

**A STUDY ON TRAINING AND DEVELOPMENT IN MANUFACTURING
SECTOR AT STANADYNE AMALGAMATIONS PRIVATE LIMITED,
CHENNAI**

A PROJECT REPORT

Submitted by

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Reg. No. 0820400020

In partial fulfilment of the requirements
for the award of the degree

Of

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KCT Business School

Department of Management Studies

Kumaraguru College of Technology

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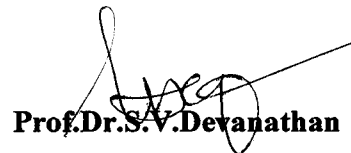
**DEPARTMENT OF MANAGEMENT STUDIES
KUMARA GURU COLLEGE OF TECHNOLOGY (AUTONOMOUS)
COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled “A STUDY ON TRAINING AND DEVELOPMENT IN MANUFACTURING SECTOR AT STANADYNE AMALGAMATIONS PRIVATE LIMITED, CHENNAI” is the bonafide work of Ms. K.V.KAVITHA who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


Mrs.HemaNalini

Faculty Guide

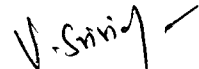

Prof.Dr.S.V.Devanathan

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Evaluated and viva-voce conducted on 11.09.09



Examiner I



Examiner II



Tuesday, July 28, 2009

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. K.V.Kavitha, (Roll No.08MBA20) a first year MBA student of KCT Business School, a constituent of Kumaraguru College Of Technology, Coimbatore, Tamilnadu, carried out a Project titled, "Training and development Program in Manufacturing Sector" in our Human Resource Department.

The Project duration was from 18.06.2009 to 28.07.2009.

During the period of her project work with us, we found her to be sincere, diligent, interactive and hard working person. Her aspiration to learn on human resource management was exemplary and has done excellent work.

We wish her success in her future endeavours.

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I thank **Mr. R.Suresh**, HR Manager, STANADYNE AMALGAMATION PVT LTD for his valuable guidance throughout my project.

DECLARATION

I hereby declare that the dissertation entitled “A STUDY ON TRAINING AND DEVELOPMENT IN MANUFACTURING SECTOR AT STANADYNE AMALGAMATIONS PRIVATE LIMITED, CHENNAI” submitted for the MASTER OF BUSINESS ADMINISTRATION degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles.


K.V.KAVITHA 10/9/09

EXECUTIVE SUMMARY

Training is a short term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.

In this study, efforts have been made to conduct a detailed analysis on Training and Development programmes at Stanadyne Amalgamations Private limited. The main objective of the present project is to identify essential factors for training and development programme in the organization and to give suggestions for better improvement in the organization.

The data has been analyzed for few months . The nature of data was primary data source pertaining to survey conducted from the respondents as well from the reports analyzed from country. The tools used to analyze the collected data are percentage analysis and chi-square analysis.

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CHAPTER 1

INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Training is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance learner's knowledge, attitude or skills) so the learner can better perform a current task or job. Here's another perspective, a person's performance is improved by showing her how to master a new or established methodology.

The technology may be a piece of heavy machinery, a computer, a procedure for creating a product, or a method of providing service. It can also be termed as a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of individual and to satisfy the current and future needs of the organization.

The need for training exists in all levels of management to perform any task in a predefined and structured manner to get desired standards which is applicable for the existing employer as well as for new recruited employers at various levels.

Development is training people to acquire new horizons, technologies or view points. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services and competitive organizations. It is learning for growth of the individual but not related to a specific person or future job. Unlike training and education, which can be completely evaluated; development cannot always be fully evaluated. This does not mean that we should abandon development programs; at helping people grow and develop is what keeps an organization in the cutting edge of competitive environments. Development can be considered the forefront of what may be now calling the learning organization.

This term is often viewed as a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold performance. This development often includes a wide variety of methods, eg: orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self development. Some view development as a lifelong goal and experience.

In the present scenario adequate training becomes essential .When it comes to manufacturing sector training becomes inevitable. The training is always a means to an end and not an end itself unless it leads to development of the employees, avoids wastage of invaluable human resources, a financial commitment on the

management, precious productive time of the employees and as well the organization.

In addition to technical training with regard to their jobs and machines, developmental programmes are being conducted in attitudinal, behavioural and self –development areas for white collar employees. Most of the forward looking organizations have focused on developmental programmes, using the term training to also signify development programmes .Thus, study of training and development in manufacturing sector becomes an absolute necessity.

1.2 REVIEW OF LITERATURE

Herman Aguinis¹ and Kurt Kraiger, Annual Review of Psychology, Vol. 60: 451-474; The article provides a review of the training and development literature since the year 2000. We review the literature focusing on the benefits of training and development for individuals and teams, organizations, and society. We adopt a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in organizations can produce important benefits for each of these stakeholders. We review the literature on needs assessment and pretraining states, training design and delivery, evaluation and transfer of training to identify the conditions under which the benefits of training and development are maximized. Finally, we identify research gaps and offer directions for future research.

Ian Roffe, Journal ²: Journal of European Industrial Training , Year: 1999 ,Volume: 23 ,Issue :4/5 ,Page: 224 – 241; The review the contributions to the understanding of creativity and innovation in organizations and interprets the implications for training and development. Highlights key and recurrent principles: the benefits of an integrated organizational approach, the right climate

1-Herman Aguinis¹ and Kurt Kraiger², Annual Review of Psychology, Vol. 60: 451-474

2-Ian Roffe, Journal: Journal of European Industrial Training , Year: 1999 ,Volume: 23 ,Issue :4/5 ,Page: 224 – 241

for creativity, appropriate incentives for innovators, a structured means of search and a systematic way to convert an opportunity into an innovation. It implies a broad range of skills development including: team working, communications, coaching, project management, learning to learn, visioning, change management and leadership. Even though techniques for the development of innovation and enhancing creativity in individuals are well founded, there are relatively few reports on the practice of mainstreaming creativity in an organizational setting. Likewise, although the transition from idea to innovation can be systematized, problems arise from customized applications that involve the management of the change process. The application of Internet and intranet communications for innovation are beginning to emerge but the literature base lags the speed of applications. The paper concludes with a synopsis of the training and implications of stimulating creativity and innovation in organizations.

Janice Jones³, Asia Pacific Journal of Human Resources, Vol. 42, No. 1, 96-121 (2004) ,The principal objectives in this paper are to compare and contrast training and development initiatives for a longitudinal sample of 871 small and medium-sized enterprises in the Australian manufacturing sector that have

3- Janice Jones³, Asia Pacific Journal of Human Resources, Vol. 42, No. 1, 96-121 (2004)

embarked upon different growth development pathways; and to examine possible connections between small and medium-sized enterprise growth, and training and development. Statistical analysis reveals highly significant differences in management training and qualifications, training changes, as well as training methods, providers and fields, across the low-, moderate and high-growth small and medium-sized enterprise development pathways. Furthermore, training is a relatively consistent concomitant with small and medium-sized enterprise growth.

Charles Tennant⁴, Mahithorn Boonkrong, Paul A.B. Roberts,Journal: **Journal of European Industrial Training**, Year: **2002**,Volume: **26** ,Issue: **5** ,Page: **230 – 240**.Outlines the key areas which manufacturing organizations should consider in order to improve the effectiveness of training programmes for production operators. The authors carried out a study of UK-based manufacturing companies to identify current evaluation methods, and identify the predominant barriers to the implementation of effective training programmes. The research concluded that most of the companies believed that their training programmes did not realize the full potential in terms of higher productivity, better on-the-job performance, and improved quality. Causal factors

4- **Charles Tennant⁴, Mahithorn Boonkrong, Paul A.B. Roberts,**Journal: **Journal of European Industrial Training**, Year: **2002**,Volume: **26** ,Issue: **5** ,Page: **230 – 240**

were found to be inadequate training objectives and evaluation mechanisms, which stem from a number of barriers. Proposes a training programme measurement model, which has been adapted from existing concepts, and could be applied by manufacturing organizations as a framework for carrying out appropriate evaluation activities. Concludes with some recommendations for future policy, and areas of further research in the implementation of training programmes in manufacturing organizations.

Donald H. Brush ⁵, Journal of Management, Vol. 9, No. 1, 27-39 (1983), Skill learnability, the degree to which a particular managerial skill can be acquired or modified by training and development, is described and discussed. It is argued that those managerial skills com prized of large social interactive components and affected by underlying no cognitive attributes are more difficult to learn than skills which can be articulated through a common body of knowledge or technology. Implications for organization resource allocation between selection and training strategies and future research directions are discussed.

5- Donald H. Brush ⁵, Journal of Management, Vol. 9, No. 1, 27-39 (1983)

International Journal of Training and Development ⁶, **Volume 12 Issue 2, Pages 121 – 134, Published Online: 19 May 2008**, In recognition of its increasing importance, many organizations make periodic assessments of their training and development activity. The objective of the present study was to extend the concept of capacity building to the assessment of training and development activity in an automobile component manufacturing organization, using a developed and validated instrument. The study subjects were 36 middle-level managers selected on a stratified basis. The research described here provides a new methodology for the evaluation of training and development activity. Perception-based, consensus-oriented assessment is proposed as a valuable tool for evaluating and improving training and development activity. Brainstorming sessions led to suggestions for enhancing capacity in identified lag areas. In addition, this assessment serves as a platform for subsequent evaluation of the effectiveness of training and development activity.

Frank M. Horwitz ⁷ , **Journal: Journal of European Industrial Training** , **Year: 1999 , Volume: 23 , Issue: 4/5 , Page: 180 – 190**; Evaluates how HRD needs which arise from different business strategies will depend on, among

6- **International Journal of Training and Development** ⁶, **Volume 12 Issue 2, Pages 121 – 134, Published Online: 19 May 2008**,

7- **Frank M. Horwitz** ⁷ , **Journal: Journal of European Industrial Training** , **Year: 1999 , Volume: 23 , Issue: 4/5 , Page: 180 – 190**

other things, the purpose and structure of the strategies involved. Considers the motivation for strategic HRD, expenditure and responsibility. Concludes that a strategic approach to training and development necessitates increased theoretical rigour, more rigorous evaluation of effectiveness, and resolution of responsibility for training.

