



A STUDY ON TRAINING AND DEVELOPMENT IN AUTO MANUFACTURING SECTOR WITH SPECIAL REFERENCE TO CHENNAI.

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Abstract

Now-a-days, training is an investment because the departments such as, marketing & sales, HR, production, finance, etc depends on training for its survival. To increase the commitment level of employees and growth in quality movement (concepts of HRM), senior management team is now increasing the role of training. This work provides with an opportunity to explore in the field of training and development. The paper is immensely in locating any drawback in the present system and provides opportunity to implement effective training and development. The present paper concludes that the training is important for both the employees and the employees of the sector agreed that possibility of development through training in organization.

Key words: Training, Development, Career, Goal.

Introduction

The HR functioning is changing with time and with this change, the relationship between the training function and other management activity is also changing. The training and development activities are now equally important with that of other HR functions. Gone are the days, when training was considered to be futile, waste of time, resources, and money. If training is not considered as a priority or not seen as a vital part in the organization, then it is difficult to accept that such a company has effectively carried out HRM. Training actually provides the opportunity to raise the profile development activities in the organization.

To increase the commitment level of employees and growth in quality movement (concepts of HRM), senior management team is now increasing the role of training. Such concepts of HRM require careful planning as well as greater emphasis on employee development and long term education. Training is now the important tool of Human Resource Management to control the attrition rate because it helps in motivating employees, achieving their professional and personal goals, increasing the level of job satisfaction, etc. As a result, training is given on a variety of skill development and covers a multitude of courses.

Review of Literature

Sweta Banerjee (2009): Training is an important process in the present day internal dynamics of an organization and if practiced carefully and efficiently, both management and employees can benefit from it immensely in as far as the careers and career enhancement is concerned.

Dr.Lokeshver Singh Jodhana and SumbulSamma (2011): The training process is an uncertain phase in everyone's life with twists and turns. One should therefore carefully and deliberately plan a career plan leading to success. Planning for success is the strategy to achieve predetermined goals and develop



a comprehensive set of plans to integrate and coordinate activities. This article presents a CAREER model for career and success planning in the modern world.

D.Suryachandra Rae (2009): The practice of moving from job to job is quite a common phenomenon these days. This practice is not just confined to any particular continent or nation or industry, but is spreading across the globe. The trend is highly prevalent not only among the fresher's, but among the senior professionals as well. Employee training is the only way to achieve overall development of the human resources.

Statement of the Problem

Employees are interested in their career development in the organisation but at the same time the organisational climate does not provide the favour to thesis. In this situation, the employees get stress and they finally quit from the organisation. If adequate opportunity is available to the employees for their career development they may continue their job in the present organisation (Buckler, B. 1998). But, many Indian organizations do not have adequate awareness towards this issue. The middle level and lower level personnel are not given sufficient opportunities for their development in their present job.

Objectives of the Study

1. To analyse attitude of employees in respect of career planning and development Auto Manufacturing sector
2. To examine the expectations of the employees in respect of their career planning and development
3. To provide suggestions for effectiveness of career planning and development.

Hypotheses of the Study

- There is no significance difference between ages of the respondents and training goals are clear.
- There is no significance difference between gender of the respondents and training goals are clear.
- There is no significance difference between qualification of the respondents and Possibility of development through in organization.

Scope of the Study

This work provides with an opportunity to explore in the field of training and development. The paper is immensely in locating any drawback in the present system and provides opportunity to implement effective training and development.

Research Methodology

1. The researcher used descriptive research design. The Auto Manufacturing sector is selected as the study unit of the research paper.

Sampling

Probability sampling technique has been used for this study. Under this sampling technique Simple Random sampling is adopted. The respondents have been selected based on Simple Random sampling.



Employees of the Auto Manufacturing sector are the population of the study. They are classified as top level executives, middle level staff and lower cadre workers. The middle level and lower level workers are taken into consideration of the study because the top level executives are the policy makers and they manipulate the opportunities for their development easily. The middle level and lower cadre personnel are considered as the single group in this study and the total number of the personnel is 353. Out of the 353 employees, 30% sample employees (106 in number) have been selected at random for this study.

