

Attitude and Perceptions towards Proficiency Improvement Programs: An integrated overview of stakeholders

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Abstract

Proficiency Improvement programs have become a buzzword in automobile industry especially considering the stiff competition and growing aspirations of burgeoning middle class population. Although PIP program are similar in nature to training program they distinguish themselves on aspect of training content and objective which are more focused on technical aspects of jobs and are addressed to graduate engineers. The study aims to investigate the attitude and perceptions of all stakeholders including the trainers and trainees which would provide crucial insights regarding the organization and execution of training programs. The study reported discontentment amongst trainees regarding the execution, administration and implementation of PIP programs. Moreover such discontentment is not restricted to designation or duration of association with experience implying that employees irrespective of their designation and experience are dissatisfied regarding the execution and administration of PIP programs.

Keywords- PIP, Attitude, Perception, Automobile Industry

INTRODUCTION

The automotive industry is an industry of strategic significance to various countries, with many developing and emerging countries contending for growth markets and the generation of new business and employment opportunities. The core automotive industry (vehicle and parts makers) supports a wide range of business segments, both upstream and downstream, along with adjacent industries. This leads to a multiplier effect for growth and economic development. Furthermore, R&D and innovation within automotive can benefit other industries, such as the insurance industry's use of innovative ideas (for example, automotive telematics). The Indian auto industry is one of the largest in the world. The industry accounts for 7.1 per cent of the country's Gross Domestic Product (GDP). The Two Wheelers segment with 81 per cent market share is the leader of the Indian Automobile market owing to a growing middle class and a young population.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In April-March 2016, overall automobile exports grew by 1.91 per cent. PV, Commercial Vehicles (CV), and Two Wheelers (2W) registered a growth of 5.24 per cent, 16.97 per cent, and 0.97 per cent respectively in April-March 2016 over April-March 2015.* In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the 2W and Four Wheeler (4W) market in the world by 2020.

The sector has been constantly hit by various crisis and in recent time has been subject to policy discussions on issues such as climate change, energy use, passenger safety and mobility. Enterprises in the sector, industry support institutions and policy-makers alike are continuously challenged to revise and adapt their approaches to maintain competitiveness and to sustain their growth path.(UNIDO)

The automobile sector is people based industry where the end product is often produced by a number of employees together delivering the end product for organization and customers. Management of labor intensive industries face daunting task to measure the potential variability in the performance of the staff involved in the end product. Therefore the significance of appropriate training activities for all business within the auto sector is of considerable importance. As training practices have the potential to increase the service levels in the industry, organizations want to work out cost and benefits of training.(Mudkanna, 2014)

Proficiency improvement programs or training and development programs have become one of the key game changer and source of competitive advantage to organizations. Further these proficiency improvement programs shall not only become significant for achievement of organizational goals but also shall play a crucial role in fulfilling national goals or mission as envisaged by policy makers. The PIP training program gives graduate engineers who are working or who intend to work in the automotive industry, knowledge and technical expertise in a wide

range of automotive disciplines through optional modules. Though the PIP programs have been organized by various agencies such as ARAI it would be worthwhile to inquire the attitude and beliefs and perceptions of all stakeholders including top management regarding PIP as it would provide insights regarding effective implementation of PIP programs in the organizations.

LITERATURE REVIEW

Researcher has made an attempt to highlight the key contributions of literature related to training and development especially in the field of automobile industry. Proficiency Improvement program are aimed at graduate engineers who have joined the organization and it is an earnest attempt to provide the graduate engineer insights regarding the industry practices. Unlike other training programs, PIP focus on technical aspects such as auto electronics, vehicle dynamics and many other such programs. In spite of the best of efforts of the researcher the available literature on only PIP is scant and hence considering the objectives and research problem the author has tried to showcase the literature related to training and development and as far as possible related to automobile sector.

