A STUDY ON EFFECTIVENESS OF EMPLOYEE’S TRAINING AND DEVELOPMENT IN RANE BRAKE LINING LIMITED, VIRALIMALAI, TRICHY

A. Premavasumathi
Assistant Professor,
Department of Management Studies
K. Ramakrishnan College of Engineering Samayapuram, Trichirappalli.

Sivasankari
K. Ramakrishnan College of Engineering Samayapuram, Trichirappalli.

ABSTRACT

This paper deals with “A Study On Effectiveness Of Employee’s Training And Development In Rane Brake Lining Limited, Viralimalai, Trichy” Training is the art of increasing the knowledge for doing a particular job. Training is a planned process to modify the attitude, knowledge skill, behavior etc. Through learning to acquire effective performance on activity on range of activities like investment in plant, machinery, and equipment etc. Employee training is important sub-system of Human Resource Development. Employee training is specialized function and is one of the fundamental operative functions for human resource management. Training is the art of increasing the knowledge for doing a particular job. Training is a planned process to modify the attitude, knowledge skill, etc. Through learning to acquire effective performance on activity on range of activities like investment in plant, machinery, and equipment etc., an organization improves its effectiveness to a large extent by investing in its HR for developing their skill, efficiency and motivation.

- Operative skills.
- Decision making skills.
- Interpersonal skills.
- Combination of all the above.

The study has been based on primary data collected from employees of Rane Brake Lining Limited, Viralimalai. This study has been organized into five chapters. The first chapter includes three main categories. The first one is introduction about study, need and scope of the study. The introduction part explains the meaning and definition of training, objectives, importance, types of training and etc. The final category is review of literature. The second chapter deals with company profile which includes the profile of Rane Brake Lining Limited, organization structure and major products of the company. The third chapter is research methodology which includes the objectives of the study is to identify the effectiveness of employees training and development, statistical tools used for the study, and the limitations of the study. The fourth chapter deals with data analysis and interpretation and
A. Premavasumathi and Sivasankari, “A Study on Effectiveness of Employee’s Training and Development In Rane Brake Lining Limited, Viralimalai, Trichy” – (ICAM 2016)

INTRODUCTION

Employee training is important sub-system of Human Resource Development. Employee training is specialized function and is one of the fundamental operative functions for human resource management.

Training is the art of increasing the knowledge for doing a particular job. Training is a planned process to modify the attitude, knowledge skill, etc. Through learning to acquire effective performance on activity on range of activities like investment in plant, machinery, and equipment etc., an organization improves its effectiveness to a large extent by investing in its HR for developing their skill, efficiency and motivation.

MEANING OF DEVELOPMENT

Development refers to learning opportunities designed to help employees grow such opportunities do not have to be limited to improving employee’s performance on their current job. Development is an ongoing continuous process, while training is a one-shot deal. Development refers to behavioral modification of people through continuous learning process. It relates to non-technical organizational functions such as problem solving, decision making.

TRAINING NEED AND IDENTIFICATION

Training needs identification (or) needs assessment diagnoses: a) present problems, b) future challenges to be meeting through training and development. Organization would do well to assess the training needs of their employees.

ESTABLISHMENT OF TRAINING GOALS

Once training needs are assessed, Training and Development goals must be established. The training goals are: a) measurable b) verifiable. Without clearly set goals, it is not possible to design a training and development program.

DESIGNING TRAINING AND DEVELOPMENT PROGRAM

The actual design of program is the foundation effective training and development. Several issues are involved in designing training and development program. The design of training programs covers the planning and creation of training and development programs. Training and development programs often rely on the principles and theories of various behavioral sciences such as psychology and sociology.

IMPLEMENTATION OF TRAINING PROGRAM

Once the training program has been designed, it needs to be implemented. The training program implementation involves actions on the following lines:

the data used for this study and analysis is done through Simple Percentage Analysis, Chi-square test. The fifth chapter includes the findings, suggestions and conclusion of this study. The organization has good training practices. But the employees need some more improvement in the training program. If the organization adopts those changes needed by employees then it will increase the productivity of organization. It can help the employees to attain the goals effectively and efficiently. After that it includes references which are used in this paper

Key words: Training and Development, on the job training, off the job training, Gurukula Training

Deciding the location and organizing training and other facilities.
Scheduling the training program.
Conduct of training.
Monitoring the progress of trainees.