Data Used and Sources

Secondary and primary data have been used in this study. Secondary data means those data which were already collected and analyzed by someone else. Secondary data were collected from company records. The primary data are the first hand information and they were collected through Questionnaire.

Questionnaire

Questionnaire is the instrument to collect the primary data from the employees of the Auto manufacturing sector. It consists of questions relating to the personal information of the employees and their attitude towards the job, superiors' approach, performance appraisal, opportunities for development and related aspects.

Limitations of the Study

1. The study is concerned a period of three months (October 2014 to December 2014).
2. This paper is based on perception of employees but, their perception may vary in future. So, it is not possible that the findings claim permanency.

Analysis of Attitude of Employees

Demographic details of the employees are given in the comprehensive table 3.1 and it is for the sample employees of 106. Percentages are given in the table.

Table 1: Demography of the Employees

Sl.No.	Variable	Sub Divisions	No. of Respondents N=106	Percent
1.	Gender	Male	69	65.1
		Female	37	34.9
2.	Age group (in years)	Less than 25	25	23.6
		26-35	35	33.0
		36-45	25	23.6
		Above 45	21	19.8
3.	Educational Status	Diploma	10	9.4
		UG	52	49.1
		PG	44	41.5
4.	Experience (in years)	Less than 2 years	14	13.2
		2-4 years	26	24.5
		4-6 years	41	38.7
		Above 6 years	25	23.6



5.	Monthly Income (inRs.)	Less than 15000	33	31.1
		15000-25000	23	21.7
		25000-35000	29	27.4
		Above 35000	21	19.8

Source: Primary Data

The table 1 is self- explanatory in nature and there is no need to explain the things. However, the following points are noteworthy:

- Male employees are of majority (65.1%).
- 26-35 is the age group that has majority of the sample employees (33%).
- 49.1% of the employees are UG degree holders and they form majority.
- 38.7% of the employees (majority group) have the 4-6 years of work experience in the Mills.
- 31.1% of the employees get the monthly salary less than Rs.15,000.

Table 2 : Career Goals Are Clear

S.No	Aspects	Frequency	Percentage
1	Strongly disagree	4	3.8
2	Disagree	5	4.7
3	Neither agree nor disagree	20	18.9
4	Agree	46	43.4
5	Strongly agree	31	29.2
	Total	106	100.0

Source: Primary Data

From the above table, the it is known that, the career goals are clear are as follows, 43.4% belongs to Agree, 29.2% belongs to Strongly agree, 18.9% belongs to Neither agree nor disagree, 4.7% belongs to Disagree, and 3.8% belongs Strongly Disagree.

Most of the respondents are very clear with their career goals because employees agreed that possibility of career progression in organization.

Table 3: Possibility of Development through Training

S.No	Aspects	Frequency	Percentage
1	Strongly disagree	2	1.9
2	Disagree	11	10.4
3	Neither agree nor disagree	20	18.9
4	Agree	41	38.7
5	Strongly agree	32	30.2
	Total	106	100.0

Source: Primary Data

From the above table, the researcher inferred that, Possibility of Career progression in organization are as follows, 38.7% belongs to Agree, 30.2% belongs to Strongly agree, 18.9% belongs to Neither agree nor disagree, 10.4% belongs to Disagree, and 1.9% belongs Strongly Disagree.



Table 4: Training Attracts and Retains the Employee

S.No	Aspects	Frequency	Percentage
1	Strongly disagree	2	1.9
2	Disagree	13	12.3
3	Neither agree nor disagree	20	18.9
4	Agree	33	31.1
5	Strongly agree	38	35.8
	Total	106	100.0

Source: Primary Data

From the above table, it is clear that, Career plan is attract and retain the employees are as follows, 35.8% belongs to Strongly agree, 31.1 % belongs to Agree, 18.9% belongs to Neither agree nor disagree, 12.3% belongs to Disagree, and 1.9% belongs to Strongly Disagree.

