

The Degree Of Improvement In The Workforce After The Preliminary Training Period In Manufacturing Sector With Reference To Chennai City

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ABSTRACT:

The degree of measuring the employee activities after the initial stage of training in the manufacturing setor which conducts the research on the present study as a descriptive analysis established on the training and development programmes and its benefits provided to the employees in manufacturing setor . On survey the training needs and assessment and measuring the developmental change in employees in the preliminary stage in the training programme and later the analysis represents the increased outcomes for employees and project sector. Nowadays the industry finds it very difficult to continue in the competitive global economy. Importance of employees development program is growing for the project sector those pursuing to receive an advantage among competitors. The essential part of an industry is the employees and success or failure of an industry depends on the employees performance. As a result, project sector are financing large amount on employees training and development programs. Additionally in training program it is helpful for companies to emphasis on knowledge, expertise and ability of employees. There is ample discussion among professionals and researchers on the affect that development program has on both employee and industry. The study described

here is a vigilant assessment of literature on fundamental of employee development program and its benefits to project sector and employees.

Keywords: Degree of Training Method, Training Period, Employee Performance, Preliminary Training Benefits, Employee Development Evaluation.

INTRODUCTION:

The industry development for the future innovation and provide training and development to their fresh employees for the high-ranking positions in future. Since, in 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. Though, the career path model develops very well during the conservative commitment which employees would offer to their industry. This commitment can be described as emotional agreement by which employers are commonly guaranteed the loyalty for long-term commitment with industry in result of providing employees work safety, chances for advancement in career, and training opportunities (Feldman, 2000).

Employees play a massive role in the success of an industry in all the sectors. Still, there are different other aspects that perform a major part; an industry need to ensure efficient employees in line with financially overriding and competitive in the market. Consequently, it is not just employees job satisfaction and retention but it has undesirable effects on the project sector. Every industry should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the industry. The importance of training for employees is rapidly growing and project sector are using this tool to compete with their competitors in the market.

There is significant discussion between scholars and professionals that training and development program has effective impact on objectives of employees and project sector. Some of the scholars suggest that training opportunities increase in high employees turnover whereas the other claimed that training is an instrument which is beneficial for employees retention (Colarelli and Montei, 1996; Becker, 1993). Irrespective of all discussion, most of writers agree that a employee training is a complicated human resource practice that can expressively influence on the accomplishment of the project sector.

Furthermore, project sector are struggling to get success in the worldwide economy,

trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce.

OBJECTIVES

1. To identify the preliminary training programs continue in the manufacturing setor industries.
2. To evaluate the training objectives during the preliminary period in the manufacturing setor industries.
3. To analyze the training methods used and to measure that these methods meet the training purpose.
4. To examine the change in development in employees performance after the training programme.

STATEMENT OF THE PROBLEM

The preliminary training provided the employees in chance of improving the innovation and creativity on their work which simultaneously increase the industry groth. The ultimate goal of every industry is to attain success, so to reach success the industry has to enhance the job performance of the employees to increase their potentiality, skills, knowledge, ability, etc. so that implementation of training programme is important aspect of improving the employees performance level. Therefore, the industry acquire improved performance level in employees and able to avoid wasteful spending by having better trained and developed employees in the industry (Rao, 2010).Trained employees benefits by acquiring new knowledge and skills that

allows them to perform their jobs better. Research shows that training has positive effects on employees job behavior and job performance (Saks, 2000). In addition to that employees also develop greater confidence and self-efficiency in their ability to perform their job feels belonging and seeks out opportunity to fully exploit their new skills and abilities.

According to Quartey (2012), a employee training is widely considered as the source of gaining competitive advantage and advance employees performance, which in turn, affects the overall performance of an industry. However, the effects of training on employees performance in manufacturing setor industries remain largely undetermined. It is the intention of this research therefore, to determine the effective training and development programmes provided to the employees periodically which reflects the change in employees skills, abilities, attitude, performance, team building, personality development, etc. to improve the industrial effectiveness.

