



International Journal of Current Research and Academic Review

ISSN: 2347-3215 (Online) Volume 7 Number 10 (October-2019)

Journal homepage: <http://www.ijcrar.com>



doi: <https://doi.org/10.20546/ijcrar.2019.710.001>

Employee Perception on Training and Development programmes in Automobile Industry: A Conceptual Study

M. Saidurgalakshmi and M. Venkatramanan*

Department of Economics, D.G. Vaishnav College, Chennai-600106, India

**Corresponding author*

Abstract

Employees training help firms as well as employees to increase their performance. Hence, keeping these in mind, the firms are eager to go for the training programs for their workers with regular intervals and the management need to know the perception of workers towards the given training and development program. These training programs certainly result in skill improvement, enhanced efficiency and productivity and growth opportunities for employees. This study tries to study about training and development programmes and to find the level of satisfaction of employees after attending their training and to provide suggestions and recommendations for successful implementation of Training and Development to create a favourable managerial climate. Further to identify the employee's personal valuation on training method and duration of training. Furthermore, in training program it is supportive for organizations to emphasis on knowledge, skills and ability of employees. There is substantial discussion among professionals and researchers on the affect that development program has on both employee and firm. The study described here is an open-eyed assessment of literature on fundamental of employee development program and its benefits to firms and employees.

Article Info

Accepted: 15 September 2019
Available Online: 20 October 2019

Keywords

Training and development, Employee's preferences, Training design, Training component, Employee's satisfaction.

Introduction

In late 1970s, the efforts of career planning and development were mostly dedicated on young employees those illustrate to have a high potential. It has been recommended for the organizations to make plan for future and give training and development to their new employees for the high-ranking positions in future. However, the career path model develops very well by the conservative commitment which employees would provide to their organization. This commitment can be characterised as emotional agreement by which employers are normally guaranteed the dedication for long term commitment with firms in result of providing

employees job safety, opportunities for advancement in career, and training chances. The proficiency to adopt on the commitment promptly on the top of firms reduced during 1980s when companies were trying to moving a flat hierarchy where lesser opportunities for promotion. In 1950s a specific number of organizations acquired the similar way to train their workers. In start of 1960 MacDonal also followed this trend and start Hamburger University for the training of their employees. Hence currently majority number of organizations emphasized on the training and development of the employees.

Human resource is the importance of development and the development mainly lies with the quality of human

resources. Quality of human resource lies on so many elements and training is one among the important factors. Training is one of the vital important investments because it increases the knowledge, skills, attitudes and behaviour of employees. Training involves a combination of knowledge development, skills transfer, development and support of understanding and sustained attitude change. It gives people an awareness of the rules and procedure to lead their performance on the current work or prepare them for an intended work. The firms now have understood the importance of providing the training to their employees so as to get the edge in the area of competition. There is now developing recognition that training has important role in gaining competitive advantage. Extensive research undertaken within human resource area has found that most of the organizations involving in innovative practices include training and development as key factors to attaining best practices.

John Benedict (2016) stated in his study that evaluation of training can be effective if the training itself is effective and appropriate. Testing the wrong things in the wrong way will provide you unsupportive data, and could be even more unconstructive for trainees. Evaluating retention of knowledge only, is a very limited form of appraisal. It will not infer how well people apply their learning and development in practice. It's universally accepted that training and evaluating training are necessary components for organizational development and success.

Palaniammal *et al.*, (2015) Found that training develops new skills and knowledge among employees. The new skills are valuable asset of an employee and remain permanently with them. The trained employee in greaves performs better and helps in enhancing the output.

Nishu Singh and Ashutosh Gaur (2014) concluded that to prepare training more effective Healthcare needs to look at how training and development is correlated with strategy of the firm and at which is being done to check out that every training programme are effective. They have also mentioned three significant factors of training effectiveness i.e. motivation, attitude and emotional intelligence which are responsible in preparing training effective.

Murty and Faiza Fathima (2013) revealed that the training and development practices followed by public sector units have deep impact on employee psychology and motivate the employees towards their work in a commendable way. They also stated that the workers

have positive attitude towards the training and development practices followed in public sector units. They perceive the training and development practice in a positive manner. Besides it has also been revealed that the perception and attitude of employee assume paramount significance in the context of current industrial scenario.