Table 5: Training Helps to Career Planning

S.No	Aspects	Frequency	Percentage
1	Strongly disagree	4	3.8
2	Disagree	13	12.3
3	Neither agree nor disagree	27	25.5
4	Agree	44	41.5
5	Strongly agree	18	17.0
	Total	106	100.0

Source: Primary Data

From the above table, the researcher inferred that, Performance appraisal is helps to career planning are as follows, 41.5% belongs to Agree, 25.5% belongs to neither agree nor disagree, 17% belongs to strongly agree, 12.3% belongs to Disagree, and 3.8% belongs Strongly Disagree.

Chi-Square Test

Combination of age of the respondents with training goals is clear

Null Hypothesis (H₀): There is no significance difference between age of the respondents and training goals are clear.

Table 6: Case Processing Summary

Case Processing Summary				
	Valid		Total	
	N	Percent	N	Percent
Age of the respondents * training goals are clear	106	100.00%	106	100.00%
Chi-Square Tests				
	Value	Do	Asymp. Sig. (2-sided)	
Pearson Chi-Square	15.955 ^a	12	0.193	
Likelihood Ratio	16.91	12	0.153	
Linear-by-Linear Association	0.957	1	0.328	



Since the calculated value is less than the tabulated value (21.0 at 0.05 % level of significance). Thus the null hypothesis is accepted. Hence there is no significance difference between ages of the respondents and training goals are clear.

Combinations of gender of the respondents with training goals are clear

Null Hypothesis (H0): There is no significance difference between gender of the respondents and training goals are clear.

Table 7:Case Processing Summary

	Cases			
	Valid		Total	
	N	Percent	N	Percent
Gender classification of the respondents * training goals are clear	106	100.00%	106	100.00%
Chi-Square Tests				
	Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	8.453 ^a	4	0.076	
Likelihood Ratio	8.75	4	0.068	
Linear-by-Linear Association	0.192	1	0.661	

Since the calculated value is less than the tabulated value (9.49 at 0.05 % level of significance). Thus the null hypothesis is accepted. Hence there is no significance difference between gender of the respondents and training goals are clear.

Combination of Qualification of the respondents with possibility of development through training:

Null Hypothesis (H0): There is no significance difference between qualification of the respondents and possibility of development through training.

..Table 8:Case Processing Summary

	Cases			
	Valid		Total	
	N	Percent	N	Percent
Qualification of the respondents * Possibility of possibility of development through training:	106	100.00%	106	100.00%
Chi-Square Tests				
	Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	4.691 ^a	8	0.79	
Likelihood Ratio	5.139	8	0.743	
Linear-by-Linear Association	1.207	1	0.272	

Since the calculated value is less than the tabulated value (15.5 at 0.05% level of significance). Thus the null hypothesis is accepted. Hence there is no significance difference between qualification of the respondents and possibility of development through training in organization.



Findings

- There is no significance difference between ages of the respondents and training goals are clear.
- There is no significance difference between gender of the respondents and training goals are clear.
- There is no significance difference between qualification of the respondents and Possibility of development through in organization.

Suggestions

- The sector must concentrate more on non- monetary motivation to the employees. Since, employees expect more appreciation from the line supervisors and other higher officials, it could be improved further.
- Majority of the respondents says that training is not given according to the responsibilities of person, so the sector needs to concentrate on this.
- Majority of the respondents say that there is no wide internal publicity given for training programmes. So the sector needs to concentrate on this.

Conclusion

The present paper concludes that the training is important for both the employees and organization to improve their performance. And, it is observed that the majority of the respondents are very clear with their career goals because employees agreed that possibility of development through training in organization. The company has to concentrate more on non- monetary motivation to the employees. Since, employees expect more appreciation from the line supervisors and other higher officials, it could be improved further. The training is not referred properly by the superiors as the way to achieve career development. So, effective training can retain the employees and satisfy them which leads to increase in the performance and helps the Mill to achieve the standard competitive position.

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