

CHAPTER V

TRAINING and DEVELOPMENT

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5.1 Introduction:-

Successful candidates placed on the jobs need training to perform their duties effectively. Workers must be trained to operate machines, reduce scrap and avoid accidents. It is not only workers who need training. Supervisors, managers and executives also need to be developed in order to enable them to grow and acquire maturity of thought and action. In simple terms training and development refers to the imparting of specific skills, abilities and knowledge to an employee. A formal definition of training and development is “It is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his skills and knowledge.” The need for training and development is determined by the employee’s performance deficiency computed as follows:

Training and Development need = Standard performance-Actual performance.

This chapter is divided into two parts i.e. Training and Human Resource development.

Candidates who are recruited definitely have the knowledge. But knowledge can become meaningless if it is not put to effective application for which thinking, analyzing and probing are essential ingredients. To harness the potential capacities and develop confidence, classroom training should be coupled with on job training. One without the other is incomplete. Training is a continuous process and it is continuous then only results can be expected.

5.2 I. Training programme:-

Candidates who are fresh from the college have to undergo classroom training and on the job training. But those who have previous experience are given on the job training only and if required classroom training. Classroom training together with on the job training has unique advantage of experimenting on the shop floor, what is learnt in the classroom. It triggers dialogue and helps to

develop interaction with others to confirm, verify, amend and correlate. It is given opportunity to know what is right and what is wrong. Workshop training is given to few staff members as and when it is necessary.

All candidates are given on the job training for one year comprising of four (4) segments as detailed above.

Table No: 5.1-

Training provided at Menon Pistons ltd

Sr.No.	Duration	Type of Training
1.	One Month	Induction training
2.	Two Months	CNC machines and computer training
3.	Two Months	Manufacturing divisions
4.	Seven Months	Particular / Specific training in the department where the candidate is likely to be placed.

Along with on the job training candidates are required to undergo classroom training for about 4 hours a day and 3 days a week.

Table 5.2

Training programme details

Training as the continuous process has to be imparted to both fresh candidates as well as those who have previous experience. Following table shows the type of training provided at Menon Pistons Ltd.and also shows the percentage of respondents who have received training.

Table 5.2- A

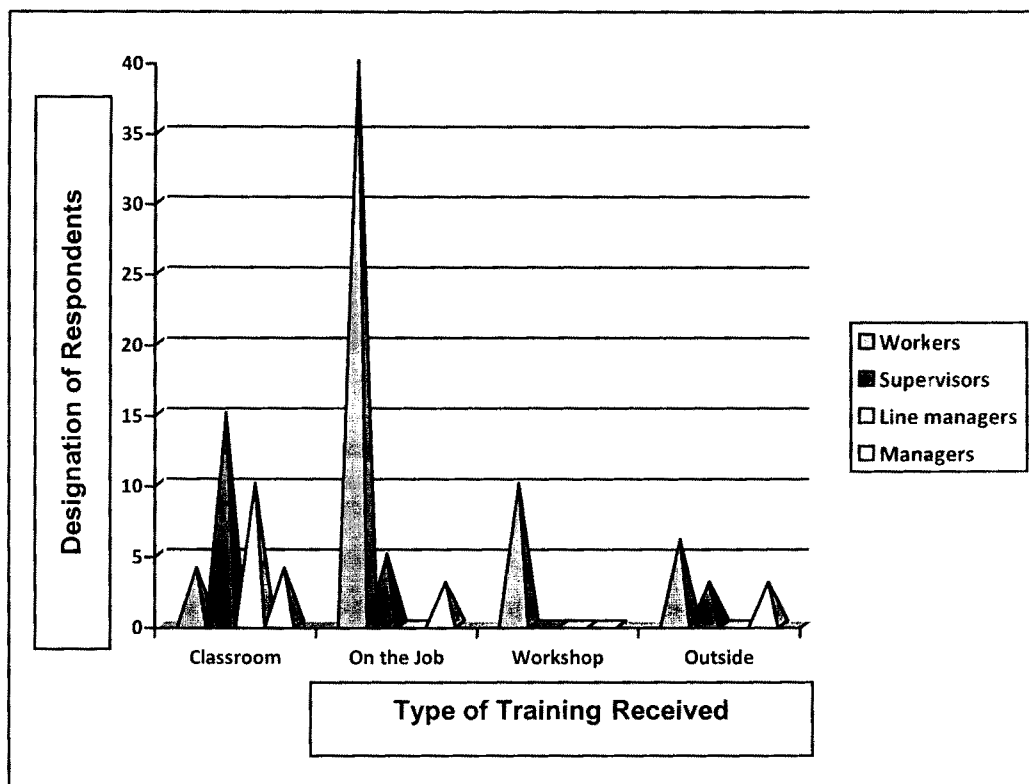
Sr. No. & Designation		Type of training received.				Total
		Classroom	On the Job	Workshop	Outside	
1.	Workers	4 (6.66%)	40 (66.66%)	10 (16.66%)	6 (10%)	60
2.	Supervisors	15 (65.21%)	5 (21.73%)	-	3 (13.04%)	23
3.	Line Managers	10 (100%)	-	-	-	10
4.	Managers	4 (57.14%)	-	-	3 (42.85%)	7

