ABSTRACT

It is said that the development of any country is known by the number of cars amongst other products the country has produced. The different models are produced right from the entry stage to the high end users, and the customers buy the car and utilize it. After Henry Ford invented the car and the production of the latest 1 lakh rupee car Nano in India, the car manufacturing industry has seen sea change. The General Motors of US which is already on the brinks of closing down the shutters has got boost of life in India. Indian car segment have proved to be competitors to the latest cars from US, Germany and Japan and have given run for their money. Maruti in India has almost 51% share of the market, and is known for its quality. The mechanism for improvement in the quality is through instilling of skills and knowledge by providing world class training to the employees. Success in this dynamic sector largely depends on the availability of the trained and qualified workforce who are able to deliver and consistently maintain company’s operational standard very high. The success is directly attributable to the training provided. Hence the purpose of this study is to investigate Training & Development activities in one of the Automobile Company known for its high quality commercial vehicles, situated in Pune. The idea behind selecting commercial vehicle and passenger car manufacturing company is the understanding that commercial vehicles are backbone of the commerce of the country when they are engaged in the transport of goods from one place to another. The chassis and the body are required to be sturdy and the vehicle should be able to withstand the pressure of Indian road conditions and erratic weather. If a company withstands these pressures while manufacturing commercial vehicles, it can foray into passenger car manufacturing any time it feels like venturing into it, the car and commercial vehicle engine being the same. The study evaluates the effectiveness of Training and Development activities in the organization, called Force Motors Ltd Pune.
STATEMENT OF THE PROBLEM AND RESEARCH QUESTION FOR THE MAIN STUDY

1) The central research question of the current research is to review and analyze training activities conducted by selected automobile company and to check the effectiveness of training activities from the viewpoint of trainees.

In the light of the above main question following sub questions emerge:-

1) What type of training and development activities are conducted and what are their characteristics?
2) Whether the employees have benefitted by the training and development activities?
3) Does the effectiveness change according to the course objectives communicated to the employees?

RESEARCH OBJECTIVES

The specific research objectives are as under-

1) To review and analyze training activities conducted by selected automobile company.
2) To check the effectiveness of training activities from the viewpoint of trainees.

HYPOTHESES

In line with the issues derived from the literature review and the research problem statement, the hypotheses which are developed for this research are as below:

1) Selected automobile company adopts systematic approach towards its training activities.
2) Training activities conducted by the selected automobile company prove beneficial to the trainees and help in increasing their effectiveness.
STRUCTURE OF THE STUDY

RESEARCH METHODOLOGY FOR THE MAIN STUDY

The research design is the descriptive analysis of the study as it has graphic style since it has been written after the events have taken place. It is the investigation of the training and development conducted during 2008 and 2009 and so it is a post facto research. The research methods used in this research study are summarized below-

(a) Research population and sample selected for the study.

The target population for the study is the employees of the managerial level, who have participated in the training and development programme in 2008 and 2009 in the company under study. The samples selected are around 282 managerial level employees. There were 300 questionnaires distributed but 18 were not returned. Therefore 282 questionnaires were considered for this study.

(b) Parameters and variables for the study

The dependent variables have effect on employees' performance. The independent variables were measured; with the main training and development programme which requires planning of training, development of the study material or syllabi, actual delivery of the training and further evaluation of the training either before the training or after the training. While this is being done some sub-variables such as number of training programmes conducted, frequency, place, methods, materials, contents and the quality of the trainers were also studied. Other independent variables were age, qualification, designation years of service etc.

RESEARCH INSTRUMENT DEVELOPED

(1) A Questionnaire of 9 parts related to training and development activities was developed.

To measure the importance of training and development activities, a cumulative ratings scale known as Likert scale was used. 80% of the questions have five point summative
rating scale ranging from strongly agree to strongly disagree. This was used to determine degree of agreement about the contribution of training activities. In addition to this multiple response questions were also used.

(2) A structured open ended questionnaire was prepared for the purpose of interviewing the HR managers of Force Motors, Mahindra & Mahindra and General Motors in order to obtain qualitative information to explore perceptions of their employees about the training programme and their experience regarding the overall training and its impact on them and the organization. It was understood that the training programmes were more or less same in these automobile companies since all were manufacturing identical products. Hence to make a detailed study, Force Motors Ltd was selected.

These questionnaires were piloted and validated to ensure the validity and reliability.

