

A study on the influence of employee development programs on employees productivity in automobile industry

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

RAGAVENDRA.C.M
Register No.40410130



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

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ar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **RAGAVENDRA.C.M 40410130** who carried out the project entitled “**A study on the influence of employee development programs on employees productivity in automobile industry**” under my supervision from January 2022 to March 2022.

Dr.M.SUDHA PAULIN MBA,Ph.D.,
Internal guide

External Guide

Dr. BHUVANESWARI .G
Dean – School of Management Studies

Submitted for Viva voce Examination held on_____

Internal Examiner

External Examiner

DECLARATION

I **RAGAVENDRA.C.M (40410130)** Hereby declare that the Project Report entitled “**A study on the influence of employee development programs on employees productivity in automobile industry**” done by me under the guidance of **DR.M.SUDHA PAULIN** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

RAGAVENDRA.C.M

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C.M.RAGAVENDRA

ABSTRACT

Training is one of the most important human resource development activities in Indian Automobile Industry. Different styles and methods of training are adapted for the skill and knowledge development of human resource. All these activities focus on improvement of employee's productivity. Extensive studies have taken place on Employee training and productivity, but very few studies have taken place to analyze the impact of training on employee's productivity. This study has evaluated the impact of training on employee's productivity. SPSS was used as statistical package for data analysis. ANOVA, Correlation, Chi square, and percentage analysis were done to reach to the conclusion. A model for estimation of impact of training on employee's productivity in Automobile Industry was developed. It was found that training has positive and significant impact on employee's productivity in Automobile industry.

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CHAPTER - 1

INTRODUCTION

1.1 INTRODUCTION

Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adoptability of employees. Inadequate job performance or decline in productivity or changes resulting out of job redesigning or a technological breakthrough requires some type of training and development efforts. As the job become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

Importance of training & development can well be highlighted from the Chinese saying: "If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for a life-time develop men." As such no organization can ignore the learning and development needs of its employees without seriously affecting their performance in a rapidly changing society. If organization wishes to maintain a viable and knowledgeable work force then it must commit resources to it.

Training is a process of learning a sequence of programmed behaviour. In all training there is some education and in all education there is some training. And the training and education cannot be separated from development. Training is application of knowledge. It attempt to improve employee's performance on the current job or prepare them for an intended job. Training is the corner stone of sound management, for it makes employees more effective and productive. It is an integral part of the whole management programmed. Development is a related process. It covers not only those activities which improve job performance but also those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and hold greater responsibility. Training a person for a bigger and higher job is development.

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. Training refers only to instruction in technical and mechanical operations, while development refers to philosophical and theoretical educational concepts. Training is designed for non-managers, while development involves managerial personnel.

EMPLOYEE DEVELOPMENT PROGRAMS

A large number of associations are setting up their own training installations. They're also inviting outside faculty to conduct in company courses for directors at all situations. This trend will continue because new exposure in directorial and specialized areas is necessary for effectively responding to the changing terrain of business. Training is precious if it doesn't serve the purpose for which it's given. The training should be suitable to ameliorate the capabilities of individualities and inclusively that of the association. Hand training is the process whereby people learn the chops, knowledge, stations and behaviours demanded in order to perform their job effectively.

Training can be defined as organizationally directed experience designed to foster the literacy of specific job behaviours that will contribute to organizational pretensions. Numerous enterprises are on the job training (OJT) as their primary chops training approach. True OJT includes specific procedures for delivering factual training to the employer. the main affair of training is literacy. Training offers and inculcates new habits, meliorated, chops and useful knowledge during the training that helps him ameliorate performance. Training aids an hand to do his present job more efficiently and prepare him for a advanced position of job.

Therefore, the training is planned programme designed to ameliorate performance and bring about measurable change in knowledge, chops, station and social geste of Workers. Training is learning experience that's planned and carried out by the association to enable further professed task geste by the trainee. Training

provides the capability to Descry and correct error. Training provides chops and capacities that may be called on in three futures to satisfy the associations mortal resource requirements. Training is given on the job or in the ultimate case it may be on point or off point Maybe in a motel or a training centre or it may be in a simulated terrain that's allowed to be analogous to the work terrain in important felicitations. Eventually, the trainees acquire capacities and knowledge that will enable them to perform their jobs more effectively Organization and existent should develop and progress contemporaneously for their survival and attainment of collective pretensions. So every ultramodern operation to develop the association through mortal coffers development. Hand training is the important sub system of mortal resource development. Hand training is a technical function and is one of the abecedarian operative functions for mortal coffers operation.