Table 5.2-B

Type of training received.		Designation of respondents				Total
		Workers	Supervisors	Line managers	Managers	
1.	Classroom	4 (12.12%)	15(45.45%)	10(30.30%)	4(12.12%)	33
2.	On the Job	40(88.88%)	5(11.11%)	-	-	45
3.	Workshop	10(100%)	-	-	-	10
4.	Outside	6(50%)	3(25%)	-	3(25%)	12

Chart No. 5.1

Training Programme particulars



INTERPRETATION:

- Table 5.2 shows that 66.66% workers are given on the job training. Out of total respondents, 30% line managers have obtained classroom training so far.
- Among the selected respondents and in workers category 10 workers have been received workshop training.
- The percentage of training outside MPL is also highest in workers. Some of the supervisors and managers have also been send outside Menon Piston Ltd. for the training purpose. For this 13% supervisors and 42.85% line managers have been sent outside the organization.
- It can be concluded from the above table that in Menon Piston Ltd. on the job training and classroom training are combined whenever required, workshop training is also given. In exceptional cases, where there is specific necessity, employees are deputed to institutions outside Menon Piston Ltd.

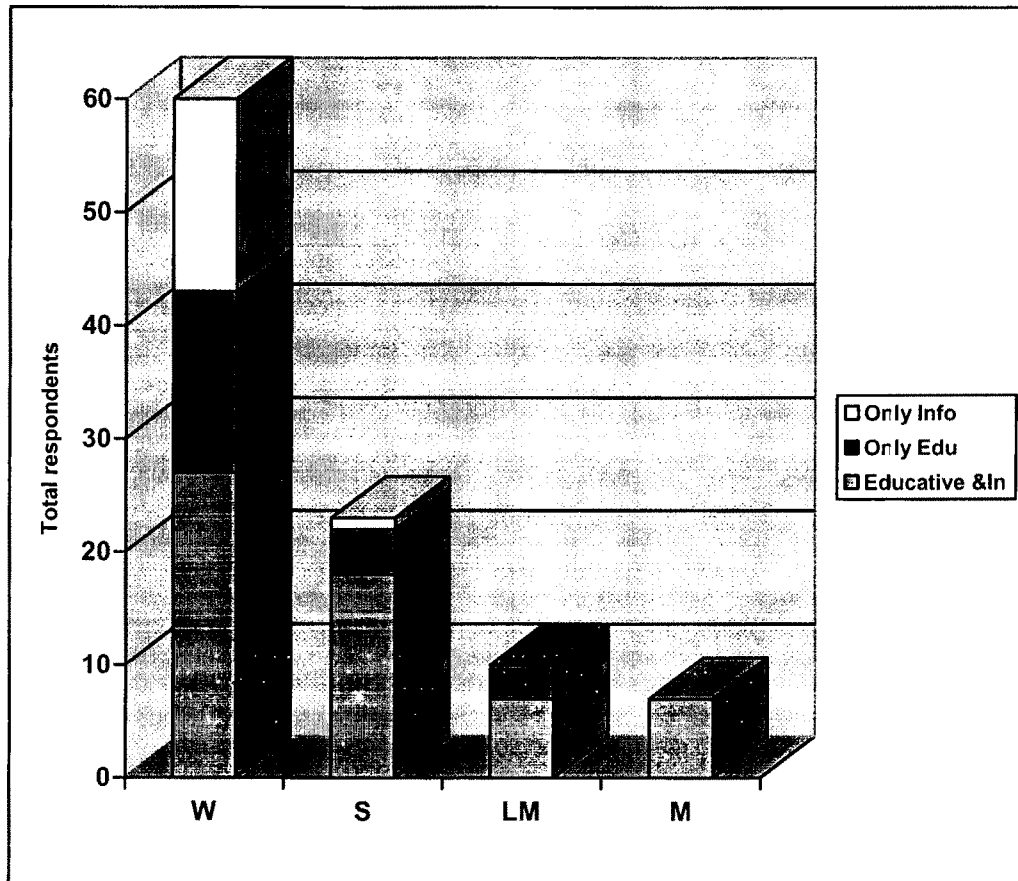
Table 5.3

Respondent’s opinion about training programme

It was observed from the table 5.1 that Menon pistons Ltd. Is following a very pragmatic policy of training and developing candidates.Menon Piston ltd. is basically following various ways to impart training. But it was necessary to find out the opinion about training from candidates.