Training and Development is a premeditated program with diverse methods designed by professionals in a particular job. It has become most widespread and incessant task in any organization for upgrading and updating skills and comprehension of employees in allegiance with changing environment.(Mayo, 2001)

Attitude towards training and development

The proactive attitude of management in terms of emphasis on training need identification with careful deliberation on role of supervisor and reward system shall help to assuage the concerns of employees which in turn shall help to develop positive attitude towards training thereby increasing its effectiveness. (LI Chun Yan, 2007) Employees' understanding of induction training course was prevalent and the response to the delivery and content of this course was usually positive. (LI Chun Yan, 2007).The supervisors need to be properly rewarded and remunerated for their role in training that shall provide incentive to these trainers without which the acquisition of new skills and implementation of training evaluation, the commitment and involvement of supervisors in training activities was proved to be potentially problematic. (LI Chun Yan, 2007)(Santos & Stuart, 2003) reported that the successful transfer of training

was found to be reliant on the opportunities and resources available to apply new knowledge. The opinion of trainees regarding learning environment was a significant factor responsible for any behavioral change expected from training. Trainees who had positive attitude towards learning environment were more likely to adhere to behavioral changes through training.(LI Chun Yan, 2007) (Heyes, 1994). underlined the importance of reward system in training which shall ultimately influence the trainee attitude towards training which in turn shall dictate the success of training.(Noe, 1986) identified participants' attitudes relating to their jobs and careers and their discernment of the work climate that might have an impact on training outcomes.The positive effects of training and development shall foster irrespective of whether the organization is public or private. Infact T&D practices followed by PSU have great influence on workers psychology and motivate the workers towards their job in a admirable manner. Employees in general have positive attitude towards the T&D practices followed in PSU. (Pedireddi, Imtiyaz, & Murty, 2012)

METHODOLOGY

Objective of the Research

- To identify the attitude and perception of stakeholders towards the administration and execution of PIP programs
- To understand the association between stakeholder attributes such as designation and experience with attitude towards PIP programs.

Hypothesis

Ho1: The attitude of employees towards the execution and administration of PIP programs in automobile industry is not satisfactory

Ho2: There is no significant difference amongst employee in regards to attitude towards PIP administration according to employee attributes

RESEARCH METHOD

For conducting this research, a Descriptive research methodology is adopted, as it Quantitative research. Thus, descriptive research design has been used in this study because the objective of much descriptive research is to map the terrain of a specific phenomenon. This research is based on positivism philosophies. The research aimed at observing the PIP orientations among employees by collecting data from a large number of respondents and statistically analyzing the data. This research utilized deductive approach as this study involved the usage of theories

related to PIP orientations among managerial level employees so as to aid the researcher in arriving at a specific conclusion. As PIP happens to be an important factor for both the organization and the employees, it becomes essential to obtain the viewpoints from the perspective of staffs regarding the importance of PIP.

Primary data collection methods

For this the Primary Data was collected through Questionnaires. The method of sampling was Convenience Sampling method. The secondary data was collected from books, journals, articles and also from the internet.

Sample size: There are 46 organisations, which are members of SIAM and fulfill the requirement of selection criteria. A sample size of 15 (30 % of population) organisations which are true representatives of automotive industries will be selected for study. Out of which 10 four wheeler manufacturers, 01 three wheeler manufacturer, 03 two wheeler manufacturers and 01 from engine manufacturers will be studied. In all 385 respondents from different categories will be covered for collection of data for this research.

Table1: Structure of Sample selection

Sl No	Segment	Total Organizations	Sample Size
01	Four Wheelers	32	10
02	Three Wheelers	03	01
03	Two Wheelers	08	03
04	Engine / Others	03	01
Total		46	15

In these 15 organizations following categories of respondents according to convenience were interviewed. The sample size is based on Morgan table.

Table2: Sample Size

Sr no	Category of respondent	Sample Size
1	Top Management/Senior Management	5
2	HR Manager	30
3	Trainers	50
4	Trainees	300
	Total	385

Based on the Morgan table of sample size a sample size of 385 was estimated. Accordingly 500 employees were contacted for their appointment and willingness to participate in this study. The selection of respondents was purely based on convenience and references provided by the respondents.

