

**A STUDY ON “EFFECTIVENESS OF TRAINING PROGRAMME”WITH
SPECIAL REFERENCE TO AUTOMOBILE INDUSTRIES, COIMBATORE DISTRICT**

**Dr.S.Rekha, Assistant Professor, Department of commerce, Government Arts and Science College,
Valparai, Coimbatore district.**

**Dr.N.Kathirvel, assistant Professor, Department of commerce, Government Arts College,
Udumalpet-642 126, Tirupur District.**

Abstract

The size of the global automobile industry today is in excess of \$ 1.6 trillion. Global automotive sales will exceed 100 million units a year by 2022. Size does matter. But besides size, the industry is also highly competitive. Employees are considered as the wealth of the organization. So training needs of the employees are to be identified and proper training has to be given to improve the productivity. Objectives of the study, To find out the training programme given by two wheeler Automobile industries, To measure the level of satisfaction of employees towards the training programme and To find out the effectiveness of training programme which was conducted by Automobile Industries. Methodology of the study, Descriptive research Design adopted in this study. Descriptive research includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. Convenience sampling method adopted in this study. The primary data as well as secondary data used in this study. Findings of the study, The Chi – Square test reveals that the calculated Chi – Square test is less than the Table Value and the result is not significant. Hence the hypothesis, “the Departmentation of the respondents and the effectiveness towards training programme are not associated”. Conclude this study, ., Training programme play an important role in Automobile Industries. It gives priority to human resource development.

Keywords: On the training,off the traninning, descriptive statistics etc.,

The size of the global automobile industry today is in excess of \$ 1.6 trillion. Global automotive sales will exceed 100 million units a year by 2022. Size does matter. But besides size, the industry is also highly competitive. Global customers are well informed and highly demanding. Besides, people relate the car to their personality and many times the choice of car is driven by emotional preferences. This creates a compelling need for the industry to design and launch new products quickly with more innovative features.

The two-wheeler industry has come of age, it sold 7.6 million vehicles in 2015-16 and 8.4 million in 2016-17, recording a growth of 11 per cent. The two – wheeler population too has gone up to over 60. There is a big potential to be tapped. India has 500 million middle class population waiting to buy two wheelers. The industry is an advanced stage of double digit growth which is expected to come down to 8-9 per cent by 2021-22.

Indian Industry is presently on a fast development tract. Improved technology and techniques are being obtained from the developed countries. A developing country like India cannot afford huge investment for gaining competitive advantage through technology. It would be desirable to achieve the best results through employees by adopting various techniques for pooling up their contributions. Employee effectiveness is a three dimensional concept. It requires employee up gradation in knowledge, skill and other attitudes. While the knowledge dimension could be easily strengthened, lot more hard work has to be put in for skill development of employees. This could be achieving by giving enormous thrust to human resource development activity in organization in the form of training.

“Training is the act of increasing the knowledge and skills of an employee of doing a particular”

- Flippo

“Training may be defined as a planned programme designed to improve performance and to bring about measurable changes in knowledge skills, attitudes and social behavior of employees for doing a particular job”.

“Training, thus, may be defined as a planned programme designed to improve performance and bring about measurable changes in knowledge, skills, attitude and social behavior of employees”

1.2 STATEMENT OF THE PROBLEM

Employees are considered as the wealth of the organization. So training needs of the employees are to be identified and proper training has to be given to improve the productivity. Training programme in Automobile industries aims at providing training to newly recruited employees to perform their tasks effectively. Existing employees are provided refresher training so as to keep abreast of the latest development in job operations. This is a necessity in

the case of the rapid technological advancements. Training is provided to bridge the gap between the job needs and employee skills knowledge and behavior. The present study aims at finding the effectiveness of the training provided by Automobile Industry in attaining its objectives mentioned above.

1.3 NEED OF THE STUDY

As training programme has become an inevitable concept of this dynamic organizational environment. There is an urgent need to give more emphasis on management of training programme. There should be a proper mode through which training method should be implemented, channelized and tackled. To achieve more ideas about training programmes and the effectiveness of training programme towards the employee and so this study was undertaken.

1.4 OBJECTIVES OF THE STUDY

- ✓ To find out the training programme given by two wheeler Automobile industries.
- ✓ To measure the level of satisfaction of employees towards the training programme.
- ✓ To find out the effectiveness of training programme which was conducted by Automobile Industries
- ✓ To study the opinion of employees about the training programme in two wheeler Automobile Industries.

1.5 RESEARCH METHODOLOGY

Descriptive research Design adopted in this study. Descriptive research includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. Convenience sampling method adopted in this study. The primary data as well as secondary data used in this study. The primary data are those that are collected through questionnaire and direct personal interview. The primary data collected from TVS employees of various show room. 10 show room for selection of this study. 10 show room located in side the Coimbatore District. Each show room

from selected 10 employees, hence totally 100 employees were selected. The Descriptive Statistics and Chi-square Test are used in this study.

