
EFFECT OF TRAINING AND DEVELOPMENT PRACTICES ON ORGANIZATIONAL EFFECTIVENESS OF AUTOMOBILE INDUSTRIES IN PUNE.

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1. Introduction:

In today's modern area, the progressive industries have long back comprehended that change is inevitable in various part of the industry. In present globalization period, industrial scenario is evolving rapidly. To survive in this scenario it is important to be proactive organization who can manage their human assets very well. Despite the fact that man, machine and material are the key variables of creation, it is just the workers whose value is conveyed through knowledge sharing, teamwork and he can change over information into gainful activities. Motivated employees can be the key asset of organizational development. Training effectiveness asses by measuring change in trainee's knowledge, skills and behavior. Learning outcomes can be judge by trainee's feedbacks. Pre and post training test shows the effective training programme. Timely follow up of feedback play important role to minimize the loopholes in effective training. An equipped and inspired employee makes organization more effective. It builds an energetic employee to address distinctive difficulties like quality production, innovation, chop down wastage, maintenance of capable human resources and among them creates feeling of belongingness towards the organization.

Training and development can be act as a mediator for human resource development which will help to make effective and successful organization, so there is need to study the relation between various training parameters and its impact on overall organizational development. This study would help to know the relation between training development practices and organizational effectiveness of automobile industries in Pune district.

2. Objective:

The main objective is to study the impact of training and development practices on organizational effectiveness of automobile industries in pune.

3. Hypothesis:

H 0: There is no positive impact of training and development practices on organizational effectiveness of automobile industries in pune.

H 1: There is positive impact of training and development practices on organizational effectiveness of automobile industries in pune.

4. Historical background of training and development:

The twentieth century exhibits dramatic changes inside the universe of work, and the twenty-first appears to have continued with the subject of progress. Organizations have advanced regarding purpose, measures, structure, administration theory and relationship with the outside world. The apprenticeship structure created in old societies to give a composed route to the training of unskilled workers by master craftsmen. With the beginning of the Industrial Age, the training of the unskilled underwent a dramatic transformation in which vocational education and training emerged to supplant the conventional apprentice framework.

Historical background of training and development ²

Year	Details
Pre-1800s	Apprenticeship and on the job training
1812	Kriegsspiel (Wargame) develop to train Prussian and German armies
1872	Hoe and company establishes the first documented factory school to train machinists and the need for quicker training driven by the industrial revolution meant many companies soon followed suit with their own factory schools.
1892	John H.Patterson, creates the first widespread sales training by giving his sales team the NCRPrimer.Vestibule training was also introduced during the late 1800's, which combines the strengths of classroom and on the job methods in smaller classrooms.
1910	Dr.J.L. Moreno designed the first role playing techniques.
1911	Scientific Management, Frederick Taylor studied motion and time use of employees to develop ways of doing work that reduced non productive time.
1917	Charles Allen creates the show Tell Do and Check method of training in response to an increased need for shipyard workers.Training plays critical part during First world war
1941	World war II ,Govt. commissions developed Job Instruction Training (JIT)
1942	American society of Training Directors named as American society For Training and Development (ASTD)
1950	After world war companies wanted train people efficiently .Individualized Instruction became prominent
1954	Kirkpatrick Training Evaluation Model
1956	Benjamin Bloom led a committee which helped trainer better match the information to instructional methods.
1960	First computer assisted instruction launches.Albert Bandura writing about observational learning.
1962	The concept of instructional design was first articulated by Robert Glaser. Training Magazine begins publication
1970	Malcolm Knowles originates the term informal learning
1980-1990	Computer based Training uses the method of individualized instruction.
Mid to late 1990	E-learning and computer based training, but grows popularity when Jay Cross begins using it in 2004.
Early 2000	Mobile learning enters the training lexicon at the beginning of century
2002	Nick Pelling coins the term Gamification, although people have been using gaming elements in many applications for two centuries.
2008	MOOC's start seeing use in distance education and the training industry isn't far behind
2010	The success of personal social networking sites catches the attention of training and departments and concept of social learning takes on new dimensions.