Training changes Oblivious workers to informed hand; unskilled or semiskilled workers into professed workers who can do their assigned tasks in the stylish way the association wants them to do. Thus, Training and Development can be seen as a admixture of conditioning aimed at perfecting the performance of help in associations for the attainment of nonstop bettered productivity. The Training and Development of hand is an issue faced by every association. Enormous variation is visible in the quantum, quality and volume of training handed in different associations. factors Impacting the volume and quality of training and development conditioning include; the degree of change in the external terrain, the degree of internal change, the vacuity of suitable chops within the being work force and the extent to which operation see training as a motivating factor in work. The innovative technologies and advancement, competition from other enterprises, and the demand for ultra modern products by guests force the Machine assiduity to keep their workers up to date for facing the challenges.

As the speed of the technological advancement increased and the information network got strong base, the globe is getting a small are inter connected and inter related. As far as employee training is concerned in the automobile industry there can see a tremendous diversification due to the vast technological usage. The face of Automobile industry has changed from the mechanical oriented industry to a multi

disciplinary industry which is leading to a diversified training platform. Importance of worker improvement application is developing for the companies those following to acquire an advantage amongst competitors. employees are respected aid of the company and achievement or disappointment of the organisation communicate on the overall enactment of employees. therefore, agencies are financing massive quantity on worker schooling and development programs.

GOALS OF TRAINING AND DEVELOPMENT

The purpose of training and development can be explained as follows:

1. Improving quality of workforce
2. Training and development programs can help in improving the quality of work produced by the workforce of organization. Mostly, training is given in a specific area like finance, marketing or HR, which helps in improving the quality of work in that particular area.
3. Enhance employee growth
4. By attending these training and development programs, employees are able master the work of their jobs and that's how they develop and grow themselves in a professional way.
5. Prevents obsolescence
6. These programs help employees to keep themselves up to date with the new trends in latest technology, which reduces the chances of termination of the job.
7. 4. Assisting new comer
8. These programs help new employees to adjust themselves in a new working environment, culture and technology. They feel themselves as regular employees of that organization.
9. 5. Bridging the gap between planning and implementation
10. It helps organizations to easily achieve their targets and goals what they actually planned for. Employees know their job better and they deliver the quality performance according to needs of top management. That's why organizations can easily implement their plans.

11. Health and safety measures
12. Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

THE NEED OF TRAINING AND DEVELOPMENT

Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

The following are the two biggest factors that contribute to the increased need to training and development in organizations

1. **Change:** The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organisational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.
2. **Development:** It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organisations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self-awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enroll himself / herself in a course on 'self-awareness', which apparently seems inconsequential to ones performance at

work but contributes to the spiritual well-being of an individual which is all the more important.

CHARACTERISTICS OF AN EFFECTIVE TRAINING SYSTEM

1. It is a systematic process of changing knowledge, skill, behavior and or motivation of employees to improve their performance on the job as per the aims and objectives of the organization.
2. It should facilitate introduction of newer technology, new work methods, innovations and all round enhancements of productivity and quality of products and services.
3. Transfer of new knowledge and skills depends on how the training is designed, delivered and, moreover, how the manager measures its effectiveness.

However, not all training is created equal. The extent to which training can influence learning, behavior change, performance, and profitability depends largely on how it has been designed and delivered. The following features have been directly associated with improved employee and organizational outcomes:

- **Start with training needs assessment:** This is a systematic process to determine *who* needs to be trained (i.e., who needs improved KSAs), *what* they need training on (i.e., what tasks need to be improved), and *how* the training process will be supported and aligned with strategic objectives.
- **Identify and communicate purpose, objectives, and outcome:** These are identified based on the results of the training needs assessment and must be communicated to trainees in a clear and easy-to-understand way. When communication includes a message on how the training will be applied and what the expected outcomes are, motivation to learn increases.
- **Relevant content:** To be effective, training must include content that is directly linked to trainee job experiences. This makes intuitive sense, but when ignored it can reduce the impact of training on performance to zero. Just think about the training sessions you've attended that have been unrelated to your daily work-life.

- **Active demonstration:** Trainers need to actively demonstrate the specific skills and processes included in the training. Conducting these live demonstrations provides trainees with a model of desired behaviour and results in greater learning and transfer of training, regardless of the topic. For example, if the training is on interpersonal communications the trainer might demonstrate active listening skills through a role-play with a willing participant. For an engine-repair class, the trainer might bring an engine and demonstrate how to bore out the cylinders.
- **Opportunities for practice:** Effective training programs include multiple opportunities for trainees to practice the skills they've learned during class-time. By building application exercises into the training workshops themselves, you provide trainees with a safe place to try new skills, where they can make mistakes and not worry about consequences.
- **Regular feedback during training:** Trainers also need to give feedback to employees while they are practicing their new skills. Feedback should be given both during practice and after exercises have been completed). It should also be directly related to how the trainee performed the task and **never** be focused on personal characteristics. For example, *bad feedback* might be "You are being such a clutz," whereas *better feedback* would be "I noticed you dropped the lever a few times because you're grip is incorrect. Let me show you
- **Post-training environment:** After training it is important that employees are given opportunities to perform the skills they've learned. If the post-training environment does not support this, research has shown that training will have little to no impact on trainee performance and organizational utility; that is, little or no ROI

Training programs that include these characteristics will consistently result in better employee outcomes (learning, behaviour change, job performance) and organizational impact (utility, performance, turnover). And of course designing a training program is much more complicated than just following the rules above (e.g., you have to determine the method of training deliver, training materials, etc.).