1.3 OBJECTIVE OF THE STUDY

Primary Objective:

- To identify the factors essential for training and development programme in the organization.

Secondary Objective:

- To analyze the impact of training and development programme in the organization.
- To find out the existing training system from view point of employees in the organization.
- To encourage the employees for better integration with the company.
- To suggest suitable measure to strengthen the present training system to make it more effective and valuable both in technology as well soft skills development.

1.4 SCOPE OF THE STUDY

- The study would help us to find the effectiveness of training and development of the employees in the manufacturing sector.
- Training and development is needed to raise the morale amidst employees.
- Training would make the employees to work with commitment, with minimum of supervision, cost, waste and to produce quality goods.
- Training would increase the social responsibility among the employees which not only benefits the organization but also the external environment.

1.5 RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research methods/techniques but also the methodology. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, the median or the standard deviation or chi-square, how to apply particular research techniques.

Type of study:

The Type of study is descriptive in nature. Descriptive study is concerned with describing the characteristics of a nature of a group. Hence the aim of the present study is to obtain accurate information on the training and development programme at Stanadyne Amalgamations Private Ltd.

3.1 Population Design:

The entire population from the organization is taken into consideration and data was collected. The method used here is Census Sampling Method.

1.5.1 Methods Of Data Collection

Primary Data:

The primary data collected for research is done through questionnaire and observation, which help to conduct the survey amidst the entire respondents in the organization.

Secondary Data:

The Secondary data was available to the project in the form of office report records, attendance records, training manuals and procedure etc. Relevant materials were surfed through net and added to the project.

1.5.2 Tools used for analysis

- Percentage Analysis
- Chi-Square Analysis

1.6 LIMITATIONS OF THE STUDY

- The study has been conducted only with the employees in the city of Chennai, since the companies branches are located in abroad. So the study has been limited to a small area.
- Some information cannot be accessed due to its confidential nature.

CHAPTER 2

ORGANIZATION PROFILE

CHAPTER II

ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

In 1876 as the Hartford Machine Screw Company, Stanadyne's history of precision and quality had its roots in the development of the automatic machines for screw production. Growing through the industrialization of America, the Hartford Machine Screw Company became a leading supplier of precision metal components for industries throughout North America manufacturing components in several locations in the USA.

During the 1940's, the company began to develop the mechanical rotary fuel distribution pump that today powers many of the world's diesel engines. As the market grew for diesel pumps, other innovative products were developed to serve the needs of the additional elements of the diesel fuel system. Today, filters, injectors, fuel management systems, support product and additives complete the product offering for fuel systems.

Today, Stanadyne's emphasis on quality and productivity helps the company to exceed the expectations of the market for its products. This, along with

Stanadyne's drive to develop innovative new products, like the GDI pump for direct gasoline injection engines and the development of new revenue streams through its precision components contract manufacturing business, PCA, continues to make Stanadyne the partner of choice.

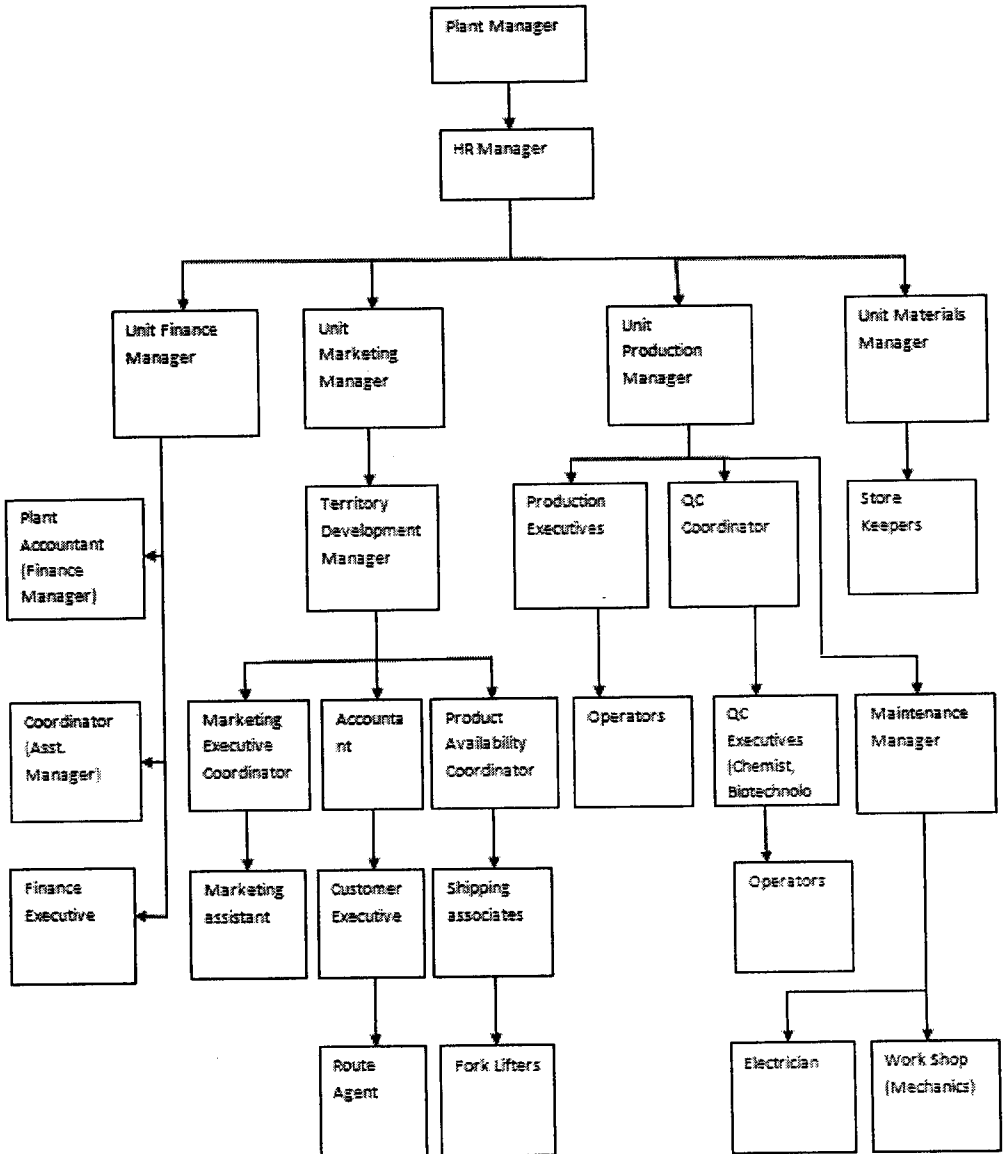
As a major step in supporting the company's role as a global supplier, Stanadyne announced plans to begin production of diesel injection equipment in India during 2002. Stanadyne Amalgamations Private Ltd., a joint venture company, was basis for Indian manufacturing. While Stanadyne planned initially to export from this plant, the large Indian domestic market was a key factor in the move into the area. With annual sales averaging 4, 00,000 India is the largest consumer of diesel powered tractors the world. The joint venture partner, Amalgamations Private Ltd., is a major participant in the Indian tractor industry, manufacturing Simpson brand engines and TAFE agricultural equipment.

With over 130 years of machining experience and over 50 years as a supplier of diesel fuel injection equipment, Stanadyne's core competencies in product design, precision machining, and the assembly and testing of complex components have earned the Company a reputation for innovative, high quality products.

The Company possesses an extremely broad range of manufacturing technology and know-how and is capable of high-volume production runs, machining high-quality components within tolerances of 0.0005 millimeters (20 millionths of an inch) on a cost effective basis. In addition to designing and manufacturing, the Company has been successfully pursuing business to manufacture.

Stanadyne's products help engines keep running. The company makes fuel injectors and pumps, primarily for diesel engines used in agricultural and industrial off-highway equipment. The company also makes fuel filters, fuel heaters, and oil pumps for diesel engines, and supplies parts to the diesel engine aftermarket.

ORGANIZATION STRUCTURE



Productpotential

Stanadyne manufactures its own proprietary products including pumps for gasoline engines and diesel engines (up to 250 horsepower, an engine range comprising approximately 90% of all diesel engines produced worldwide), injectors and filtration systems for diesel engines and various non-proprietary products manufactured under contract for other companies. Stanadyne sells its fuel injection products to its customers on an individual component basis or by complete line. The primary focus of Stanadyne is the agricultural and industrial off-highway segments of the market. Fuel pumps and injectors, Stanadyne's primary products, are the most highly engineered, precision manufactured components on a diesel engine and comprise the core components of a diesel engine's fuel system.

Because fuel system components are so elemental to the proper functioning and optimal performance of a diesel engine, they are essentially custom engineered for a specific engine platform. As a result, the Company typically supplies these components on a sole source basis for the life of engine platforms and enjoys a leading position in the aftermarket. Stanadyne also manufactures diesel fuel management systems including fuel filters, fuel heaters and water separators, oil pumps and other precision manufactured components

and distributes diesel fuel conditioners, stabilizers and diesel engine diagnostic equipment. Due to its competencies in precision manufacturing, assembly and testing of complex products, the Company has been successfully pursuing business to manufacture and assemble, on an exclusive contract basis, components designed by other companies.

Fuel Systems

In 1952, Stanadyne entered and revolutionized the Diesel Fuel Injection market with the introduction of the first rotary distributor diesel fuel injection pump. Today, Stanadyne is known around the world as a leading supplier of diesel fuel systems and components. In addition Stanadyne is quickly becoming an industry leader in the fast growing field of Gasoline Direct Injection (GDI).

