ABSTRACT

The Manufacturing is a dynamic and changing sector. It has lot of differences from pre-industrial revolution to post industrial revolution. The Indian manufacturing had its roots from 4000 – 3000 B.C. with precise weights and measures and casting tools. Kautilya's Arthashastra written around 300 B.C. connotes the practice for metal extraction and alloying. The Rasvatnakar on paper by Nagarjuna in 50 B.C. bring up the distillation of Zinc in Zawar, Rajasthan, and excavations by the M.S. University of Vadodara authenticate the presence of kilns used in the distillation of the metal. Raja Bhoja (1018-60) of Dhar -Malwa, architected Bhoj sagar, one of the largest and finest artificial irrigation lakes of medieval India. Gazing at the metallurgical science knowledge of the ancient Indians, the Iron Pillar (with iron content of 99.72%) of Delhi can be considered as the remarkable replica of their knowledge, The pillar standing 23 feet high, made of wrought iron doesn’t show any signs of rust even today.

India totally missed the Industrial Revolution that was taking place in Europe despite all these possessions of ancient and medieval ages but by 1700 A.C it was the largest exporter of textile in the world. After the independence (1947), India turned out to be an agrarian based economy with quite a less number of industries which were confined to few cities hence the government presumed its immediate responsibility to improve the nation’s social, economic and resource condition and bring rapid progress in the stagnant economy.

The country’s government took the sole responsibility for the Infrastructure, alleviating inequality of income, wealth and nurturing indigenous progression of technology. The new industrial policy has been amended unveiling on July 24th, 1991 which was aimed at jettisoning barriers to entry of Global players and eradicating restrictions of Monopolistic players of the market. Restrictive Trade Practices Act has even been an issue of concern, which was mitigated to encourage the domestic player and industries enabling them to expand facing the foreign competition. The public sector has been restructured promoting the direct foreign investments ranging from 51% to 100% in the selected industries of the country. Industrial licensing system was liberalized for all industries, and for few, it was completely abolished.
The manufacturing sector grew by only 0.2 per cent in 1991-93, the early stages of liberalization. But in the later stages by the end of 1996 it amounted to 14% however falling down drastically to 6 per cent by the end of 1998. Today Industrial sectors accounts for 19 percent of the nation’s GDP and employs 14 percent of the total workforce standing 12th in the world’s nominal factory output ranking.

At present Andra Pradesh is considered to be an economical and attractive destination for investments from domestic and foreign investors. In the World Bank survey, Hyderabad is considered as the place with abundant resources and good choice for investment. Doing Business in India 2009" a report of World Bank, has ranked Hyderabad as the 2nd best Metro city in India. According to CII survey, Andhra Pradesh has been rated as the best performing state in the manufacturing sector among the four states in the south. Sri City an Integrated Business City spread in 7000 + acres in Chittoor District is one of largest private sector Business city in Southern India built in functional partnership with Government of Andhra Pradesh where many MNC & Indian companies have set up manufacturing sources.

Chittoor District is bordered on the North by Anantapur and Kadapa district, on the East by Nellore district and Chengalpattu district of Tamil Nadu on the south. It is having agro resources (paddy, Ragi, Groundnut and Sugar Cane), Horticulture (Mango, Cashew nut, Tomato, Papaya and Tamarind), Mineral Resources (Steatite, Soap stone, Road metal, building stones and different colors of Granite) and Dairy Resources. As per the statistics of factories department more than 152 large manufacturing industries are there in Chittoor District such as Amara raja Group, Lanco, Nutrine Confectionery, Balaji Diary, and Coke etc. Apart from this at Sri City many major industries such as Kelloggs, Cadburys India Ltd., Coke, Pepsi and many Japanese engineering industries have come up.

As manufacturing industries became the backbone of Indian economy by providing abundant employability. Some Industries are becoming sick because of technical, financial, labor, loss of market and other problems. Role of Training may be seen as “ensuring that the Organization has the people with the correct mix of attributes, through providing appropriate learning opportunities and motivating people to learn and
thus enabling them to perform to the highest levels of quality and service” (Benley, 1990:25). It is also clear that the Human Resources available at the Manufacturing Industries need to improve their skill set and talent to be considered as Human Capital. This is possible through continuous Training and Development. As the change is constant in all functions, the performance of employees will be directly proportionate to the training programs. The study was conducted to identify and understand the various training programmes conducted in large manufacturing industries of Chittoor District and to identify the various training objectives that the companies are aiming through their activities.

A Case study was written on Nutrine Confectionery Company, through this qualitative research various major challenges that the company facing was identified. In December, 2012 Hershey India Pvt Ltd cancelled the joint venture it had with Godrej, Godrej Hershey India Limited, under which Nutrine Confectionery Company operated, making it a full subsidiary of Hershey’s. Mr. B. Giasuddin, Associate Vice President Operations, conducted a financial review and found that the manufacturing cost of Nutrine products was INR 38 per kilogram, whereas the cost of production of competitors for similar products was INR 18 to 20. The top management of the company was in a dilemma whether to continue the production by redesigning the training and implementing training evaluation, or to stop the production and to outsource the activity of converting products to a third party. The teaching note also wrote to analyze the problems. After analyzing the case it was found that the cost of production is high when compared to the other confectionery companies and past five years company was in huge loss. Hence it was advised to stop the manufacturing on their own and to give the manufacturing to third party by keeping the brand with them.

Through extensive literature and the articles of Kirkpatrick as well as his book the researcher has taken four propositions; Measuring the thought and feeling of trainees was easy, needs less effort and cheaper hence majority of the companies are evaluating immediate reactions after training, Measuring level of knowledge and capabilities after training also was easy, needs less efforts and cheaper when compared to measuring behaviour and results hence majority of the companies are evaluating immediate learning after training, Measuring the extent of behaviour, capabilities improved and
implementation/application of learning from training was difficult, requires more efforts and costlier when compared reactions and learning and vice versa with respect to results hence few companies only are evaluating behavior, Measuring the effects on the business or environment resulting from the trainee’s performance was difficult, require more efforts and costlier when compared to measuring reactions, learning and behaviour, hence very few companies are evaluating the results and all these four propositions are supported.

Two empirical studies were conducted one is to understand the executives’ perception on the outcomes of in-house and outdoor training programmes and the second one is to measure the effectiveness of training. The first empirical study was on the perceptions of 74 executives of a confectionery company, which is analysed using the exploratory factor analysis, brought three factors which account 72.90 variance. Nine items out of twenty loaded together and it named as Skill Development factor, Team building development and Relatedness to job and practices application. The MANOVA and Univariate F-test with descriptive statistics were conducted. The results of MANOVA’s four tests, especially Wilks’ Lambda (Wilks’ Λ=0.676, F=23.053 (df=3), sig.=0.000) supports there is a significant difference in executives perception on training outcomes: skill development, self development and training need relatedness of in-house and outdoor training programmes. Hence companies are advised to concentrate more on out-door training programmes than in-house training programmes.

The second empirical study was analysed through confirmatory factor analysis using structural equation modeling through LISREL 8.5. Goodness of fit indices were identified for each construct. The effectiveness of training including training objective, course content, equipment and facilities, trainer abilities and deliverables and opportunity for application of training learning. It was observed that training objective, course content, trainer’s ability and opportunity for application are vital in improving the effectiveness of training and employees did not feel that equipment and facilities as an important element. Effectiveness of training has positive relationship with individual performance and organizational performance. It was also observed that individual performance has positive relationship with organizational performance.