Chapter – III
RESEARCH METHODOLOGY

Statistics are like lampposts
They are used more for support
Than for illumination
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3.1 TRAINING AND DEVELOPMENT

Training, as was stated earlier is imparting skills to employees. A worker needs skills to operate machines and use other equipment with least age and scrap. This is basic skill, without which the operator will not be able to function. There is also the need for motor skills. Motor skills (or psychomotor skills, as they are sometimes called) refer to performance of specific physical activities. These skills involve learning to more various parts of one’s body in response to certain external and internal stimuli. Common motor skills include walking, riding a bicycle, tying a shoelace, throwing a ball, and driving a car. Motor skills are needed for all the employees from the janitor to the general manager. Employees, particularly supervisors and executives, need interpersonal skills popularly known as the people skills. Interpersonal skills are required to understand oneself and others better and act accordingly. Examples of interpersonal skills included listening, persuading and showing an understanding of others feelings.

Another component of a training and development program is development, which is less skills oriented but stresses on knowledge. Knowledge about environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of an organisation.
3.2 SIGNIFICANCE OF THE STUDY

Training and development programs, as was pointed out earlier, help remove performance deficiencies in employees. This is particularly true when – (i) the deficiency is caused by a lack of ability rather than a lack of motivation to perform, (ii) individuals involved have the aptitude and motivation need to learn to do job better, and (iii) supervisors and peers are supportive of the desired behaviour.

There is a greater stability, flexibility and capacity for the growth in an organisation. Training contributes to employee’s stability in at least two ways. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organisation. Growth renders stability to the workforce. Further, trained employees tend to stay with the organisation. Training makes the employees versatile in operations. Growth indicates prosperity, which is reflected in increased profits from year to year.

Accidents, scrap and damage to the machineries and equipments can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism can be reduced if the employees are trained well. Training serves as an effective source of recruitment. Training is an investment in HR with a promise of better returns in the future.

An organisation’s training and development pay dividend to the employee and the organisation. Though no single training program yields all the benefits presented in the exhibit, the organisation, which devotes itself to the training and development and strengthens its competitive edge.
At the same time, the employee’s personal and career goals are furthered, generally adding to his or her abilities and value to the employer.

Once training needs are assessed, training and development goals must be established. Without a vivid set of goals, it is not possible to design and evaluate the training and development programs and after the implementation, the employer may find it difficult or even there will be no way to measure its effectiveness. Unless, the effectiveness of the training and development programs are evaluated, one cannot assess the success of the programs and skill and efficiency of the employees, which ultimately results in the assessment of the development of the company.

Hence, the present research “A study on evaluation of training programs at Brakes India limited, Padi, Chennai” has been undergone by the researcher to highlight the importance of training programs and evaluate the effectiveness of such training programs of Brakes India Limited, Padi, Chennai.

3.3. STATEMENT OF THE PROBLEM

Due to globalisation and competition in the industry, quality is the foremost important factor in the market. The industry cannot change its machineries immediately; whereas the human resources in the industry can be upgraded to suit the requirements. It may be done only through continuous and effective training and development.

HRD Times (December 1999) has rightly observed that, “Training aims at providing wisdom of effectiveness in dealing with persons and situations to optimise
the results. Further, it provides “refreezing” the new ideas. Development in the field of electronics are now bringing about a revolution in the field of training modern equipments like television/radio/audio/video/CD and computers are now making their head way into the class rooms.

In the light of the above, this study aims to undertake a study in the “evaluation of training programs at Brakes India Limited and its effectiveness.” Gone are those days, when training was considered by many as waste and late of many organisations have really understood that this is not a waste but on the other hand, it is an investment and improvement over the existing assets of the company. A time has come, where in the labourers/workers also forms the core asset of any organisation. The classical views of treating the workers have undergone a sea change. Above all, the potential of training as a change agent or catalistic agent has already been well understood by the management. Thus, there are no two different opinions as to the importance and significance of training and development, but what is important is, how best this training and development opportunities offered and created and given by the organisation are well taken and used for the betterment of workers needs to be assessed and analysed. One may take the horse to the pond but to make it drink is not as easy as we think it to be.

