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## A Study on Employees' Opinion on Effectiveness of Training at Tuk Tuk Exports Manufacturers & Exporters of Textile Garments, Chennai.

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### Abstract

**Introduction and Objective:** The project titled "A Study on the employees' opinion on effectiveness of training programmes" was conducted at Tuk Tuk Exports Manufacturing Company in Ambathur. The main objectives of study are to study the employee's opinion about training programs, its impact and finally explore the satisfaction among the respondents towards the training programmes in the organization.

**Methods and Materials:** The employees who have attended the training programme in the year 2013 – 2014 at Tuk Tuk Exports manufacturing were included as respondents for the study. The researcher adopted a descriptive design. Primary data was collected from 50 respondents through simple random sampling by applying lottery method. Self-developed questionnaire was used by the researcher to collect the necessary information from the respondents. The collected data was analyzed and interpreted through table and diagrams.

**Results:** Majority of the employees indicated the need for continuous and regular training and believed that such programmes enhanced not only their personality but also their technical skills. The respondents had an overall satisfaction towards job performance and attributed this towards the trainings they had undergone in the organization. There was also a positive opinion on work environment and team work in the organization.

**Suggestions:** Some of the suggestions that emerged from study include provision of conducive and comfortable environments of training to enhance the involvement of the participants. Personal interest and involvement on the part of the employees induce acquisition of the right kind of knowledge through training. Inclusion of more fun based activity during the trainings to keep the employees free from stress at work.

**Conclusion** Training is an expensive process both for the management and the employees as they spend their time energy and other resources. Hence all stakeholders must add value to their functional capabilities by utilizing it to the fullest extent possible acquired by all parties involved. As an outcome of the study the researcher also placed few suggestions which included provision of conducive comfortable environment for training, committed involvement of participants, individual attention to trainees by the trainee and including from based learning during training session.

**Keywords:** Effectiveness, Training Programmes, Personality, Technical Skills, Stakeholders, Functional Capabilities

### Introduction

Training consists of planned programmes designed to improve performance of the individuals, groups and organizations. (Phillips, J. J. (2012). Improved performance, in turn, implies that there have been measurable changes in knowledge, skills, attitudes and social behavior. (Luthans, F., & Youssef, C. M. (2004). Training is an essential component for any employee (Hyland, T. (1995), because it not only enhances his capabilities for the current job but also infuses him with potential to face the larger world (Erickson, K. (2004).

According to Flippo, the main output of training is learning. Training offers and inculcates new habits, refined skills and useful knowledge that help to improve performance. Training

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aids an employee to do her/his present job more efficiently and prepare her/him for a higher level of employment. (V.N. Sriastava Girdhar J. Gayani-2007). Therefore, training has become an inevitable component of any growing organization (Townsend, A. M., DeMarie, S. M., & Hendrickson, A. R. (1998). Training process moulds the thinking of employees and leads to quality performance of employees (Kulkarni, P. P. (2013). It is continuous and on-going in nature. Organizations and individuals need to develop and progress simultaneously for their survival and attainment of mutual goals (Fry, L. W. (2003). This necessitates every modern management, to develop their organization through human resources development using Training and Development programs. Employee training is the important sub-system of Human Resource Development. It is a specialized function and is one of the fundamental operative functions for human resources management.

Training helps in maximizing the deployment of human resource (Lin, C. Y. Y. (1997) in that further helps the employee to achieve the organizational goals as well as individual goals. It helps to provide a prospect and broad structure for the development of technical and behavioral skills among the human resource in an organization (Wright, P. M., & Snell, S. A. (1998). It also enables the employees in attaining personal growth by increasing the job knowledge and skills of employees at each level. In short, Training helps to expand the horizons of human intellect and overall personality of the employees.