**DATA COLLECTION AND ANALYSIS**

Data have been collected from both primary and secondary sources. Secondary data have been collected through comprehensive literature review and on internet. The primary data were retrieved through field visits. Detailed study of the selected unit and analysis of Training & Development activities was carried out in this unit. Through 282 valid questionnaires and number of interviews, the data collected were analyzed using the Statistical Package for the Social Science (SPSS) version 17.0 to determine frequencies, percentage, means and standard deviation, coefficient alpha, correlation statistics and other techniques.

**LIMITATIONS**

The limitations were as below-

1. The analysis is restricted to the organization under study and its employees only.
2. The study has covered the training and development conducted in 2008-2009.
3. The information on training and development activities was taken from the records available from the units as well as from those who had undergone the training and development.

**FINDINGS FROM THE OPINION SURVEY**

1) **COMPANIES FROM VARIOUS SECTORS COVERED IN OPINION SURVEY:**

a. consider training need identification as primary task before designing training programme.

b. use performance appraisal as basis for training need identification.

c. agree to well defined mechanism for evaluation of training programme.

d. have well defined evaluation objectives.

e. make follow up for outcome after training.

f. preserve evaluation data for future use.

g. have trained their staff for evaluation methods.

h. consider evaluation of training as an integral part.

2) **THE EVALUATION MODEL USED**

1) It is evident that all the companies follow Kirkpatrick model of evaluation. The reason for following this model is because it is easy to use.

2) All the companies have suggested that Kirkpatrick model of evaluation the best model. The reason for this is again the same – it is easy to use.

3) It is evident from the answers that almost all the companies evaluate their training once in year.

4) 90% companies have similar objective of training evaluation and that is “to determine the extent of knowledge, skills and changes in the attitude because of training”.

5
FINDINGS FROM THE MAIN STUDY

1) Majority of the workforce have steady years of service with the organization. Almost 35% of people are with the organization for more than 16 years whereas 25% are with the organization for more than 14 years. These both combined to 60% of work force which is with the organization for almost 15 years.

2) As far as training programmes are concerned, around 50% of them have been carried out by internal faculty and 50 % by external faculty. Thus, there is a judicious mix of internal as well as external faculty for carrying out the training activities.

3) The type of training such as on the job and off the job; it is found that almost all the employees have undergone both on the job and off the job training .

4) The overall impression about the training programme is very good as 84% of employees have agreed to the fact that training programmes are good.

5) Majority of employees’ preference about the learning environment is in house and in training centers whereas least preference is given to adventure sports and Force Motors has given the same learning environment as desired by the employees.

6) Most of the employees have said that they are consulted before they are sponsored for training.

7) 67% of the employees agree to HRD department conducting briefing and de-briefing sessions before sponsoring them for training, where as 5% strongly agree to it.

8) Almost all the employees agree to the information that training objectives are communicated to them.

9) Almost 62% of employees have agreed that communications between them and their seniors takes place before they go for training. 4.61% of employees strongly agree to it.
10) Major chunk of the employees agree to statement that training content are practical to their job and agree to the reality that training programme contents are valuable for their career.

11) There is absolutely no disagreement by the employees in saying that training contents have added value to their functional abilities.

12) Most of the employees have agreed that training content is well organized, training contained variety of methods and that the training programme were adequate for their learning and the duration of the training was also adequate.

13) All employees are satisfied with classroom, boarding and lodging facilities where training is held.

14) All the employees say that training material and tools as well as library facilities and handouts are good.

15) When asked about the trainer quality, employees agree that the trainer knows the subject matter thoroughly. That he encourages the interest on the topic he covers; that he explains training programme in details and helps with the problems encountered by the trainees. He also monitors the progress of the trainees and gives practical examples.

16) When asked about opportunity for application of training all the employees agree that they are given adequate free time to plan their work after they return from training; that right kind of climate is provided to implement new ideas acquired through training; that they are benefitted from the training and its objectives; that training has contributed to their functional abilities; they are able to do their jobs more efficiently after the training programme and that they have made some contribution because of training.

17) On enquiring about the benefits and effects of training courses, (which was the main objective of the research study, as well as the hypothesis,) 40.78% of employees
strongly agree and 58.51% agree that training increased their work knowledge. The combined percentage comes to almost 100%. Next, almost 96% of employees admit that training increased their skills. Further 99% of employees agree that training improved their behavior and attitude and 99% went on agreeing that training had improved their confidence. Further investigation revealed that 98% agreed to training improving their communication skills and 98% said that training has increased their motivational skill. All the employees agreed that training increased their performance. Further they agreed that training increased their involvement with the job.

