

Perceptions on Effectiveness of Training among the Employees –An Empirical Research

Dr.K.Dhevan
Assistant Professor
Department of Cooperation
School of Management Studies
The Gandhigram Rural Institute-Deemed to be University
Ministry of Education, GOI
Reaccredited by NAAC with A Grade (3rd Cycle)
Gandhigram, Dindigul District, Tamil Nadu.

Abstract

Eventually all organizations in the world accept that a well-trained workforce is a critical factor for success. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results. With increase in competition, every company wants to optimize the utilization of its resources to yield the maximum possible results. The freshers as well as the experienced employees are always need to be given training in order to bring the talent among the employee is need of the hour. Only a well-trained human resource can work very well. After getting training by the employees whether it was effective or not effective the organization has to know because huge amount is being spent on this training. It was decided to study the Perception on Effectiveness of Training activities among the employees of Hi-Tech Arai Limited, which will help to work in the HR field and contribute best in the organization. The employees are given training in five different categories i.e., Environmental Training, Quality Training, Technical Training, Safety Training and Non-Technical Training.

Key words: Employees, Human resources, Training,

Perceptions on Effectiveness of Training among the Employees –An Empirical Research

Introduction

Eventually all organizations in the world accept that a well-trained workforce is a critical factor for success with the world-wide expansion of companies and changing technologies, Indian Organizations have also realized the importance of corporate training. Training is considered as more of retention tool than a cost. Today, human recourses are now a source of competitive advantage for all organizations. Therefore, the training system in Indian Industry has been changed to create a smarter workforce and yield the best results. With increase in competition, every company wants to optimize the utilization of its resources to yield the maximum possible results. Training is required in every field be it Sales, Marketing, Human Resources, Relationship building, Logistics, Production, Engineering, etc. With increase in awareness of corporate training in Indian Industry, a gradual shift from general to specific approach has been realized. On the other hand, in many organizations training is regarded as non-essential or a need-based activity. Some organizations are headed by unwanted employees rather than employees of outstanding merit. While some organizations do not have a separate budget to hire highly qualified trainers for training and development. The training consists of planed programs undertaken to improve employee knowledge, skills, attitude, and social behavior so that the performance of the organization improves considerably. Training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Since training involves time, effort & money by an organization, so an organization should be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

Review of Literature

Rawan Odeh Khalaf Alshawabkeh (2020) found that employee age played a significant role in the effect of employee training methods on employee wellbeing. Accordingly, it was concluded that employee training satisfaction had no effect on collective training methods such as instructor-led training when compared with individual training practices such as employee shadowing

Jency S (2016) that the employees have positive attitude towards the T&D practices followed in IREL. They perceive the Training &Development (T&D) practice in a positive manner. Besides it has also been found that the perception and attitude of employees assume paramount importance in the context of present industrial scenario.

.Chia-Wen Lee et al, (2019) this study explores employees' perceptions of training and tries to identify what factors influence their perceptions. The results show that employees do not attach enough value to vocational training. Urban registration, higher education, and management positions correspond with higher valuation of training, but length of service has a negative effect on their valuation.

Xiaoyu Guan , Stephen Frenkel (2019) Work engagement mediates the relationship between training and in-role task performance, while the relationships between work engagement and both task performance and organizational citizenship behavior are moderated by HRM strength.

Karupaiyan S, Kumaraswamy T (2012) as the company implements new technology in the work environment, training will also be needed to make sure your employees have the knowledge and skills to take advantage of these new tools. And finally, training is an integral part of ensuring the workforce meet both today's and tomorrow's business requirements. And here is where we link the training efforts to the organization's succession planning efforts.

Anitha H. S, Sowmya K. R. (2012) it was found from the study Assessment of Training needs and Evaluation of Training Effectiveness in employees of select ITES Companies at Bangalore that the purpose of evaluating training is quite simply to establish whether the training objectives have been met and, if so, whether this has resulted in solving the problem addressed by those objectives. This can be done with the help of various techniques and the choice of the suitable technique is dependent on the nature of the organization and area of training. It concludes that training is only a comma not a full stop. Training is an investment

not an expense. Despite any recession, it should be maintained, as a continuous process to ensure organizations must remain competitive and productive.