Training also aids in increasing the productivity of the employees which in turn helps the organization to achieve enduring targets. Training facilitates the inculcation of a sense of team work, team spirit, and inter-team collaborations. Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display. Training and Development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice. It helps to instill enthusiasm among the employees to learn new things. It helps in building the positive perception and feeling about the organization. In general, Training channels the improvement of morale among the work force and creates a better corporate image.

Training assists to develop and improve the organizational health culture and effectiveness (Niraali Prakasan, 2008). It enables to create a learning culture within the organization. Training also helps in improving the quality of work and work-life of the employees in an organization and thereby creating a healthy working environment. It helps to build good employee, relationship so that individual goals align with organizational goals. Training and Development aids in organizational development i.e. Organization gets more effective in decision making and problem solving. It also helps in understanding and carrying out of organizational policies.

### **Statement of the Problem**

The aim of any training programs is to improve employee's capabilities and achieve organizational goals (Amir Elnaga, Amen Imran, 2013). Training provides the organization an opportunity to invest in their employees and improve their work capabilities. This investment by the organization yields profit and simultaneously benefits the employees.

The training activities are aimed at making desired modification in skills, attitudes and knowledge of employees so that they perform their job most effectively and help in achieving proper support for realization of the organizational goal.

The importance of training is now well recognized and has become a part of scheduling in all progressive organizations. Some organizations have a fixed minimum amount of training as mandatory for career advancement of their officers and executives. However, in most companies training has become some sort of an annual corporate ritual or a retreat from the stress and strains of the corporate grind. Training to reap its benefits has to be strategized carefully and consciously in relation to the vision, values, goal and policy of the organization. The pertinent query which has to be pondered over is what are the new knowledge, skill, values and attitudes that have to be built into the consciousness of the people and the organization for moving forward towards the future goal of the company.

### **Need of the Study**

The importance of Training for the realization of an organization's human resource has been emphasized all along. However for any training programme that is envisaged to become successful depends on various aspects starting from the importance given by the management towards the training, the need felt by the employees in an organization, the nature of planning and conducting training programmes etc. A crucial component is how the employees in an organization opine about the concept of training. The researcher being a student of Human Resources Management was very much interested in this area of research. Hence, the researcher aims to understand the employees' opinion on effectiveness of training at Tuk Tuk Exports. By undertaking this study the researcher would be able to bring out the understanding among employees towards the need for training, impact of training among the employees and the relationship between training and improved job performance leading to job satisfaction among the employees. This study would also help in exploring the gaps prevalent in organizing effective training programmes and come up with effective measures to bridge the gaps.

### **Objectives**

1. To draw a demographic profile of the respondents.
2. To study the employee's opinion about training programs in the organization.
3. To bring out the impact of training programme among the respondents
4. To explore the satisfaction among the respondents towards the training programmes in the organization.

### **Field of the Study**

The researcher conducted his study among the employees at Tuk Tuk exports. It is a manufacturing sector that produces clothes. This organization has about 3000 employees working in both the shifts. Over the years, Tuk Tuk has proven its ability to adapt to a changing world as well as to create new opportunities for the company to grow. Stable ownership by four generation of the same family has created a strong and supportive environment for its continuous development. The researcher collected data

from the employees working in this organization for the purpose of his study.

### Research Methodology

The research design used in this study is a descriptive design. In this study, the researcher describes the opinion of the employees towards the effectiveness of training programmes offered in their organization. For the purpose of this study, from a universe of 3000 employees who work in shift system the researcher adopted the convenient sampling methodology and selected 50 respondents from the employees of Tuk Tuk Exports Manufacturers & Exporters of Textile Garments, Chennai and collected primary data through a structured questionnaire tool. Secondary data collected from annual reports, magazines, books, Journals; Company website etc formed the Secondary data

### Limitations of Study

1. The study is based on the present training benefits gained by the employees and there can be frequent changes because of the changes in the new techniques in training.
2. The opinion of the respondents may be biased due to various reasons.