NATURE OF TRAINING AND DEVELOPMENT

1. Training is an act of increasing knowledge, skill and attitude of an employee for improving his/her performance on the job. It is concerned with imparting specific skill for doing particular job.
2. Training includes education which is concerned with increasing general knowledge and understanding of an employee's total environment.
3. Training means learning which helps in modification of behavior as a result of some experience.
4. Development has a broader meaning. Its aim is to grow or improve the overall personality of an individual.
5. It is a continuous process and is on the initiative from individual to meet their future needs.
6. It enables the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future.

IMPORTANCE OF TRAINING AND DEVELOPMENT

With technology creating more deskilled workers and with industrial workers being replaced by knowledge workers, training and development is at the forefront of HRD. The onus is now on the human development department to take a proactive leadership role in responding to training and business needs. Training is an expensive process not only in terms of the money spent on it but also the time and the other resources spent on the same. The most important question therefore is determining whether or not a need for training actually exists and whether the intervention will contribute to the achievement of organizational goal directly or indirectly? The answer to the above mentioned question lies in 'training needs analysis' which is the first step in the entire process of training and development. Another view of the training need is that, it is the discrepancy between 'what is' and 'what should be'. Taking cues from this the world bank conducted a needs analysis and arrived upon the conclusion that many of its units in eastern regions of Europe required transformation from state owned business to self-sustaining organizations.

A number of universities were then contacted to develop the necessary modules and conduct the training upon the same. Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organization, individual and the job, each of which is called as the organizational, individual and job analysis. Once these analyses are over, the results are collated to arrive upon the objectives of the training program. Although each step in the entire training process is unique in its own, needs analysis is special in that it lays the foundation for the kind of training required. The assessment gives insight into what kind of intervention is required, knowledge or skill or both. In certain cases where both of these are present and the performance is still missing then the problem may be motivational in nature. It thus highlights the need and the appropriate intervention which is essential to make the training effective.

EMPLOYEES PRODUCTIVITY

If we closely examine the various definitions and interpretations of this term, three basic types of productivity appear to be emerging. For the purpose of this text, we shall refer to these basic forms as follows.

Partial Productivity: It is the ratio of output to one class of input. For example, labour productivity (the ratio of output to labour input) is a partial productivity measure. Similarly,

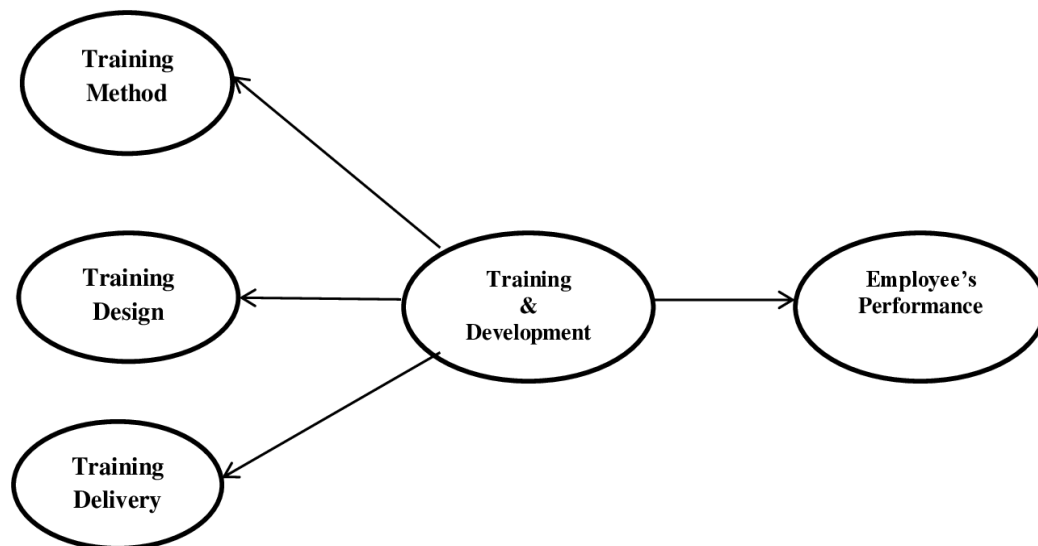
capital productivity (the ratio of output to capital input) and material productivity (the ratio of output to materials input) are examples of partial productivity.