Mani. A, Joy, P.A, (2012) It was revealed that private sector bank staff are more satisfied than public sector bank staff. Age wise analysis revealed that among public sector banks, 30 - 40 age group has the highest level of satisfaction. The lowest satisfaction is among the 20 -30 age group. Among the private sector banks too the highest satisfaction is among the 30 - 40 age group. However, here the lowest satisfaction is among the 40 -50 age group. In the gender wise analysis it was found that in public sector banks, male staff has more satisfaction than female. Among the private sector banks, both male and female staff has the same level of satisfaction. Among the various designations of the staff Officers have the highest satisfaction among the public sector banks. The lowest satisfaction has been found among the Assistant General Managers. **Ramakrishna. G, Kameswari, Giridhar Kumar. M, Krishnudu.Ch, (2012)** It can be interpreted that, majority of 87.06% of the employees given overall rating for training and development programmes as Good, 10.59% of the employees given overall rating for training and development programmes as Excellent and 2.35% of the employees given overall rating for training and development programmes as Fair.

Vijayasamundeeswari.S (2013) It concluded that for training and development to be effective, the organisation should become a learning organisation, whereby learning is encouraged by all stakeholders from individual employees to management. It is therefore imperative, for management to implement and proper learning processes in the organisation. The effectiveness of the training programs lies in the company's training process. On the whole, the employees are satisfied with the present training processes of the company, which is analysed through various statistical tools.

Bozionelos (2002) Placing employees in staff mentorship positions as mentors is another method that has been identified as increasing employees' skills and efficiency, while also enhancing their reputation among managers, which can lead to greater career success.

Nitin Jain (2003) conducted a study on training and development programme effectiveness of in plant training for Manager, It was found that all the participants were aware of the fact that the training and development programme aimed at making existing managers more effectiveness. All participants felt that there is need for tailored course to meet their specific needs. The managers felt that the programme duration was adequate.

Astroth (2004) Recommend that training should address what the position entails and the skills

Statement of the Problem

In order to succeed the present business and fast changing competitive environment the companies have to provide training and manage their human resource effectively. The major contribution of employees in this regard is to build up right mix of skills attitude and conceptual understanding among the employees. The freshers as well as the experienced employees always need to be given training in order to bring the talent among the employee is need of the hour. After getting training by the employees whether it was effective or not effective the organization has to know because huge amount is being spent on this training. So, the study is made to perceive the Effectiveness of Training among the employees of Hi-Tech Arai Limited, which is an important problem which an organization should look up on to achieve this strategy, the organization has to train and develop its most valuable resource. i.e. Human Resource. Only a well-trained human resource can work very well. In view of the above, it was decided to study the Effectiveness of Training activities in an organization which will help to work in the HR field and contribute best in the organization.

Objectives of the Study

The objectives of the present study are as follows,

1. to study the perception on training programmes provided by the Organization.
2. to analyze the level of satisfaction of the training among the sample employees
3. to evaluate the effectiveness of the training programme of the select employees
4. to provide possible measure for further training programmes.

Methodology

This study is based on the descriptive method it describes the strategies or procedures. In order to come up with answer to the problems this study was indented to investigate effectiveness of training programmes offered to the employees. An exploratory survey was conducted using well-structured questionnaire.

Sampling Method

This study was taken from Hi-Tech Arai Limited, Madurai. The company is having office in 4 places of Madurai in different units / sections / departments, Sundaram Industries,

Othakadai is one among the units is purposively selected for the present study. In Sundaram Industries there are around 900 workers are working in two sections for post moulding process.

Sampling Size

Among 900 workmen, 208 respondents determined by using survey monkey sample size determination formula (90 percent confident level and 05 percent margin of error) and the structured questionnaires were sent and got replied from 180 respondents. The training is given to all the workers of machine operators once in a month invariably. The fresher as well as the existing operators are used to take part in the training. Mostly as employees required qualification is 10th Std or I.T.I holders.

