

Training and Development practices of manufacturing Industries

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Abstract

Training and Development is one of the crucial differentiator for business especially manufacturing industries. The training and development system in manufacturing industries in Ahmednagar as needs a systematic overhaul. The present training and development programs lack a systematic approach especially in regards to design and planning approach. For instance there have been no fixed schedule for training and development and moreover such schedule is not disseminated or displayed. The average number of trainings programs which reflect the present training policy of the organization is only 2 which again reflect the apathy of institutions towards training and development. If the testimony of the employees is to be believed then manufacturing industries lack a clear policy of training and development and seldom are employees deputed to external organizations. The methodology of training followed is on the job training and on most of occasions the resource person are internal resource persons or employees of the company. One of the serious grievances put forth by employees is in regards to identification of training and development needs and have ranked it as one of the most important factor influencing their decision to participate in training and development programs. Considering all of the above organizations need to develop a holistic and scientific approach towards training and development.

Keywords- Training, Training Systems, Training Need Analysis

INTRODUCTION

The Indian economy which is the sixth largest economy in the world by GDP has shifted significantly from protectionist and social democratic policies to market based economies by adopting and in fact embracing the process of globalization, liberalization and privatization. Manufacturing holds a important position in the Indian economy, accounting for nearly 16 per cent of real GDP in FY12 and employing about 12.0 per cent of India's labor force. (Neeraj.Arya, 2017) The contribution made by the manufacturing sector in India's real gross domestic product has augmented over the years but the rate of growth has been below expectations.

India ranks 39th out of 138 countries in the world as per the 2017 Global Manufacturing Competitiveness Index (GMCI), prepared by the US Council on Competitiveness, and Deloitte. The significant increase in India's position has been contributed by radical improvements in all sectors barring health and primary education. Looking ahead, India's competitiveness will increase further with its index score set to improve. Moreover it is expected that India would improve on its present position and would have a significant improvement by leaping 6 positions ahead of its present status.

The impact of the post-crisis slowdown on industrial growth has been relatively mild on developing countries including India yet the downward trend in MVA has been significant.(Kanda, 2013).The lower contribution of the country in the manufacturing value added can be attributed to low-level technology, higher input costs and poor quality infrastructure. In fact from traces back to century, it has done better in labor-intensive sectors such as textiles, wearing apparel and leather products. To achieve a considerable improvement in the MVA contribution industry leaders need to pay heed to 2 major enablers namely technology adoption and building a skillful work force. Never before the Leaders need to acknowledge that strategically leveraging technology adoption will help them stay at par with their global counterparts and significantly enhance their ability to deliver in the international market. To alleviate the various hurdles the industries need to invest more in R&D and to create a pool of qualified and skilled workforce. But having said this resource at the disposal at the hands of Micro, Small and Medium Enterprise are very scare and seldom would they have the privilege to employ them for untested waters. Hence in the global context the manufacturing sector is poised for unprecedented changes whether it is in technology or human resource related. The industries considering the present socio legal environment can seldom afford to overlook the most precious resource namely the human resource and thereby invest in training and development of their work force to brace them for challenges ahead.

The role of training and development in achieving these objectives has been undisputed and there is plenty of evidence and literature to support this view. In fact apart from tangible and immediate benefits including employee motivation and retention the biggest gainer of any training and development efforts shall be the organization itself where in it can achieve long term competitive advantage including organizational development.

LITERATURE REVIEW

According to Goldstein & Ford, "Training is a systematic way for employee development of existing employees and enhances quality of new and existing employees in particular and organizations in general" (Goldstein & Ford, 2002). As supported by (Noe, Hollenbeck, Gerhart, & Wright, 2006) organizations spend an enormous amount of money and time on training in order to aid employee's learning of job-related competencies. Thus it is important to fully provide the results from training efforts. (Dowling & Welch, 2005) Hence it becomes imperative for the organizations to review their training efforts and its outcomes at regular intervals.

A research by Yadapadithaya and Jim Stewart (2003), on corporate training and development policies and practices in India and Britain reveals that in more than 71% of Indian organizations, the responsibility of training function lies with HR or training specialist, 55% of staff receives training and an amount of Rs. 253.3 was spent on an employee as training investment. Further the author report that 78.6% of Indian companies provide training with an objective to improve productivity, quality and innovation among employees. 89.3% of organizations conduct training evaluation to determine effectiveness of T&D. Thus as observed from the authors findings the percentage of employees receiving training is much lower as compared to global standards.