(Table No.1.1 Historical background of training and development)

5. Training and development in automobile industries:

The Indian auto industry is one of the biggest in the world. The industry accounts for 7.1 per cent of the country's Gross Domestic Product (GDP). The sector experiencing a hi-tech growth and mechanical changes. The key players of automobile sector are expanding their plant by concentrating on large scale manufacturing. India has remarkable growth in auto export. In year 2016 overall automobile exports increased by 1.91 per cent .As a result of LPG (liberalization,

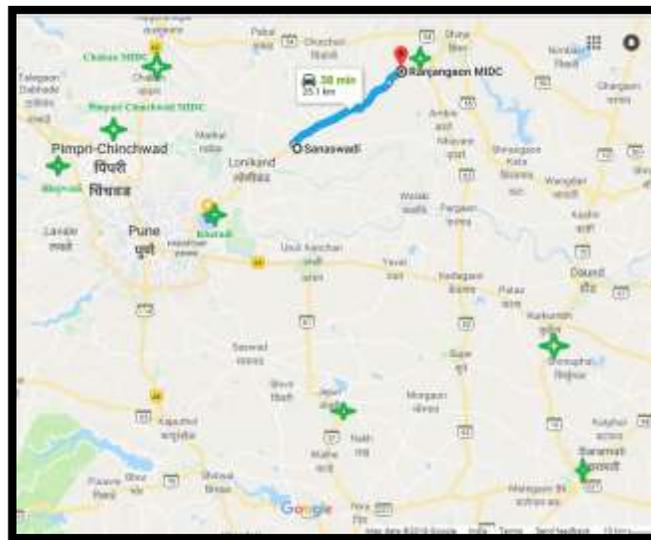
privatization and globalization) drastic change has been observed in consumers life style ³.

As per the consumers demand auto sector have to update with new trends for that combination of technology and competent employees are key player. Quality conscious organizations concentrated on the skilled employees. The organizations are searching for equipped and conferred employees.

6. Automobile industries in Pune:

As Maharashtra State is leading in Automobile Industry, Pune District is playing major role for becoming Maharashtra State as a Backbone of Indian Economy. The automobile sector is high-flying in Pune. Pune is India's fifth not only auto motor producing district but also auto engine delivering region in India. The establishment of Maharashtra Industrial Development Corporation (MIDC) by the Government of Maharashtra and Central Governments Five Year Plan has played a major role for new initiatives in Automobile Industry. It leads to foreign direct investment, raw material and skilled labour availability. Along with car segment other class of vehicles are also manufacturing in these companies such as two wheelers, three wheelers and four wheelers including trucks and tractors thereby contributing to the Indian economy ⁴.

Figure 1.1 shows industrial area in Pune district. For study Researcher has selected Ranjangaon and sanaswadi industrial area in Pune which covered maximum automobile industries⁵.



*Figure No.1.1 Industrial area in Pune District
(Source: www.google.co.in/maps)*

7. Review of literature:

Rama Devi, Nagurvali Shaikh, (2012), has studied in their study on “Training and Development a jump starter for employee performance and organizational effectiveness”, that the performance of employees was grown as per the training provided to them. The study differentiated the employees in three different categories that slow learner, medium learner and fast learner. Where; the study revealed that the fast learners will survive in the competition for longer period. Training provided by organizations will improve the initiative and quality of work of the employees which will make them loyal towards the organization ⁶. The study concluded that the training and

development helps to improve the effectiveness of organization as well as individual performance graph of the employees.

Sasikumar, Vijayraj and Malaryizhi, (2012), have studied the training methods used in Godrej in Tamil Nadu. The paper was on “Effectiveness of Training in Godrej”, and they analysed the effect of training on employees. They have mentioned that the main objective of training programme is to increase the skill, knowledge and personality of the employees. For organization point of view it increases the quality of production. Individual employees can be developed in the corporate through training ⁷. They concluded their study that the proper trained and developed employees become more confident and committed towards the organizational growth and effectiveness.

Verma Shefali, (2011), has revealed in her paper titled “A study of training in insurance and their impact on employees’ productivity”, that training holds the key responsibility of employee development. Upgrading skills, knowledge and behaviour are the main benefits of training. The ultimate aim of every training is to increase the performance of the employee ⁸. The study also reveals that training program helps to employees to accelerate the personality development skills and strengthen the relationship between subordinates and the peers in the organization. The study has analysed the various insurance sector advisors through questionnaire method. It was found in the study that training motivated the insurance advisor to improve their performance. Further the study was concluded that the productivity of employee was depending on the frequency of the training by the organizations. But trainings should be organised frequently not always.

Abdus Sattar Niazi, (2011), has studied the training and development strategies and he concluded his study that in Pakistan domestic companies were not fulfilled the requirement by the employees regarding training. It finally results into the huge gap between the skills required by the employees and actual skills of employees. It enhances the lacking of knowledge amongst the employees to do the proper work and effectiveness in the work ⁹. Organizations should have to take more efforts to the trainings to employees for job requirements. The author further suggested in his study that managers should have to identify the training needs and according to that they have to design the training policy. Training need analysis is the key to define the training policy for the effectiveness of the training in the organization.