Source and Tools for Data Collection

The present study is based on both primary and secondary sources of data. The primary source of information was collected from the respondents of the study through questionnaire. The secondary source of data was collected through websites, articles, books, etc.

Limitations of the Study

There are certain limitations in this study. The study was conducted among the employees of organization. So the details cannot be generalized for the whole of the universe though the sample size was taken from the larger scale of the universe in a organization. This study is limited only to Hi-Tech Arai Private Limited, Madurai. So the finding and suggestion of the particular study could not be generalized for any other organization.

An Overview of the Organisation

Hi-Tech Arai Ltd is a Madurai based oil seals and automobile components manufacturing company having joint venture with Arai Seisakusho Co. Ltd Japan and Mitsubishi Corporation, Japan. The company previously called as Hi-Tech ancillaries' ltd after joint venture with Arai Seisakusho co.ltd, the company name has changed to Hi-tech Arai ltd. The company was established to produce rubber components and oil seals for the world-famous companies' like Maruti Suzuki, Bajaj, TVS, Honda, Yamaha, Toyota, etc. The company was founded by Mr.R.Lakshmi Narayanan, with the capital of Rs.4.5 lakhs and with the manpower of 75 as a family owned concern. Mr. B.T.Bangera and Mr.R.Lakshmi

Narayanan both were the ex-employees of Fenner (India) Ltd. Their good relationship made them to form this great venture in 1985. Later the company entered into technical collaborations with m/s Mitsubishi Japan and with Arai Seisakusho Ltd.

Growing and achieving excellence through people is the motive of the organization. The core belief is that it is possible to achieve zero defects and achieve leadership in the market. The company also owns 23 windmills each with the capacity of producing 11 MW power. Hi-Tech Arai is the only manufacturer of reed valves in India. I-Tech Arai is controlled by 9 boards of directors among them 3 Promoter Directors 5 Directors from Arai Seisakusho Ltd and 1 Director from Mitsubishi Corporation. The company produces such as Oil seal, Round Rings, Reed valve Assembly, Joint Carburetor, Moulded Rubber Products [https, \(hitecharai.com\)](https://hitecharai.com).

Major Findings of the Present Study

The employees are given training in five different categories i.e., Environmental Training, Quality Training, Technical Training, Safety Training and Non-Technical Training. To perceive the effectiveness of the employee's five point scale techniques were used and the perception is presented hereunder.

I Demographic Profile of the employees

- It was absorbed that majority 84% of the respondents are male and 16% of the respondents are female employees. It mostly concentrates on machine operations. So male employees only prefer this job. In terms of age the majority 57% of the respondents are in between the age group of 29-38 years and 33% of the respondents are under below 28 years and only 8% of the respondents are 39-48 years category. It concluded that frequent labour turnover is happening in the company. Because senior employees are very less. It was found with respect to academic attainment of the respondents majority of them are (48%) I.T.I holders further 20% of the respondents are acquired upto SSLC and UG, Remaining 12% of the respondents have completed their Higher Secondary level. With regard to experience of the workers it was found that about 43% of the respondents are having below 1year experience in the organization and moreover 21% of the respondents have been working in the organization between 1-3 years and 20% of the respondents are more than 3-5 years' experience and very less respondents (12%) are 5-10 years of experience.

Environmental related Training

- It was discovered the content of the programme of environmental related training is adequate and it was inferred that majority 70% of the trainees are agreed upon the content of the training is adequate furthermore a little majority of them are strongly agreed about the training. Further it was absorbed that the level of opinion was found that majority 67% of the employees are agreed on the contents of the training was clearly delivered.
- It was absorbed that majority 67% of the respondents are agreed that they got improved awareness towards environment aspects and 22% of them are strongly agreed. It was found that the effectiveness of the employees applied waste minimization in work place. Majority 57% of the respondents have agreed and moreover 36% of them have strongly agreed that training was useful waste minimize in work place. It was absorbed that majority 56% of the respondents are agreed that level of satisfaction towards environment related training programme besides 28% of the respondents are strongly agree and 13% of the respondents are neutral. It was absorbed that 49% of the respondents are agreed that they got awareness towards quality aspects further 34% of the respondents are strongly agree and 16% of the respondents are neutral.