Total-factor productivity: It is the ratio of net output to the sum of associated labour and capital (factor) inputs. By net output, we mean total output minus intermediate goods and

services purchased. Notice that the denominator of this ratio is made up of only the labour and capital input factors.

Total productivity: It is the ratio of total output to the sum of all input factors. Thus, a total productivity measure reflects the joint impact of all the inputs in producing the output. Productivity concept in manufacturing is analysed in the scope of organization, but in the service sector this scope is larger and involves an external element from the organizational position customer. Some of the service

organizations reduce an input element by including customer to their activity and thus boosting service productivity. Productivity is a multidimensional term, the meaning of which can vary, depending on the context within which it is used. However, there are common characteristics that tend to be embraced by the term. In industrial engineering, productivity is generally defined as the relation of output to input in the manufacturing transformation process. Productivity as defined in Oxford



dictionary is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically. It is the log of net sales over total employees. Thus employee productivity of an economy as whole or industry could be determined.

EMPLOYEE DEVELOPMENT AND EMPLOYEE PRODUCTIVITY

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employees productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel. Also supported that investing in training employees on decision making, teamwork, problem solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects

employees' behaviour and their working skills which results into employees enhanced performance as well as constructive changes. Training is most effective way of motivating and retaining high quality in human resources within an organization Training is a way of enhancing employee commitment and maximizing employee potential.

According to training is an instrument that fundamentally affects the successful accomplishment of organizations goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results to increase in skill and competence that improve morale and productivity. Development seems to reduce the turnover rate of employees. Thus advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover.

1.2 STATEMENT OF PROBLEM

Management development is aimed at preparing employees for future jobs with the organization. Acquiring skills and knowledge required performing various task and functions associated with their future roles. The main aim behind this study is to understand and learn the impact of training and development program on the employees of Hyundai motors India limited. Hence the study is undertaken to measure the effectiveness of training and development programs on employee productivity at executive and non-executive level of employees at Hyundai.

Hence the statement of problem is - A research on effectiveness of training and development Program on employees productivity with special reference to Hyundai.

1.3 INDUSTRY PROFILE

Automobile is one of the largest industry in India as well as in the global market. Automobile industry has surfaced as daylight sector in the Indian economy. This industry occupies a prominent place in the fabric of Indian Economy. Automobile is considered as leader in product, process and technologies in manufacturing industries. Machine assiduity drives the profitable growth and its performance is viewed as a reflection of the economy's health. India was the world's fifth largest manufacturer of cars and seventh largest manufacturer of marketable vehicles.

Indian automotive industry including element manufacturing is anticipated to reach 16.16-18.18 trillion by 2026. The Government aims to develop India as a global manufacturing and exploration and development (R&D) hub. It has set up National Automotive Testing and R&D Structure Design (NATRIP) centres as well as National Automotive Board to act as facilitator between the Government and the assiduity.

In May 2021, India's product of motorcars reached units, The Indian automobile industry has bettered its product capability and quality over the times. The machine assiduity comprises a wide range of companies and associations involved in the design, development, manufacturing, marketing, and selling of motor vehicles, And it's one of the world's largest diligence by profit.

It's plant that automobile industry is using numerous technological software tools similar as ERP, SCM, SRM, CRM, TMS, and also using physical tools similar as barcodes, RFIDs, GPS, interfaces similar as EDI, Internet, procedural tools similar as outsourcing noncore conditioning to others like logistics (3PL/ 4PL LSPs), installation operation (FM), VMI, bring reduction initiatives by being procedural changes and periodic reviews like checkups, VSMS. Still it's seen that cost reduction pressure is there to boost unborn demand and hence new technologies similar as IOT, Big Data, Data Science, Artificial Intelligence (AI) & machine literacy, robotics are coming up at a fast face to revise the supply chain as a whole.

RECENT TRENDS IN AUTOMOBILE INDUSTRY

Digitalisation: Driving better customer experience

Customers are increasingly looking up cars online. Right from enquiry to delivery, the digital transformation in the auto industry looks to take various customer touch points online. Customers benefit from a much more personalised and user-friendly experience, while carmakers and dealers can target and engage with them better.

Electric Vehicles: A fast-growing reality

Estimated to grow at a CAGR of 44% between 2020-27, the EV market is buzzing with new players, with a boost from Government incentives. The growth of electric mobility is backed by removing the battery from the new vehicle sales, leading to less upfront cost, reduced GST, and a growing acceptance and interest in consumers, for alternate-engine cars and sustainable mobility solutions.