Our products are for engine applications in agriculture, construction, power generation, industrial, marine, and on-highway vehicles. Over the years Stanadyne has expanded with precision manufacturing locations in China, India, Italy, and the United States. We have been providing innovative fuel system solutions to our customers for over 50 years and continue to focus on developing future cutting edge fuel systems, that will help distinguish our customers' engines from their competition.

Diesel Fuel Additives

The heart of the diesel engine is its fuel injection equipment and the major enemy of this equipment is poor quality diesel fuel. From our extensive research and testing and our experience in manufacturing diesel fuel injection systems, Stanadyne found that variations in diesel fuel quality around the world can adversely affect today's precision fuel injection systems. Poor quality diesel fuel can cause performance issues, premature wear, gumming of components, and plugged filters. To resolve these issues and to provide protection of the fuel injection system, Stanadyne developed its own line of diesel fuel additives.

Stanadyne diesel fuel additives are the only ones in the world that are:

Made by a fuel injection systems manufacturer

- Tested and approved by major diesel engine and vehicle manufacturers
- Proven to perform best in independent tests

Stanadyne diesel fuel additives protect and improve the performance of all diesel fuel injection systems including:

- High pressure common rail
- Unit injectors
- Rotary distribution pumps
- In-line pumps

Diesel Fuel Filters & Water Separators

Stanadyne diesel fuel filters and water separators are a unique, patented, modular system that can be customized for virtually any application.

There are three Fuel Manager Systems available:

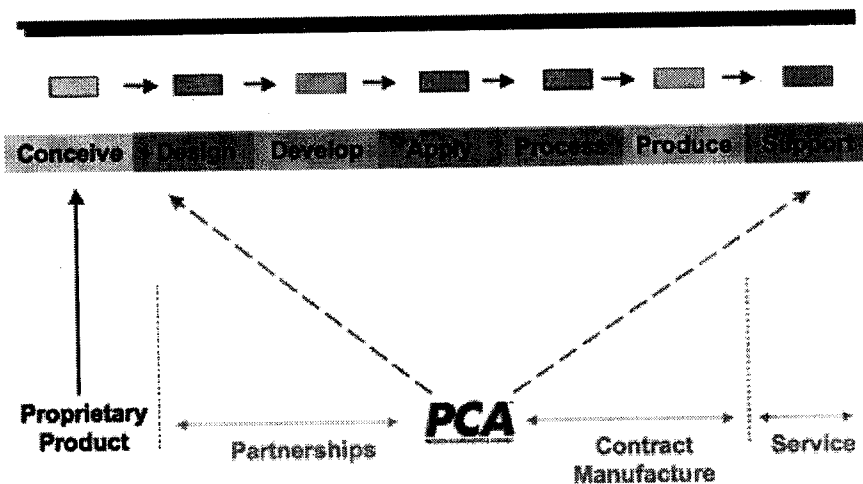
- FM 10 Series for diesel engines from 10 to 200 HP, with a maximum fuel flow rate 60 U.S. gals./hr. (230 LPH).
- FM 100 Series for diesel engines up to 350 HP, (80 U.S. gals./hr. or 300 LPH).
- FM 1000 Series for diesel engines from 250 to 600 HP, with flow rates up to 180 U.S. gals./hr. (680 LPH).
- Higher flow rates can be accommodated by installing units in parallel.

About Precision Manufacturing

(Divisional Name: Precision Components and Assembly: PCA)

Precision Components and Assembly is a manufacturing service we provide to our clients. PCA™ applies the extensive capital and intellectual resources of Stanadyne to provide our customer's high volume, complex component manufacturing and assembly services. Not only will PCA manufacture complex micron-tolerance components, but also design, prototype, and develop products to suit the customer's program.

Stanadyne Process Structure



Key Statistics about Stanadyne

Top Locations

- Hartford, Connecticut Area
- Greenville, North Carolina Area
- Springfield, Massachusetts Area

- Verona Area, Italy
- Chennai, India

Companies related to Stanadyne

Stanadyne employees are most connected to

- Danaher - Jacobs Vehicle Systems
- Delphi
- Pratt & Whitney

Quality:

“Our commitment is to achieve Customer Satisfaction by supplying right quality product at right time”.

Strength Of the Company:

Their strength is adopting latest technologies through committed research, consistent innovation. They try to identify the gaps in the organization and go for improvisation. They focus and take essential steps for achieving precision manufacturing. They adopt Lean manufacturing .The company is an ISO: 9001 certified organization.

CHAPTER 3

DATA ANALYSIS & INTERPRETATION

CHAPTER-III

3. DATA ANALYSIS AND INTERPRATATION

PERCENTAGE ANALYSIS

Table 3.1: Age of the Respondents

The table presents the various age groups of the respondents from less than 25 years, 25-35 years, 35-45 years and 45- 55 years.

Age	No of Respondents	Percentage (%)
less than 25yrs	12	15
25-35yrs	51	64
35-45yrs	11	14
45-55yrs	6	7
Total	80	100.0

Table no 3.1 clearly infers, majority (64%) of the respondents falls under the age group of 25-35 years and 7% of the respondents falls under minority age group between 45-55 years. It is concluded that most of the respondents are between the age group of 25-35 years in the organization, because of more

Diploma holders with rich experience are most suitable for this organization.

CHART NO.3.1

CHART REPRESENTS THE AGE GROUP OF RESPONDENTS

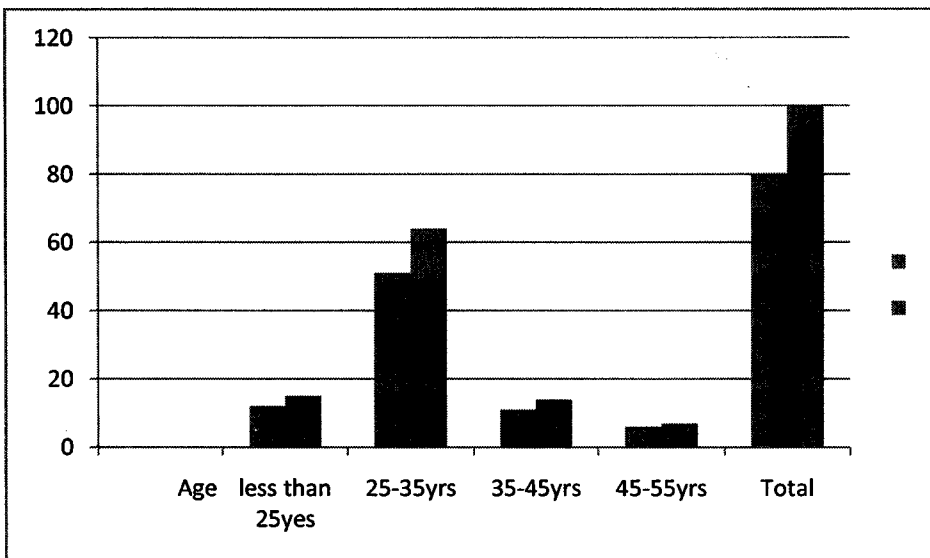


Table 3.2: Education level of the respondents

The table shows the educational level of various respondents who have completed U.G.Degree, P.G.Degree and Diploma holders.

Education	No of respondents	Percentage
U.G degree	11	14
P.G degree	28	35
Diploma	41	51
Total	80	100

Table 3.2 clearly infers that 51% of respondents hold diploma degree and 14% of the respondents hold U.G. Degree. It is concluded that maximum of the respondents in the organization have Diploma background of education.

CHART NO 3.2

CHART REPRESENTS THE EDUCATIONAL LEVEL OF EMPLOYEES

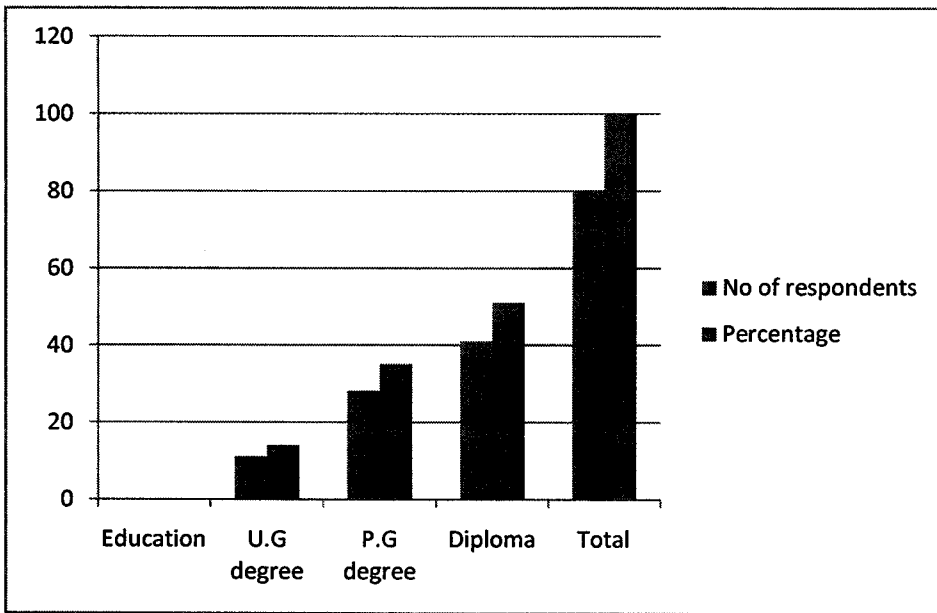


Table 3.3: Experience of the employees

The table presents the experience of the employees who has work experience above 10 years, 7-10 years, 4-6 years, 1-3 years, less than a year respectively.

Experience	No of Respondents	Percentage (%)
above 10 yrs	3	4
7-10yrs	16	20
4-6yrs	42	52
1-3yrs	15	19
less than a year	4	5
Total	80	100

Table 3.3 clearly infers, 52% of respondents have work experience around 4-6 years and 4% of the respondents have work experience more than 10 years. It is concluded that most of the respondents in the manufacturing sector has work experience around 4-6 years because the organization has been started before 8 years and many of them have retained in the organization itself without shifting the jobs.