The training complex of Brakes India Limited, which is the study area of the researcher, has been imparting training to its employees since several decades. It addition to its own training programs; it is also conducting several training programs with outside management experts and consultants. Further, its executives are deputed to different trainings offered by other leading and well known institutions.
Since the workers’ strength from the majority, it was thought better to study the effect of training given by Brakes India Limited to its workers since the period 2000 to 2010. The main motive of this study tries to find out how far the company has succeeded in its goals, how the workforce feel about the training and should there be any slight modifications or changes in the training input and whether, the duration of the existing training programs really fall in tune with the expectations of the trainees. Yet another point to be considered as important in this connection is whether, the training to be undergone are really chosen by the trainees or by the organisation; to what extent the trainings offered by the training complex meets the aspirations of the trainees and above all, the researcher has made an attempt to know and study the absenteeism while imparting the training; given the golden opportunity to undergo the training, how many such trainings were missed by the trainees are some of the problems to be studied in this research work. There is no doubt that, this study will go a long way to understand the training programs and its effectiveness on its trainees.

3.4. OBJECTIVES OF THE STUDY

The objectives of the study are formatted to know and understand the training programs. The purpose of this research was to evaluate the training and development initiatives in Brakes India Limited, Padi, Chennai. More specifically, the objectives of this research are:

1. To analyse the views of the workers regarding evaluation of the training programs.
2. To measure the effectiveness of the training programs.
3. To study the attitude of the employees towards training programs.
4. To suggest improvements for the effective training programs for the Brakes India Ltd., Padi, Chennai.

METHODOLOGY

Research Design

This section describes the strategies or procedures that were used in data collection and analysis in order to come up with the answers to the problems. This study was intended to investigate the effectiveness of training programs in Brakes India Ltd., Padi, Chennai and to suggest concrete and effective practical evaluation strategies. Descriptive research design was used for the research. Data were conducted using well-structured questionnaires.

Sampling Technique

The present study is based on both primary and secondary data. The primary data were collected from different category of employees from 14 departments such as ER & D, Actuation, Press shop, SDI, Hose & Rubber, Process shop, MSE & NP, Wichita Auto, Drum Brake, Wheel Cylinder, Freings Engineering, Aztec Auto, Task Pressings, and Rolltec Engineering, Avadi out of 41 departments, which came to 30 per cent. The total number of employees working in Brakes India Ltd., Padi, Chennai as on 31.7.2011 was 2370. Since, only 14 departments were taken for the study, 520 employees were chosen as the sample for the study, which accounted to 30 per cent again by using random sampling technique.
Scale development

This thesis employs two different scales in its measurement of the perception of respondents about the objectives of the training, types of training and evaluation of training. Each scale has its own range and options. The variety and number of scales are Likert’s five point scale and bipolar scale (eg. Yes/No type). The questionnaire used comprises both optional type and statements in Likert’s five points scale. The responses of these sections are obtained from the employees of Brakes India Ltd., in the five point scale, which ranges as follows: 5 - Excellent, 4 - Very good, 3 – Good, 2 – Fair, 1 – Poor and Not at all true, A little true, Somewhat true, True to be great extent and very true.

Data collection

Human resource is the essence of development and the development largely lies with the quality of human resources. Quality of human resource depends on so many factors and training is one among the vital factors. Therefore, the researcher has made an attempt to study the performance evaluation of training and development in Brakes India Ltd., Padi, Chennai.

The present study is based on both primary and secondary data. The primary data were collected from the employees of the departments such as ER & D, Actuation, Press shop, SDI, Hose & Rubber, Process shop, MSE & NP, Wichitra Auto, Drum Brake, Wheel cylinder, Freins Engg., Aztec Auto, Task Pressings and Rolltec Engg.
The primary data have been collected from the workers and supervisors, working in Brakes India Ltd. In order to collect the primary data from cross section of employees, questionnaire, containing 20 well thought out questions were issued to 520 respondents, selected on the basis of convenient sampling technique. The questionnaire is given as Appendix-I. In addition to the primary data, secondary data have been collected from published records and reports of Brakes India Ltd., Padi, Chennai, various journals, websites and books and records of Madras Institution of developmental studies, Adyar, Chennai and various other libraries situated in Chennai.