EVALUATION RESULTS
The last stage in the training and development process is the evaluation of results. More money spent on training and development – how far the program has been useful must be determined.

TRAINING METHODS
There are two methods of training program are there. They are the:
- On-the-job training method (OJT).
- Off-the-job training method.

TYPES OF ON-THE-JOB TRAINING
- Job Instruction Training (JIT).
- Coaching.
- Understudy.
- Mentoring.
- Job rotation.
- Apprenticeship training.

JOB INSTRUCTION TRAINING (JIT)
JIT is a procedure for training employee’s one-one-one. It involves an orderly period of instruction provided by a designated trainer. This method of training is appropriate for acquisition or improvement of motor skills and routine and repetitive operations. There are four steps involved in this form of training.

**Preparation:** Trainee is prepared in terms of his existing skills, securing his interest and attention.

**Presentation:** The trainee is presented job operations as a model to copy.

**Performance:** The trainee is asked to try out the trainer’s instructions.

**Follow up:** The trainee does the job independently without supervision and gets feedback on the same.

COACHING (TRAINING BY SUPERVISORS)
Coaching is similar to the JIT. In this method, the superior teaches or guides the new employee about the knowledge and skills of a specifically defined job. Coaching is an activity of guiding a manager by a senior one. A senior manager must play an active role in guiding and teaching skills. The superior point out the mistakes committed by the new employee and also gives suggestions to improve upon.

UNDERSTUDY
The understudy techniques are similar to coaching with the different that the department manager may pick-up one individual from his unit to come for his understudy. He will then guide him to learn his job and tackle with problems that confront the manager daily.
MENTORING
Mentoring is about teaching and learning. It plays an important role in learning new knowledge and skills for all human beings. Mentoring is a tool that organizations can use to develop and grow their people.

Mentoring refers to program in which companies select mentors. These mentors are also called as advisors, counselors, and role models for trainees or let trainees choose their own. Mentors offer advice not only on how to perform specific tasks, but also on how to succeed in the company, how the company’s corporate culture and politics work, and how to handle to delicate or sensitive situations. Mentors provide feedback and suggestions to assist trainees in improving inadequate work.

JOB ROTATION
Job rotation is a very good method of transforming functional specialist into a generalist executive. The job rotation refers to transfer of managers from one job to another or from one department to other department or from one section (unit) to another section (unit) in a planned manner. This type of training method is more appropriate for developing multiskilling, operational flexibility, providing satisfaction from routine jobs and broadening the overall perspective of the trainee.

APPRENTICESHIP TRAINING
Apprenticeship is a formal agreement between an individual who wants to learn a skill and an employer who needs a skilled worker. Apprenticeship training is an “earningwhile learning” arrangement for a required them. Each apprentice or trainee will be given a program of assignments according to a pre-determined schedule which provides for efficient training in trade skills.

ADVANTAGES OF ON-THE-TRAINING METHODS
- No special facilities and additional staff needed.
- Real life situation; not stimulated.
- Trainee can establish work relationship.
- Supervisors can directly observe the working skills of trainee.

DISADVANTAGES OF ON-THE-JOB TRAINING METHODS
- Cost lost in departmental budgets.
- Risk to machines, equipment’s etc.
- Part time instructor may lack skill in training.
- Lack of time due to pressure of production.

OFF-THE-JOB TRAINING
Under off-the-job training methods, the principle of learning by acquiring knowledge rather than by doing is adopted and the employees are trained away from the actual performance.

TYPES OF OFF-THE-JOB TRAINING
- Lectures.
- Discussion method.
- Demonstration method.
- Simulation.
- Case study.
- Role playing.
- Brain storming.
- Field trips.

A. Premavasumathi and Sivasankari, “A Study on Effectiveness of Employee’s Training and Development In Rane Brake Lining Limited, Viralimalai, Trichy” – (ICAM 2016)
LECTURES
Lecture is a very popular and simple method. The concepts of ideas, theories and principles are explained through lectures. The speaker is an expert who collects the material and delivers a lecture to the trainee executive. This method is found more appropriate in situations where some information is required to be shared to a large number of audiences. It is a low cost method.

DISCUSSION METHODS
Discussion method uses a lecture to provide the learners with context that is supported, elaborated, explained or expanded on through interactions among the trainees and between trainer and trainees.

