Chapter 2

Rationale of the study

“The direction in which education starts, a man will determine his future life”

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2.0 There are various reasons for the selection of this topic. The Researcher’s involvement in training activity since last fifty years in different fields in private and public sector organizations can be considered as one of the major reasons to select this topic. Moreover, the Researcher’s 30 years service in different capacities in State Cooperative Department as well as in Central Board for Workers Education – a semi autonomous body of Ministry of Labour (Central) is another reason to stimulate the thinking process to find out the usefulness of such training programs.

2.1 In this regard, whenever the Researcher opened this topic with the concerned authorities of different organizations, the replies received from them were vague and unconvincing without any concrete outcome. This fact was the basic cause to select this topic for research. Many times the replies received were very interesting. The general response was that these programs were conducted, only because corporate offices were interested to conduct such programs. Every year the training calendar was prepared and it was implemented scrupulously without taking into consideration

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its impact on the work culture of the organization or on the competencies of employees.

2.2 Every job in the organization requires certain selected and specialized skills, may it be job in the shop or a job in the administration or job in marketing. In today’s global competition, the top management expects each employee to maintain speed, quality and delivery for getting competitive advantage. Herein lies the need for each employee to sharpen the required skills on his duty point. In today’s chain working process at shop level, every employee is expected to update his knowledge and upgrade the required skills from time to time. But it is noticed that the degree of efficiency differs from employee to employee and department to department. Hence through training programs each management tries to improve efficiency to the expected level in each department. But there is little time to think and study the impact of such training programs on the performance of employees. Hence the Researcher decided to find out this impact of training programs in the selected units in Pune city.

2.3 Another reason for the selection of this topic is to check as to what extent the training programs are able to change the attitude of participants. Changing attitudes of employees is not so easy. It requires consistency in organizing the training programs as well as the continuous review of identification of training needs of employees from time to time. Moreover the evaluation of training programs at the end of each one is very essential. Here the important point is why so much
importance is attached to attitudes. The reason is that attitudes are individual’s mental responses which determine both the actual and potential responses of each person in his family and social life. Since an attitude is always directed towards some object, it may be defined as a ‘state of mind of an individual towards a value’. Attitude is the way you respond to life each and every day. Attitudes decide altitude of everybody’s life. There are two types of attitudes, positive attitudes and negative attitudes. Negative attitudes lead to develop negative mindset, while positive attitudes lead to develop positive mind set. The training programs in industries can definitely help employees to change their attitudes from negative to positive side if relevant content and effective teaching skills are applied consistently. The researcher has observed that in Tata Motors unit, such continuous experiments were made and positive responses were received from participants in majority. Positive attitudes can also help to inculcate and maintain the required discipline in the behaviour of the participants.

2.4 The Researcher never claimed that only training programs could change the behaviour of employees, there must be some other factors which could play effective role in the process of changing the behaviour. However, if attitudes are changed they can help to maintain sound interpersonal relations between management and workers which later on lead to strengthen discipline and decorum. These also can definitely boost up the productivity level in the plant which is the dire need in today’s competitive world. This is in real
sense the potential positive impact of training programs through developing positive attitudes which is possible only when the senior management authorities take interest in organizing the programs consistently.

2.5 Another reason for selection of this topic is to check up as to what extent the training instruments help the organization to inculcate team spirit in operators at shop level. Every one is aware of the fact that at shop level, maintaining team spirit among workers is highly essential. Team connotes four factors.

T means togetherness, E means efficiency, while, A means alertness, and the last M means motivation. Training programs in any organization, if properly and systematically organized, can easily lead to develop these factors in participants. In highly competitive market, any organization expects to keep low cost of production by maintaining expected high qualitative standards of its products. to get competitive advantage. Training programs can fulfill these expectations easily through such programs on team building from the rank of managers to the level of operators because at every level through collective and continuous efforts of members of the team the desired results can be expected. It may be manufacturing or service process, the important word is ‘WE ‘and not the word ‘I ‘.This view can be hammered on the minds of participants in training programs. For successful working of a team, all members have to adjust with each other. Hence, the basic qualities like-consideration, conviction, communication, coordination and cooperation –
are essential to learn for each member for successful working of the teams. Training programs can cover these topics in suitable sessions.

2.6 Some times changing dynamic industrial strategies compell every one to think differently. The Researcher could get such type of experiences during the period from 1961 to 1990. In this period, in all major cities in India, there was a movement under five year plan to promote different types of industries in private, public and cooperative sector in all states particularly in Maharashatra, Gujarath and states in south India. During that period, all India unions at national level like INTUC, AITUC, HMS, UTUC and BMS started a movement to establish and register plant level unions in different industries under their respective banners. All the above mentioned unions were having active support of different political parties in our country. Naturally political support was infiltrated and cemented in the minds of trade union leadership of young generation. Their aspirations and expectations were increased by their respective managements. In many cases they started dominating their respective local executives and workers also. Number of disputes started growing at plant level and even could not be settled at corporate level. Union leaders preferred to file cases in the labour and industrial courts. Hence legal disputes started piling in courts of law. Negotiations between management and unions used to remain pending months together. In addition, multiplicity of unions posed a problem to all central and state governments and other management
experts in private, public and cooperative sectors. There were number of such other challenges in industries.