Vehicle Connectivity: Beyond just a car

Still in the early days, but Indian roads are seeing a growing number of 'connected' vehicles. With car brands like MG and KIA launching successful models with factory-fitted connectivity features that allow internet access and data sharing with external devices, consumers seem to have taken to the trend. This reflects in the projection of about 1.7 million connected cars on Indian roads by 2022.

Telematics: Using tech to optimise fleets

Businesses and corporates are constantly looking to better their mobility, especially when it comes to car fleets. Technology is at the core of this modernisation, as we see in the rising trend of using Telematics and data in the optimisation of company fleets. One of the fastest-growing sectors, it is surging on with a CAGR of about 16% (2016-20). Telematics can enable navigation, safety, security and communication, while providing useful data on the fleet's performance.

Scrappage Policy: Impact and opportunities

With the scrappage policy coming into effect on Oct 1st 2021, individuals and companies need to be mindful of its impact on their car plans. The policy seeks to phase out old vehicles and reduce vehicular pollution, while improving road safety

and efficiency. Customer who have scrapped their old cars are being offered incentives during the purchase of new vehicles. This move could reflect in a rising demand for new vehicles in the market.

Emerging profit centres and the rise of car leasing

In recent times, we've seen that new models and mobility solutions such as car leasing, subscription, data monetisation and shared mobility etc. have emerged as new profit centres. This can be attributed to the rise of vehicle utilisation due to shared mobility and the saturation of vehicle ownership in developed countries. Car leasing, in-vehicle connectivity, subscriptions and long-term maintenance packages are expected to capture a large share of the profit pool.

In conclusion, these disruptive trends across areas like changing customer preferences, digitisation, electrification, government reforms, technological advancements and evolving financing models offer a chance for the auto industry to reinvent.

And at ALD, we constantly keep a finger on the pulse and work towards staying on top of these rising trends in the auto industry. This helps us meet the ever-changing mobility needs of our customers, and help them adapt to changing times via our efficient vehicle leasing solutions.

1.4 EMPLOYEE DEVELOPMENT PROGRAMS IN AUTOMOBILE INDUSTRY

I took HYUNDAI MOTOR INDIA.LTD (HMIL) as an example for this concept because they are increasingly concerned in employee development programs and good Human resources management to enhance employee skills, which leads to employee productivity.

HYUNDAI SKILL DEVELOPMENT

Regional Training Centres - 8

The auto industry is evolving at a fast pace and to match the advanced technology we need to constantly upgrade the skills of our manpower through continuous training modules. Hyundai Motor India Limited operates 8 State-of-Art Regional Training Centres which ensure the overall technical and soft skill development of entire service profile of dealership manpower ensuring unmatched customer Service experience

HTTA & HBA - 16

In our constant endeavor to reach the maximum possible dealer staff and enhance their skills, we have exclusive dealer operated Training Academies in addition to our Regional Training Centres

1. Hyundai Technical Training Academies (12) – Technical Training
2. Hyundai Body Academies (4) – Body shape Training

Industrial Training Institute & Polytechnic Tie-Up - 60

Hyundai Motor India Limited is a Responsible Corporate Citizen and advocates creating constant resource pool of skilled Manpower for Automobile Service Industry. The first ITI tie-up was done in 2012, to support community by enhancing education standards in-line with latest technologies. As of now, Hyundai has tie-ups with 47 ITIs with minimum 1 ITI tie-up in each state and 13 Polytechnic Institutes PAN India. Upon completion of the course under Hyundai curriculum, students get a chance to be placed at Hyundai dealerships.

HMIL & ASDC Tie-Up

Hyundai Motor India Limited has partnered with Automotive Skills Development Council (ASDC), which is a first in Industry initiative by an automobile manufacturer in India for after sales operations. This initiative further strengthens our commitment towards skilling and employing the youth of India

Under this agreement, we conduct trainings in courses on 3 curriculums at 6 Training Academies Pan India & create job opportunities. After the successful completion of the program, the students are also offered an opportunity to work in Hyundai workshops for after sales jobs such as Service Support Technician and Washer.

Manpower Motivation – Skill Fest

Every year, Hyundai Motor India Limited conducts Skill Competitions to recognize & motivate the dealer staff. This inter-dealership competition identifies skill and honours the best talents amongst dealer technicians & service advisors nationwide. The winners of this competition undergo further training & screening process and Top 2 candidates represent Hyundai Motor India in the Global Skill Championship in Seoul, South Korea. In the years 2014 & 2016, Service Advisors from India bagged the Gold Medal at the global level, showcasing India's talent to the world.

