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DEVELOPING EMPLOYEES PERFORMANCE THROUGH TRAINING PROGRAMMES IN ENGINEERING INDUSTRY



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Short Profile

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ABSTRACT:

Engineering industry plays a crucial role in the economic development of the country. The industry is making increased efforts to achieve a high rate of industrial growth. The small, medium and large scale engineering units have a distinct role to play in achieving the national goals of increased industrial production and in solving the problems in the field of exports and imports as these units have a vast potential to growth.

KEYWORDS

Engineering industry, economic development, organizations, Economic performance.

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INTRODUCTION :

Today, organizations are becoming conscious about new technologies. Competition necessitates improvement of the quality of product, reduction in the cost to make price competitive, innovation in the product development leading to achieving organizational goals. All these require the workforce which is trained, motivated, goal oriented committed. Economic performance of any business organization is greatly depend on how efficiently the human resources are utilized. After the liberalization, privatization and globalization process in early 1990s, the organizations have come to understand the fact that the people are the center of the whole system. To manage the human resource in any sector is a challenging job.

Human resource/Manpower is an important and valuable asset of the company. It is now realized that prosperity of business is not depend on technological progress and innovations in the different areas but efficient management of human resources is a crucial factor in determining the growth and prosperity of the business organization.

There is a need to bring about improvement in recruitment, selection, training and motivation of human resources. Therefore, deep and intensive study into the methods, techniques and procedures of recruitment, selection as well as training is necessary.

At present, the small scale, medium and, large scale engineering units in Western Maharashtra including Satara District stand out as a significant part of the social economy not only in terms of production, but also in terms of production, but also in terms of employment and value added. Now a days, the technology in the engineering industry changing rapidly. Accordingly, they have to adopt new techniques quickly for their survival and growth. Taking into account the prevailing situation, to make efficient and effective utilization of all the resources, there is need of managing the human resource properly. Therefore, the study is intended to focus on the various aspects of human resource management like human resource planning and forecasting, recruitment, selection, promotion, transfer, training, and motivation etc.

Human resource or manpower training is considered to be a normal function of HRM after recruitment, selection and placement. A trained employee will not only do the job more effectively and efficiently but also get more satisfaction from his work. Therefore, the need for manpower training has attracted the attention of organizational researchers. According to Shola42 the need for labor training arises from the fact that no organization can exist without combining labour with perhaps one or more other factors of production.

Training is the process of teaching the new and /or present employees the basic skills they need to effectively perform their job. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee for doing his/her job,. Thus training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively.

OBJECTIVES OF THE STUDY:

To examine the different methods of on the job as well as off the job training to workforce in selected units of Engineering Industry in Satara district.

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Hypothesis:

There is high utilization of training and development programme in medium and large scale EUs over the small scale.

Collection of data:

The Primary data required for this study is collected through the following ways:

Questionnaire:

Detailed and comprehensive questionnaire was prepared for managers for collection of required data. The pilot study was conducted to pretest the validity of the questionnaire. With the help of this pretested questionnaire the method of enquiry was suitably amended and the final draft of the questionnaire was made and necessary information was collected accordingly.

In all, 85 engineering units have been surveyed comprising 25% of small scale units and 25% of medium and large scale engineering units respectively.

To study the differences in different practices followed by small scale and medium and large scale EUs, Pearson’s chi square test is applied. The actual result of this test is compared with .05 level of significance. If the result of chi square test is > .05, it is not significant and if the result is < .05, it is significant. To draw the conclusions by using chi square test, the SPSS package is used. The information collected by way of questionnaire and observations regarding various training methods/programmes is presented below:

Table.1
Methods Used for Training the Managers/Employees Reported by Size Class of Units

Types		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 On the job training	Count	58	20	78	.684	.408	NS
	Column N %	96.7%	100.0%	97.5%			
2 Off the job training	Count	16	16	32	17.778	.000	SIG
	Column N %	26.7%	80.0%	40.0%			
3 Apprenticeship training	Count	20	9	29	.883	.347	NS
	Column N %	33.3%	45.0%	36.3%			
4 Any other	Count	1	1	2	-	-	-
	Column N %	1.7%	5.0%	2.5%			
Total	Count	60	20	80	-	-	-
	Column N %	100	100	100			

Source: Survey data

A comparison between small scale and medium and large scale is made and chi square test is

applied. The results of the same are shown in respective table.

Table.1 mentioned above shows that 97% small scale units and 100% medium and large scale units found to be using on the job training method for training the managers and employees. The chi square value is .684 with a P value of .408 which is $> .05$. Therefore, it is not significant.

According to opinions of 27% small scale units and 80% medium and large scale units, off the job training method was followed for training the managers and employees. The value of chi square is significant. Small scale engineering units responded less to off the job training method over medium and large scale. It is because of, off the job training, employees have to remain away from the work. The jobs handled by these units are not of complex nature and do not require the highly technical knowledge. Losing the work by the employee with pay is not affordable to proprietors. Taking into account this situation, it can be concluded that of the job training method is not preferred by small scale engineering units. The chi square value is significant because, value 17.778 has a P value .000 which is $< .05$.

Apprenticeship training method was found to be used by 33% small scale units and 45% medium and large scale units respectively. The chi square value of .883 has a P value .347 which is $> .05$. Therefore, it is not significant.

The information collected in respect of methods of on the job training used by selected EUs is exhibited in table.2.

The table 2 states that, 71% small scale units and 90% medium and large scale units opined that they consider job instruction method of on the job training for the purpose imparting training to human resources. The chi square value is 2.931 with a P value of .087 which is $> .05$. Therefore, difference is not significant.

As per the responses available, 20% small scale units and 70% medium and large scale units have made use of job rotation method for imparting training to human resources. The chi square value of 16.500 has a P value .000 which is $< .05$, therefore, it is significant.