Kate Hutchings, Cherrie J. Zhu, Brian K. Cooper, Yiming Zhang and Sijun Shao (2009) conducted an interesting study amongst semi skilled workers especially technicians to understand their perceptions regarding training and development programs in the organization. The survey revealed that participants often link their progression in an organization with training intervention and try to gauge the value in terms of benefits received post training in form of increments and promotions. According to author, 52.3% of respondents reported that in spite of attending training, the organization had not provided

them with an increase in salary. 36.2% of respondents reported that training had not provided them with an opportunity for promotion. 25.2% of respondents reported that training was limited only to their initial joining of organization. However, respondents acknowledged that training and development practices had a positive influence regarding their work preparedness, technical abilities, interpersonal abilities, team work, job confidence and work motivation.

Contrary to the findings of Kate Hutchings, Cherrie J. Zhu, Brian K. Cooper, Yiming Zhang and Sijun Shao (2009), Schmidt Steven W. (2009) in his study of training satisfaction of American and Canadian organizations found that none of the socio demographic variables including age, education, race, ethnicity or organizational position influenced job training satisfaction. (Schmidt, 2009) Infact the author concluded that tenure of the respondent in organization was far more effective in influencing training satisfaction. The author further was able to distinguish training satisfaction according to segment in which the respondent rendered his services. In case of customer service representative though the initial satisfaction level is higher it begins to decline with the tenure of employee and sharply increases for employees having service tenure of more than 12 years.

(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)'s, through his training effectiveness model, identified participants' attitudes relating to their jobs and careers and their discernment of the work climate that might have an impact on training outcomes.

METHODOLOGY

The objectives of the research are based on research problem and the premise of research in the present study. The objectives are stated as follows

1. To understand the present state of training development programs across manufacturing industries in Ahmednagar.
2. To identify the attitude and perception of employees towards the present training and development programs.
3. To identify the level of modifications in the present training and development programs across individual and organizational attributes.

RESEARCH DESIGN

Research design according to Saunders, Lewis and Thornhill (2009) can be classified into exploratory, descriptive and explanatory methods. For conducting this research, a Descriptive research methodology is adopted, as it Quantitative research. This research utilized deductive approach. For this the Primary Data was collected through Questionnaires. The method of sampling is simple random sampling. The method is used because we are soliciting data from various blocks of Ahmednagar MIDC. In the present study “employees” were the prime sampling unit. In addition to employees a survey on employers regarding their perception was understood. So the second sampling unit is “Top Management executives”. 450 employees; 30 each from 15 manufacturing industries of Ahmednagar District along with top executives were approached and selected. Secondary data has been collected through various sources. It includes references books, research journals, websites, dealer records, government reports, newspaper and other sources related with the subject. Considering, the scope of the work, it is decided to restrict the present study to the strategies employed by the companies located in Ahmednagar MIDC. Considering the area and large number of companies and number of employees involved in the study, the sampling will be done from ten companies using stratified random sampling method. Data will be collected from 10 participating companies, comprising of small, medium and large scale industries, the employees, their immediate superiors, decision makers and the HR staff from each of the companies. The sample size will be large and medium size industries.

DISCUSSION

The sample consists of 80% male respondent which is in line with the prevailing social scenario where there is a minimal participation of females due to social stigmas. 27.7% of population consists of respondents in the age group 21-30 years.

The percentage of employees who fall in the age group 41-50 years is 25.6% of the total population included in the present study. The percentage of employees who are either have completed secondary education or technical training are 31% everyone in third of sample is a diploma holder followed by employees who have Industrial training to their credit. The given sample consists majority of that respondent having less than 5 years of experience with the present organization. Most importantly one out of every three respondent has reported that there is no fix schedule for training program in the institute.

Modifications in T&D program

Table 1: Modification in T&D

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	312	83.2	83.2	83.2
	no	63	16.8	16.8	100.0
	Total	375	100.0	100.0	

From the above table it can be seen that 83% of the respondents report that modifications in present T&D programs is required which needs immediate and considerable attention from the organizers of the T&D programs.

