ABSTRACT

Technical training of employees has become one of the major activities of modern industries in India. Rapid growth in technology and competition has given continuous learning a strategic importance. Training forms the backbone for the implementation of Total Quality Management. Employee education results in giving an organization competitive advantage. In a rapidly changing society, employee training and development helps in maintaining a valuable and knowledgeable workforce. Every organization needs to have well-trained and experienced people to perform their duties. As the job becomes more complex, the importance of employee development also increases. The automobile industry is growing strongly in the last decade. Automobile manufacturing companies invest heavily in giving technical training to the employees.

A study of the effect of technical training is needed with particular reference to the automobile manufacturing companies. The major effects of technical training are the benefits for the organization, the improvements achieved by the employee and work practices. Keeping in mind the above effects, a model of effect of technical training is proposed in this research. The model is intended to help the industries to find the effect of technical training in organizational improvement. How the employee and work practice improvements influence organizational improvement has been studied using the model.
In addition to demographic variables, there are 12 independent variables and 5 dependent variables. These 17 variables are the effects of technical training. Data was collected from 27 large scale companies which include 3 original equipment manufacturing companies. Four companies out of the 24 component supplying companies have received the Deming award.

In the first part of the analysis the relationships between the independent variables and the dependent variables have been studied. Multiple regression analysis has helped in identifying the association between each independent variable and dependent variables. It is followed by the findings of the group differences in variables. They involve discrimination in the three OEM companies with respect to the seventeen effects of technical training and discrimination in the four component supplying companies which have received the Deming award. The differences between original equipment manufacturing companies and component supplying companies have been analysed. The differences between component supplying companies with and without the Deming award have also been analysed.

Some of the findings of the study are as follows. The influencing factors of the business improvement are quality improvement, improvement in technical expertise and improved performance. The major factors leading to the cultural improvement are quality improvement, skill improvement, improved performance, work process improvement, and self and time management. The major factors leading to the continuous improvement are skill improvement, improved performance, work process improvement, improvement in technical expertise, and self and time management. The
factors leading to the cost reduction are improvement in technical expertise, work process improvement, modernisation of work and quality improvement. The major factors leading to the initiative and knowledge dissemination are improvement in technical expertise, increase in motivation and career improvement.

The study suggests that improvement in technical expertise, quality improvement, improved performance and work process improvement play a significant role in influencing many organizational benefits.