

**A STUDY ON PERCEPTION OF EMPLOYEES TOWARDSTRAINING AND  
DEVELOPMENT PRACTICES - A TOOL FOR PERFORMANCE IMPROVEMENT  
WITH REFERENCE TO AUTOMOBILE FIRMS**



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### **Abstract**

*Training is a learning experience, in that it seeks a relatively permanent change in an individual which will improve his or her ability to perform on the job. We typically say training can change the skill, knowledge, attitude and social behavior. It means changing what employees know, how they work, their attitude towards their work or their interaction with their co-workers or their supervisors. The source of data is collected from employees of Automobile Sector. The sample size is 230 and time constraint is the major problem of this study. The tool used for analysis and interpretation*

*is Correlation &Linear Regression Analysis. Both open ended and close ended questions are used in this questionnaire. To study on practices of training offered to the employees and to provide suggestions regarding the improvement. Data constitute the foundation at statistical analyze and interpretation, the first important step in the project work is to obtain data collection by the primary method. The research findings proves that there is relationship between innovation &value creation.*

**Keywords:** Knowledge, Attitude, Social Behavior, Productivity, Training practices

### **Introduction**

Training assists in enhancing the efficiency and effectiveness of a person at work by improving and updating his professional knowledge, skill relevant to his work, cultivating appropriate behaviour and attitude towards work and people. Also the training program involves considerable investment in terms of time, money and efforts. Thus it becomes necessary to study the training practices. The study was conducted based on Selective auto component companies of Chennai city. The sample survey based on structured questionnaire was conducted among the junior executives, operators and apprentice trainees who have undergone the training programme.

Training is an important process because employees need to learn new knowledge and skills. "Action learning is a powerful form of training for organizational change because it develops management skills while discovering ways to improve the organization". Training can provide employees with knowledge and skills to perform more effectively, preparing them to meet the inevitable changes that occur in their jobs. However, training is only an "opportunity" for learning.

### **Review of Literature**

Kuldeep Sing (2000) study examined the relationship between training and organizational performance which shows that Indian organizations are still not convinced of the fact that investments in human resources can result in higher performance.

Wagner S (2000) in his study stated employee development programs are experiencing higher employees satisfaction with lower turnover rates although salary and benefits play a role in

recruiting and retaining employees, people are also looking for opportunities to learn new things, the challenge of new responsibilities, and the prospect of personal and professional growth.

All training interventions should be carefully planned, designed, and evaluated in support of organizational goals and objectives. Several authors suggest that most organizational training and development initiative that has occurred in the last decade have been strategic because they have emphasized knowledge management, continuous learning and development programmes to help organizations increase their ability to detect change, adapt and anticipate trends (Kraiger and Ford 2006); (Sessa and London 2006)

Leigh, Watkins, Plat and Kaufmann (2000) 14 reviewed various NA models and differentiated on the outcomes addressed to societal, organizational and individual as well as small group efforts, activities, and resources.

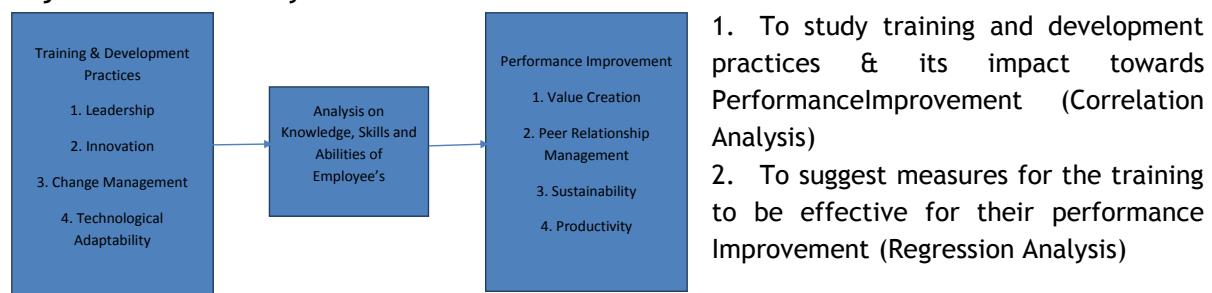
Nelson, Whitener and Philcox (1995) model, which draws on Ostroff and Ford's (1989) content level application matrix, focuses on process and inputs at the organizational small group and individual levels. Moreover, Kaubman's (1972, 1992, 1998) organizational elements model addresses linkage between societal, organizational, small group and individual results as well as organizational Performance.