1.6 SCOPE OF THE STUDY

- ✓ The study may help the company to know the impact of training and development programme.
- ✓ It will help the company to improve the training and development program
- ✓ The study may enable the company to flourish as a good employer.

1.7 LIMITATIONS OF THE STUDY

- The survey is restricted only with 100 sample employees.
- The time period for the survey is very limited.
- As the study is conducted on human beings the results may lead to objective and personal bias.

PERCENTAGE ANALYSIS

TABLE NO.1

GENDER OF THE RESPONDENTS

S.No	Gender	No. of Respondents	Percentage
1	Male	92	92
2	Female	8	8
	Total	100	100

It is identified from the above analysis that 92% of the respondents are male and rests of 8 % of the respondents are female. It is concluded from the above analysis that maximum of the respondents are male.

TABLE NO.2

DESIGNATION OF THE RESPONDENTS

S.No	Designation	No. of Respondents	Percentage
1	Officer	31	31
2	Manager	10	10
3	Mechanic	59	59
	Total	100	100

It is noted from the above analysis that 31% of the respondents are working as Officer, 10% of the respondents are working as manager and 59% of the respondents are working as Mechanic. It is concluded from the above analysis that maximum of the respondents working as Mechanic.

TABLE NO.3

OPINION REGARDING EXISTING TRAINING PROGRAMME

S.No	Opinion	No. of Respondents	Percentage
1	Adequate	70	70
2	Inadequate	7	7.
3	Satisfactory	23	23
4	Not Satisfactory	0	0
	Total	100	100

It is identified from the above analysis that 70% of the respondents feel that the existing training programme is adequate and 23 % of the respondents feel that the training programme is Satisfactory whereas 7 % of the respondents feel the training programme is inadequate. It is concluded from the above analysis that maximum of the respondents feel the training programme is adequate.

TABLE NO.4

TRAINING NEEDS OF THE RESPONDENTS

S.No	Training Needs	No. of Respondents	Percentage
1	Yes	98	98
2	No	2	2
	Total	100	100

It is observed from the above analysis that 98% of the respondents feel that training needs are identified systematically whereas 2% of the respondents feel that it is not identified systematically.

TABLE NO.5

TRAINING GIVEN AS PER THE NEED IDENTIFIED

S.No	Identification of needs	No. of Respondents	Percentage
1	Strongly Agree	16	16
2	Agree	67	67
3	Neutral	17	17
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	100	100

It is identified from the above analysis that 67% of the respondents Agreed that training needs are identified systematically and 17 % of the respondents Neutrally agreed whereas 16% of the respondents Strongly Agreed that the training needs are identified systematically.

TABLE NO.6

OPINION REGARDING REASONS FOR CONDUCTING TRAINING PROGRAMMES

S.No	Identifying Needs	No. of Respondents	Percentage
1	To Improve Working Skills	25	25
2	To Minimize	28	28

	Mistakes		
3	To Improve Productivity	27	27
4	To enhance the knowledge	20	20
5	Any Other	0	0
	Total	100	100

It is observed from the above analysis that 28 % of the respondents feel that training helps to minimize the mistakes and 27 % of the respondents feel that training helps to improve productivity whereas 25% of the respondents feel that training improves working skills. It is concluded from the above analysis that maximum of the respondents think that training helps to minimize the mistakes.

TABLE NO.7

PREFERABLE TYPES OF TRAINING

S.No	Types of Training	No. of Respondents	Percentage
1	On the Job	70	70
2	Off the Job	7	7
3	Seminar	20	20
4	Others	3	3
	Total	100	100

It is observed from the above analysis that 70% of the respondents prefer On the Job training whereas 20% of the respondents prefer Seminars and rest of them prefer Off the job and other types of training.

TABLE NO.8

ASSISTANCE OF TRAINING PROGRAMME

S.No	Identification of needs	Improving Personality		Improving Intelligence		Improving Conceptual skills	
		No. of respondents	%	No. of respondents	%	No. of respondents	%
1	Yes	98	98	100	100	99	99
2	No	2	2	0	0	1	1
	Total	100	100	100	100	100	100

It is observed from the above analysis that 100% of them felt that training programme improves their intelligence, 99% realize that it improves the conceptual skills and 98% of them felt that the training programme improves the working skills.