18) To make the statement that the company adopts systematic approach towards training the researcher decided to find out the correlation between the trainer quality and increase in the work knowledge, skill, behavior, attitude, confidence, communication, motivation, performance and satisfaction, and the correlation of the opportunity for application of training by employees increases the work knowledge, skill, behavior, attitude, confidence, communication motivation, performance and satisfaction, by using the statistical tools to make the hypothesis stand the test. The correlations measure the degree of association between two variables and measure the extent to which they are related. In this case the results were positive and it was proved that company adopts systematic training approach.

RECOMMENDATIONS

1 Employees of the organization under study are experienced and well educated. In this area the researcher came to know that the turnover of the employee is less. Employees get involved in day to day activities of the organizations and take full interest in the business of the organization. Thus the talent gained through experience should be utilized to train the new employees.

2 The in-house training sessions are mostly held where as outside the organization programmes are negligible. Programmes in the area of conference and simulations, should be included.
Training outside the company environment where trainees are not engaged in day to day work and also can be away from various problems which could be in the in-house programmes, such outside programmes are essential.

Employees have shown more interest in the various types of learning environments. Occasionally they should be given opportunity to hold their training in resorts and hotels and some kind of adventure sports like climbing hills and crossing jungle, where leadership qualities can be learnt, should be included in the training atmosphere so that the boredom is reduced and more interest is created.

As far as training equipments and facilities are considered, the quality should be improved and the number of handouts given should be increased.

It was clear from the discussion with the HR department that although evaluation was a priority, the method which was used was not sufficient to give understanding into pre-programme activities. Kirkpatrick model essentially tries to establish the post programme scenario and this may be hindrance to know the overall cycle of the training programme. Therefore pre-training programmes are required to be measured.

It is important if the allocation of the budget is made to other different areas where it is needed. The sizable percentage of the budget is used for only technical aspects and remaining 60 % caters to work culture, business development, leadership and on the job training. This needs rethinking and areas other than technical training also must receive priority.

Organizational development programmes need to be included in the curricula. This is possible when the outside experts diagnose the company from third party point of view. The involvement of external consultants including problem solving, mentoring, capacity building and development of competencies are required to be done and are pre requisite. These ideas have to be brought so that successful adaptation to change, in order to perform future jobs is achieved.

Current automobile scenes, recent advancement in the auto manufacturing technology should be made part of curricula and knowledge of the rival organization to understand the threat and opportunities may be made known.
One of the contributions of this study is establishing relationship between training and development and organizational performance. It is crucial to develop, deliver and evaluate training activities based on the expectation of the organization. The fundamental intention of training is to develop and deliver training for the competence of the employees and therefore evaluating the training is but a basic necessity. By doing this exercise only the rationale of training is established and that is training is not the cost but is an investment. Therefore to prove this point evaluation is required. As a consequence this leads to finding out impact on the organizational performance.

Sustainable organizational excellence is achieved through identifying, selecting and cultivating employees who have demonstrated superior performance, who inspire others to achieve superior performance and, who embody the core competencies of the organization and such employees be utilized to train the others.

Companies in general should make it every day affair for employees to learn meditation, yoga, Tai-Chi, Pranayama, Vipashyana, auto-suggestions and other techniques. These techniques are beneficial to the employees. Meditation is a proven technique to improve upon general well being and bringing mind in a positive state.

**AREAS FOR FURTHER RESEARCH / STUDY**

Further research which can be investigated from the present study is described as follows.

1) Since objective of this study was not to find any relationship between perceived training effectiveness and the increase in the financial performance, it is crucial to investigate whether HR managers and Training managers are interested in finding out relationship between training effectiveness and financial performance of the organizations. This really needs for increased awareness on the part of Managers to investigate the effect of training activities on performance of the organization. The performance of the organization does not solely depend upon the training is true but
still what was the percentage of the training department in the overall performance of the organization can be studied.

2) From the opinion survey it was found out that only Kirkpatrick model is used for the evaluation of the training programme. The research can be made to find out various other tools and techniques to find out the effectiveness of training interventions. It will be very much interesting to come out with the study on such methods which can gauge the effectiveness right from the planning and designing of the training sessions till they are delivered and finished.

3) From the study of various literatures, it is noted that the training needs identification has no direct relevance with the effectiveness of the training. Therefore rather than merely trying to identify training needs just to complete the exercise, how it can be related to make it more effective can be investigated further. Qualitative research method can be used to identify determining factors of quality. In addition to this the study on Training Need Identification should reflect upon the process of TNI, which may lead to the decision of TNI and the impact of such decision on the effectiveness of the training activities.

