



“A STUDY ON EFFECTIVENESS OF EMPLOYEE PERFORMANCE THROUGH TRAINING PRACTICES ADOPTED WITH REFERENCE TO AUTOMOBILE SECTOR IN CHENNAI CITY”

Mr. M.Riaz Ahmed* **Mr. P. Subair Hamsa****

**Assistant Professor, MEASI Institute of Management.*

***Final Year MBA, MEASI Institute of Management.*

Abstract

The Indian auto industry is one of the largest in the world. The industry accounts for 7.1 per cent of the country's Gross Domestic Product (GDP). The Two Wheelers segment with 81 per cent market share is the leader of the Indian Automobile market owing to a growing middle class and a young population. Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector. The overall Passenger Vehicle (PV) segment has 13 per cent market share. India is also a prominent auto exporter and has strong export growth expectations for the near future. In April-March 2016, overall automobile exports grew by 1.91 per cent. PV, Commercial Vehicles (CV), and Two Wheelers (2W) registered a growth of 5.24 per cent, 16.97 per cent, and 0.97 per cent respectively in April-March 2016 over April-March 2015. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the 2W and Four Wheeler (4W) market in the world by 2020. Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future. The objective of research paper is to analyze the Effectiveness of training practices adopted with reference to automobile sector in Chennai city.*

Keywords: *Training Design, Training Evaluation, Behavioral Changes And Job Performance.*

Introduction

The global auto industry is a key sector for the every major economy in the world. The industry has recorded overall 30% of growth over the past decade. The global automobile demand will continue to raise and auto sales volumes will likely to climb 6% year-on-year in both 2012 & 2013 after rising 4% in 2021. Total global demand for four-wheeler and two-wheeler is 45 million and 43 million units, is expected to increase to 70 and 76 million units respectively by 2030. Worldwide auto industry employs 9 million people directly and about 41 million indirectly. It is observed that the GDP per capita increases with motor vehicle sales (excluding two wheelers). The production contribution of China in global production is 23%, which is about 9% more than that of the both USA and Japan. The majority (78%) of vehicles are cars. General Motors, Volks-wagon, Toyota, Hyundai and Ford are five major auto producer companies in the world. India's Tata Motors (18th), Mahindra (33rd) and Ashok Leyland (49th) are among 50 key auto –makers. It also plays key role in the technology improvement level of the other industries also. The global government revenue contribution is about 400 billion Euros. Training is a process of organizational improvement that attempts to make beneficial changes through modifying employee's skills and attitudes which refers to activities ranging from the acquisition of simpler motor skills to the development and change of complex socio emotional attitudes. The aim of the research articles is to measure the evaluation of training program and job performance of employees in the automobile sector in Chennai city.

Review of Literature

Michael b Armstrong, Richard landers (2018) describe the purpose of this paper is to describe our current scientific understanding of gamification as it can be used to realistically improve web-based employee training. First, because gamification is commonly misunderstood, we explain what gamification is in the context of training. Second, because gamification is commonly misapplied, research on the effectiveness of gamified learning as related to training design is reviewed. Finally, to provide a clear roadmap for training design, we describe a formal process for gamifying web-based training in a scientifically supported way



Shekher S Purna Chandra, Dr. Reddy P Raghunadha (2018) determined that in this paper an attempt is made to study the training and development practices adopted in three selected Engineering Units located in Sri City, Andhra Pradesh. For achieving the above said objectives the data was collected with the help of interview and filed observation. The study mainly employed cross-case analysis approach for contrast and comparison of training and development practices. Finally, the collected data is presented in cross case matrix.

Satoru mikami, Mitsuakifurukova (2017) identified that this paper investigates the conditions in which these programs can contribute not only to individual human resource development but also to organization-level reform and innovation in developing countries. The methods were regression analyses of training monitoring records as well as follow up email interviews with former participants of information and communication technology TPs sponsored by the Japanese International Cooperation Agency. The research reveals that bilateral communication between training participants and the home organizations during the training plays a key role in increasing the probability of successful organization level transfer of individual level learning, irrespective of the original level of organization's absorptive capacity.