A group will constitute a team for discussion. The group learns through discussion a paper on a selected subject. The paper is written by one or more trainees. Discussion on a statement made by the person in charge of the seminar or on a document prepared by an expert.

DEMONSTRATION METHOD
Demonstration method is a physical display of the form, outline, (or) a substance of object (or) event for the purpose of increasing knowledge of such objects (or) events. Demonstration involves ‘showing what (or) showing how’.

GAMES AND SIMULATIONS
Games and simulations are structured competitions and operational models used as training situations to compete with real-life scenarios. The benefits of games and simulations include the improvement of problem-solving and decision making skills, a greater understanding of the organizational whole, the ability to study actual problems, and the power to capture the student’s interest. This method is applicable when

- Actual on the job practice is expensive.
- Might result in serious injury.
- A costly error.
- The destruction of valuable materials (or) resources.

CASE STUDY
Under this method, the cases based on actual business situations are prepared and given to the trainee managers for discussion and arriving at a proper decision. Managers are given opportunity to find out the latent problems and suggest alternatives to tackle them. This is also called decision making under uncertainty.

ROLE PLAYING
The participants have to assume role person in the simulated situation. They have to react to one another in the similar manner as they would be doing a job as a manager in real situation. A trainee will be assigned a role to play by him.

This method is mostly used for developing interpersonal interactions and relations among the employees working in sales, marketing, purchasing, and the supervisors who deal with people.

BRAINSTORMING
Brainstorming method is one of the training methods and this only method is used in recent times which attempts at developing creative ability through uninhibited expression in a formal setting. Brainstorming is a process for developing creative solutions to problems.

FIELD TRIPS
A filed trip (or) field work (or) training in the field is a journey by a group of people to a place away from their normal environment.
VESTIBULE TRAINING
Vestibule training is applicable for production process. It is a method in which trainees learn on the actual (or) on stimulated equipment they would use on the job. The trainee is exposed on artificial working environment.

ADVANTAGES OF OFF-THE-JOB TRAINING METHODS
- More time available.
- Trainee’s specific difficulties are easier to explore.
- Relaxed atmosphere to learning.
- Easier to obtain full attention of trainees.

DISADVANTAGES OF OFF-THE-JOB TRAINING METHODS
- Cost of external facilities.
- Resistance of trainees being away from home.
- Difficulty of transferring learning to work situation.
- More time consuming.

BENEFITS OF TRAINING
- Reduction of cost of production.
- Maximum utilization of materials and machines.
- Minimum possibility of accident.
- Improvement in quality and quantity of production.
- Minimum need of supervision.

LIMITATIONS OF TRAINING
- Time consuming.
- Increase in responsibility.
- Costly affair.
- Increase in competition.
- Creates feeling of boredom.

NEED FOR THE STUDY
- To understand the technological change necessitating acquisition of new knowledge, ability, and skills.
- To know the training need for both individual and organization to grow at a rapid pace.
- To bridge the gap between what employees has in terms of knowledge and skills and what his/her job actually demands.
- To meet the challenges posed by the global competition.
- To enable the employees to move from one job to another within the organization.

SCOPE OF THE STUDY
- This study helps to analyze the effectiveness of training and development program in Rane Brake Lining Ltd.
- This study helps to analyze the employees’ perception towards the training program in the organization.
This study provides various suggestions to improve the training methods of the employees.

This study helps in understanding the training satisfaction level of the employee given by the organization.

**GURUKUL TRAINING**

**OBJECTIVE:** To transform new team members to our requirement.

**SCOPE:** All new team members.

**PURPOSE:** To make aware of basic industrial discipline and knowledge so as to contribute in Total Employee Involvement and production in short span.

**DESCRIPTION**

- Gurukul Training will be conducted for 15 days from the date of joining.
- The communication to squam for Gurukul Training to be sent minimum one week in advance for arrangement of stationary and schedules.
- As this is a residential training no trainee will be allowed to go home.
- Batch size of minimum 20 to 25 trainees per batch will be taken for Gurukul Training.
- Plant Head and HR Head has to inaugurate the session.
- Daily tracking of Gurukul Training by way of collecting “my progress” from trainees and evaluating the same.
- Trainees has to wake up by 5a.m. and assemble at training hall for yoga training.
- The training for the day will be end by 5p.m. upto and for sports and gardening up to 6.30p.m.
- The progress and behaviour of trainees will be closely monitored.
- Slip test will be conducted once in every three days.
- Gurukul Training will be over by the end of the 15th working day.
- End of the 15th working day the written test will be conducted and grades will be awarded.
- Plant Head / HR Head will be present in the valedictory session and issue the certificate for best participants and training completion certificates.
- Those who are passed in the final assessment will be issued certificate and allowed to enter into the plant for OJT.

