

Calculated value = 0.2213.

For 3 degrees of freedom at 5% level of significance the chi-square table value is 0.352.

Inference:

Calculated value < Tabulated value

Hence H_0 is accepted.

Conclusion:

There is no association between the age and Occupational Diseases.

STRESSES FACED IN THE TRAINING PROGRAM VS. PRODUCTIVITY

Null Hypothesis (H_0): There is no evidence of a significant association between the stress faced by the employees and the Productivity.

Alternative Hypothesis (H_A): There is a evidence of a significant association between the stress faced by the employees and the Productivity.

Table of Observed Frequency:

Stresses faced by the employees

Work Experience	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied	Total
Basic nature of training	5	6	5	5	21
Hour of training	6	8	5	5	24
Training environment	9	21	5	6	41
With out material	19	32	6	7	64
Total	39	67	21	23	150

Table of Expected Frequency:

Stresses faced by the employees

Work Experience	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied	Total
Basic nature of training	6	9	3	3	21
Hour of training	6	11	3	4	24
Training environment	11	18	6	6	41
With out material	16	29	9	10	64
Total	39	67	21	23	150

Where Expected Frequency = (Row Total x Column Total) / Grand Total

Calculation of χ^2 :

O	E	(O – E)	(O – E) ²	(O – E) ² / E
5	6	-1	1	0.17
6	9	-3	9	1
5	3	2	4	1.33
5	3	2	4	1.33
6	6	0	0	0
8	11	-3	9	0.82
5	3	2	4	1.33
5	4	1	1	0.25
9	11	-2	4	0.36
21	18	3	9	0.5
5	6	-1	1	0.17
6	6	0	0	0
19	16	3	9	0.56
32	29	3	9	0.31
6	9	-3	9	1
7	10	-3	9	0.9
			Total	10.03

Where $\chi^2 = \sum (O - E)^2 / E$

$$\begin{aligned}
 \text{Degree of Freedom} &= (r - 1)(c - 1) \\
 &= (4 - 1)(4 - 1) \\
 &= 3 \times 3 = 9
 \end{aligned}$$

Table Value of χ^2 for 9 at 5% level of significance = 16.919

Here Calculated Value of $\chi^2 <$ Tabulated Value of χ^2

Conclusion:

Since the calculated value of χ^2 is less than the tabulated value of χ^2 , null hypothesis (H_0) is accepted. Hence there is no evidence of a significant association between Stresses faced in the training program vs. Productivity.

FINDINGS

- ❖ The maximum number of 35-45 of the age group of respondents said that their training program is effectively improved their performance

- ❖ The maximum number of 50% of the respondents said that training program is based on the job knowledge.
- ❖ The maximum number of 35% of respondents said that their training program of knowledge gathered from the other knowledge
- ❖ The maximum number of 45% of the respondents required to the internal training.
- ❖ The maximum number of 35% of the respondents disagrees that their organization accurately identifies training needs.
- ❖ The maximum number of 38% of the respondents disagree that their organization is clearly about the training schedule in advance
- ❖ The maximum number of 30% of the respondents said that their organization fixing the action perspective training strategy
- ❖ The maximum number of 43% of the respondents said that their basic type of training is practical oriented.
- ❖ The maximum number of 50% of the respondents said their facing the stress in with out material
- ❖ The maximum number of 65% of the respondents accept they have occupational disease in the working place
- ❖ The maximum number of 40 % of the employee agree that their position challenging
- ❖ The maximum number of 40% of the respondents agree that they colleagues to work in the organization
- ❖ The maximum number of .38%of the respondents disagrees that the training program increases their production
- ❖ The maximum number of 50%of the respondents agrees that they were recognized after training
- ❖ The maximum number of 33 % of the respondents strongly agree that their role is very important in the organization
- ❖ The maximum number of 55 % of the respondents strongly agree that their proud to work in the organization
- ❖ The maximum number of 32% of the respondents strongly agree that their satisfied with the effective training program

- ❖ The maximum number of 39% of the respondents disagree that their memos training program most effective
- ❖ The maximum number of 49% of the respondents said that their email training program least effective.
- ❖ The maximum number of 34% of the respondents strongly agree that their improvement performance because of training program
- ❖ The maximum number of table 35% of the respondents strongly agree that the training program developed the employee lifestyle
- ❖ The maximum number of 44% of the respondents not accept their organization provided by the training free of cost
- ❖ The maximum number of. 30% of the respondents not aware of their training activates connected with the strategic plans
- ❖ The maximum number of 67% of the respondents accepts their organization provided by the earmarks
- ❖ The maximum number of 45% of the respondents accepts their organization provided by the healthy and safety
- ❖ The maximum number of 45% of the respondents not aware of their organization provided by the managerial level of training program.