REVIEW OF LITERATURE

Training and Development Program

Internationally different companies provide straining and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured

Far East Journal of Psychology and Business Vol. 9 No. 2 Nov 2012, that program was adding value for the growth of their industry. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O'HerronJCPenny), country wide and Simons wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger, 1999). Tires Plus, tire retailer based on Minnesota, established Tires Plus University to its employees to increase recruitment, retain employees of the store, and fill up the key positions and augments whole improvement of the employees. U.S. Tsubaki, Illinois, established UST University to provide and calculate training and industrial development programs that fulfill the industrial and individual needs of the project sector (Callahan, 2000). All over the world different companies are providing different programs for the betterment and skill improvement of their employees which are based on same logic.

Mel Kleiman (2000) described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program. Janet Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure

through which project sector develop their businesses at corporate level. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke, 1999). Fundamental goals of several employee development programs are to deliver the mission of the industry and support employees to learn the culture of the industry (Gerbman, 2000). These objectives provide help to the strategic goals of business by facilitating learning chances and support industrial culture (Kottke, 1999). The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of industry, which lead to the success of the industry. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

Today most of the project sector have built up different programs for the training and development of their employees. Usually companies offered tuition reimbursement package to their employees so that they can

improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald, 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald, 2000).

As a result there of many project sector conduct in-house training programs for their employees that are more beneficial and cheap. Training section of the project sector attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the industry, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbamn, 2000).

CONCEPTUAL FRAMEWORK

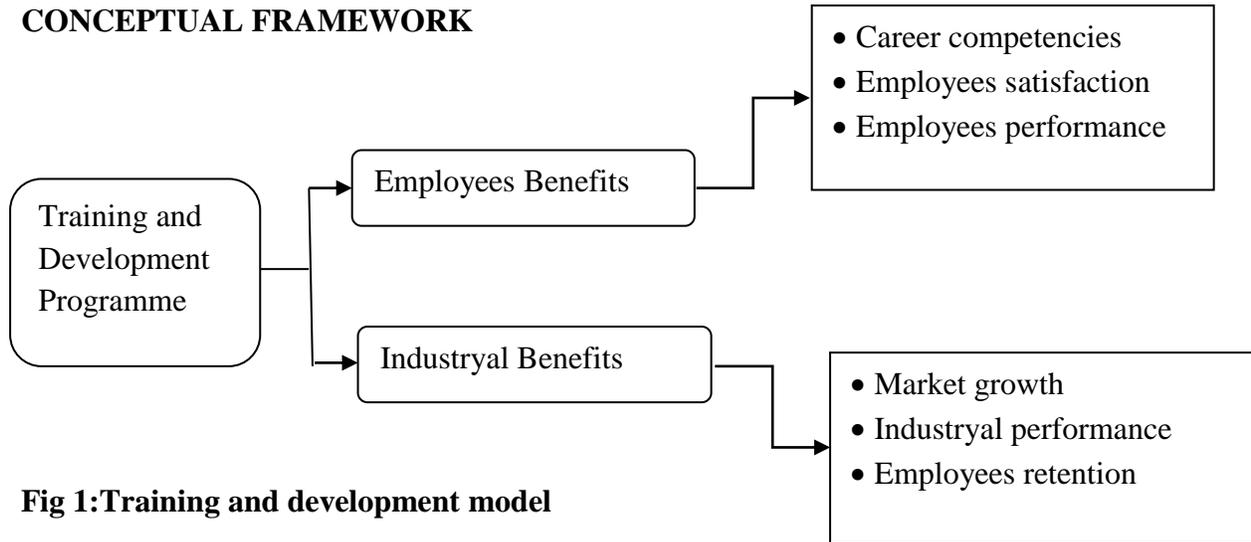


Fig 1: Training and development model

STAGES OF TRAINING AND DEVELOPMENT PROGRAMS:

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development programs needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