Prior to the administration of the questionnaire, a pilot study was also conducted. Based on the pilot study, some questions were dropped and some questions were modified.

**Statistical Analysis**

The data so collected through primary, secondary and other sources were analysed by using the appropriate statistical tools such as Percentage analysis, chi-square test, factor analysis, Anova test, and regression analysis, which are presented as the tables. Meaningful inferences for more clear understanding were drawn and the data were judiciously used and based on the analysis, findings, suggestions have been given in the subsequent chapters.

**Period of the Study**

The study covers for a period of 10 years from 2001-2002 to 2010-2011.
Scope of the study

There are different training programs for different categories of employees. The present study confined to evaluate the effectiveness of the general training programs and induction training program, based on the opinion of the employees. Evaluation of training programs focuses a total picture of the effectiveness of training. However, all the training programs are discussed as the background of the study, though they are beyond the purview of the present study.

Limitations

1. This is a micro level study and the evaluation is done with reference to Brakes India Ltd. Based on this, findings of the study cannot be generalized with the similar type of industries.

2. Some respondents were hesitant to share their views. As a result, comprehensive information was not available.

3. The researcher could not get some information otherwise useful for a deeper study, due to the restrictions on the disclosure of data on part of the higher officials.

Inspite of the above limitations, the available information were judiciously used and the study was carried out successfully.
HYPOTHESES

1. There is a significant difference in respondents’ opinion about the Evaluation of training programs on the basis of their age.

2. There is a significant difference in respondents’ opinion about the Evaluation of training programs on the basis of their education level.

3. There is a significant difference in respondents’ opinion about the Evaluation of training programs on the basis of their nature of work.

4. There is a significant difference in respondents’ opinion about the Evaluation of training programs on the basis of their length of service.

5. There is a significant difference in respondents’ opinion about the Evaluation of training programs on the basis of their number of training programs attended.

6. There is a significant difference in respondents’ opinion about the Induction training programs on the basis of their age.

7. There is a significant difference in respondents’ opinion about the Induction training programs on the basis of their Educational level.

8. There is a significant difference in respondents’ opinion about the Induction training programs on the basis of their nature of work.
9. There is a significant difference in respondents’ opinion about the Induction training programs on the basis of their length of service.

10. There is a significant difference in respondents’ opinion about the Induction training programs on the basis of their number of training programs attended.

11. There is a significant difference in respondents’ opinion about the Training and development on the basis of their age.

12. There is a significant difference in respondents’ opinion about the Training and development on the basis of their nature of work.

13. There is a significant difference in respondents’ opinion about the Training and development on the basis of their length of service.

14. There is a significant difference in respondents’ opinion about the Training and development on the basis of their number of training programs attended.

15. There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their age.

16. There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their educational level.

17. There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their nature of work.
18. There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their length of service.

19. There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their number of training programs attended.

20. There is no relationship between the duration of training preferred and their age.

21. There is no relationship between usefulness of training and educational level.

22. There is no relationship between the training programs with the promotions and the nature of work.

23. There is no relationship between the incentives for attending the training programs and length of service.

24. There is no relationship between the preference of training programs and the number of training programs attended by the respondents.

25. There is no relationship between the selection of training programs and their age.

26. There is no relationship between the positive change after training and their educational qualification.
27. There is no relationship between the acquisition of new skills and nature of work.

28. There is no relationship between the increase in the awareness and the length of service.

29. There is no relationship between the increase in the organizational culture and the number of training programs attended by the workers.

30. There is no relationship between the increase the creativity among the workers and their age.

31. There is no relationship between the enrichment of job knowledge and their educational qualification.

32. There is no relationship between the improvement in the decision making skills and nature of their job.

33. There is no relationship between the improvement in the technical skills and length of service.

34. There is no relationship between the self development and management and the number of training programs attended.

35. There is no relationship between the inter-personal skills and number training programs attended.
36. There is no relationship between the development of communication skills and educational level.

37. There is no relationship between the increase in the involvement of the job and nature of their job.