4) This study as well as some other parallel studies has indicated that the organizations prefer to get their training evaluated from their in house faculties rather than the third party evaluation. Therefore, there is need to study why organizations are reluctant to be transparent when organizations in their annual report talk about satisfying stakeholders and of good corporate governance.

5) The present study has analyzed the effectiveness of training from the view point of the employees (from the filled in questionnaires) and employer (from the discussion with HR managers). The further research could be in the area of impact of training on the customer satisfaction. This is important as it is ultimately the customer who buys the product contributes to the profit of the organization and from this surplus only the employees’ salary is being distributed. If customer does not buy your product, even the six sigma quality of training does not help for success of the organization.
THE LEARNING ORGANISATION

Top management needs to develop the ability to understand and learn from organizational performance and outcomes. New compulsions demand that new organizational competencies emerge and new strategies are harnessed. Value centered leadership, visionary stewardship, the ability to learn from the mistakes made by themselves and those of others, seizing opportunities for change, creativity and innovation, and restoring the dignity of labour are the new HR mantras of the 21st century. How these competencies are recognized, how the existing talent is nurtured, how to create multiple teams that complement each other’s efforts and how to get ahead of oneself become the major HR concerns. Empowerment and accountability must go hand in hand. HR strategy for this reason must be inseparable from HR execution. The road ahead must be well mapped, realistic and user friendly if organizational goals are to be achieved. People management must replace the term human resource management since people are not inanimate resources like silica sand and cement bricks. The sense of belonging must be so enhanced that people start saying and acting as if (a) the organization belongs to me, and (b) I belong to the organization. These competencies are developed through systematic training inputs.

PHILOSOPHY OF TRAINING INTERVENTION

On a broader scale, training is a medium of transformation. It brings a metamorphosis on a positive side and makes a person work, to achieve the solace of spiritualism through the constant work. Our sages have said that he (the man) will be able to find answer of the ultimate truth and will be able to unravel the mysteries of universe by constant interaction with consciousness and unconsciousness. How does this interaction takes place can be answered by training the mind to know the truth of the world beyond the conscious level. Training educates our mind to purify and understand that it is the work which ultimately is ethical in order to fulfill the requirement of society. Society, which is an organ of the nation, requires to be served. Society which is one of the stakeholders looks at the business as a saviour of all its woes. Once education trains our mind to be observant then the insight is developed. It is a quantum jump of consciousness from ordinary state of mind to see the life in an objective way. The first question then which would pop up in the mind is who am I? And what is my role in executing
responsibility towards society? It is not only top management but the managers when collectively join the hands can execute responsibility not only towards their organization but towards society. Organizations consist of many interwoven webs of relationships, rights and responsibilities. Many individuals and groups have a ‘stake’ in how an organization performs, apart from just the shareholders and members of the board. Employees, customers, suppliers and the wider community should all be considered when decisions are made, and they should be consulted accordingly. Stakeholder theory offers potential to conceptualize the organization recognizes employee relationship as a moral relationship, and the employee as a moral ‘claimant’ of the organization. This is where the systematic training comes to the rescue when the reputation of an organization, as a corporate citizen is at stake.

Achieving this work balance begins with knowing who you are as a person and what you need in order to be responsible. This means to be really clear and honest about what your highest value is, so you can make life-changing decisions, both big and small, with these values in mind. Training instills these values, changes an employee from an ordinary manager to the selfless leader with abundant leadership qualities, one amongst which is commitment to work. Even the Bhagavad Gita, Chapter 3. Karma-yoga talks about commitment to work. It says:

Shloka 4

NA KARMANAM ANARAMBHAN
NAISKARMYAM PURUSO ‘SOLUTE
NA CA SANNYASANAD EVA
SIDDHIM SAMADHIGACCHATI

TRANSLATION

(Not by merely abstaining from work can one achieve freedom from reaction, nor by renunciation alone can one attain perfection.)

Discharges of the prescribed form of duties which are laid down purify the heart and without this purification, one cannot attain success. Even a slight performance of such a principle enables one to overcome great difficulties. It means working with an intrinsic motive and
performing karma with a do good attitude; the fulfillment of economic and social objectives such as giving back to the society, the resources being used. The leaders thus developed bring a positive work culture. This culture is a set of attitudes and practices which promotes physical and mental health of the employee at the same time bringing benefits to the society at large.