**TABLE NO.9
LEVEL OF INVOLVEMENT AND PARTICIPATION**

S.No	Satisfaction Level	No. of Respondents	Percentage
1	High-Level Satisfaction	20	20
2	Satisfaction	80	80
3	Low-Level Satisfaction	0	0
	Total	100	100

It is identified from the above analysis that 80% of the respondent is fully satisfied about the level of Involvement and Participation and 20% of the respondent is Highly Satisfied with their Involvement and Participation

**TABLE NO.10
RESPONDENT VIEWS REGARDING TRAINING METHODOLOGY**

S.No	Training Methodology	No. of Respondents	Percentage
1	Excellent	19	19
2	Good	81	81
3	Poor	0	0
	Total	100	100

It is identified from the above analysis that 81% of the respondent felt that Training Methodology is Good whereas 19% of the respondent feel that the Training Methodology is an Excellent.

TABLE NO.11
DURATION OF TRAINING PROGRAMME

S.No	Time Duration	No. of Respondents	Percentage
1	Within 3 Days	46	46
2	3 Days to 7 Days	17	17
3	More than 1 Week	18	18
4	Once in a Month	15	15
5	Other Option	4	4
	Total	100	100

It is identified from the above analysis that 46% of the respondents felt that Within 3 days of Training Programme duration is adequate and 18% of the respondents feel that More than 1 week duration helps to study more and rest of the respondents feel that 3 days to 7 days and once in a month duration is preferred by them.

TABLE NO.12
DURATION OF TRAINING PROGRAMME IS SUFFICIENT TO MEET OBJECTIVES

S.No	Sufficient to meet Objectives	No. of Respondents	Percentage
1	Yes	97	97
2	No	3	3
	Total	100	100

It is identified from the above analysis that 97% of the respondents felt that the time duration is sufficient to meet the objectives and rest of 3% of the respondents felt that the time duration is not sufficient to meet the objectives. It is concluded from the above analysis that maximum of the respondents feel that the time duration is sufficient.

TABLE NO.13

TRAINING SYSTEM MOTIVATES THE RESPONDENTS TO CONTRIBUTE MORE TO THE ORGANIZATION

S.No	Motivation to Contribute more	No. of Respondents	Percentage
1	Yes	100	100
2	No	0	0
	Total	100	100

It identified from the above analysis that 100% of the respondents felt that the Training System motivates the respondents helps to contribute more to the organization whereas no one is given the negative result.

TABLE NO.14

REMEDIAL MEASURE INCASE OF INEFFECTIVE TRAINING

S.No	Remedial Measure	No. of Respondents	Percentage
1	Retraining	54	54
2	Change of Department	15	15
3	Change of Job	14	14
4	Punishment action	0	0
5	Any Other	17	17
	Total	100	100

It is observed from the above analysis that 54% of the respondents felt that the retraining is the best remedial measure whereas 17% of the respondents felt that the other type of remedial measure is preferred by them and rest of them prefer change of department and change of job.

TABLE NO.15
TRAINING EVALUATION WILL BE MORE EFFECTIVE

S.No	Evaluation of Training	No. of Respondents	Percentage
1	Self	28	28
2	Trainer alone	13	13
3	Self, Trainer, Peers	27	27
4	All the above	32	32
	Total	100	100

It is observed from the above analysis that 28% of the respondents felt that Training Evaluation will be more effective only it is done by self, 27% of the respondents felt that Training Evaluation will be more effective only it is done by self, trainer and peers and rest of 32% of respondents prefer all the above involved to do the training evaluation.

CHI-SQUARE ANALYSIS

AGE AND LEVEL OF EFFECTIVENESS TOWARDSTRAINING PROGRAMME

Age is a crucial factor. In decision making, as one advance in age maturity in thinking development, this helps to act positively in the direction of increasing the productivity level. For this purpose, the employees were classified into three categories less than 30 years, 30 to 35 years and above 35 years the distribution of sample of employee according to the age group and the effectiveness towards training programme is presented in the following table.

TABLE NO. 1

S. No.	Age	No. of Respondents	%	Average
1	Less than 30 years	35	35.0	41.3
2	30 – 35 years	26	26.0	40.6
3	Above 35 years	39	39.0	40.6
	Total	100	100.0	

The above table shows that the effectiveness towards training programme by below 30 years age group of employees with an average of 41.3 and the effectiveness towards training programme ranges between 34 – 35 years of employees with an average of 40.6. The training programme for above 35 years of age group of employees with an average of 40.6

With a view to find the degrees of association the age group and its training programme to the table was prepared. The following table shows that the distribution of training programme.

TABLE NO. 2
AGE AND LEVEL OF EFFECTIVENESS TOWARDS TRAINING PROGRAMME
(TWO-WAY TABLE)

S.No.	Age	Level of Effectiveness			Total
		Low	Medium	High	
1	Less than 30 years	9 (35.3)	12 (29.6)	14 (41.2)	35
2	30 – 35 years	7 (25.5)	11 (27.2)	8 (25.0)	26
3	Above 35 years	10 (39.2)	17 (43.2)	12 (33.8)	39
	Total	26	30	34	100

It could be observed from the table that the percentage of training programme was the highest 41.2 among young age group of employees and the lowest was 25.0 associated with middle age group of employees, the percentage of medium level was the highest 43.2 above 35 age group of employees and the lowest 30 – 35 years of employees with an average of 27.2

With a view to find the relationship between age of the respondents and the training programme chi – square test was used. The result of the test is shown in table no.3

TABLE NO. 3**AGE AND LEVEL OF EFFECTIVENESS TOWARDS TRAINING PROGRAMME
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Age	2.319	9.488	4	Not Significant

The Chi – Square test reveals that the calculated Chi-Square test is less than the table value and the result is not significant. Hence the hypothesis, “the age of the respondents and the effectiveness towards training programme are not associated”.