**OBJECTIVES OF THE STUDY**

**PRIMARY OBJECTIVES**

- The primary objective of the study is to measure the effectiveness of employees training and development program in Rane Brake Lining Limited.

**SECONDARY OBJECTIVES**

- To know the employees perception on training program in Rane Brake Lining Limited.
- To assess the effectiveness of the training program provided by the organization.
- To suggest suitable measures for improvement of training program.

**DESCRIPTIVE RESEARCH**

The research design adopted for this study is descriptive research. Descriptive method was adopted because it deals with description of the state of affairs as it exists at present.

The next in research study after collecting data is the sampling process. When a decision is made to use the sample, a number of factors must be taken into considerations.
SIMPLE RANDOM SAMPLING
In this sampling each unit of the universe has been known and has equal chance of being selected. The tools used for selection are random numbers.

The research was made by the survey in accordance to the random sampling of the employees. So the sample type is simple random sampling.

TOTAL POPULATION
There are totally 285 employees working in Rane Brake Lining Limited.

SAMPLE SIZE
It refers to deciding how many people to be surveyed during the study. Out of the total population the sample taken among workers is 100 respondents.

RESEARCH INSTRUMENT
To collect the primary data structured questionnaire was framed covering various aspects of the study. The questionnaire contained the closed ended questions. The questionnaire was consists of 28 questions related to effectiveness of training and development programs.

SOURCES OF DATA
There are several ways of collecting the appropriate data. While deciding about the method of the collection to be used for the study, the researcher should keep in mind, that there are two ways to collect the appropriate data.

- Primary data
- Secondary data.

STATISTICAL TOOLS
To analyze the data the following tools are applied:

- Percentage analysis.
- Chi - square Test.

HYPOTHESIS

- There is no significant relationship between the experience of the respondents and the number of training programs attended.
- There is no significant relationship between the departments of the respondents and the type of training programs they recommend to the management.
- There is no significant relationship between the experience of the respondents and rating the overall quality of the training programs.
- There is no significant relationship between the qualification and the technical proficiency of the respondents.

LIMITATIONS OF THE STUDY

- The time allotted for study is only three months which is very short period to conduct an exhaustive survey.
- Data collection cannot be carried out with all the employees of the organization.
- The information collected may be biased to some extent it is not possible to revive the biased information’s completely. It depends upon the employee’s current perception.
- The study and analyzes is also based on sampling technique, mathematical calculations only, where there is no room for intuitive decisions.
- Employees are reluctant to give their suggestions open mindedly.
DATA ANALYSIS AND INTERPRETATION, FINDINGS, SUGGESTIONS AND
CONCLUSION:

- 63% of the respondents are in the production department and 3% of the respondents are working in the stores department.
- 31% of respondents are 26 – 30 years of age and 6% of respondents are above 50 years of age.
- 85% of respondents are male and 15% of respondents are female.
- 56% of the respondents are married and 44% of the respondents are unmarried.
- 31% of respondents are completed schooling and 11% of respondents are completed post graduate.
- 53% of the respondents are 1 – 3 years experienced and 9% of the respondents are above 6 years experienced.
- 48% of the respondents agreed that the adequate training program is given in their organization and 2% of the respondents are strongly disagreed.
- 41% of the respondents attended 2 to 4 training programs, and 6% of the respondents attended more than 10 training programs.
- 41% of the respondents are agreed and 8% of the respondents are disagreed about the design and schedule of the training programs.
- 38% of the respondents are agreed and 3% of the respondents are strongly disagreed about the course material and module of the training programs.
- 52% of the respondents are trained by both the internal faculty and external faculty and 20% of the respondents are trained by the internal faculty.
- 43% of the respondents said very good and 5% of the respondents said very poor about the faculties handling the training programs.
- 34% of the respondents are neutral and 10% of the respondents are highly satisfied with their trainer’s interaction.
- 56% of the respondents are agreed and 1% of the respondents are strongly disagreed in achieving the organizational goals.
- 77% of the respondents said yes and 23% of the respondents said no about the training programs helped to use the equipment’s safely and properly.
- 43% of the respondents are partially satisfied and 10% of the respondents are not at all satisfied with the training program.
- 35% of the respondents agreed and 6% of the respondents are strongly disagreed about the performance increased after attending the training program.
- 42% of the respondents are agreed and 3% of the respondents are strongly disagreed that the training programs are successful in improving the skills.
- 36% of the respondents are agreed and 5% of the respondents are strongly disagreed about the training program enriches the knowledge.
- 26% of the respondents are neutrally responded and 5% of the respondents are strongly disagreed about the duration of the training program.
- 42% of the respondents are satisfied and 9% of the respondents are dissatisfied with the training policy of their organization.
- 37% of the respondents are agreed and 3% of the respondents are strongly disagreed that the training program motivates the employees to do their best work.
- 32% of the respondents are agreed and 6% of the respondents are strongly disagreed that training program helps to keep pace with the technology.
- 42% of the respondents said very good and 3% of the respondents said very poor about rating the overall quality of the training program.
A. Premavasumathi and Sivasankari, “A Study on Effectiveness of Employee’s Training and Development In Rane Brake Lining Limited, Viralimalai, Trichy” – (ICAM 2016)