Richard and Berge (2008) investigated that effective training methods can produce important business results particularly in customer service, product development, and capability in adopt new skill set. This connectivity of training to business strategy has provided many businesses the required competitive edge in today's global market. Human Resource Management practices of training and development improve employee skills, knowledge and capability which in turn increase task performance of individual and in the long run improves the organisational productivity.

Hower (2008) stated out that the purpose of training is to empower associates with the skills needed to make decisions and accomplish their regular tasks and skills that help them provide extraordinary service to customers. In the business of customer service, training in importance to the impact made on the customers.

The study was conducted with the following objectives:

- To assess the employee's perception about training and development programmes in Motor vehicle Ltd Company.
- To know the level of satisfaction of employees after attending their training and to offer suggestions and recommendations for successful implementation of Training and Development in Motor vehicle Ltd Company to create a favorable organizational climate.
- To identify the employee's preference on training method and duration of training.

Materials and Methods

Research design

The study is of exploratory nature and is meant to assess the employee's perception about training and development programmes in the Motor vehicle Ltd Company.

Source of data

For this study both primary and secondary data are collected. Primary data were collected through direct

personal survey among employees. It is done by the use of a structured questionnaire designed particularly for this purpose. Secondary Data were collected from the reports provided by the company, journals, magazines, and different website.

Sampling size

The total number of respondents is termed as sample size. The sample size for this analysis is 100 respondents

Sampling unit

Sampling unit is that of 'who is to be surveyed'. The survey is on Motor vehicle Ltd Company.

Sampling technique

The research was made by the survey in accordance to the convenience of the employees. Therefore the sample type is convenient sampling.

Method

Research methodology encompasses the procedures followed to analyse and interpret the data accumulated. These often utilize a range of sophisticated statistical analyses of the data to identify correlations or statistical supremacy in the results. A great deal of research study is involved to develop an efficacious research methodology. The research instrument used for the study is the structured questionnaire and it was designed on the basis of literature findings and inputs received from employees and management of the industry. In this study a 5 Point Likert scale was used to measure the perceptions of workers where 5 = Strongly agree, 4 = Agree, 3 = Neither agree nor disagree, 2 = Disagree and 1 = Strongly disagree. The sample size of the study was 100 employees who were working in different departments of the organization.

Profile of the study

Types of training

There are two major types of training, on-the -job training and off- the -job training as found. On-the-job training, is normally handled by colleagues, supervisors, managers, mentors to support employees adjust to their work and to equip them with proper work relevant skills. On-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at

the bench. It may also contain of individual or group assignment and projects and the use of team leaders and managers.

On -the- job training

According to Armstrong, on-the-job training is the only way to develop and practice the particular managerial, team leading, technical, selling, manual, and administrative skills needed by the organization and it has the advantages of actuality and immediacy as the individual works, learns and develops expertise at the same time. Disadvantages of on-the-job training according to Armstrong are that the effectiveness of the training is strongly impacted by the quality of the guidance and coaching given on the job. Most of the managers and team leaders are unskilled at training and disinclined to carry it out or to encourage it. And also, relying on fellow workers in 'sit by me' training has obvious disadvantages as instruction may be inadequate and the training may perpetuate bad habits. Again, the trainee may be distracted by the same circumstance and find it difficult to adopt basic skills quickly. To resolve these disadvantages, train the trainers programme should be regularly embarked upon to sharpen the skills of supervisors and in-house trainers.

Off-the-job training

According to Ejiogu, off-the-job training would include lecture, vestibule training, role playing, case study, discussion and simulation Armstrong, listed group exercises, team building, distance learning, outdoor and workshops as part of off-the-job training. He further explains that off-the-job training may be provided by members of the training department, external education and training establishments, or training providers-training consultants or guest speakers. He encourages line managers to be closely involved to bring reality into the classroom, to ease the transfer of learning, and to make sure that those involved in off-the-job training are carefully selected, briefed and monitored so as to ensure that they make the right contribution.