Hyundai's training solutions

Hyundai Motor Spain and Learn light worked together to design a pilot program for a small target group of employees. This allowed the joint Hyundai Learn light team to review the success and uptake of the Learn light learning platform, the alignment of learning content to Hyundai's needs and the individual feedback of the pilot group members. The successful results of the pilot program saw the rollout of blended virtual training programs to employees across Hyundai Motor Spain.

The new Hyundai blended language program was also designed so that those employees who wished to continue with face-to-face training would benefit from Learn light's innovative learning platform and flipped classroom methodology.

The communication launch and engagement strategy formed a key part of the successful deployment of this new program. Learn light and Hyundai worked together to manage this shift in training approaches. The two teams worked closely on the communication plan that accompanied the launch of the new Learn light service.

Key elements of the plan included:

- Initial virtual training program presentation
- Linguistic competency test for all learners
- Webinar and Q&A series to showcase the main features of the program
- Informative videos of the main benefits of the new service

Hyundai's learning policy ensures all employees can develop their English language skills. Key to the success of this program was the customization of each program to the specific functional and linguistic needs of each employee and the role that they undertake in the organization.

CHAPTER – 2

LITERATURE REVIEW

2.1 REVIEW OF LITERATURE

Islam *et al* (2020) found in his investigation on Effect of Demographic Factors on E-Learning Effectiveness in A Higher Learning Institution in Malaysia, that the degree of training, program of study, age and sexual orientation were seen as critical in the adequacy of e-learning. Be that as it may, race and conjugal status were found to have no critical impact on the viability of e-learning system.

Kawaguchi (2018) investigated the impact of hands on training on the productivity of 937 female laborer. He dissected that full time female specialists with more grounded instructive foundations are bound to take an interest in firm-started training exercises and furthermore training investment and productivity alongside wage are decidedly related. The examination demonstrated that the correlation among training and productivity of female representatives was 0.68 in the wake of controlling for endogenous factors.

Soobaroyen, Poorundersing (2018) inspected the adequacy of training programs for practical administrators in assembling organizations of Mauritius, They laid the hypothesis that positive correlation among training and productivity of representatives is found in assembling firms. Utilizing overview data and regression way investigation their discoveries recommended that training had direct effect on quality and administrative productivity and performance.

Khanderkar and Sharma (2017) in their investigation found a positive effect of training on learning and productivity of workers in Indian assembling firms. Survey strategy was utilized to gather data and rates though implies, cross organization, Pearson's correlation, single direction investigation of difference, were utilized for data analysis. The current research is identified with Automobile Parts Industry. This defines the exploration unit of investigation among employees of Indian Automobile Parts Industry. The target population is defined as the total groups of specific population elements relevant to the research group.

Elizur and KoslowsJty (2017) analyzed the correlation between work values, sex and authoritative responsibility. A directed regression investigation demonstrated that work values particularly the psychological ones were decidedly. related with duty and the correlation of qualities with gender orientation was likewise seen as a significant indicator of commitment.

According Cole (2017) in his book Personnel and Human Resource Management, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few.

Linda Maund (2016) In his book An Introduction to Human Resource Management, theory and practice, stated that "one of a manager's most important jobs is to manage the employee development of an employee which includes his/her personal growth and career development."

Pace, Smith & Mills (2016) Human resource development is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and fulfilment of organizations members as they work to accomplish the goals of the organization.

Gordon (2015) Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively

Bartel (2015) Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Research indicates that investments in training employees in problem-solving, decision-making, teamwork, and interpersonal relations result in beneficial firm level outcomes

Lynton(2015) Previous studies show that the survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage

Latham(2014) Training programs that are consistent with employee and organizational goals and needs and fit with the business strategy will meet with greater success than those that are not

Padhi N(2013) stated in their study titled Measuring Effectiveness of Total Quality Management Training : An Indian Study that training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently

Ford K(2012) in their book Training in Organizations: Needs assessment, Development and Evaluation said that training and development play a vital role in the effectiveness of an organisation

Bostrom(2012) In their report titled End - User Training Methods: What We Know, Need to Know, found that it is one of the most pervasive techniques for improving employees' performance enhancing organisation productivity in the work place.

Houger(2011) In his research work titled 'Trends of employee performance, Collaborative effort between managers and employees' stated that employees are the indispensable asset and key element of gaining competitive advantage of any organization and training is essential tool for its actualization.

Colombo and Stanca(2011)Training has been an important variable in increasing organizational productivity, showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity.

Bernolak (2011) provides a useful verbal explanation of productivity which is related to manufacturing: Productivity means how much and how well we produce from the resources used. If we produce more or better goods from the same resources, we increase productivity. Or if we produce the same goods from lesser resources, we also increase productivity. By "resources", we mean all human and physical resources, i.e. the people who produce the goods or provide the services, and the assets with which the people can produce the goods or provide the services. The resources that people use include the land and buildings, fixed and moving machines and equipment, tools, raw materials, inventories and other current asset.