CHART 3.3

CHART SHOWING THE EXPERIENCE OF THE RESPONDENTS

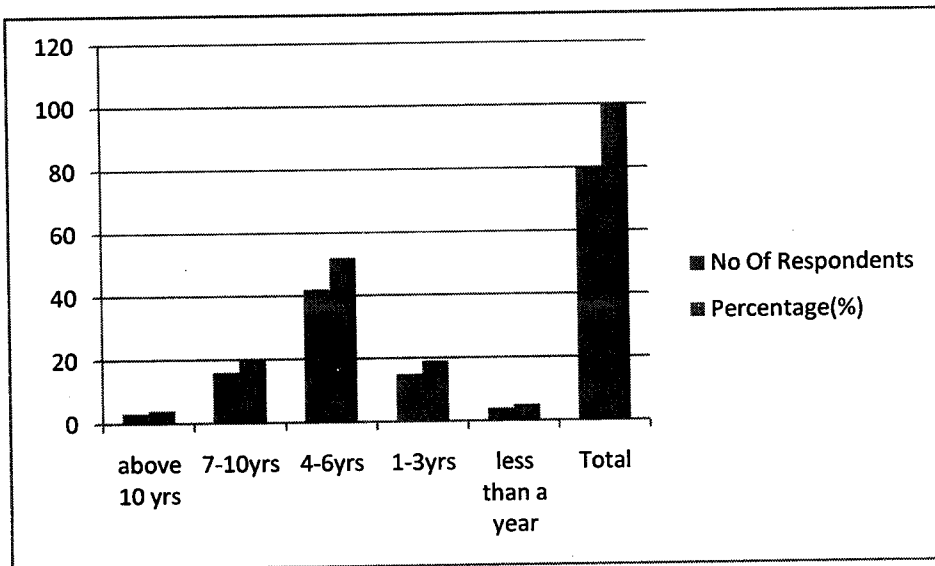


Table 3.4: Income level of the employees

The table presents the income level of the respondents ranging from 10000-20000, 20000-30000, 30000-40000, 40000-50000, above 50000.

Income in Rs.	No of Respondents	Percentage(%)
10000-20000	37	46
20000-30000	22	27
30000-40000	10	13
40000-50000	5	6
above 50000	6	8
Total	80	100

Table 3.4 clearly interprets the income level of respondents in the organization. 46% of the respondents are in the income level between Rs.10000-20000 . 6% of the respondents earn income in the range between Rs. 40000-50000.It is concluded that majority of the respondents income level is between Rs 10000-20000 because the maximum employees in the organization are diploma holders whose income level is in between Rs.10000-Rs.20000.

CHART NO 3.4

CHART REPRESENTS THE INCOME LEVEL OF EMPLOYEES

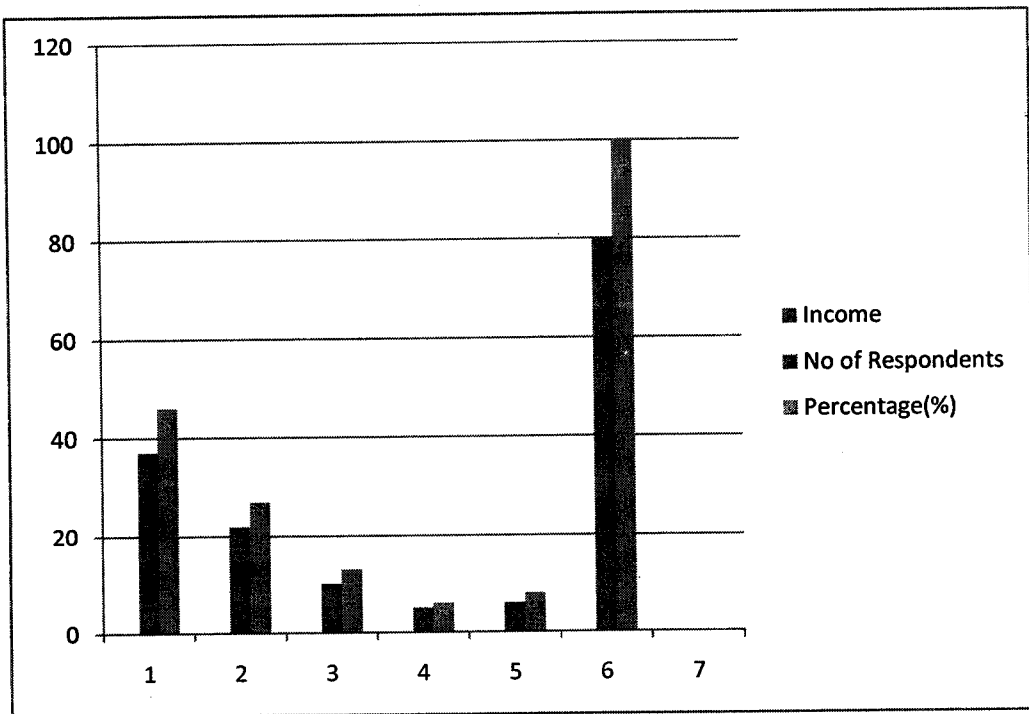


Table 3.5: Training as a part of organizational Strategy

The table represents the training as a part of organizational Strategy where training is strongly, moderately and disagreed by the respondents.

Training as a strategy	No of Respondents	Percentage(%)
Strongly agree	27	34
Moderately agree	52	65
Disagree	1	1
Total	80	100

Table 3.5 clearly interprets about the training which is considered to be a part of organizational strategy. Majority (65%) of the respondents considers training should be a part of organizational strategy.(1%) of the respondent disagree mentioning that training need not be a part of organizational strategy. It is concluded that most of the respondents moderately agree that training must be a part of organizational strategy because based on their experience they consider training should be a part with the organizational strategy.

CHART 3.5
CHART REPRESENTS THE TRAINING AS A PART OF
ORGANIZATIONAL STRATEGY:

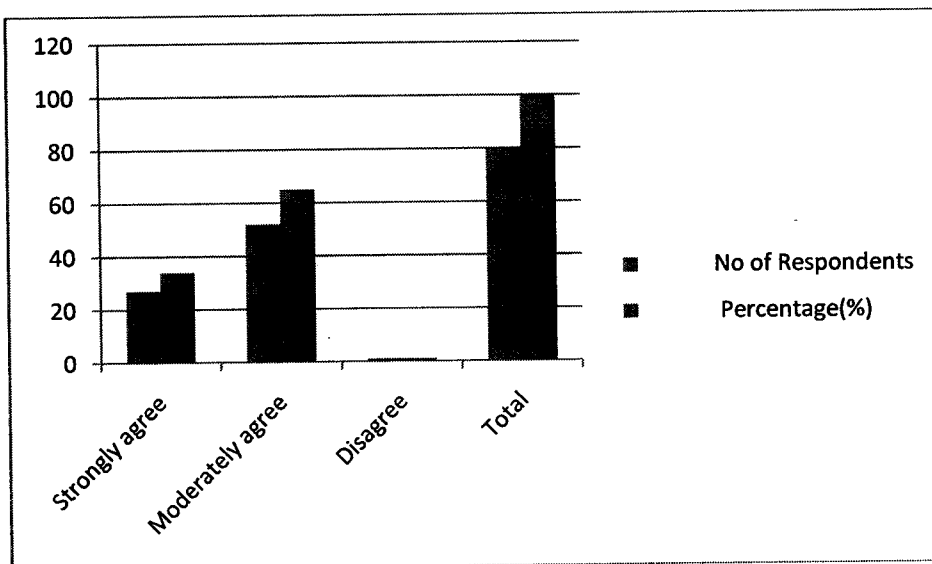


Table 3.6: Training and development programme attended by the employees in a year

The table presents about the training and development programme attended by the employees in a year, where few respondents attend 1-5, 5-10, 10-15 programmes respectively.

T&D Programme in a year	No of Respondents	Percentage (%)
10-15	4	5
5-10	26	33
1-5	49	61
no training	1	1
Total	80	100

Table no 3.6 clearly depicts about the training and development programmes attended by the employees in a year. Maximum (61%) of the respondents attend 1-5 training and development programmes in a year, whereas (1%) of the respondents do not attend any training programme. It is concluded that most of the respondents have undertaken 1-5 programmes in a year, due to more training programs organized after the training need indentified.

CHART 3.6

CHART REPRESENTS THE NUMBER OF T & D PROGRAMMES ATTENDED BY THE EMPLOYEES IN A YEAR

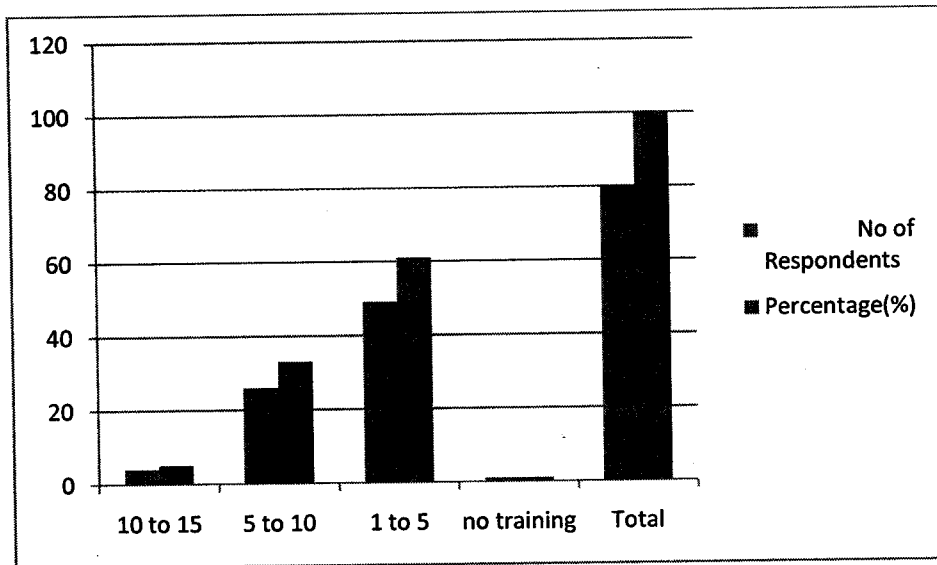


Table 3.7: Sort of training

The Table presents the sort of training preferred by the employees in the organization where online training, classroom training, certified training, process application training is carried.