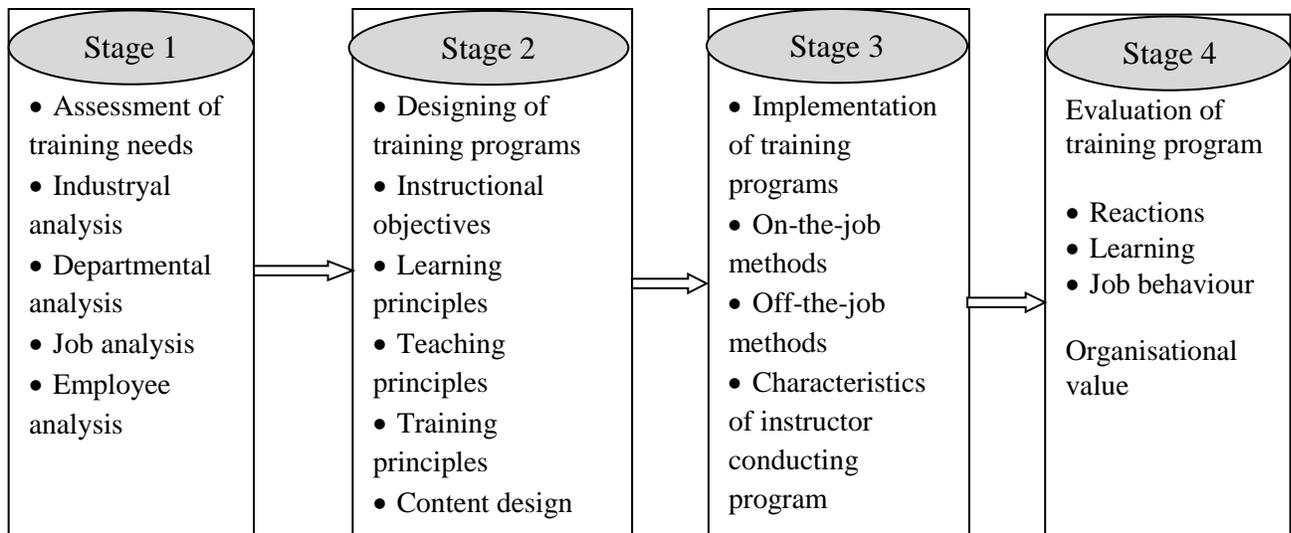


Fig 2: Stages in Training and Development Programs

(Source: P. Subba Rao, "Essentials of Human Resource management and Industrial Relations" Himalaya Publication House, 3rd Revised & Enlarged Edition 2009, Pg-199-203)

DEVELOPMENT:

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and industrial effectiveness. There are several steps in the process of management development. These includes reviewing industrial objectives, evaluating the industry's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life. In simple way, it can be denoted as per the following formula.

Employee Development = Employee
Education +
Employee Skills
+Training
Effectiveness +
Employee
Quality of work
life

There are various authors who shared their views regarding the role of training and development in different aspects. The following Table 1 provides the opinions of different authors regarding the view of training and development.

RESEARCH QUESTIONS

For effective training and development evaluation, the principal questions should be:

1. To what extent were the identified training needs objectives achieved by the programme?
2. To what extent were the development objectives achieved?
3. What specifically did the employers learn or be usefully reminded of?
4. What commitment have the employers made about after training period they are going to implement on their return to work?

And back at work to verify the change in development,

1. How successful were the trainees in implementing their action plans?
2. To what extent were they supported after the training period?
3. To what extent the development of an employee has been identified?

Project sector commonly fail to perform these evaluation processes, especially where:

1. The HR department and trainers, do not have sufficient time to do so, and/or
2. The HR department does not have sufficient resources - people and money - to do so.

Obviously the evaluation method must be cut according to available resources (and the culture atmosphere), which tend to vary

substantially from one industry to another. The fact remains that good methodical evaluation produces a good reliable data; conversely, where little evaluation is performed, little is ever known about the effectiveness of the training.