Understanding training and development

According to Obisi, the concepts, of training and development are used interchangeably. However, it can be differentiated from the other. Training is for specific job purpose while development goes beyond specifics development covers not only those activities which improve job performance, but also those which bring

about growth of personality. In training, you using one stone to kill one bird while in development you use one stone to kill two birds Mamoria. Steinmetz, Lawrence, notes that training is a short-term process, utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skill for a definite purpose. Development on the other hand is a long- term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.

Vital issues in training and development

According to Armstrong the following issues are relevant to Training and development effectiveness.

- Companies training and development philosophy
- Strategic focus in Training
- Relevance of training
- Training process method
- investigating Training Needs and Training Needs analysis
- Finding Training Goals
- Evaluation of Training

Organization training and development philosophy

Philosophy is the starting point to wisdom. Any industry that does not have a training philosophy is bound to fail for it invariably means that it does not have a serious approach for training. It may also mean that the firm payslip service to training. If an organization does not have a training philosophy, it means that the organization does not believe in training. If an industry does not believe in training, it also means that there is no deliberate effort on the part of the organization to encourage training. For example, Some Nigerian firms may stop temporarily their training actions and divert money meant for training, to other activities. But if the firms has a strong training philosophy it would relate great importance to training.

Strategic focus in training

Training activities in a firm should be a regular process and not a once and for all activity. It is an on -going process for new, old, transferred and promoted workers. According to Armstrong training strategy methods takes a long- term vision of what skills, knowledge and levels of competence workers of the organization need. Training should be an integral part of the management

process which in turn need managers to review continuously with their teams and the individuals reporting to them, performance in relation to agreed goals.

Relevance of training

Relevance of training is a most important issue that organizations should look significantly at if they really need to enhance the effectiveness of their employees. Any training program that is not relevant should not be undertaken. Training should be designed to solve problems and to fill gaps in worker performance. Training should make things happen and bring about changes that would improve firm's effectiveness. It is not proper for an organization to embark on any training program which is not relevant to it and its people. Armstrong accept that for any training program to be relevant, it must fulfil identified and appropriate requirements.

Planned training

According to Kenney and Reid planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following steps:

- Find and define training needs
- Define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed.
- Define the objectives of the training
- Plan training programs to meet the needs and objectives by using right combination for training techniques and locations.
- Decide who gives the training
- Evaluate training.
- Amend and extend training as necessary.

Analysis of training need

There are few major ways of analyzing training needs.

- Analysis of works
 - Performance appraisal
 - Conducting training surveys
 - Business and human resource analysis
- Armstrong provides a diagrammatical analysis of training needs. Training should be analyzed first for the firm as a whole-first for corporate needs, second, for department, teams, functions or occupations within the

organization-group needs, and third, for individual employees-individual needs.

Responsibility for training

Everybody in the organization is responsible for training. It is not true that it is only management that is responsible for training. Workers should take their destinies in their own hands and train and develop themselves in their organizations but many are not ready to do that, truly speaking, four major groups should be responsible for training in an organization. These groups should include the top management who sees to the framing of training policy, the human resource department that organizes designs and audits training programs, the supervisor and officers who carry out the training programs and finally the workers that help in providing feedback.

Results and Discussions

The perceived availability of training is taken to be the extent to which employees feel they are able to access training opportunities. Prior research suggests employees with positive perceptions of this will be more committed to the organisation. The result interpreted from the questionnaire also elaborates that training and development programmes are perceived to be helpful.

From the Table 1, it is clear that in training and development program each employee is given importance at their work. In the organisation the manager take effort to arrange training and development programs which are necessary for the employees for the nature of work. 80% of the employees opined that they are properly recognized in the training and development program. The employees also feel that the program conducted is focused towards the mission of the organisation. Any how the training and development programs do not help in any promotion for the employees. The employees have their own needs which are not met at the time of attending training and development program.

The above table shows level of satisfaction of employees after attending their training. Training programmes do help in their personal growth to a greater extent. It also helps to understand the job clearly and help to achieve company objective. Training programmes has explicitly helped in the reduction of absenteeism and accidents in the company.

The above table shows that 70% of the respondents prefer both on the job training and class room training.

Above table shows that 35% of the respondents prefer two days for training.