Out of 394 questionnaires received 384 questionnaires were found useful and were included in the present analysis.

DISCUSSION

The factor analysis of the statements regarding perception towards PIP programs is done to arrive at meaningful latent factors underlying the perception. The KMO statistics for sample adequacy are reported as below

Table3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.508
Bartlett's Test of Sphericity	Approx. Chi-Square	40.379
	df	36
	Sig.	.283

As the KMO statistics and Bartlett's test of sphericity is not satisfactory factor analysis to the above statements regarding attitudes towards PIP is not recommended and hence factor analysis is terminated for the above matrix.

Median as measure of central tendency

Though the debate on appropriate mean of central tendency seems to preclude this existing study but nevertheless the utility of median as measure of central tendency as against the mean in case of ordinal data seems to be worthwhile. The median instead of mean shall be an appropriate measure of central tendency in case of ordinal data as opposed to continuous or ratio scale the ordinal data does not have fixed interval between 2 or more categories and hence the appropriate mean of describing and comparing such type of data shall be median which is computed using the compute variable function. The median of each statement and the relevant statistics are described in the following section.

Table 4: Crosstabs of Designation and Attitudes towards PIP.

Statement	Chi square	Df	Sign	Cramm er's V	Sign	Krusall's Lambda	Sign
Our organization have a stated organization policy for training and employees are aware of it.	14.297	12	0.282	0.111	0.282	0.016	0.094
The top management of our organization recognizes the importance of PIP as a strategy	9.972	12	0.618	0.093	0.618	0.009	0.543
Our organization has adequate budget for organizing training programs	12.262	12	0.425	0.011	0.425	0.103	0.425
The top management and mid level management are aware of the concept of proficiency improvement program	9.529	12	0.657	0.091	0.657	0.008	0.714
Proficiency Improvement programs are costlier than traditional training program	14.619	12	0.263	0.195	0.263	0.013	0.266
The frequency of PIP in our organization is satisfactory	14.588	12	0.265	0.195	0.265	0.018	0.010
The methodology of identifying training requirement is satisfactory	9.943	12	0.621	0.093	0.621	0.012	0.312
The resource person for PIP training program are knowledgeable	7.662	12	0.811	0.081	0.811	0.006	0.872
The present system of training impartment is satisfactory	10.914	12	0.536	0.097	0.536	0.005	0.948

From the above table it can be inferred that the designation of the respondent and his attitude or perception towards PIP program is not associated significantly. In other words we can conclude that the designation of the respondent and his opinion towards PIP program is not associated nor it influences his opinion towards the program.

Duration of association and Attitude towards PIP

In this section an attempt is made to understand the association between the experience of the candidate and his or her opinion towards PIP programs. The association between the 2 variables is tested through spearman

Table5: Duration of association and Attitude towards PIP

Statement	Spearman Rho	Sign	N
Our organization have a stated organization policy for training and employees are aware of it.	0.018	0.722	385
The top management of our organization recognizes the importance of PIP as a strategy	-0.020	0.690	385
Our organization has adequate budget for organizing training programs	-0.092	0.070	385
The top management and mid level management are aware of the concept of proficiency improvement program	-0.069	0.174	385
Proficiency Improvement programs are costlier than traditional training program	-0.002	0.967	385
The frequency of PIP in our organization is satisfactory	-0.008	0.385	385
The methodology of identifying training requirement is satisfactory	-0.014	0.791	385
The resource person for PIP training program are knowledgeable	0.079	0.123	385
The present system of training impartment is satisfactory	0.030	0.561	385

From the above table it can be inferred that the attitude towards PIP program is not associated with the duration of service with the organization. In other words it can be safely presumed that the experience of the employee does not have any bearing on his opinion towards PIP programs.