Blake, R. R. (2017) has undertaken study on "vertical transfers of training" expressed that the transfer training has focused primarily on individual as the unit of analysis. The question of whether training an individual influences a group's performance has yet to be investigated empirically. The findings of the study were that as the number of trained employees increased beyond three the amount of influence exerted the fifth individual decreased. Extraversion moderated the relation between training an individual who was an extrovert, vertical transfer increased. Collective efficacy mediated the relationship between training one or more individuals and groups performance.

Research Problem

Training and development play vital role in any given organization in the modern day. It is aimed at preparing employees for the future or current jobs. The efficiency and productivity of the firm can be increased considerably with right training methods. This is the reason why HR department gives training such a huge importance. So it is essential that we conduct studies and experiments' to improve our training methods. The motive behind this study is to understand the effectiveness of training practices adopted by Automobile sector in Chennai city, Chennai. The training cannot be measured directly but the change in attitude and behaviour that occurs result of training. By studying and analysing the response of employees regarding training. We can make scientific conclusions, which is the core idea of this study. The intention of this research is to analyse and evaluate the effectiveness of training with reference to Automobile sector in Chennai city.

Objectives of The Study

1. To study effectiveness of the training practices adopted by Automobile sector in Chennai city
2. To analyse the Perception of employee towards training design at Automobile sector in Chennai city
3. To measure the evaluation of training program among employees at Automobile sector in Chennai city
4. To find out the impact of training program on behavioural change of employees at Automobile sector in Chennai city
5. To know about the effect of training program on their job performance of employees at Automobile sector in Chennai city

Need For The Study

Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It utilizes a systematic and organized procedure by which employee learns technical knowledge and skills. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization. The purpose of this paper is to present a conceptual study established on the employee training and development program and its benefits. This paper will inspect the structure and elements of employee training and development program and later the study present what are the positive outcomes for employees and organizations. Organizations find it difficult to stay competitive in recent global economy. Importance of employee development



program is growing for the organizations those pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and success or failure of the organization relay on the performance of employees. Therefore, organizations are financing large amount on employee training and development programs. Furthermore, in training program it is supportive for companies to emphasis on knowledge, expertise and ability of employees. There is substantial discussion among professionals and researchers on the affect that development program has on both employee and organization.

Scope of The Study

The study focuses on the Training practise and measuring job performance to automobile employees in Chennai region only. The study will not only help the management to improve the training program but also in finding the drawbacks and ways in correcting it. This study helps the company to know its present effectiveness of training program and measures for its betterment. The study gives clear picture on the various dimensions of training and opinions of its participants. This also shows the overall satisfaction of employees after the training program. It has been beneficial for the researcher to know to various aspects of training practices at Automobile sector in Chennai city Chennai. This would be educating to any reader with any facts of training at Automobile sector in Chennai city Chennai through the project.

Research Methodology

Research Design

The research design is the plan, structure and strategy of investigation conceived so as to obtain an answer to the research question and to control variance. A research design is the specification of methods and procedures for acquiring the information needed for solving the problem. This study is descriptive in nature as it brings out the facts of understanding market potential for accord elevators in the research area.

Sampling Method

Sampling design

A sample design is a definite plan obtaining a sample from a given population. It refers to the technique or a procedure, the researcher would adopt in selecting items for the sample.

Sampling method

For this research, convenience sampling is used. As the name implies convenience sampling refers to the collection of information from members of the population based on the convenience of the researcher. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity of the researcher. The sample size for this study is 110.

Source of Data

Primary data

The Primary Data required for the study was directly collected from the employees during through a structured questionnaire.

Secondary data

The Information regarding the company has been drawn from various published sources. They include Review of Literature taken from various authors, Professional business Journals and Magazines, besides the Newspapers.

Data Analysis and Interpretation

Chi Square Test

Null Hypothesis (H₀): There is no significant association between trainer knowledgeable about training content and types of training adopted.

Alternate Hypothesis (H₁): There is significant association between trainer knowledgeable about training content and Types Of Training Adopted.

Types of Training * The Trainer Knowledgeable About Training Content - Cross Tabulation						
		The trainer knowledgeable about training content				Total
		Strongly disagree	Neutral	Agree	Strongly agree	
Type of training	on the job	0	16	16	7	39
	off the job	8	0	31	16	55
	self paced training	0	8	0	8	16
Total		8	24	47	31	110

Chi Square

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.843 ^a	6	.000
Likelihood Ratio	64.311	6	.000
Linear-by-Linear Association	.518	1	.472
N of Valid Cases	110		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.16.