RESEARCH METHODOLOGY

Research is a systematic method of finding solutions to problems. It is essentially an investigation, a recording and an analysis of evidence for the purpose of gaining knowledge. According to Clifford woody, “research comprises of defining and redefining problem, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, reaching conclusions, testing conclusions to determine whether they fit the formulated hypothesis”

Sampling Design

A sample design is a finite plan for obtaining a sample from a given population. Convenience sampling is used for this study.

Universe

The universe chooses for the research study is the employees of manufacturing setor industry with reference to Chennai city.

Sample Size

Number of the sampling units selected from the population is called the size of the sample. Sample of 120 respondents were obtained from the population.

Sampling Procedure

The procedure adopted in the present study is probability sampling, which is also known as chance sampling. Under this sampling design, every item of the frame has an equal chance of inclusion in the sample.

Methods of Data Collection

The data’s were collected through Primary and secondary sources.

Primary Sources: Primary data are in the form of “raw material” to which statistical methods are applied for the purpose of analysis and interpretations. The primary sources are discussion with employees, data’s collected through questionnaire.

Secondary Sources: Secondary data’s are in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the industry. Secondary data was also collected from journals, magazines and books.

Nature of Research

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how.

Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation. Thus,

descriptive research cannot be used to create a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

Questionnaire

A well defined questionnaire that is used effectively can gather information on both overall performance of the test system as well as information on specific components of the system. A defeated questionnaire was carefully prepared and specially numbered. The questions were arranged in proper order, in accordance with the relevance.

Nature of Questions Asked.

The questionnaire consists of open ended, dichotomous, rating and ranking questions.

Pre-testing

A pre-testing of questionnaire was conducted with 10 questionnaires, which were distributed and all of them were collected back as completed questionnaire. On the basis of doubts raised by the respondents the questionnaire was redesigned to its present form.

Sample

A finite subset of population, selected from it with the objective of investigating its properties called a sample. A sample is a representative part of the population. A sample of 120 respondents in total has been randomly selected. The response to various elements under each questions were totaled for the purpose of various statistical testing.

Variables of the Study

The direct variable of the research is the training needs and evaluation after training

Indirect variables are the incentives, interpersonal relations, career development opportunities and performance appraisal system.

Presentation of Data

The data are presented through charts and tables.

Data Analysis

Data analysis is conducted using SPSS V-15. Sample means, standard deviation and N are presented in the analysis chapter for all the variables of the study. The data are screened in order to obtain the variance between various consumer behavioural aspects. One way analysis of variance, Karl Pearson's co-efficient of correlation, percentage analysis are discussed here.

Tools and Techniques for Analysis

Chi-Square is used to test the hypothesis and draw inferences.

T-Test

t-tests are used in situations where the research wants to compare two statistics. The basic utility of a t-test is that it produces a straight forward easy to interpret results of significance. In this thesis, two tailed t-tests are used after all other analysis is completed only to note the differences of assumed mean and computed mean directly. The

basic assumptions for t-tests are one random sampling, independent, measurements, normal distribution and equal variance (Jowncend, 2002). The t-test are further strengthened by the use of the Bonferroni correction test which uses t-tests to perform pair-wise comparison between group means. It controls overall error rate by setting the error rate for each test, to the experiment-wise error rate divided by the total number of tests. Hence, the observed significance level is adjusted and the multiple comparisons are being made (SPSS In. 2001).

TABULATION

Table 1. Respondent’s participation in training.

Response	Frequency	Percentage
Yes	87	72.5
No	33	27.5
Total	120	100

The results in the table above show that 87 respondents representing a 72.5%, have undergone training with the respective case companies. The remaining 33, representing a 27.5%, indicate that they have not gone through any sort of training by the company for which they

Non-Parametric Chi-square Analysis

Chi-square association test is a non-parametric test useful to establish an association between two categorical variables. The frequency dumping in each cell of the cross tabs allows identification of the association between two types heterogeneous groups and also the nature of cases in that particular cell. It also exhibits linear by linear relationship, and crammer’s phi-statistics to study the relationship.

work for. This implies that the case companies do not target training for all company employees but probably for specific employees. Alternatively, it could be so that training is targeted for specific employees from specific job levels or task-related job training.