The training helps the employees to develop conceptual skills at the same time keeping in mind the vision and mission of the organization. In short the workplace becomes spirited by systematic training. This spirited workplace can deliver dividends and businesses are aware of it. The potential benefits derived from such workplace, would go long way in ensuring the development of decision making skills and people skills.

CONCLUSIONS

The research on the whole provided valid empirical findings and demonstrated whether the employees and the organizations surveyed have benefitted due to training and developments conducted, and how employees transferred learning to their jobs. From the findings it is clear that organizations in general are becoming more aware of the need to understand their employees’ perception /reaction to the training provided. While these are obvious advantage in understanding employees’ perceptions and reaction to training and development, it is the linking of those reactions to learning and job performance in day to day activities contribute to organizational benefits and performance.

As regards to effectiveness of Training & Development on enhancing employees behavior and attitude all employees irrespective of their age group, agree that training programme changed their behavior and attitude, which indicates that to get best results in this area, Training & Development are conducted on regular basis. Moreover, T&D did have positive effect on employees’ involvement and satisfaction in this organization. The results showed that the T&D can be used to enhance overall organizational performance and productivity. This indicates that T&D outcomes benefitted employees and organization. It is worthwhile to mention that T&D activities carried out were significantly related to the effectiveness.
Today’s economy thrives on knowledge workers. They are recognized as an integral partner to organizational effectiveness. They give the organization its unique value, inimitable uniqueness in the area of competency. Systematic training only brings these metamorphic changes.

THE CONTRIBUTION OF THE PRESENT RESEARCH TO THE CORPUS OF KNOWLEDGE

These findings add to the corpus of knowledge in the area of HR management in general and T&D in particular. In addition, the increasing awareness about T&D will help identify the roles for HR professionals, especially during the organizational development practices. Based on these findings, recognition for importance of HR intervention is sought which will help organization to eliminate various gaps, in work process, management practices, and technological advancements, thereby progression towards core competence is possible.

This study also presents evidence that the organization which has achieved greater effectiveness in their T&D tend to have better equipped to manage the affairs of the organization. In general, organizations that have devised best training plans, have rightly designed training objectives, have accurately delivered it, and done right assessment, and coordinated these activities along with other HR practices, are more likely to achieve success. For this reason, a need for understanding the importance of these training exercises and make it all pervasive, in the automobile sector is strongly felt. It is therefore recommended that T&D specialists should devise such knowledge which may make T&D activities result oriented.

This thesis which talks about the effectiveness of training activities is a collection of the essays on efficacies and intricacies of training and development interventions which is an instrument for a turnaround of a company. While gathering the data for the present study, researcher’s fascination about the four-wheeler made it possible to take a close look at the utility vehicle manufacturing industry. The information made it a possibility to make a statement that
the training activities are almost same in the automobile sector, which is because the product is identical albeit with little difference. This information is very vital to know that an employee can be fitted in any organization so long he walks in the periphery of auto sector. In order to make a detailed research one organization was selected which proved to be a representative for the whole auto sector. The present study comes out with a suggestion that companies in general should make it every day affair for employees to learn meditation, Yoga, Tai-Chi, Pranayama, Vipashyana, auto-suggestions and other techniques. These techniques are beneficial not only to the employees but to the readers also and further researchers also. Meditation is a proven technique to improve upon general well being and bringing mind in a positive state. The research throws light on the training and development activities conducted in the organizations. It is heartening to know from the present research that this training provided in the auto sector is world class training meeting the requirement of six sigma and qualitative in that it can withstand the competition. The suggestions presented can make mediocre manager perform at the superior standards. Thus the manager who turns out be superior, could be rewarded in four dimensions of Economic: Their remuneration must be comparable Sociological: They must be given due recognition and status both within the organization and projected as stars outside it. Political: They must given sufficient independence authority and leeway to envision, construct and pursue their designs. Psychological: Their self-esteem, pride and belongingness needs must be suitably addressed so that their level of satisfaction is in high order.

It was also found from the research that Top management needs to understand and learn from organizational performance and outcomes. New compulsions demand that new organizational competencies emerge and new strategies are harnessed. People Management must replace the term Human Resource Management since people are not inanimate resources like silica sand and cement bricks. The sense of belonging must be so enhanced that people start saying and acting as if (a) the organization belongs to me, and (b) I belong to the organization. These competencies are developed through systematic training inputs. The present study also talks about why evaluate the training. The contribution of this research is that it has touched almost all aspects of training and development and has suggested the ways to make it more
uniform and more knowledgeable so as to bring new information in this field and help the knowledge corpus grow.