Oatey(2010) Training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.

Hesseling (2010) Training and development in today's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

Kane(2010)Training is a sequence of experiences or opportunities designed to modify behaviour in order to attain a stated objective. If the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of

approach should be based on an analysis of the organization's needs, management and staff attitudes and beliefs, and the level of resources that can be committed.

Raymond (2009) The influences of trainees' characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behaviour theory and research into a model which describes how trainees' attributes and attitudes may influence the effectiveness of training.

Adeniyi (2008) Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.

Chris (2008) Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Carvalho (2007) The continuous changing scenario of business world, training is an effective measure used by employers to supplement employees' knowledge, skills and behaviour.

Akinpeju (2006) The process of training and development is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

Oribabor (2006) Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Isyaku (2006) The process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.

Champathes (2006) there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness

Hall and Boyce (2005) Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasised on the importance of training due to its role and investment

Stavrou *et al* (2004) The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources .

Chih and Lee (2003) Training programme is dependent on the following parameters for its success (i) perceived value of leaning programme (ii) attitude to teacher (iii) response to learning conditions (iv) desire to learn: the degree to which trainees really want to learn and do well.

Sebastiano and Peccei (2003) The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT).

Bates and Davis (2003) Usefulness of training programme is possible only when the trainee is able to practise the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.

Kalaiselvan and Naachimuthu (2002) Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits).

Karthik R (2001) Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator. Hazucha (2001) States that 360 degree feedback and development centers are preplanned and are based on prior defined assessment criteria. As developmental centers" are present in the organization or there are many developmental centers outside the organization and are very important as they provide training to the individual employee

Krickpatric (2000) States that Developmental appraisal is an ongoing process for the employee development during the whole year. Basically, it is a compulsory part of the Performance management. This appraisal will determine the weak area of employee where employee development is required in order to improve the employee performance

Chay *et al* (2000) States that the investment in perceived developmental activities of the employee are important in order to increase the employee performance. As investment in perceived developmental activities also provide the organization as a competitive advantage

Leo(2000) States that Most of the organizations do not consider the employee developmental activities of much value. They only focus on achieving the goals of the organization. They do not care about the development of employees. So, if organizations would focus on employee developmental activities, this would help in enhancing the skills of the employees

Abdulah(2000) Employee is a key element of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development. This paper analyzes the theoretical framework & models related to employee development and its affect on employee performance.

Richie and Miles (2000) Managers who hold Human relation theory of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more cooperative ago

Locke(2000)Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Three thousand studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years

Elena P. (2000)Employee Development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase

Locke and Wagner (2000)Employee Participation is generally defined as a process in which influence is shared among individuals who are otherwise hierarchically unequal

Wager(2000)Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavours

Coch and French (2000) are considered to be the pioneers in studying employee participation in the workplace. They developed the productivity and efficiency rationale, assuming that there is a direct link between employees' involvement in decision-making and work outcomes such as the increase of job satisfaction and productivity.

Elena P. (2000) Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop. Many of the organizations are investing in employee development. When organizations are contributing towards the employee development activities, the employees work hard; utilize their full skills and efforts to achieve the goals of the organizations.

Slocum & Woodman (1999) Productivity is a performance measure encompassing both efficiency and effectiveness. It is important, therefore, to know who the productive workers are. Productivity is a performance measure encompassing both efficiency and effectiveness. High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance.

Miller and Monge (1999) job satisfaction increases productivity through bringing high quality motivation and through increasing working capabilities at time of implementation. There is evidence that participative climate has a more substantial effect on workers satisfaction than participation in specific decision and it appears that participation in goal setting does not have strong effect on productivity. Participation has a strong effect on both job satisfaction and productivity, but its effect on satisfaction is somewhat stronger than on productivity.

Berg (1999) Human resource policies that encourage worker involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary effort and the means to acquire the appropriate skills. Among these policies, participation schemes directly affect the first two aspects—opportunities and incentives—and as a result are thought to improve incentives to acquire skills as well as work organization and information flows. These combined effects are expected to increase X-efficiency and productivity.

Madison and Wisconsin (1999) Encourage a more modern style of participatory management, raise employee productivity and satisfaction, and even lower workers' compensation rates.

Huang (1999) The best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks, etc., you can improve communication and increase morale and satisfaction.