Sort of training	No Of Respondents	Percentage (%)
Online Training	11	14
Classroom Training	25	31
Certified Training	6	8
Process Application Training	38	47
Total	80	100

Table 3.7 clearly shows 47% of majority respondents prefer process application training and 14% of the respondents prefer online training, where importance is given to process application training amidst the respondents. It is concluded from the above survey the employees prefer process application training which would serve to be a better option to carry out their work.

CHART 3.7

CHART REPRESENTS SORT OF TRAINING PREFERRED BY THE EMPLOYEES.

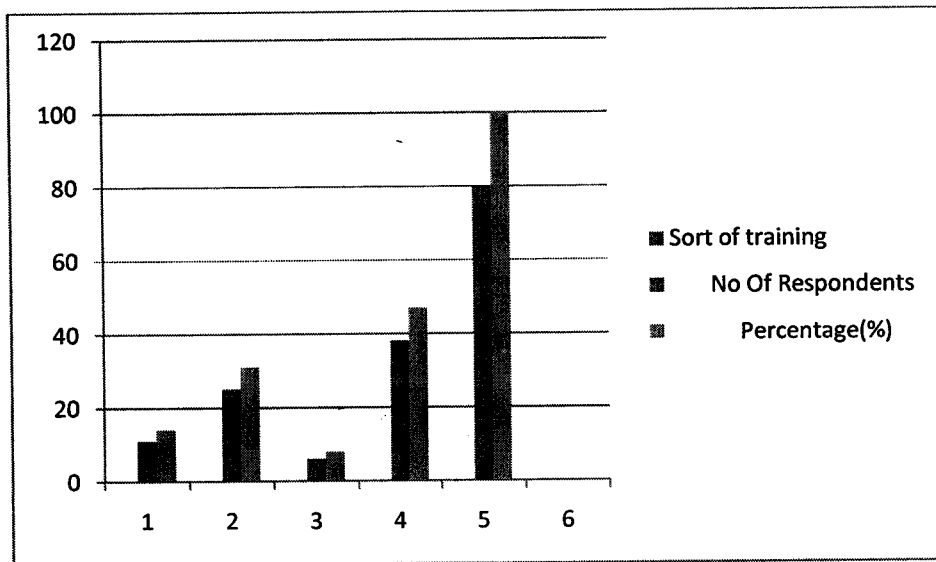


Table 3.8: Satisfaction level of employees

The Table presents the satisfaction level of employees in the training session where the respondents view differently like highly satisfied, moderately satisfied and unsatisfied.

Satisfaction	No of Respondents	Percentage(%)
highly satisfied	25	32
moderately satisfied	54	67
Unsatisfied	1	1
Total	80	100

Table 4.8 clearly depicts the satisfaction level of the employees in the organization where 67% of the respondents are moderately satisfied with the training session in the organization and 1% of the respondents are Unsatisfied. It is concluded that the respondents are moderately satisfied with the training session because there is a gap prevailing in the training needs which should be filled to increase the satisfaction level of the employees with the training session conducted in the organization.

CHART 3.8

CHART REPRESENTS THE SATISFACTION LEVEL OF THE EMPLOYEES

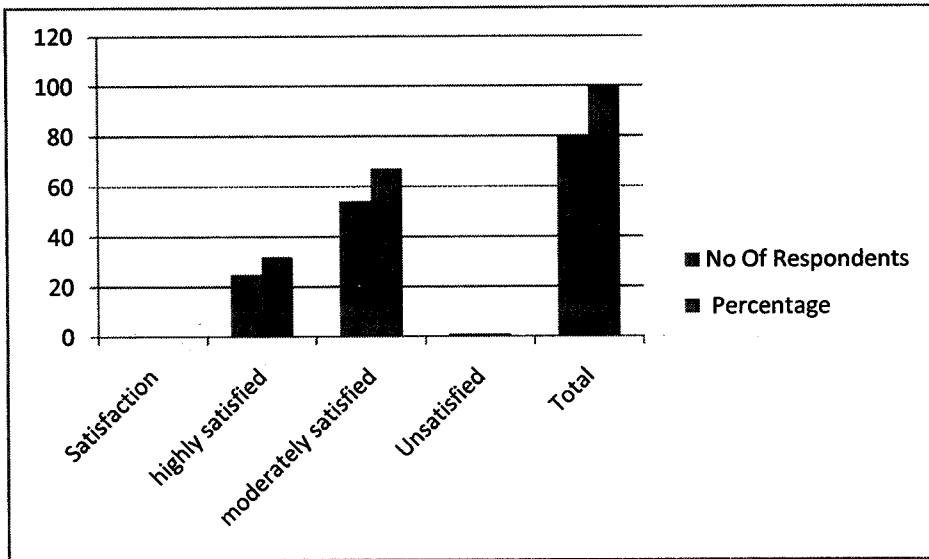


Table 3.9: Nature of workplace

The Table presents about the nature of workplace where training occurs

Satisfaction	No of respondents	Percentage(%)
Excellent	9	11
Good	59	74
Average	12	15
Total	80	100

Table 3.9 clearly depicts the nature of workplace and how its been organized.74% of the respondents have explained the nature of workplace has organized well and 11% of the respondents have explained the nature of workplace has been excellent. It is concluded that majority of the respondents have considered the nature of workplace to be good. There is vital opportunity to organize the workplace excellent for the improvement of organization.

CHART 3.9

CHART REPRESENTS THE NATURE OF WORKPLACE IN THE ORGANIZATION

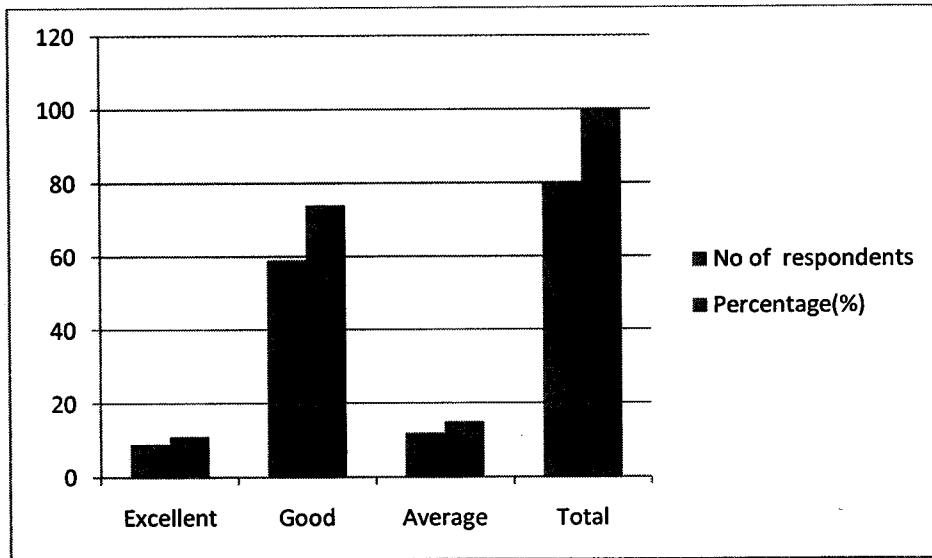


Table 3.10: Reasons for shortage of skills amidst the employees

The Table presents the reasons for shortage of skills amidst the employees in the organization

Shortage of skills	No of respondents	Percentage (%)
Lack of proper guidance and training	23	29
Lack of support from superiors	8	10
Lack of planning	20	25
Lack of knowledge in handling equipments	29	36
Total	80	100

Table 3.10 clearly depicts the reasons for shortage of skills amidst the employees. Maximum of the respondents(36%) insisted that reason for shortage of skills with them is due to lack of knowledge in handling equipments. (10%) of the respondents insisted that lack of support from superiors. It is concluded that the majority of respondents suggest shortage of skills amidst them is due to lack of knowledge in handling equipments because they lag in handling because of shortage of basic skills as well due to lack of concentration while giving training.

CHART 3.1.0

CHART REPRESENTS THE SHORTAGE OF SKILLS AMIDST EMPLOYEES

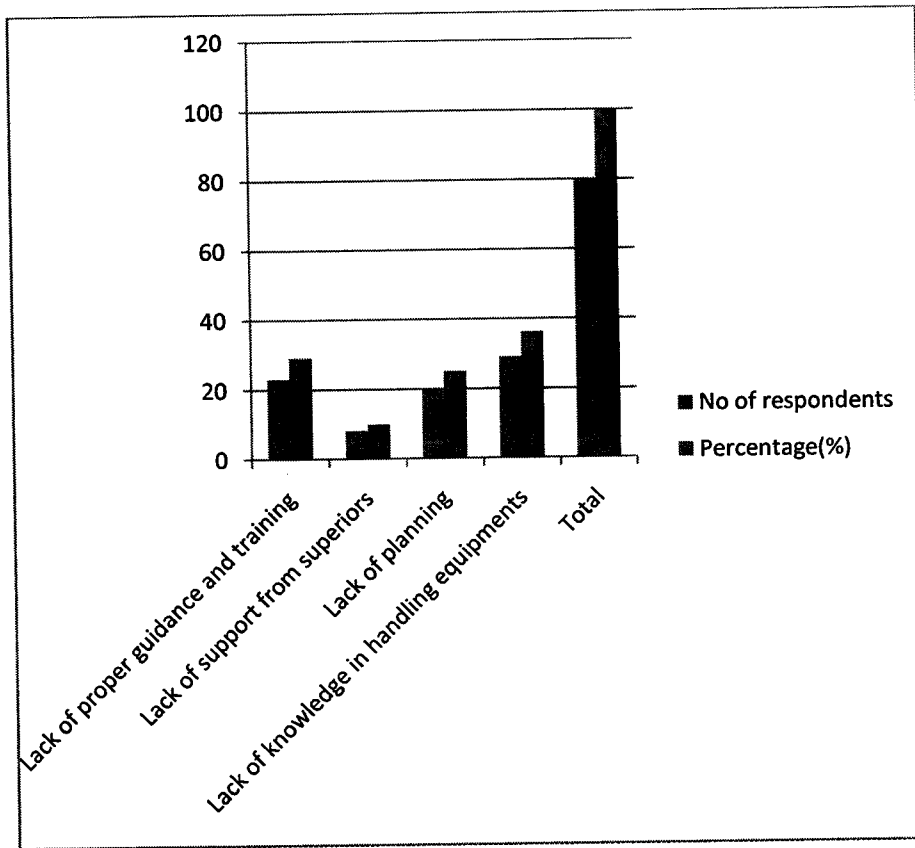


Table 3.11: Effectivity of training

The Table shows the effectivity of training in improving productivity

Satisfaction	No of respondents	Percentage
higher level	19	24
at an average	57	71
below average	4	5
Total	80	100