Inference: There is significant association between trainer knowledgeable about training content and types of training adopted

One Way Anova Test

Null Hypothesis (Ho): There is no significance difference between improved job satisfaction and help to enjoy work and life

Alternate Hypothesis (H1): There is significance difference between improved job satisfaction and help to enjoy work and life.

Anova

Improved Job Satisfaction and Help to enjoy work and life					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.396	2	9.698	16.817	.000
Within Groups	61.704	107	.577		
Total	81.100	109			

Inference: There is significance difference between improved job satisfaction and help to enjoy work and life

Cochran's Q Test

Null Hypothesis (Ho): There is no significant difference between methods of training such as mentoring, job rotation, coaching, apprenticeship, management games.

Alternate Hypothesis (H1): There is no significant difference between methods of training such as mentoring, job rotation, coaching, apprenticeship, management games.

Frequencies		
	Value	
	1	2
Mentoring	84	26
Job rotation	77	33
Coaching	72	38
Apprenticeship	88	22
Management games	96	14

Test Statistics	
N	110
Cochran's Q	14.945 ^a
Df	4
Asymp. Sig.	.004
a. 2 is treated as a success.	

Inference: There is significant difference between methods of training such as mentoring, job rotation, coaching, apprenticeship, management games.

Findings of The Study

1. Using chi square it is found that there is significant association between trainer knowledgeable about training content and types of training adopted.
2. Using one way Anova test it is found that there is significance difference between improved job satisfactions and helps to enjoy work and life.
3. Using Cochran's Q test it is found that there is significant difference between methods of training such as mentoring, job rotation, coaching, apprenticeship, management games.
4. Using Percentage Analysis it is inferred that 50% respondents strongly agreed that training transfer benefits of training on job, 28.2% respondents agreed that training transfer benefits of training on job, 7.3% respondents are neutral about training transfer benefits of training on job, 7.3% disagreed that training helped to transfer of training on job and 7.3% respondents strongly disagreed that training helped to transfer benefits of training on job.

Suggestion and Recommendation

The following suggestion has been recommended to the automobile sector companies in Chennai region as follows

1. Training programmes focusing at career development can be conducted frequently for the benefit of the employees.
2. More advanced managerial training for the managers, technical training for the employees are to be offered on frequent intervals to the Employees
3. Through the analysis made, it is recommended that On the job training is more essential and thus new innovative programs have to be introduced
4. The company should concentrate more in improving training methods and the training contents provided must be altered.
5. The duration for the training program is just enough for majority of the respondents. The time duration for the training program should be more which would develop the potentiality of the employee.



Conclusion

Achieving success as a pair or a group is much more enjoyable than the success of one's own effort. Thus training develops the confidence to believe in success by working together. It is always essential to get feedbacks on and about the training procedures for effective redesign and utilization. Considering all factors it can be said that the practices adopted of training is good, while preparing training design, evaluation of training. From the study it is found that the training given in the Automobile sector in Chennai city is effective. The few areas which lack in effectiveness of training practice is duration of the training sessions, management helps in clarifying doubts, schedule of training programs, hence it can be improved. Suggestions were given based on the findings. If the organization adopts the given suggestions it would lead to better implementation of training practices. In this study we take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic we strongly believe that it is very beneficial for the organizations to develop the employee development programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. This project work in M/s Automobile sector in Chennai city gave me a nice opportunity to learn and know what training is all about and its importance. To conclude my project work I say training plays a vital role in enhancing one's own skills and it helps an organization to improve its long-term productivity.

References

1. Michael b Armstrong, Dysvik and Kuvass (2018), "The Relationship between Perceived Training Opportunities, Work Motivation and Employee Outcomes", *International Journal of Training and Development*, Vol. 12, No. 3, pp. 138-157.
2. Satoru mikami, Lim D H and Johnson S D (2018), "Trainee Perceptions of Factors that Influence Learning Transfer", *International Journal of Training & Development*, Vol. 6, No. 1, pp. 36-48.
3. Blake, Arthur WJ, Bennett WJ, Edens P, Bell ST. (2017). Effectiveness of training in organizations: a meta-analysis of design and evaluation features. *Journal Applied Psychology*. 88:234-45.
4. Allen, D.G., Shore, L.M., and Griffeth, R.W. (2016). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29, 1, 99-118.