• 42% of the respondents are neutrally responded and 3% of the respondents are strongly disagreed that the work ethics of the company is explained during the induction training program.
• 43% of the respondents are neutrally responded and 4% of the respondents are strongly disagreed that the extent of supervision is reduced.
• 39% of the respondents are agreed and 2% of the respondents are strongly disagreed about the expectations of the training program.
• 32% of the respondents say sometimes and 7% of the respondents say never about adequate clarification given by the trainer.
• 34% of the respondents say leadership and 9% of the respondents say no change about the improvement in their activities.
• 26% of the respondents need interpersonal skill and 7% of the respondents need time management.
• 33% of the respondents recommend safety and 5% of the respondents recommend environmental training program to the management.
• 40% of the respondents are strongly agreed and 3% of the respondents are strongly disagreed about the satisfaction while they complete their work.
• 42% of the respondents say no opinion and 9% of the respondents agreed that the training program helped them to get promotion.
• 36% of the respondents are agreed and 3% of the respondents are strongly disagreed about training program increased technical proficiency.

HYPOTHESIS FINDINGS

• Since the calculated value 6.2440 is less than the tabulated value 21.026, there is no significant relationship between the experience of the respondents and the number of training programs attended.
• Since the calculated value 6.6354 less than the tabulated value 26.296, there is no significant relationship between the departments of the respondents and the type of training programs they recommend to the management.
• Since the calculated value 12.10 is less than the tabulated value 26.3, there is no significant relationship between the experiences of the respondents and rating the overall quality of the training programs.
• Since the calculated value 10.71 is less than the tabulated value 26.3, there is no significant relationship between the qualification and the technical proficiency of the respondents is accepted.

SUGGESTIONS

• The organization should take necessary steps to motivate and to retain the employees in the same organization.
• The organization should make improvement on the design and schedule of the training programs.
• The organization can make proper arrangement of efficient trainers for the training programs.
• The company should conduct more training programs related to the usage of equipment’s properly and safely.
• The training program which is conducted in the organization should satisfy the expectations and need of the employees. So the organization should analyze the training need analysis before they conduct the training program.
• The organization should increase the duration of the training program for the employees.
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- The training policy of the organization should be revised.
- The company should conduct the training program which will help the employees to keep pace with the technology.
- The training program should help the employees to increase their performance and enrich their knowledge and skills.
- The organization should make the employees to realize the importance and usefulness of the training program.

CONCLUSION

Human capitals are the greatest assets in any organization, because only through people all the other resources are converted into utilities. To be successful in this competitive environment the employees need to be fittest and the best in their field. This study was conducted with an intention to measure the effectiveness of training program in the organization by considering various parameters like the quantity and quality of the training material, training methodology, communication and its usefulness and received a mixed response from the respondents Thus at present the training at Rane Brake Lining Limited is effective. But the employees need some more improvement in the training method. If the organization adopts those changes needed by the employees then it will increase the productivity of employees and also it can help the employees to attain the goals efficiently and effectively.

BIBLIOGRAPHY

BOOK REFERENCES


REFERENCES