Table 3.11 clearly predicts the effectivity of training in improving productivity. Maximum (71%) of the respondents says training improves productivity at an average level. 5% of the respondents mention training improves productivity below average. Finally it is concluded that effectivity of training in improving productivity is at an average level. There is a vital scope for increasing it into higher level.

CHART 3.11

CHART REPRESENTS THE EFFECTIVITY OF TRAINING IN IMPROVING PRODUCTIVITY

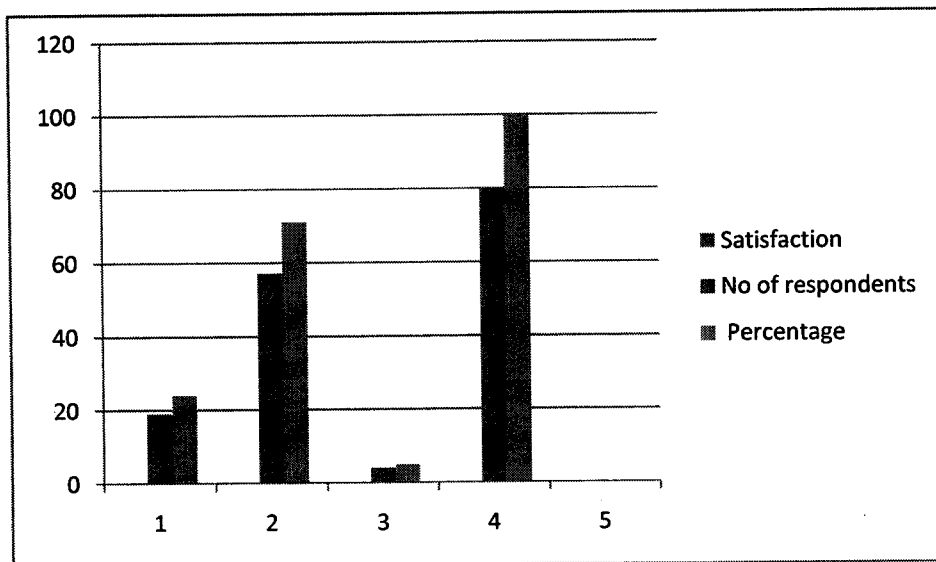


Table 3.12: Quality of product

The Table presents the quality of product obtained after conducting the training program

Quality	No of respondents	Percentage(%)
Excellent	8	10
Good	65	81
Average	7	9
Total	80	100

Table 3.12 clearly interprets the quality of product obtained after conducting the training program. Maximum(81%)of the respondents represents the quality of product to be good. 9% of the respondents represents the quality of product to be average after training. It is concluded from the majority of the respondents suggest quality of product to be good and there is a wide scope to improve the quality of the product to an excellent level.

CHART 3.12
CHART REPRESENTS THE QUALITY OF PRODUCT

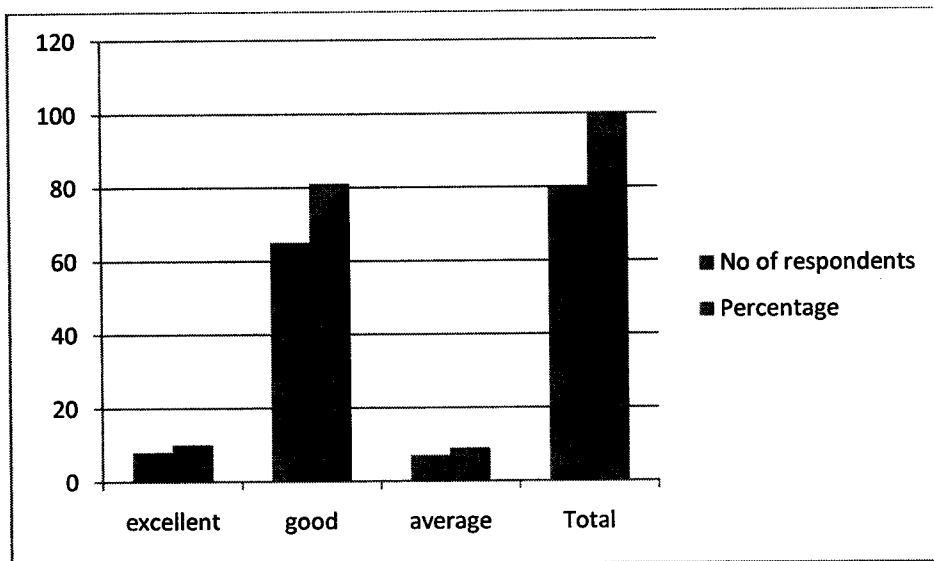


Table 3.13: T& D programmes improve career opportunities

The Table presents the training and development programmes preferred by the employees to improve career opportunities

Career opportunities	Frequency	Percentage
leadership training	9	11
external study	24	30
quality work life	25	31
Others	22	28
Total	80	100

Table 3.13 clearly infers to know whether training and development programmes improve career opportunities. Maximum (31%) of the respondents prefer quality work life will pave way to improve career opportunities. (28%) of the respondents prefer other programmes to improve career opportunities. It is concluded that quality work life will improve career opportunities because it makes the respondents to move with various level of management and to get wide exposure to contacts of many people where they could form a strong network.

CHART 3.13
CHART PRESENTS T& D PROGRAMMES IMPROVING CAREER OPPURTUNITIES

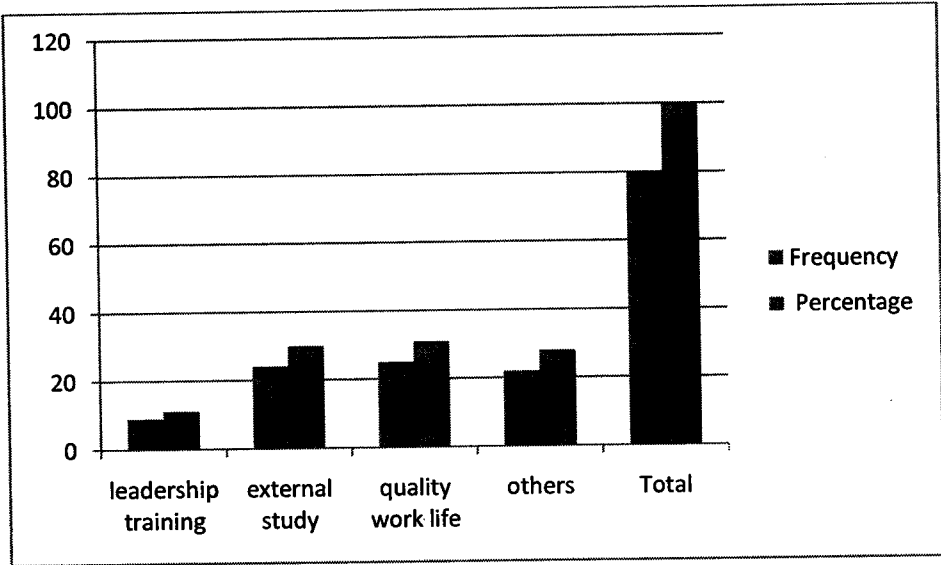


Table 3.14: Functional area and its importance during training

The Table presents functional area should be given more importance in the organization during training.

Functional area	No of respondents	Percentage(%)
Production	48	60
Marketing	30	38
R&D	2	2
Total	80	100

Table 3.14 clearly tells about which functional area should be given more importance to training and development programme. Maximum(60%) of the respondents says the organization has to improve production aspects. (2%) of the respondents replied to give more importance to R&D. It is concluded that production area should be given more preference because the respondents consider that employees should be given still more training in production area.

CHART 3.14
CHART PRESENTS THE FUNCTIONAL AREA AND ITS IMPORTANCE DURING TRAINING

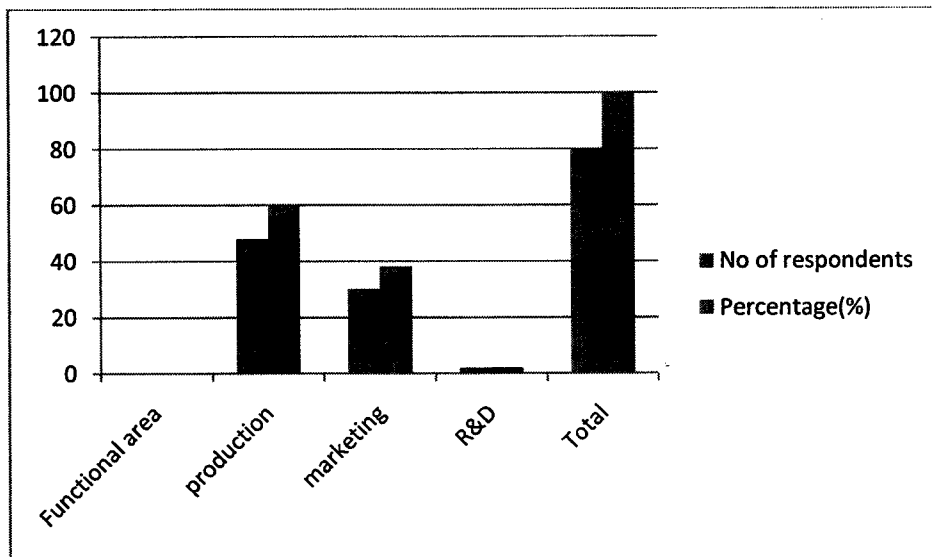


Table 3.15: Duration of training

The Table presents the duration of training in the organization where it represents about various duration of training.