HYPOTHESIS TESTING

Ho: The attitude of employees towards the execution and administration of PIP programs in automobile industry is not satisfactory

This hypothesis proposes that the attitude of employees or stakeholders in the automobile industry is satisfactory. The administration and execution of PIP includes various variables such as policy, budget and acknowledgment of PIP as a strategic tool for competitive advantage. It also includes perception towards resource person, frequency of PIP to mention a few. The respondents are asked to express their agreement on a 5 point Likert scale. The median score for all the responses is clubbed and tabulated in the following table

Table 6: Descriptive Statistics regarding PIP attitudes

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
PIP attitude	385	1.00	5.00	2.9013	.82325	.044	-.124
Valid N (listwise)	385						

From the above table it can be seen that average median of all the statements regarding the execution and administration of PIP programs is 2.90 which is indicating that most of the respondents are to more or less extent dissatisfied with the execution and administration of PIP programs in sampled industry. Further we conduct one sample t test to inquire whether such a difference is significant and the results are reproduced below

Table7: One-Sample Statistics regarding PIP attitudes

	N	Mean	Std. Deviation	Std. Error Mean
PIP attitude	385	2.9013	.82325	.04196

Table 8: One-Sample Test regarding PIP attitudes

Table 1: One-Sample Test Regarding PIP Attitudes						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
PIP attitude	69.150	384	.000	2.90130	2.8188	2.9838

From the above table it can be inferred that the results obtained can seldom be attributed to chance alone or in other words we conclude that the median score obtained of sample respondents does not differ significantly from the population mean and hence we accept null hypothesis and reject alternative hypothesis.

Ho2: There is no significant difference amongst employee in regards to attitude towards PIP administration according to employee attributes

The attitude of the employees towards PIP execution or administration may be influenced according to designation and experience of the employee which if understood can help the organizers to align the course objectives and pedagogy for effective information dissemination. The median score of all statements pertaining to the execution and administration of PIP is nomenclature as "Attitude" and is calculated by using the compute variable option using SPSS software. The one way ANOVA is used to find out differences if any regarding attitude towards PIP execution and administration and the results are reproduced below in the following tables

Table 9: ANOVA PIP attitude

D.A. Vihar	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.203	3	.068	.099	.961
Within Groups	260.037	380	.684		
Total	260.240	383			

Table 10: Multiple Comparisons PIP attitude Scheffe

(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
senior manager	hr manager	-.16667	.39959	.982	-1.2887	.9554
	trainer	-.08000	.38800	.998	-1.1695	1.0095
	trainee	-.09967	.37303	.995	-1.1471	.9478
hr manager	senior manager	.16667	.39959	.982	-.9554	1.2887
	trainer	.08667	.19104	.977	-.4498	.6231
	trainee	.06700	.15843	.981	-.3779	.5119
trainer	senior manager	.08000	.38800	.998	-1.0095	1.1695
	hr manager	-.08667	.19104	.977	-.6231	.4498
	trainee	-.01967	.12639	.999	-.3746	.3352
trainee	senior manager	.09967	.37303	.995	-.9478	1.1471
	hr manager	-.06700	.15843	.981	-.5119	.3779
	trainer	.01967	.12639	.999	-.3352	.3746

From the above table it can be inferred that as p value is greater than 0.005 we accept null hypothesis that there exists no significant differences amongst respondents according to their designation in regards to attitudes towards PIP programs administration and execution.

CONCLUSION

The average median of all the statements regarding the execution and administration of PIP programs is 2.90 which is indicating that most of the respondents are to more or less extent dissatisfied with the execution and administration of PIP programs in sampled industry. the results obtained can seldom be attributed to chance alone or in other words we conclude that the median score obtained of sample respondents does not differ significantly from the population mean and hence we accept null hypothesis and reject alternative hypothesis.

The attitude towards PIP program is not associated with the duration of service with the organization. In other words it can be safely presumed that the experience of the employee does not have any bearing on his opinion towards PIP programs. The designation of the respondent and his attitude or perception towards PIP program is not associated significantly. In other words we can conclude that the designation of the respondent and his opinion towards PIP program is not associated nor it influences his opinion towards the program. As p value is greater than 0.005 we accept null hypothesis that there exists no significant differences amongst respondents according to their designation in regards to attitudes towards PIP programs administration and execution.

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