2.7 Senior leadership at the centre and also in Planning Commission as well as senior stalwarts in Indian trade union movement like Shri Gulzarilal Nanda, Shripad Amrut Dange, S.M.Joshi and others like shri Tatyasaheb Kore the founder chairman of Varana Industries in cooperative field had already initiated steps to change the mind set of their employees by organizing training programs of short duration in their respective industries. No one can go ahead in this field without the reference of Shri J.R.D.Tata, who had a foresight to train the employees for achieving his vision. His initial efforts to set up Tata Institute of Social Work in Deonar Mumbai was the pioneering step to promote training programs for employees. In this direction, Indian Institute of Personnel Management had already started to conduct six months and one year Diploma courses for employees in Calcutta. Another institute in Jamshetpur by Tata Management started specialized training courses for the Labour Officers in various industries in India. After independence, Tata management also took leading part in granting training facility to employees. In Pune, Tata Management Training Centre is one of the leading organizations, that impart training to managers and other senior staff members of Tata Corporate offices in India. Some Organizations of employers also took initiative with the assistance of Central Government and other private bodies, and established National Productivity Council to concentrate
on productivity improvement through organizing seminars and allied activities for managers and supervisors of member industries.

2.8 For operators and other rank and file employees, no concrete measures were taken by any central union or any employer except for a few exceptions. Major textile unions in Ahmedabad and Mumbai used to organize seminars on labour laws or on negotiation skills or sometimes on health and safety. In Calcutta, and Tamilnad, Unions in Jute industries and Textile engineering units respectively organized programs on trade union journalism or on trade union administration and other related subjects for their members. Such scattered efforts for training were made by many federations, all India unions in railway establishments and also in mine industries. Whenever the union authorities felt need to pass any message or progress reports in negotiations etc. to their members, they used to take shelter of gate meetings. If any secret or serious discussion or consultation was needed with members, the only easy and short cut approach was to organize training programs.

2.9 International level, in western countries like UK or other European nations including USA, it is observed that union leaders could realize the importance of training activity. They used to collect evaluation sheets from participants at the end of each training program. After going through these sheets – if necessary – they preferred to make the necessary changes in the contents and strategies of training programs in order to
secure the required impact of such programs on the efficiency of participants. Union leaders in these countries could also understand the importance of home work before conducting the class or taking any issue to their respective managements for discussion. Such type of understanding and decision making capacity in union leaders could lead to create the real impact of training programs.

2.10 International Labour Organisation- a representative body of Governments, Managements and Unions in the world, established in 1919 and based in Geneva- had played a key role to promote training activity specifically in developing and underdeveloped nations by passing resolutions in its general body meetings from time to time. The principal objective of this august body is to motivate trade unions for unity among workers and to make them more responsible and responsive regarding their rights and duties. According to this organization, the only approach to develop among workers a sense of responsibility is to organize training programs for them consistently and continuously. As a matter of fact, these programs should be organized by respective managements in collaboration with the union or unions in their respective plants independently.

2.11 Government of India took initiative in the beginning of second five year plan and established a semi autonomous body called Central Board for Workers Education in 1958 under the leadership of Shri Gulzarilal Nanda, the then cabinet Minister for Labour at the Centre. Since then, this
organization had done a remarkable job in the field of workers education by setting up training centers in major cities in all parts of our country. The Researcher joined this body in 1961 as Education Officer and retired as Zonal Director in 1988 from Bangalore. In the span of about 30 years he coordinated and actively participated in several seminars at national and international level and conducted training programs continuously for all types of employees in various public and public sector organizations in all major cities including Calcutta, Gohati, Delhi, Mumbai, Chandigad and Bangalore.

2.12 After retirement, the Researcher tried to introspect and also review his achievements during service period from 1952 to 1988. In that process, it was revealed that the main achievements were getting learning as well as teaching experience, developing contacts with corporate level dignitaries and also with some Union Leaders at national, state and local level in all major states in our country. After obtaining the management degree in 1990, the Researcher preferred to involve himself in teaching management students in local institutes and conducting in house programs in selected industrial units in the vicinity of Pune city. Afterwards, the Researcher revealed, that while teaching, the learning process must be continued simultaneously to update the knowledge and upgrade the required skills. Teaching and learning are the two sides of the coin. This process keeps a person quite alert and smart. Such type of thinking enthused the Researcher to find out some creative
job in training field in the twilight period of his life. After consultation with experts, he decided to study and measure the impact of training programs specially in relation to workers/operators. All the facts mentioned above led to register for PhD project in Pune University and to start the field work without wasting time any more. As Abigail Adams has said ‘Learning is not attained by chance, it must be sought for with ardour and attended to with diligence.’

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