Duration	Frequency	Percentage
Sufficient	14	18
to be extended	55	69
Neutral	1	1
to be shortened	1	1
manageable	9	11
Total	80	100

Table 3.15 clearly indicates the duration of training in organization.69% of the respondents prefer to extend the duration of training.(1%) of respondents suggest the duration should be shortened. It is concluded that the duration of training should be extended because survey obtained from the respondents suggest training period is not enough to continue training.

CHART 3.15

CHART REPRESENTS THE DURATION OF TRAINING OF THE EMPLOYEES

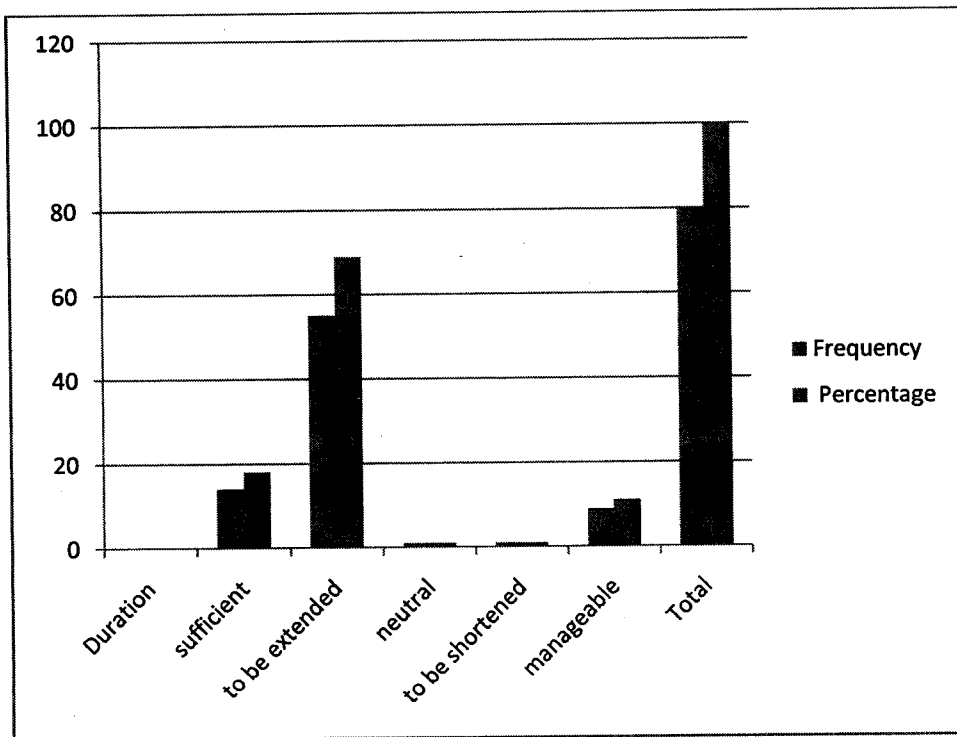


Table 3.16: Extent to which Objectives

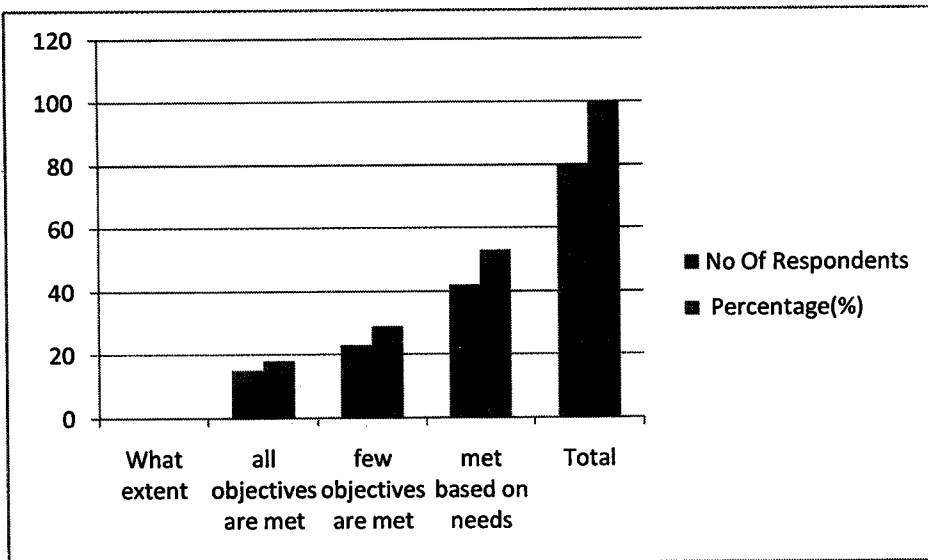
The Table presents the extent to which the objectives were met

What extent	No of Respondents	Percentage(%)
all objectives are met	15	18
few objectives are met	23	29
met based on needs	42	53
Total	80	100

Table 3.16 clearly depicts the extent to which objectives are met. 53% of the respondents objectives are met based on needs. 18% of the respondents says all the objectives are met. It is concluded that the objectives framed for training are met based on needs so steps to be taken to meet all the objectives that are framed during training process.

CHART 3.16

CHART DEPICTS THE EXTENT TO WHICH OBJECTIVES ARE MET



CHI SQUARE ANALYSIS

Chi Square tests enable us to test whether more than two population proportions can be considered equal. If we classify a population into several categories with respect to two attributes, we can use a chi-square test to determine whether the two attributes are independent of each other.

TABLE 3.17 Sort of training /Training in year

The Table presents the relationship between Sort of training and training in a year

Sort of training/ Training in a year	online training	classroom training	certified training	process application training	Total
10-15	1	3	0	0	4
5-10	2	13	2	9	26
1-5	8	9	4	28	49
no training	0	0	0	1	1
Total	11	25	6	38	80

H0: There is no significant relationship between the sort of training and training in a year.

H1: There is significant relationship between the sort of training and training in a year.

O	E	O-E	(O-E)²	(O-E)²/E
1	0.55	0.45	0.20	0.36
2	3.6	1.6	2.56	1.41
8	5.0	3.0	9.0	1.8
0	0.13	0.13	0.02	0.13
3	1.25	1.75	3.06	2.45
13	8.1	4.9	24.01	2.96
9	15	6.0	36.0	2.4
0	0.313	0.313	0.09	0.31
0	0.3	0.3	0.09	0.3
2	1.95	0.05	0.03	0.01
4	3.67	0.33	0.11	0.01
0	0.08	0.08	0.07	0.08
0	1.9	1.9	3.61	1.9
9	12.35	3.35	11.22	0.90
28	23.28	4.72	22.28	0.96
1	0.48	0.52	0.27	0.56
				16.53

At 0.05 significance level and 12 degrees of freedom, the expected chi square value is 16.53. The observed chi-square value is 21.03.

H0 is accepted. There is no significant relationship between training in a year and sort of training. It does not depend on the various number of training programmes given to the employees in a year. It depends on how they perceive the training. So there is no relationship existing between the training programmes conducted in a year and sort of training

Table 3.18: Mode of training/ Satisfaction

Mode of training/ Satisfaction	highly satisfied	moderately satisfied	neither satisfied nor unsatisfied	Total
job rotation	8	20	0	28
external training	11	13	0	24
conference	1	0	0	1
programmed instruction	0	2	0	2
on the job training	5	19	1	25
Total	25	54	1	80

O	E	O-E	(O-E) ²	(O-E) ² /E
8	8.75	0.75	0.56	0.064
11	3.3	7.7	59.3	17.97
1	0.31	0.69	0.48	1.53
0	0.63	0.63	0.39	0.62
5	7.81	2.81	7.89	1.01
20	18.9	1.1	1.21	0.064
13	16.2	3.2	10.24	0.63
0	0.675	0.68	0.46	0.68
2	13.5	11.5	132.25	9.79
19	16.88	2.13	4.5	0.268
0	0.35	0.35	0.12	0.35
0	0.3	0.3	0.09	0.3
0	0.013	0.013	0.0002	0.0125
0	0.03	0.03	0.0006	0.025
1	0.31	0.69	0.47	1.01
				34.62

At 0.05 significance level and 8 degrees of freedom, the expected chi square value is 34.62. The observed chi-square value is 15.50.

H₀ is rejected. There is significant relationship between mode of training and satisfaction level. Mode of training they inculcate in the organization brings satisfaction to the employees. The organization should undergo the mode of training through which respondents satisfaction increases which could be

reflected in their performance. This enhances the significance between the mode of training and satisfaction level.

Productivity/mode of training

Productivity/mode of training	job rotation	external training	conference	programmed instruction	on the job training	Total
higher level	4	13	1	0	1	19
at an average	22	11	0	2	22	57
below average	2	0	0	0	2	4
Total	28	24	1	2	25	80

O	E	O-E	(O-E) ²	(O-E) ² /E
4	6.65	2.65	7.02	1.06
22	19.95	2.05	4.20	0.210
2	1.4	0.6	0.36	0.257
13	5.7	7.3	53.3	9.35
11	17.1	6.1	37.2	3.38
0	1.2	1.2	1.44	1.2
1	0.24	0.76	0.58	2.42
0	0.7	0.7	0.49	0.7
0	0.05	0.05	0.002	0.04
0	0.48	0.48	0.23	0.48
2	1.43	0.57	0.32	0.22

0	0.1	0.1	0.01	0.1
1	5.94	4.94	24.40	4.11
22	17.8	4.2	17.64	0.99
2	1.25	0.75	0.563	0.45
				24.967

At 0.05 significance level and 8 degrees of freedom, the expected chi square value is 24.96. The observed chi-square value is 15.50.