Table 2. Selection for training.

Criteria	Frequency	Valid Percent
On joining the company	40	33.3
Supervisors recommendation	16	13.3
Compulsory for all employees	34	28.3
Upon employee request	6	5

Performance appraisal	4	3.3
Don't know	20	16.7
Total	120	100.0

Table 2 above illustrates the results from the question about how the respondents were selected for training in their companies of work. The results indicate surprisingly that a large number of these respondents were selected to participate and, thus, receive training on joining the company. This proportion of respondents is represented by 33.3%. As would be expected in many cases, 34 respondents were selected for training under the criteria of all employees going through the training and this is represents by a 28.3%. It is however surprising that

although other employees were selected based on their supervisors recommendation (16 respondents representing a 13.3%), upon their own request to receive training (6 respondents representing 5%), a big number of the response rate came from the respondents who were not aware of why they were selected for training. This implies that the training approach employed is only understood by the superiors leaving the trainees unaware of the entire training process

Table 3. Training schedule.

Training schedule	Frequency	Valid Percent
Quarterly	3	2.5
Every six months	9	7.5
Once a year	21	17.5
Every two years	30	25
No specific schedule	57	47.5
Total	120	100.0

The schedule of employee training at the case companies as reported in the results above indicates that the majority of respondents represented by 47.5% were under no specific training schedule. This means that they had no particular training schedule whereby they would be required to participate in training anytime as planned by the HRM team of the

company. The other 25% of the respondents were seen to participate in training every two years, 17.5% participated once a year, 7.5% every six months and the rest of the respondents indicated that they were scheduled for training on a quarterly basis.

Table 4: Examine the performance of employees after be trained and majority agreed that they are committed to mission and direction of their industry (45 percent agree and 53.8 percent strongly agreed). They also cooperate well with their colleagues (51.3 percent agree and 42.5

percent strongly agree), they have given chance to try their own method of doing their job, they also motivated to complete task assigned to them and their performance has been improves (41.3 percent agree and 56.3 percent strongly agree).

Table 4: Performance after training

What is your Performance after be trained	S D	D	N	A	S A
I am committed to the mission and direction of my industry	0.0	1.3	0.0	45.0	53.8
I cooperate well with my colleagues	0.0	1.3	5.0	51.3	42.5
I am given the chance to try my own method of doing the job	1.3	1.3	31.3	47.5	18.8
I am motivated to complete the task that is assigned to me	0.0	0.0	6.3	52.5	41.3
By learning new skills through courses/training my task performance improves	0.0	0.0	2.5	41.3	56.3

SD = Strongly Disagree **D** = Disagree **A** = Agree **N** = Neutral **SA** = Strongly Agree

Correlation Analysis

X – Levels of training program conducted in manufacturing setor industries

Y – Developmental change in employees after training program

TABLE NO: 5

X	Y	X ²	Y ²	XY
70	52	4900	2704	3640
6	8	36	64	48
14	4	196	16	56
10	36	100	1296	360
20	20	400	400	400
120	120	5632	4480	4504

FORMULAE:

$$r = \frac{N\sum XY - \sum X\sum Y}{\sqrt{N\sum X^2 - (\sum x)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$= 4(4504) - 10000 / (\sqrt{4} (5632) - (10000)) (\sqrt{4} (4480) - (10000))$$

$$= 0.7720$$

INFERENCE:

Since the value is 0.7720, there is high degree of co-relation that exists between level of training program conducted and their change in development is measured after training.

CHISQUARE ANALYSIS:

H₀: There is no significant difference between co-employee and after performance of the employees

H₁: There is significant difference between Incentive and Motivation during performance appraisal.