Effective need of training:

- ❖ All the respondents agreed that the training programs arranged in the organization are goal oriented and come up to their expectations
- ❖ The respondents unanimously agreed that training programs give them opportunities to upgrade their skill method and techniques of training followed in the organization are satisfactory
- ❖ Some of the respondents are not sure if they training programs bring about an attitude change in them their colleagues but most of their over all development as an individual training programmed help the organization development and methods of evaluation of training of satisfactory A few respondents pointed out that the practical aspect of the training programs were not up to the mark and there was a vast scope of improvement in correlating training with the actual job[9-12].

- ❖ General opinion majority of the respondents in all the department agreed that their performance after training program was improved .they also felt that method identified by the training by the organization in identifying programs were satisfactory.
- ❖ Few of the suggestion to better the training the programs given by the respondents are as follow
- ❖ More application oriented programs to be included
- ❖ Should use visual and audio
- ❖ Use of real life case studies to explain the concept in better way
- ❖ Many felt that the programs should not be conducted in the company premises as it led to a lot of disturbance and distraction.
- ❖ Extra time clarifying the doubt should be given
- ❖ Group discussion and fields trips should be arranged
- ❖ People giving training should be carefully selected and should be good communication with experience of training people effectively
- ❖ Information about the particular training should be given before hand s so that those who are really interested can prepare for the session get some real
- ❖ Training should be arrange in hostels and many other nice places because it acts as a kind of motivation
- ❖ More of the practical training /exercise should be included

Benefits of the training:

- ❖ It helps multi skill
- ❖ It develops a work culture
- ❖ It gives information on new concepts
- ❖ It makes one aware of the advanced technologies and updates
- ❖ Knowledge's
- ❖ It helps individual and organization growth

Drawbacks of training

- ❖ There is lot of disturbance in the training sessions both from external as well as internal
- ❖ Certain topics are covered in a very short time span
- ❖ Training aids used are inadequate
- ❖ Most of the training session are theoretical book oriented are boring

- ❖ The presentation of the topic is not up to the mark
- ❖ The training session are one sided and consisted of the speeches resulting in loss
- ❖ Of concentration murmuring in the respondents not being able to concentrate properly
- ❖ Most of the classes are like to theory classes and continue much after the schedule time
- ❖ Hindering factors in training factors in training and development
- ❖ To much of work load
- ❖ No operation on the part of the colleagues and others
- ❖ Inconsistency of the incoming materials
- ❖ Fear of transfer
- ❖ Difficulty in the actual implementation of the technique taught during the training
- ❖ Cost factors
- ❖ Inadequate in-house facility
- ❖ Quality problems
- ❖ Attitude of the others\analysis of the new work
- ❖ Lack of freedom
- ❖ Excessive routine work

SUGGESTION

Identification of training needs has to be done with the consent of the individuals. Awareness on the availability of the training program and various action plans are to be presented welfare before the organization[35-37]

Relevance of the programmed with the requirement is to be evaluated. Entire communication process in the training is to be streamlined in order to fill up the gap Objective soft the training programmers should coincide with the beneficiaries.

Training program should be inspiring influencing and need based.

Feed back system after training plays a vital role to make the system more effective. al though it is already existing it to be given high priority teaching technology in training programmed should be given more important. Group leaving exercises are to be given high priority time allotted for some times session are found to inadequate.

In some other session it was more than required hence a feedback system has to be planned exclusively for time management in training programs.

After the identification of some of the hindering factors in transferring learning to the job is have to be viewed systematically for implementation after rectification. Self appraisal should be increased training should be arranged outside the organization premises.

CONCLUSION

The training at tata Johnson control automotive ltd HR Division, Chennai gave me completely an edge over the professional view of this business world. The high class helping environment and the professional outlook boosted within me a new set of confidence and I am sure that the projects undertaken here will help in my future in the field and my specialization of Human Resource Development. The T & D department here has given me a new approach to solve and handle all the tactical problems which an employee can face in his working environment at the office. The training days spent here will always help me in my future life as the building platform in the field of HR department. It is very clear that working with the T&D department will definitely polish the finesse of any trainee or employee to the utmost limit in his field under the guidance of this department's employees.

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