H₀ is rejected. There is significant relationship between productivity and mode of training. The respondents who are satisfied with the mode of training performs well in the working atmosphere which in turn improves the productivity.

Quality/ Productivity	higher level	at an average	below average	Total
excellent	6	2	0	8
Good	12	51	2	65
average	1	4	2	7
Total	19	57	4	80

O	E	O-E	(O-E) ²	(O-E) ² /E
6	1.9	4.1	16.81	8.85
12	15.44	3.44	11.83	0.76
1	16.63	15.63	244.29	14.69
2	5.7	3.7	13.69	2.40
51	46.31	4.69	21.99	0.47
4	4.98	0.98	0.96	0.19
0	0.4	0.4	0.16	0.4
2	3.25	1.25	1.56	0.48
2	0.35	1.65	2.72	7.77
				36.01

At 0.05 significance level and 8 degrees of freedom, the expected chi square value is 36.01. The observed chi-square value is 9.488.

H₀ is rejected. There is significant relationship between quality and productivity. Productivity in the organization improves due to the performance of the employees who are satisfied with the training which reflects in the quality of product. It clearly shows the quality of product increases with the improved significance in productivity.

Mode of training /Functional area

Mode of training /Functional area				Total
	production	marketing	R&D	
job rotation	19	9	0	28
external training	11	12	1	24
Conference	0	0	1	1
programmed instruction	1	1	0	2
on the job training	17	8	0	25
Total	48	30	2	80

O	E	O-E	(O-E) ²	(O-E) ² /E
19	16.8	2.2	4.84	0.288
11	14.4	3.4	11.56	0.803
0	0.6	0.6	0.36	0.6
1	1.2	0.2	0.4	0.33
17	15	2	4	0.27
9	10.5	1.5	2.25	0.21
12	9	3	9	1
0	0.38	0.38	0.144	0.38
1	0.75	0.25	0.063	0.084
8	9.34	1.38	1.90	0.203
0	0.7	0.7	0.49	0.7
1	0.6	0.4	0.16	0.27
1	0.03	0.37	0.14	4.7
0	0.05	0.05	0.003	0.06
0	0.63	0.63	0.40	0.63
				10.53

At 0.05 significance level and 8 degrees of freedom, the expected chi square value is 10.53. The observed chi-square value is 9.488.

H_0 is rejected. There is significant relationship between mode of training and functional area in which training should be imparted. Modes of training and functional area have significance with one another

CHAPTER 4

CONCLUSIONS

4.CONCLUSION

FINDINGS AND SUGGESSTIONS

FINDINGS:

The following inferences are obtained from tables where Percentage analysis is used as a statistical tool and worked out with the help of MSEXcel and SPSS .

- It shows about the various age group of employees in the organization. Majority(63%) of the respoents are under the age category of 25-35 years.
- The educational background of the respondents were analyzed. Its been clearly understood 14% of the employees are undergraduates. 35% are postgraduates and Majority(51%)of them are diploma holders.
- The level of management in the organization is been categorized .Majority(47%)of the respondents in the population were shop floor employees.
- The experience of the employees in the organization was surveyed and (52%) of the respondents are at the highest category of sharing their experience in the organization around 4-6years.
- The income level of the respondents were found to be more in the range between Rs 10000-Rs 20000.Majority(46%)of the respondents are getting in this range of income.
- Training has been considered as a part of organizational strategy where 34% of the respondents strongly agree, as well 65% of the respondents agree to it moderately. There is vital scope to impart training as a part of organizational strategy.
- The sort of training preferred most by the respondents are process application training(47%).The organization should concentrate more on providing process application training to the respondents.

- ❑ The mode of training respondents need to implement in the organization is On-the-job training.
- ❑ The satisfaction level of the respondents after attending the training session was moderately satisfied(68%).There are numerous opportunities to provide to the employees to make them highly satisfied.
- ❑ The main reason for the shortage of skills amidst them was expressed by them as lack of knowledge in handling equipments. Majority(36%)of the respondents have put forth this opinion.
- ❑ All the respondents have said that training has tuned their technical skills.
- ❑ After training productivity has been improved to an average level was the response of the employees(71%).The training programmes should focus more reach higher level in terms of productivity.
- ❑ 81% of the respondents have responded that after training quality of the product obtained was good. There are pathways to make the quality to reach excellent.
- ❑ Majority(60%) of the employees opined that focus of training should be given more in production area.
- ❑ 69% of the respondents have suggested to extend the duration of training programme.
- ❑ The objectives of training had been met during training session was surveyed from(88%) of the respondents in which (52%) of the respondents have said objectives are met based on needs.
- ❑ Performance appraisal (79%) of the respondents were good. They should make it excellent. The remaining respondents should make improvement in the performance.
- ❑ There is a significant relationship between education and mode of training, mode of training and satisfaction level, productivity and mode of training, quality and productivity, mode of training and functional area.

SUGGESTIONS:

- ▶ They suggest good performers in training must be rewarded to encourage them and their co-workers and to kindle interest amidst others.
- ▶ Employee needs should be assessed prior to training and according to that training methods should be followed.
- ▶ The foremost view of many employees is that instead of sending them abroad for technical training, they prefer trainers to come to their workplace and conduct on-the-job training. They say it's a measure for cost-cutting.
- ▶ Employees says find out the individuals lagging in a particular area, pick the other people who face similar sought of problem, group them and provide training.
- ▶ The suggestions kept through this survey by lower middle level employees in the organization was to bring experts or trainers from various HR institutes as well from abroad to impart career development programmes to the employees.
- ▶ Technology updation should be done by inculcating in the training to the employees.
- ▶ Time duration of training should be extended.
- ▶ Group activities should be given preference while conducting training which would help the employees to work together that paves way for individual as well as the organization to accomplish the goals.
- ▶ Soft skills program are preferred by shop floor employees, since they feel it would make a positive move for their career growth.
- ▶ They suggest good performers in training must be rewarded to encourage them and their co-workers and to kindle interest amidst others.

- ▶ Feedback should be collected from the employees after training session and evaluation should be done to know whether these training and development programs paves way for the improvement of them.
- ▶ Training and development programmes should bridge the gap between the skill requirements and availability.

CONCLUSION OF THE STUDY

- ▶ The above findings and suggestions clearly depicts that training and development programme plays an inevitable role for the organization development as well as individual development.
- ▶ The organization eventhough stands good in many factors it needs to change few constraints into opportunities to reach altitudes.
- ▶ The organization has got wide scope for its improvement by planning adequate and effective training and development programmes.

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ANNEXURE

ANNEXURE
QUESTIONNAIRE

Personal details of employee:

Age:

1. Education level:

a)U.G Degree b)P.G Degree c)Diploma d)Others Pl.Specify

2. Level of Management:

a) Senior level b) Middle level c) Lower middle level d) Shop floor employee

3. Years of work experience:

a) Above 10yrs b)7-10 yrs c)4-6 yrs d)1-3 yrs e) less than a year

4.Income Level:

a)10000-20000 b)20000-30000 c)30000-40000 d)40000-50000 e)above 50000

Employee view on T & D program:

4. Do you agree organization considers training as a part of the organizational strategy?

- a) Strongly agree b) Moderately agree c) Disagree
- e) Strongly disagree

5. How many training and development programmes will you attend in a year?

- a) more than 15 b) 10-15 c) 5-10 d) 1-5 e) no training

6. Which sort of training do you prefer most?

- a) Online training b) Classroom training c) Certified training d) Process application training

7. What mode of training method is applicable in the organization?

- a) Job rotation b) External training c) Conference/Discussion d) Programmed instruction e) On-the-job training f) others

8. Are you satisfied with the training session conducted in the organization?

- a) Highly satisfied b) satisfied c) Neutral d) Unsatisfied e) highly unsatisfied

9. Is the Workplace organized well?

a) Excellent b) Good c) Average d) Fair e) Bad

10. What would be the foremost reasons for the shortage of skilled workforce?

a) Lack of proper guidance and training

b) Lack of support from superiors

c) Lack of planning

d) Lack of knowledge in handling the equipments properly

11. Is the training have tuned or molded the employees to be skilled in their technical area?

a) Yes b) No

11. a)If Yes, Whether training has played an effective role in improving productivity?

a) Higher level b)At an average c) Below average d)Low level

12. How is the quality of product obtained after conducting training program?

a)Excellent b)good c)average d)Fair e)poor

13. What training and development do you need to make to improve your career opportunities?

a) Leadership training b) External study c) Quality work life d)

Others _____

14. How Performance appraisal has happened after training and development program?

a)Excellent b)good c) Average d)Poor e)worst

15. According to your Point of view, Which functional area should be given more importance for training and development program?

a)Production b)Marketing c)sales d)R& D e)Service

Time management on training :

16. Is the time duration given for training is sufficient?

a) Sufficient b) To be extended c)neutral d) To be shortened e)Manageable

17. Is the training objectives are met during the training session?

a)Yes b)No

17.a)If Yes, what was the extent to which the objectives were met?

a) All objectives are met

b) Few objectives are met

c) Met based on needs

d)None of the objectives are met

Impact on training and development program:

18. Do you come across any problem during the training session in the organization?

a) Yes b) No

18.a)If Yes, Plz Specify _____

19. Do you feel training provided in the company would pave way for motivation of the employees?

a)Yes b) No

19.a)If Yes, Plz Specify _____

20. Kindly indicate the suggestions to inculcate during training _____

THANK YOU