Orientation training method was found to be considered by 27% small scale units and 35% medium and large scale units respectively. The chi square value is not significant.

Regarding the coaching method/technique of on the job method, 16% small scale units and 45% medium and large scale units have responded. The value of chi square is significant in respect of coaching as a on the job training method. Under coaching, employee is trained on the job by his immediate superior. This type of training is usually given to managerial/technical personnel and it provides wide variety of job experience. In job rotation, a trainee is made to move from job to job at certain intervals and jobs vary in contents. These two types of training methods are not expected to be used by small scale engineering units. Therefore, there are a few responses to these training methods by small scale EUs. However, medium and large scale engineering units highly preferred more these methods.

Table.2
On the Job Training Methods/Techniques

Types		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 Job rotation	Count	11	14	25	16.500	.000	SIG
	Column N %	20.0%	70.0%	33.3%			
2 Coaching	Count	9	9	18	6.594	.010	SIG
	Column N %	16.4%	45.0%	24.0%			
3 Job instruction	Count	39	18	57	2.931	0.087	NS
	Column N %	70.9%	90.0%	76.0%			
4 Committee assignments	Count	1	2	3	-	-	-
	Column N %	1.8%	10.0%	4.0%			
5 Orientation training	Count	15	7	22	.422	.516	NS
	Column N %	27.3%	35.0%	29.3%			
6 Apprenticeship training	Count	8	4	12	.325	.569	NS
	Column N %	14.5%	20.0%	16.0%			
Total	Count	55	20	75	-	-	
	Column N %	100.0%	100.0%	100.0%			

SIG = Significant, NS = Not Significant Source: Survey data.

To the apprenticeship training as a method of on the job training, 15% small scale units and 20% medium and large units responded. The chi square value is .325 with a P value of .569 which is > .05 therefore, difference is not significant.

Committee assignment as a method of on the job training method, 2% small scale units and 10% medium and large scale units found to be taken into account. The chi square test is not applied due to less response.

An effort was made to elicit information regarding off the job training methods/techniques used; responses of the same are presented in Table.3

Table .3 indicates that 76% of EUs stated about the use of lecture method and 48% were found to be responsive to role playing method used for imparting training to managers/employees. Conference/discussion method and performed instruction method was used by 22% and 13% of EUs respectively.

It can be concluded that lecture method by 76% and role playing method by 48% EUs are considered as off the job training methods to impart training to human resources.

The information from the above table further indicates that 63% small scale units found to be responded towards lecture method as of the job training method as against this 100% medium and large scale units told about the same method. The chi square value is 7.710 with a P value of .005 which is < .05, therefore, it is significant in this respect. Lectures are regarded as one of the most simple ways

of imparting knowledge to the trainees especially when facts, concepts are principles, attitudes, theories and problems solving are to be taught. The lecture method can be used for very large groups. Lectures are essentials when it is a question of imparting technical or special information of a complex nature. In this type of training, employees are away from actual work and attend the training at outside places. This type of training is not essential as well as suitable to small scale engineering units therefore, in comparison to medium and large scale, these units responded less.

In respect of conference/discussion method, 10% small scale units and 44% medium and large scale units respectively found to be responded. The chi square value of 6.986 has a p value .008, which is < .05, hence, it is significant.

40% small scale units stated about the use of role playing method as a off the job training method ,whereas, 63% medium and large scale units found to expressed their opinions towards the same. The chi square value is not significant.

The use of vestibule method found to be made by 27% small scale engineering units and 56% medium and large scale units respectively. The chi square value of 7.710 has a P value .005 which is < .05. Therefore, difference is significant.

The use of vestibule method found to be made by 27% small scale engineering units and 56% medium and large scale units respectively. The chi square value of 7.710 has a P value .005 which is < .05. Therefore, difference is significant.

Table.3
Off the Job Training Methods

Methods		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 Vestibule method	Count	8	9	17	3.920	.048	SIG
	Column N %	26.7%	56.3%	37.0%			
2 Role playing method	Count	12	10	22	2.177	.146	NS
	Column N %	40.0%	62.5%	47.8%			
3 Lecture method	Count	19	16	35	7.710	.005	SIG
	Column N %	63.3%	100.0%	76.1%			
4 Conference/Discussion method	Count	3	7	10	6.986	.008	SIG
	Column N %	10.0%	43.8%	21.7%			
5 Performed instruction	Count	3	3	6	-	-	-
	Column N %	10.0%	18.8%	13.0%			
Total	Count	30	16	46			
	Column N %	100.0%	100.0%	100.0%			

SIG= Significant, NS= Not Significant

Source: Survey data

CONCLUSIONS:

Regarding the methods used for training to managers and employees, the methods are found to be varying from unit to unit. On the job training method by 98%, off the job training method by 40% and apprenticeship training by 36% EUs respectively found to be followed for training the human resources.

In respect of on the job training methods used, it is found that mainly job instruction by 76%, job rotation by 33%, orientation training by 29% and coaching by 4% engineering units were found to be considered. Regarding the off the job training, 76% units followed lecture method. 48% EUs have been considering role playing method to impart training to human resources. Vestibule training by 37% conference by 22% and performed instruction by 13% engineering units have been followed.

Thus it can be concluded that the 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 higher job involving higher responsibilities. In other words training is a learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform his job.

SUGGESTIONS:

It is important that training contributes to employee stability. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organizations. Training makes the employees versatile in operations. By considering the importance of training and as it is not possible to all the engineering units to impart, it is suggested that the manufacturers associations, district industries center and proprietors, jointly have to arrange training programmes for development of human resources. By such effort, it will be possible for engineering units to make available the staff, to overcome the problem of finance and use of tools and equipments efficiently for training purpose.

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