**DEPARTMENT AND LEVEL OF EFFECTIVENESS TOWARDS
TRAINING PROGRAMME**

Departmentation plays a vital role in various organization i.e., Small, Medium, and Large level of organization. It helps the employees to know the responsibility and authority of each employee. For this purpose, the respondents were classified into three categories HR & Admin, Finance and R&D, Engineering. The distribution of sample of employee according to the Departmentation and the level of effectiveness towards training programme is presented in the following table.

TABLE NO. 1

S. No.	Department	No. of Respondents	%	Ave rage
1	HR, Admin	10	10.0	40.6
2	Finance, R&D	28	28.0	40.3
3	Engineering	62	62.0	41.1
	Total	100	100.0	

The above table shows that the effectiveness of training programme by HR & Admin, Finance and R&D, Engineering. The effectiveness of training programme in engineering department ranges between 50 and 26 with an average of 41.1. In the training programme for HR & Admin ranges between 46 and 37 with an average of 40.6. On the other hand, the training programme for Finance and R&D ranges between 45 and 30 with an average of 40.3

With a view to find the degrees of association, the Departmentation and the training programme to the table were prepared. The following table shows that the distribution of training programme in department wise.

TABLE NO. 2
DEPARTMENT AND LEVEL OF EFFECTIVENESS TOWARDS TRAINING PROGRAMME (TWO-WAY TABLE)

S.No.	Department	Level of Effectiveness			Total
		Low	Medium	High	
1	HR, Admin	2 (9.8)	5 (11.1)	3 (8.8)	10
2	Finance, R&D	7 (27.5)	15 (35.8)	6 (19.1)	28
3	Engineering	16 (62.7)	22 (53.1)	24 (72.1)	62
	Total	25	42	33	100

It could be observed from the table that the percentage of training programme was highest 72.1 and the lowest 8.8. The medium level of effectiveness of training programme was the highest 53.1 and the lowest 11.1. On the other hand, the low level of effectiveness of training programme was the highest 62.7 and the lowest 9.8.

With a view to find the relationship between the department level of the respondents and the training programme Chi – Square test was used. The result is shown in table no.3

TABLE NO. 3
DEPARTMENT AND LEVEL OF EFFECTIVENESS TOWARDS TRAINING PROGRAMME (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	6.031	9.488	4	Not Significant

The Chi – Square test reveals that the calculated Chi – Square test is less than the Table Value and the result is not significant. Hence the hypothesis, “the Departmentation of the respondents and the effectiveness towards training programme are not associated”.

SUGGESTIONS

1. It has suggested that to adopt more technological advancement Training Programmes.
2. It has suggested that it is to be given to the emergency training rather than to the planned one.
3. It has suggested that to concentrate more on the employees training needs.
4. It has suggested to create more awareness about the training programme among employees to actively participate with.

CONCLUSION

The basic aim of training is to induce a suitable change in the individual concerned. For example, employees are to be taught with to operate unfamiliar equipment. The object of the training is thus to bridge the gap between the present performance and the desired performance. A trained man can perform upto the expectations of the management and can get basic right. Training is required at different levels, viz., unskilled workers, semi – skilled workers, skilled workers, office staff, supervisory staff and managerial personnel.

The study showed that training had more significant effect on productivity. Apart from that respondents satisfaction, explanation, principles provided to them, sequence of training programme, the workers have the opinion that the training programmes were necessary to update their knowledge, skill, etc., Training programme play an important role in Automobile Industries. It gives priority to human resource development.

BIBLIOGRAPHY

1. Biswajeet Pattanayak, Human Resource Management, Third Edition, Prentice Hall of India, New Delhi
2. Indian Journal of training and development (IJTD), Vol, XXXV, No.4. January – March, 2006
3. Kothari.C.R (2000) “Research Methodology” Second Edition, New Age International Pvt. Ltd. New Delhi, Bangalore, Chennai and etc.
4. Human Resource Management - V.S.B. Rao, First Edition, New Delhi, Reprint 2000,2001,2002,2004

5. Training and Development, First Indian Edition: 2006, Pentagon Press, New Delhi

Websites: www.lucas-tvs.com www.google.co.in www.citeman.com,
www.wikipedia.com