### **Research Gap**

The study looks at variables such as Leadership, Innovation, Change Management, Technological adaptation, Value Creation, Managing peer relationship, sustainability, Productivity to identify the areas of training to be concentrated. Once the training areas are identified, objectives will be determined which is to be accomplished through various training programmes. For the purpose of study, data collected through questionnaire from the respondents of selective Auto componentfirms focusing on Chennai region.

### **Research Framework**

#### **Objectives of the Study**



#### **Hypothesis Testing**

1. **Ho:** There is no relationship between innovation & value creation  
**Ha:** There is relationship between innovation & value creation
2. **Ho:** Change Management is not significantly dependent on sustainability  
**Ha:** Change Management is significantly dependent on sustainability

#### **Scope of the Study**

This study could be conducted to understand the relationship between the money spent on training an employee and the money saved on through an increase in employee's efficiency. This could throw light on whether training programmes are good for the company. This study could be

conducted on training programmes at different levels of the employee hierarchy. It would be interesting to note if the company pay the same level of focus in developing low-level employees as it does in developing upper-management.

### **Limitations of the Study**

The local factors such as training facilities and quality of the trainers play a big role in the determining employee's perception of the training programmes. The results are only based on 230 employees selected in a random manner. For an Automobile sector, it may not be indicative of the overall perception of the training programmes. Given that the study was conducted over a short period of time, it is impossible to surface all the aspects of training programmes.

### **Research Methodology**

**Geographical Area:** The study has been conducted in Automobile firms, Chennai.

**Type of Research:** Descriptive Research Design

**Sampling Procedure:** Stratified Random Sampling

### **Data Collection Method:**

Two techniques were used for collecting data, namely

- Primary data collection - Questionnaire
- Secondary data collection - Secondary Data was collected from the publications, internets, journals, books and company records.

### **Target Respondents**

Target respondents consist of employees of Selective Automobilefirms in Chennai city.

**Sample Size:** The sample size taken for the study is 230

### **Tools Used For Analysis:**

- Correlation Analysis
- Linear Regression Analysis

### **Data Analysis & Interpretation:**

**Table 1 Analysis of opinion of respondents regarding Training and development Practices & Performance Improvement using Correlation Analysis**

Correlations			
Parameters	Correlation among Factors	TP_Innovation	PI_Value Creation
TP_Innovation	Pearson Correlation	1	.306**
	Sig. (2-tailed)		.000
	N	230	230
PI_Value Creation	Pearson Correlation	.306**	1
	Sig. (2-tailed)	.000	
	N	230	230

\*\*. Correlation is significant at the 0.01 level (2-tailed)

### **Inference**

From the analysis, it is inferred that the correlation coefficient between Innovation & Value Creation is 0.306 which indicates 30.6 %positive relationship between Innovation

&Value Creation& is significant at 1 % LOS. Since P value is less than 0.01, H<sub>0</sub> is rejected at 1% LOS, there exist relationship between Innovation &Value Creation.

**Table 2 Analysis of Opinion of Employee's regarding Change Management & Sustainability Using Linear Regression Analysis:**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	PI_Sustainability	.	Enter
a. Dependent Variable: TP_Change Management			
b. All requested variables entered.			

Model Summary <sup>b</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.146 <sup>a</sup>	.021	.017	1.107			
a. Predictors: (Constant), PI_Sustainability							
b. Dependent Variable: TP_Change Management							

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.122	1	6.122	4.999	.026 <sup>b</sup>
	Residual	279.200	228	1.225		
	Total	285.322	229			
a. Dependent Variable: TP_ChangeManagement						
b. Predictors: (Constant), PI_Sustainability						