### Results

#### Employee Profile

More than half of the respondents (54%) were male. Exactly half of the respondents (50%) were in the age group of 20-30 years. Majority of 60 per cent of the respondents were Married. One third of the respondents (36%) have completed ITI and 66 per cent of the respondents were technical employees. A majority of the respondents (52%) were from production departments.

#### Opinion on Training Program

More than half of the respondents (54%) mentioned that the organization provided on the job training. Exactly half of the respondents (50%) agreed that the organization was conducting training programmes regularly. Absolute majority of the respondents (80%) agreed to a greater extent that their personal skills have been improved after attending training programmes and also the training programmes organized were very effective. One fourth of the respondents (28%) said that the training programmes were organized based on the need of the topic. Considerable amount of the respondents (38%) agreed that the training programme organized was good and 34% were satisfied with the induction training programme. Less than half of the respondents (44%) felt that the content of the training programme was satisfactory and also their interest levels towards work increased after attending training programme. Less than half of the respondents (40%) feel that training programme have impacts to a great extent on their career development. Absolute majority (94 percent) of the respondent agreed that the training programmes build up the team work in the organization and also accepted that the working environment of the organization improved as a result of training programmes.

#### Impact of Training Programme

Majority of the respondents (68%) have agreed that the training programme helped them to acquire new technical

skills and about three fourth of the respondents (74%) agreed that their leadership skill have been developed as the result of the training programmes. More than half of the respondents (60%) agreed that their soft skills have been developed as a result of the training programme. Majority of the respondents (64%) agreed that they are performing better in their work after the training programme. More than half of the respondents (54%) accepted that the training programme have good and positive impact over the promotion in the organization. Absolute majority of the respondents (80%) agreed that their personality development has been improved as the result of the training programmes. Majority of the respondents (68%) have agreed that training programme conducted in the organization have impact over the job performance. Majority of the respondents (66%) have agreed that the training programmes enhanced the capabilities of the employee. More than half of the respondents (54%) agreed that the organization should make training programmes a mandatory exercise. Majority of the respondents (60%) feel that the organization must organize the training programme as a mandatory and routine procedure.

### Suggestions

1. The organization should provide conducive and comfortable environment for training the employees for more involvement of the individual.
2. More assignments and exercises should be implemented to practically benefit the employees.
3. Employees while participating in the training programme should forget their routine business and concentrate more and more to acquire right kind of knowledge through training.
4. More concentration should be given to the individual employee by the trainer.
5. During the training more of fun based activity should be implemented to keep the employees free from stress at work.
6. Every employee should feel that training is expensive on the part of management as simultaneously they spend their time and energy. Hence, they must add value to their functional capabilities by fully involving in it.
7. The analysis revealed the more employees opted for on the job training. Hence the researcher suggests to the organization to conduct more on the job trainings to enable the employees to clarify the work related technical issues.
8. The supervisors can give assistance to the employees so that they feel much better to carry out the work. Mentoring programmes should become a part of the organization to address the needs of the employees.
9. Training should be more interactive. The trainers should mingle freely with the employees so that the training will be more effective.
10. Feedback can be obtained from the employees so that training can be improved further to their expectations and thus their productivity could be increased and accomplishment of objectives could be made easier.

### Conclusion

From this research work it can be concluded that most of the employees in the organization have the opinion that training is essential for the growth of the organization and

also for developing themselves. Also most of the employees feel that proper feedback is essential so that training can be made more effective.

Training is a key feature of successful human resource management. Passive management is one of the main reasons why strategic planning initiatives fail. To implement an effective training program, members of management must also develop a comprehensive intervention program to ensure that all training objectives are met. There are several steps that an organization can take to ensure that employees follow through on all training objectives to which they are assigned. There are several steps that an organization can take to ensure that employees follow through on all training objectives to which they are assigned through the course of employment. The employees may need to be reintroduced to the standards of the company as some employees may forget certain procedures or how to work with infrequently used programs.

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