Sr. No. and Designation	Opinion about training			
	Educative and informative	Only Educative	Only Informative	Total
1. Workers	27 (45%)	16 (26.66%)	17 (28.33%)	60
2. Supervisors	18 (78.26 %)	4 (17.39%)	1 (4.34%)	23
3. Line Managers	7 (70.00%)	3 (30%)	-	10
4. Managers	7 (100 %)	-	-	7

Chart No. 5.2
Respondent's opinion about training



INTERPRETATION:

- Respondents were questioned as to the nature of training they received. Some of them found training educative and informative; some could trace only educative aspect in the training. Some employees stated that training provided information and contained to new knowledge.
- In Menon Piston Ltd. Training programme is so organized that the candidates should get all the information about the job and overall picture about the functioning of the organization. It is needless to add that the general information and comprehensive training are given very informative and educative. Fresh incumbents, particularly get very wider and open exposure to the various industrial practices, systems and procedures.
- Trainees are given books of general industrial nature or on human relations. Every trainee is expected to study one book and present a critical appraisal

and his impressions about the book. This helps to develop analytical ability, logical thinking and habit of comprehension.

- Table 5.3 includes respondent's opinion about training program. It is really appreciable that 45% of workers have found training as educative and informative whereas remaining 28.33% found it only informative. Looking at the table at a glance, maximum % of supervision, line managers and managers found it educative and informative.

Table 5.4

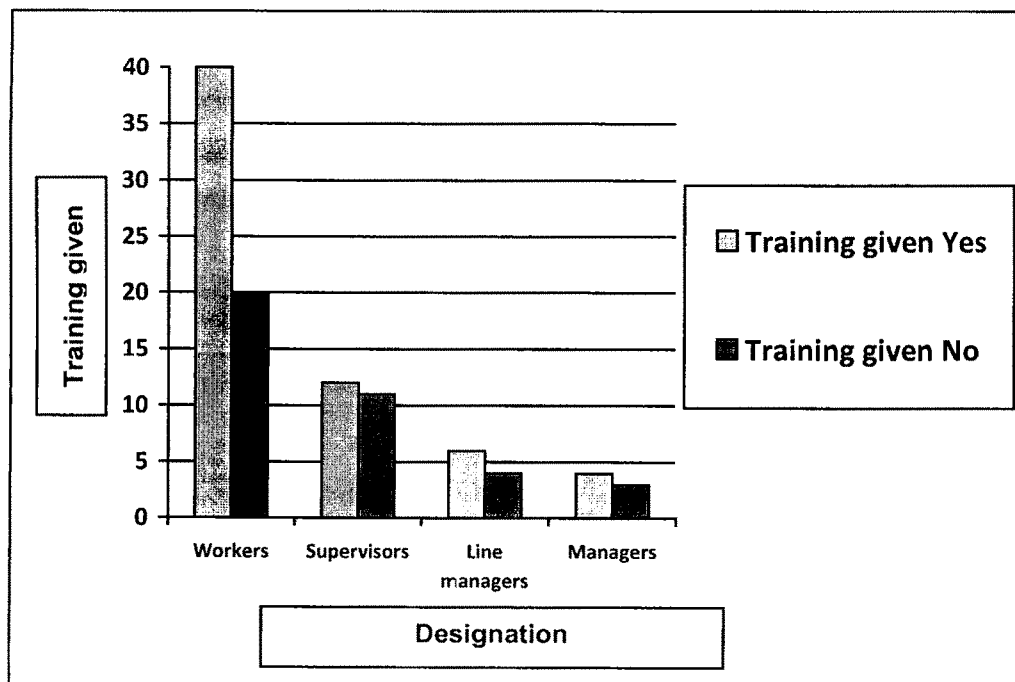
Training after promotion

Training is one of the essential parts which has to be provided as the employee goes for higher position in the organization it is necessary that he should be given training to enable him to discharge his duties and responsibilities more efficiently and competently. So it was necessary to find out whether respondents have been provided training or no.

Sr. No. and Designation	Training given (Yes)	Training given (No)	Total
1. Workers	40 (66.66%)	20 (33.33%)	60
2. Supervisors	12 (52.17)	11 (47.82)	23
3. Line Managers	6 (60%)	4 (40%)	10
4. Managers	4 (57.14)	3 (42.85)	7
Total	62	38	100

Chart No. 5.3

Training after Promotion



INTERPRETATION:

- Table 5.4 gives the data of whether the respondents have been trained or not after Promotion. But in total remaining 38% may not be promoted also. And 62% of respondents have been provided training.
- It is stated that out of 100 respondents 62 were given training after promotion. They were trained because these employees were promoted to handle new and additional responsibilities.