Table 2: Degree of modifications in Training and Development

Modifications	Highly desirable	Desirable	Can't say	Less desirable	Not desirable at all
Identification of training needs	19.7	22.7	24	19.2	14.4
Curriculum (Topics covered)	16	23.5	21.6	26.1	12.8
Training methodology	19.7	25.3	25.9	19.7	9.3
Selection of Trainers	12.3	24.5	24	26.9	12.3
Selection of participants	16	24.3	28	21.6	10.1
Any other	17.9	20.5	28.3	19.7	13.6
Enhanced training frequency	9.1	9.9	65.1	5.9	10.1
Duration of training	12.5	15.5	25.3	21.1	25.6

From the above table it can be seen that the highest percentages of unsatisfied employees are 19.7% in regards to identification of training needs and training methodology. 44% of employees have expressed their dissatisfaction regarding training methodology. It seems that employees are satisfied with training duration and highest percentage of employees who perceive no modification is necessary in the area of duration of training. The highest percentage of employees who are not sure about modification in training domain belong to training frequency and the percentage of such employees is 65%. The opinion in regards to the present method of trainer selection seems to be divided with

Table 3 : Extent of use of various training methods used

Statement	No response	SA	Agree	Can't say	Disagree	SD
Our organization has a stated organization policy for training and employees are aware of it.	15.7	18.1	19.7	21.9	12.3	12.3
Management recognizes the importance of T&D as a strategy	23.7	19.7	14.4	18.9	10.4	12.8
Our organization has adequate budget for organizing training programs	4.5	12	16.5	41.3	12.8	12.8
Management make ample efforts to sensitize employees regarding importance of training	0	12.8	12.8	21.1	27.7	25.6
The frequency of T&D in our organization is satisfactory	9.1	12.8	9.9	22.7	26.9	18.7
The methodology of identifying training requirement is satisfactory	4	5.9	16.8	24.3	23.5	25.6
The resource person for T&D training program are knowledgeable	6.7	7.2	12.8	26.4	22.9	24
The present system of training impartment is satisfactory	7.2	13.6	17.3	24.3	20.3	17.3
Employee get an opportunity to discuss about their training needs with their superiors	9.9	11.2	15.7	24.5	18.4	20.3
Our organization has fixed training calendar	4.3	11.7	11.7	29.1	19.7	23.5

From the table it can be observed that the area of present training system where the highest number of respondents is strongly convinced is the acknowledgment of training and development as one of the strategy that shall lend the organization a competitive advantage. The area of disagreement in present training program namely sensitization of employees towards training and methodology of Training need identification seems to be cause of concern for highest number of respondents. 41% of the respondents are not sure about the budgetary provision of training which is highest for any training area. 37% of respondents agree to the statement that organization has a stated organization policy for training and employees are aware of it as against 24% of the employees who are not convinced about the same. 44% of the employees either agree or strongly agree that Management recognizes the importance of T&D as a strategy where as 22% of the employees contradicts the same. As compared to 20% of respondents who either agree or strongly agree that The resource person for T&D training program are knowledgeable, 47% of employees disagree or strongly agree the same. 13% and 17% respondents strongly agree and agree that present systems of training are satisfactory as compared to 37% of respondents who either disagree or strongly disagree regarding the same.

CONCLUSION

The overall values of 3 constructs derived from factor analysis is well below 3 and hence we can

safely presume that majority of participants have suggested modifications in present training and development program and hence we reject the null hypothesis that present training and development practices are satisfactory across manufacturing industries in Ahmednagar. The participants have suggested modifications in training methodology and further inquiry into exact modifications needed by them should be inquired. The training and development system in manufacturing industries in Ahmednagar as reported by respondents needs a systematic overhaul. The present training and development programs lack a systematic approach especially in regards to design and planning approach. For instance there have been no fixed schedule for training and development and moreover such schedule is not disseminated or displayed. The average number of training programs which reflect the present training policy of the organization is only 2 which again reflect the apathy of institutions towards training and development. If the testimony of the employees is to be believed then manufacturing industries lack a clear policy of training and development and seldom are employees deputed to external organizations. The methodology of training followed is on the job training and on most of occasions the resource person are internal resource persons or employees of the company.

One of the serious grievances put forth by employees is in regards to identification of training and development needs and have ranked it as one of the most important factor influencing their decision to participate in training and development programs. Considering all of the above organizations need to develop a holistic and scientific approach towards training and development. First and foremost organizations need to conduct a orientation of its employee regarding the objective of training and development is not job rotation as perceived by them but on other hand an important strategic tool for organizational development. The scientific approach regarding training need analysis complemented by employee involvement in design of training design shall in the long run ensure enthusiastic and active contribution by employees.

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