Quality related Training

- Majority of the respondents (57%) agreed that the entire training session on quality were informative and good learning experience and further 33% of the respondents were strongly agreed that it was very much useful. It was found that majorities 47% of the respondents are agreed and 44% of the respondents are strongly agreed on quality training helps to reduce number of defects. It was discovered that majority 50% of the respondents are agreed that they can able to work 8D in work related analysis and 10% of the respondents are strongly agree and 29% of the respondents are neutral that the 8D in work related Problems. It was absorbed that majority 58% of the respondents is agreed and 31% of the respondents are strongly agreed and 10% of the respondents are neutral for satisfaction of quality training.

Technical Training

- It was discovered that majority 62% of the respondents were agreed and 22% of the respondents were strongly agreed and 14% of the respondents are neutral of the

content of the technical training were clearly delivered. It was found that majority 57% of the respondents was agreed and 27% of the respondents were strongly agreed and 4% of the respondents are disagreed towards the training improvement of technical aspects. It was absorbed that majority 44% of the respondents were strongly agreed and 39% of the respondents were agreed that technical training made them fit into the present job. It was found that majorities 52% of the respondents were agreed and 33% of the respondents are strongly agreed that technical training reduce mistakes in the job. It was absorbed that 49% of the respondents were agreed and 28% of the respondents were strongly agreed on the technical training helps to meet the emerging technological needs.

Training on Safety

- It was found that 55% of the respondents are agreed and 38% of the respondents are strongly agreed and 6% of the respondents are neutral on the safety aspects. It was discovered that majority 60% of the respondents are agreed on awareness on first aid measures and 34% of the respondents are strongly agree and 4% of the respondents are neutral. It was absorbed that majority 60% of the respondents are agreed and 22% of the respondents are neutral and 17% of the respondents are strongly agreed on gain knowledge safety gadgets. It was found that 56% of the respondents are agreed and 24% of the respondents are strongly agreed and 18% of the respondents are neutral that the safety training promoted awareness towards handling hazardous materials. It was discovered that 50 % of the respondents are agreed on the safety training programme and 33% of the respondents are strongly agreed and 15% of the respondents are neutral.

Non-Technical Training

- It was discovered that majority 56 % of the respondents are agreed and 22% of the respondents are strongly agree and 18% of the respondents are neutral on non - technical training program. It was found that 54% of the respondents are agree and 26% of the respondents are strongly agree and 18% of the respondents are neutral for non-technical training improve the productivity. It was revealed that majority 63% of the respondents are agreed and 23% of the respondents are strongly agree and 13% of the respondents are neutral that training improves leadership quality. It was found that majority 61 % of the respondents is agreed and 22% of the respondents are strongly

agreed and 12% of the respondents are neutral on the non-technical training help to work with team. It was concluded that majority 62 % of the respondents are agreed and 33% of the respondents are strongly agreed and 12% of the respondents are neutral and the training helps to develop good behavior on time management, stress management of Emotional intelligence.

Conclusion

Providing training to the workers as well as the officers in an organisation is a highly useful tool which can bring an employee into a position where he can do his job correctly, effectively and efficiently. Training focuses on knowledge, skills and behaviors that enable the implementation of the organizational strategy. Training emphasizes to achieve Effective utilization of technology and resources, improved work processes and full customer satisfaction and profitability. Thus it could be concluded that all training programmes are a process of altering employee behavior and attitudes in a way that increases the probability of goal attainment of the company.