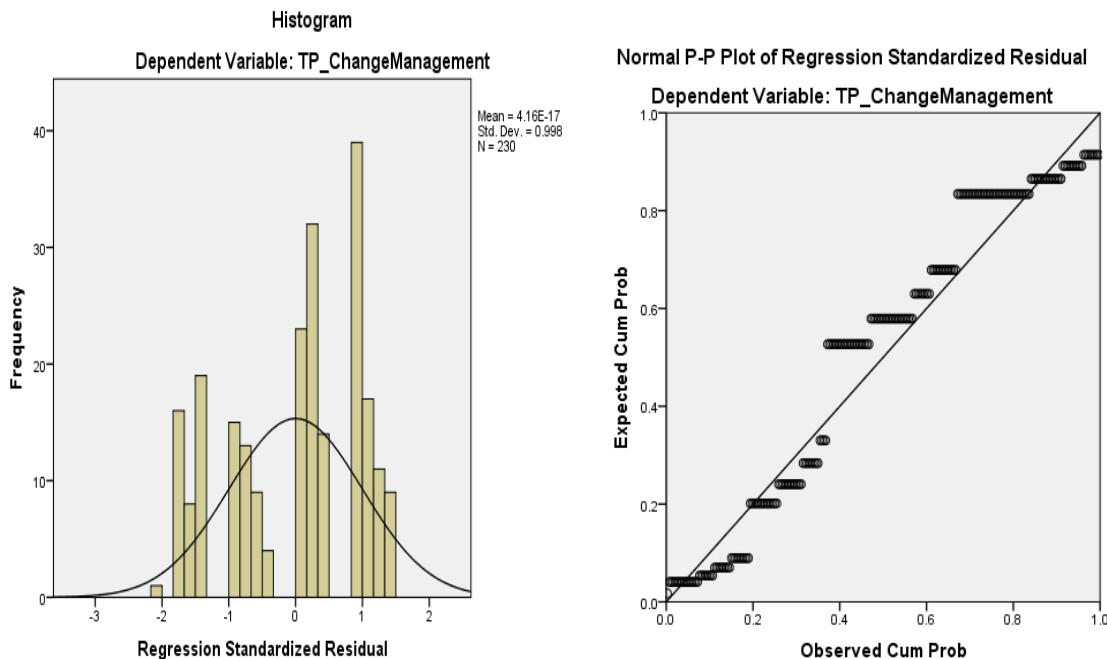
Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.194	.266		12.019	.000
	PI_Sustainability	.146	.065	.146	2.236	.026
a. Dependent Variable: TP_Change Management						

Residuals Statistics <sup>a</sup>						
	Minimum	Maximum	Mean	Std. Deviation	N	
Predicted Value	3.34	3.93	3.77	.163	230	
Residual	-2.340	1.513	.000	1.104	230	
Std. Predicted Value	-2.599	.981	.000	1.000	230	
Std. Residual	-2.115	1.368	.000	.998	230	
a. Dependent Variable: TP_Change Management						

### Inference

From the analysis, it is inferred that sig. value is less than 0.05, which means (dependent variable) i.e., Change Management is significantly dependent on (independent variables) Sustainability at 95% of confidence level. Dependent Variable & Independent Variables are represented using Histogram & Normal P - P Plot of Regression Standardized Residual.

### Histogram & Normal P - P Plot Regression Standardized Residual:



### Findings & Suggestions

Training should also focus on improving the innovation & leadership skills of the employees. In this study, some people did not feel that their leadership skills have improved after attending the training programme. In today's service oriented society, it is important for employees to have strong leadership skills which would help in betterment of firm's value creation.

Individual attention may be provided to the trainees in order to encourage their participation and make them perform better at their job. Employee's feedback should be regularly obtained in order to understand the effectiveness of the training areas. It is important to understand why these employees are not satisfied with the training offered and what can be done to satisfy these employees.

### Conclusions

Training helps employees to get used with new roles and responsibilities usually after promotion. When an employee gets promoted from one level to next level, the skills required to do his/her job changes and training programmes are essential in equipping the employee with the new skills. Training is way for the company to showcase to its employees that it cares for employees' self-development. The main objective of training is to improve the productivity of the company's employees which in turn will improve the company's profitability. Through training practices, the employees' skill levels are upgraded which will make the employees more productive. Most times, employees better understand the kind of training programme that would help them.

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