Table 5.5

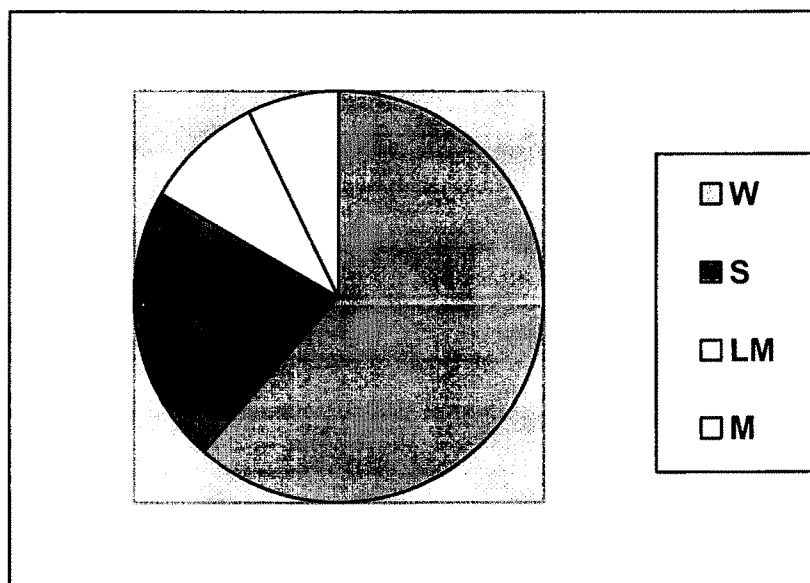
Probation period details

The following table gives the data whether probation period of respondents has been extended or no.

Sr. No. and Designation		Probation Period		
		Extended	Not extended	Total
1.	Workers	1 (1.66%)	59 (98.33%)	60
2.	Supervisors	2 (8.69%)	21 (91.30%)	23
3.	Line Managers	1 (10%)	9 (90%)	10
4.	Managers	-	7 (100%)	7
Total		4	96	100

Chart No. 5.4

Respondent's whose probation period is not extended



INTERPRETATION:

- From the reasons of extending probation period of the employees, it can be concluded that management had never been unduly harsh or unreasonable about confirmation at the end of probation period.
- Out of 100 respondents, there were only 4 cases where probation period extended by 6 months and for genuine reasons.
- Sufficient opportunities were given to employees to show improvement. But when they failed, management come to a decision to extend the probation.

PART II. --HUMAN RESOURCE DEVELOPMENT

Human resource development means any systematic activity which could bring about improvement in persons. Machines; material and money are no doubt assets. But human resource is the greatest asset without which no effective use can be made. Human resource development is not only training but it encompasses discovery and nurturing of the human talents, initiative, drive and decision making faculty. HRD aims at improving quality of work programme and the supervisory and managerial inputs for future growth and developing the personalities of people. Deep involvement of the top management is the prerequisite of the success of HRD activities.

The objective of HRD must be translated into various programmes. These programmes must be implemented to their last later. Let us discuss, how does Menon Piston Ltd undertake HRD. To meet the organizational needs and develop supervisory and managerial staff, following procedure is adopted in Menon Piston Ltd

Proper recruitment and induction programme for new comers has been chalked out, recruitment is mainly made by campus interviews and through applications directly received by the candidates. After written test and interview they are recruited and one year intensive training is given to acquaint the candidates with the culture of the company.

Systematic programme appraisal system has been developed for the promotion of staff. Work performance report after duly seen by the divisional head, interviews are taken to see that the candidates has really done good job and is capable of shouldering higher responsibility.

Training needs are assessed by divisional heads and need based training is given and staff members are deputed to outside management institutes for managerial programme. Outside management experts are invited to conduct supervisory and managerial development programme

A pool of internal faculty members of senior officers is created to conduct supervisory and managerial development programme. Following training programmes are assigned for the staff by external management experts in suitable batch of around 20 persons at a time.

Following topics are covered:

- Creativity workshop
- SWOT analysis
- Written skills
- Energy conservation
- Computer awareness
- ISO training

Menon Piston Ltd. has accepted the change in the direction of wind and focusing attention on modifying environment by adopting various subsystems like proper staffing of technical persons, suitable transfers and change in the organization structure when required, the appraisal system, labour management relations outlook, reward system and development system. The HRD department organizes on a continuous basis, programmes and provides opportunities at all levels of supervisory and managerial staff to perform their work with a high level of competence and excellence. Motivation is provided to improve quality of work life.

Efforts are made by the management to develop a spirit of team work. The programmes are arranged and the guidance is given to develop the subordinates. The management representative mentioned that HRD is a pain taking pursue of patience and planning. It will not be correct to expect miracles in a short time. HRD are a continuous ongoing process and never ending mission.

It can be concluded with confidence that the systematic way in which HRD is functioning, Menon Piston Ltd. will achieve better performance in future.