Table: 6

Measuring the relation with employee pre and post training program		Yes	No	Total
Formal		74	26	100
Informal		6	14	20
Total		80	40	120
O _i	E _i	(O _i - E _i)	(O _i - E _i) ²	(O _i - E _i) ² / E _i
74	66	8	64	1.142
26	34	-8	64	2.667
6	14	-8	64	4.5714
14	6	8	64	10.667
				19.0474

DEGREE OF FREEDOM:

$$= (m - 1) (n - 1); = (2 - 1) (2 - 1) = 1$$

$$\chi^2 \text{ TABLE VALUE at 5\% Level OF Significance} = 2.53$$

$$\chi^2 \text{ Calculated Value} = 19.0474$$

$\chi^2 \text{ CV} > \chi^2 \text{ TV};$ So, H₀ is rejected, H₁ is accepted.

INFERENCE:

Hence, there is significant difference between relationship with employee pre and post training program in developing their

skills, abilities, attitude, personality development, etc.

FINDINGS



The facts in current research can be utilized in numerous diverse ways by a diversity of project sector. The significant opinion is that companies essentially put the highest worth on their employees, and develop beliefs and practices that show the highest commitment of the employees. Employees required feeling like they are producing a noteworthy modification to corporate success and providing positive results and intentions to do their jobs well. Furthermore, it is difficult for most of the companies to develop corporate level institutions and provide extensive opportunities for internal promotions, but it is easy for project sector to help their employees in making career goals and action plans for the development of their career. Certain project sector may discover that they develop employees who apply their abilities and skills for further project sector; however, the project sector also find that they are increasing a sense of loyalty from other employees.

In this study there is a substantial support for individuals and industry to get the several benefits of training program. Such benefits contain efficiency or indirectly to the employee performance. This study has collected support for the positive outcomes of training program for the project sector. These benefits comprise better industrial performance efficiency, and output and further, benefits profitability that directly or indirectly related to employee performance.

SUGGESTIONS FOR FUTURE RESEARCH

In this study we furthermore identify particular instructions for future research. First, we propose that the benefits of training might have a positive effect like as individual employee benefits, which later affect industrial results. However, research is required to recognize the features that enable a smooth transfer of employee development benefits on different level. Furthermore, some special questions of vertical transfer that how training and development directly influence on individual and industrial level. A conceptual model of this process is available and there has been little empirical research on this topic (Kozlowski et al., 2000).

Secondly, there is a gap existing between the applied and academic literature concerning the usage of cycle time as a factor to measure usefulness of training and development program (Holton, 2003). The size of effect on the quality of performance may not the similar as individuals and project sector recognize and apply solutions to new problems.

Project sector are realizing the benefits of employee training and development programs as they are receiving pressure from the competitor market. Research is required concerning the factors that can raise the awareness of the benefits of training and development at numerous stages of exploration. This research may get help from primary studies on the effects of training and development on novelty and performance adaptability of employees and project sector.

Third, while the character of affect has been recognized in the amount of reactions to training and development, affect could perform extra central part in the training and development process in general. Previous research has concentrated on the affiliation between liking a training program and performance of employee (Alliger et al., 1997), however research has given fewer considerations to relationships between affective situations throughout training and learning program.

Aguinis (2009) defined that providing employees training and development opportunities can be perceived a meaning that the industry cares for their employees. This perception in employees may produce benefits even though training and development structure and transfer might be not optimum. In short, future research on this topic might be extent that which training opportunities are observes as a message that the industry cares for employees and create important message in current corporate world afflicted by downsizing and employee layoffs.

CONCLUSION

In this study we take the fact of observation that training leads to important benefits for individuals and project sector. The existing analysis of literature proposes that these benefits vary from individual and industrial 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 project sector 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. An organized and efficient development program with supportive apparatuses will significantly assist the project sector to retain the most valued human resource, especially those who have a lot of experience with the industry. If project sector are capable to support all employees in meeting their requirements then both, employees and project sector will get the long term benefits. It is also very important for the project sector to timely evaluate the success of employee training and development program.

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