Vimala Kumar, Ms Hu Yanan, (2011), have studied in their study on “Training factors and its impact on training effectiveness in Kedah state development corporation”, that training programmes are the most essential component in the organization to improve the effectiveness of work of the employees. The study explored the factors which were most significant in the human resource development. Training, environment at workplace, organizational involvement in the process of human resource development, training environment these were scrutinized in the study¹⁰. The research was concludes as the environment in the organization helps positively towards effective training results.

Mohsin Nadeem, (2011), extracted in his study on “Role of training in determining the employee corporate behavior with respect to organizational productivity: Developing and proposing Conceptual Model”, that the training helps in determining the conceptual model which was required in the employee development¹¹. This study preferred the impact of corporate behavior on organizational productivity. Training was significant when the employees were not working in their full capacity and capabilities the productivity will goes down. The study reflected various aspects of corporate behavior and that were useful for the organizational productivity improvement. Training plays significant role in the excellence of the organization. The study also reflected that there was a significant relationship between productivity and corporate behavior.

Kate H, Cherrie Zhu, Brian Cooper, Yiming Zhanag and Sijun Shao, (2009), have studied in their study titled “Perceptions of the effectiveness of training and development of ‘grey-collar’ workers in the People's Republic of China”, that employees were investing so much on the job as well as off the job¹². Organizations were taking care of values of the employees. Training helps to improve the value of employees for the organizations. The employees training and their improved value were based on their age and position in the organization. The study further explained some examples which will help to improve the quality of employees through training facilities in the organization. The grey collar workers required the training and development programmes for their knowledge up gradation. The study was concluded with the perception towards effectiveness of training and development which was positive and helpful for the organizational development as well.

8. Summary of Research Methodology:

- Type of study: Descriptive Research
- Sample Size: 293 employees
- Sampling Procedure: Purposive Sampling
- Method of data Collection: Survey and interview method with structured questionnaire was used
- Instrument for Data Collection Questionnaire
- Questionnaire Reliability Cronbach Alpha α reliability coefficient
- Statistical Tools Used IBM SPSS 20
- Statistical Test KMO and Bartlett's Test, Mean score, Correlation Test.

9. Data Analysis:

According to central limit theorem parametric and non parametric both test can be applied hence the researcher has used correlation, mean score tests. KMO and Bartlett's test was used to check data adequacy and Cronbach Alpha α was used to check the internal consistency of the variables in the instrument.

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Table No: 1.2 Correlations between Training and Development Practices (TDP) and Organizational Effectiveness. (OE)

Correlations between TDP and OE		TP_Mean Score	OE_Mean Score
Training Practices	Pearson Correlation	1	.630**
	Sig. (2-tailed)		.000
	N	293	293
Organizational Effectiveness	Pearson Correlation	.630**	1
	Sig. (2-tailed)	.000	
	N	293	293

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

According to Karl Pearson correlation test, correlation coefficient always lies between -1 to 1.

Where $r = 1$ states that there is strong positive correlation between two variables.

$r = -1$ states that there is strong negative correlation between two variables.

$r = 0$ states there is no correlation between two variables.

As shown in Table No.1.2, there is correlation between training and development practices and organizational effectiveness and correlation coefficient i.e. $r = .630$ It has been seen there is a positive correlation between training and development practices and organizational.

Hence null hypothesis is rejected and alternative hypothesis accepted i.e. **There is a positive impact of training and development practices on organizational effectiveness.** Combination of well planned technical and behavioral training has positive impact on training effectiveness of automobile industries in pune.

10. Findings:

Most of the employees were trained under both technical and behavioural training programme. Some of the employees either were not trained under such training programme or there will be other than training factor which leads to job satisfaction for them.

11. Conclusion:

Consistency in effective training enhanced employees knowledge and skills, which they update and implement while performing their duties which results quality production, and also encouraging them to take a new responsibility that leads to create various opportunities for career development, job satisfaction. In most of the organizations overall training practices conducted smoothly which leads to individual and organizational development. Combination of well planned technical and behavioural training has positive impact on training effectiveness

12. Suggestion:

Organizations should also impart behavioral and sensitivity programs conducted outside the work premises to enhance team building and bonding among employees by conducting management games and using other methods like case studies, role play.

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