Table.1 Employee perception of training and development

Sl. No	Employee Perception on Training and Development	Agreeable level of opinion				Percentage (100%)
		A	SA	DA	SDA	
1.	Training and development programs help in promotion for the employees	10	26	12	52	100
2.	Each employee is given importance at their work	58	18	10	14	100
3.	Training and development program meets employee needs	12	30	20	38	100
4.	Manager take effort to arrange training and development programs	42	38	12	8	100
5.	Employees are properly recognised	33	47	10	10	100
6.	Employees feel that the program conducted is focused towards the mission of the organisation	35	40	17	8	100

(Computed by Primary date. (A-Agree, SA-Strongly Agree, DA-Dis Agree, SDA-Strongly Dis Agree)

Table.2 Level of Satisfaction of Employees on Post Training Performance

Sl. No	Employee Perception on Training and Development	Agreeable level of opinion				Percentage (100%)
		A	SA	DA	SDA	
1.	Training programme contributes personal growth	36	54	10	0	100
2.	Training help to understand the job clearly	42	48	10	0	100
3.	Training help to achieve company objective	48	40	2	10	100
4.	Training programme helps to reduce absenteeism	80	14	3	3	100
5.	Training reduce constant supervision	20	76	4	0	100
6.	Training provide effectiveness in work	44	16	4	2	100
7.	Training programme helps to reduce accidents	78	16	4	2	100

Computed by Primary date (A-Agree, SA-Strongly Agree, DA-Dis Agree, SDA-Strongly Dis Agree)

Table.3 Classification Based on Employees Preference on Training Method

Sl.No.	Particulars	No. of respondents	Percentage(%)
1.	On the job training	16	16
2.	Class room training	14	14
3.	Both	70	70
	Total	100	100

(Computed by Primary Data)

Table.4 Classification based on employees preference on duration of training

Sl.No.	Particulars	No. of respondents	Percentage(%)
1.	One day	32	32
2.	Two days	35	35
3.	Three days	22	22
4.	Four days	11	11
	Total	100	100

(Computed by Primary Data)

In conclusion, training and development programs do not help in any promotion for the employees. The findings show that, in training and development program each employee is provided importance at their work. The employees have their own wants which are not met at the time of attending training and development program. In the firm the manager take effort to arrange training and development programs which are necessary for the employees for the nature of work. The employees are properly recognized in the training and development program. The workers also feel that the program organized is focused towards the mission of the firm. Training programmes do help in their personal growth to a greater extent. Training programmes help to understand the work clearly and help to succeed company objective. Training programmes has explicitly supported in the reduction of absenteeism and accidents in the organization. Many are of the view that training helps to adopt adequate skills for their job. Majority of the respondents prefer both on the job training and class

room training. Majority of the respondents prefer two days for training. The employees have positive attitude towards the Training and Development practices followed in Motor vehicle Ltd Company. They perceive the Training and Development practice in a positive manner. Besides it has also been found that the perception and attitude of employee's assume paramount importance in the context of present industrial scenario. From analysis, it is found that the employees accept the Training and Development practices in a wholehearted manner.

Suggestions and recommendations

In light of these findings, researchers are inclined to suggest some guidelines to improve the training and management development programs for organisational success;

Separate human resource department should monitor the training needs, methods of training and benefits of

training in the organization so relevant training programme can be implement.

Training objectives and contents should be communicated to the designated participants well ahead so that they can make themselves by avoiding ambiguity about the goal of the training program. Further it helps them become more motivated and active in participation.

Giving permanent status and promotions to employees, it will provide a job-security to employees and the organization should evaluate the quality of work life and incentives provided to employees.

Some of the workers are not satisfied with the method and technology adopted on training. Hence the company should regularly monitor and evaluate the technology and modernize it.

The management should consider employees opinions and suggestions about the development to the organization. This will make them more responsible with the job.

Try to enhance counselling programme given by the organization it will improve the motivation among employees and help to increase the productivity.

It would be better if the trainings are provided at aperiodic basis. This would keep up the performance of the employees at a far more up to date and standard level.

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How to cite this article:

Saidurgalakshmi, M. and Venkatramanan, M. 2019. Employee Perception on Training and Development programmes in Automobile Industry: A Conceptual Study. *Int.J.Curr.Res.Aca.Rev.* 7(10), 1-7.

doi: <https://doi.org/10.20546/ijcrar.2019.710.001>