SUGGESTIONS

- Group discussions and case study are preferred to attain the success of the training programme.
- More technical and functional training programmes can be arranged in the organization to bring out effective training.
- Learning and return on investment criteria can be used to evaluate the effective of training.
- Assessment centers, 360 degree, management by objectives can be followed to measure the current competency level of the employees.
- Need based training will yield good result than push method training.
- To provide enough material to the trainees.

References

1. **Anitha H. S, Sowmya K. R.** (2012) Assessment of Training needs and Evaluation of Training Effectiveness in employees of select ITES Companies at Bangalore, International Journal Of Research In Computer Application & Management, 2 (6)June.
2. **Anthony Landale,** (2001) Training and Development, Sultan and Sons, New Delhi.
3. **Aswathappa K.** (2005) "Human Resource and Personal Management" – Text and Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. **Aswathappa. K** (2005), Training and Development, Himalaya Publication House, Mumbai.
5. **Bozionelos, N.** (2002) 'Intra-Organizational Network Resources: Relation to Career Success and Personality', International Journal of Organizational Analysis, 11, 41–66.
6. **Bracken, D.W** (2005) Benchmarking Employee Attitudes on Training and Development, International Journal of Training and Development, viewed on 2.11.2021, https://scholar.google.co.in/scholar?q=International+Journal+of+Training+and+Development,Benchmarking+Employee+Attitudes+on+Training+and+Development,t,&hl=en&as_sdt=0&as_vis=1&oi=scholar
7. **Chhabra T.N.** (2006) "Human Resources Management – Concepts and Issues, Fourth Edition", Shampat Rai & Co., Delhi.
8. Chia-Wen Lee Weidong Wu and Cheng-Fu Yang (2019) Employees' Perceptions of Training and Sustainability of Human Resource, Sustainability, viewed on 10.10.2021 <https://www.mdpi.com/2071-1050/11/17/4622/pdf>
9. **Gupta, C. B.** (2004), "Human Resource Management", Sixth Edition, Sultan Chand & Sons, New Delhi. <https://www.allresearchjournal.com/archives/2016/vol2issue8/PartK/2-7-125-239.pdf> https://www.researchgate.net/publication/348097842_The_Impact_of_Employee_Training_Methods_on_Employee_Wellbeing
10. Jency S (2016) A study on employee perception towards training and development at Indian rare earth limited (IREL), International Journal of Applied Research viewed on 10.10.2021
11. Karupaiyan S, Kumaraswamy T (2012) a study on effectiveness of training among the employees of GK sons engineering enterprises private limited in Tiruchirappalli district, Tamil Nadu International Journal of Multidisciplinary Educational Research 1 (3) August. Viewed on 10.10.2021 www.ijmer.in/pdf/volume1-issue3-2012/63-70.pdf

12. **Mani. A, Joy, P.A,** (2012) Effectiveness of Training among Bank Employees: A Comparative Study of Selected Public And Private Sector Banks In India, JRMEC 2 (7) July.
13. **Phillips, J., & Pulliam, P.** (2000). Level 5 Evaluation: Measuring ROI. Alexandria, VA: American Society of Training and Development.
14. **Ramakrishna. G, Kameswari, Giridhar Kumar. M, Krishnudu.Ch,** (2012) Effectiveness Of Training And Development Programmes- A Case Study Of Canara Bank Employees In Kurnool District, International Journal of Multidisciplinary Research, 2 (4) April.
15. **Rawan Alshawabkeh (2020)** The Impact of Employee Training Methods on Employee Wellbeing: The Mediating Effect of Employee Training Satisfaction and the Moderating Role of Employee Age, Test Engineering and Management, viewed on 09.10.2021
16. **Vijayasamundeeswari.S** (2013) Effectiveness of Training and Development in the Indian Industries, Journal of Business and Management, 6 (5) Jan. – Feb.
17. Xiaoyu Guan , Stephen Frenkel (2019) How perceptions of training impact employee performance: Evidence from two Chinese manufacturing firms, viewed on 9.10.2021, <https://www.emerald.com/insight/content/doi/10.1108/PR-05-2017-0141/full/html>