Elena P. (1999) This concept indicates that employee development must be recognized by the employees who want to learn or who are willing to learn. When employees are willing to learn, they show their interest in the developmental activities, as a result they are more satisfied with the job which will lead to increase in employee performance. Employee development also depends upon the individual employee, how much curiosity to learn

CHAPTER - 3

METHODOLOGY

3.1 RESEARCH METHODOLOGY

Research methodology is needed for the purpose of framing the research process and designs tools that are to be used for the project purpose. More specifically, it's about systematically designs a study to ensure valid and reliable results that address the research aims and objectives. This time research methodology is framed for the purpose of analyzing the employee development programs conducting in automobile industry.

3.2 NEED,SCOPE AND OBJECTIVES

NEED FORTHE STUDY

- This study was initiated to find out the influencing factors of employees productivity in automobile industry and to know the effectiveness of Human resource management department
- To study and know the various training and development programs for employees in automobile industry, Which has a big role in employees productivity and to study the barriers
- For this study, I took HMIL as an example for their good and effective employee development programs provided by Human resource department

SCOPE OF THE STUDY

- This study will help to know the present standard of employees productivity influencing by training and development process in automobile industry
- This research provides with an opportunity to explore in the field of Human Resource department
- This study will help to know the different opinions ,needs and requirements from the different employees about the training and development activities provided by the company

OBJECTIVES OF THE STUDY

- To study the various training and development activities exist in automobile industry
- To know whether the employee development programs helping in enhancing employees productivity
- To know whether the employees are satisfied with their current training methods

3.3 LIMITATIONS OF THE STUDY

- The study is confined to Chennai district only.
- Demographical Variables effect on the depending variables were not studied.
- Data collect on online than hands on guide.
- The study is based on the employee perception on their indirect compensations and also direct compensation.
- Due to the storage of time and other constrained the study has been limited to 203 respondents.

3.4 POPULATION, SAMPLING AND QUESTIONNAIRE SURVEY

Sampling is a vital strategy in a statistical analysis, which comprises a selection of a few portions of a potential population so as to assess or learn something from the population at a cheaper cost. Simple random sampling (SRS), popularly known as “random sampling”, includes the selection of sample at arbitrary from the sampling frame utilizing either random number tables or an internet arbitrary number generator. The questionnaire comprises close-ended and open-ended questions with multiple- choice options. The survey questionnaire is designed online, hosted in Google drive and shared in a Google form. Link to the Google form is shared on professional platforms such as LinkedIn and as well as direct emails sent to the key players in the built environment. A total of 200 responses were received.

3.5 Source of Data

Primary Data: Questionnaire were given to the 203 respondents

Secondary Data: Websites and online journals, Published reports & Review of literature from published articles

3.6 PERCENTAGE ANALYSIS

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) for better understanding of collected data. A percent change analysis shows how two items changed as a percentage from one period to another period. Used on a balance sheet, a percent change analysis shows how a balance sheet account changes from year to year, or quarter to quarter. The balance sheet accounts are assets, liabilities and stockholders' equity. Percentage Statement Analysis is an analysis which highlights important relationships in the percentage statements. Percentage Statement analysis embraces the methods used in assessing and interpreting the results of past performance and current percentage position as they relate to particular factors of interest in investment decisions. It is an important means of assessing past performance and in forecasting and planning future performance. Percentages are often used to express a proportionate part of a total. If 50% of the total number of students, long before the existence of the decimal system, computations were often made in fractions.

3.7 STATISTICAL ANALYSIS

Statistical analysis is the science of collecting, exploring and presenting large amounts of data to discover underlying patterns and trends. Statistics are applied every day in research, industry and government to become more scientific about decisions that need to be made.

Importance

Statistical analysis is a study, a science of collecting, organizing, exploring, interpreting, and presenting data and uncovering patterns and trends. Many businesses rely on statistical analysis and it is becoming more and more important. One of the main reasons is that statistical data is used to predict future trends and to minimize risks.

DESCRIPTIVE ANALYSIS

The descriptive statistic is used to describes the basic features of information and shows or summarizes data in a rational way. Descriptive statistics is a study of quantitatively describing. This type of statistics draws in all of the data from a certain population or a sample of it. Descriptive statistics can include numbers, charts, tables, graphs, or other data visualization types to present raw data. However, descriptive statistics do not allow making conclusions. we cannot get conclusions and make generalizations that extend beyond the data at hand. With descriptive statistics, you can simply describe what is and what the data present.

Inferential type

This type of statistical analysis is used to study the relationships between variables within a sample, and we can make conclusions, generalizations or predictions about a bigger population. In other words, the sample accurately represents the population. Moreover, inference statistics allows businesses and other organizations to test a hypothesis and come up with conclusions about the data.

3.8 RESEARCH TESTS

ANOVA

ANOVA in SPSS is used as the test of means for two or more populations. ANOVA in SPSS must have a dependent variable which should be metric (measured using an interval or ratio scale). ANOVA in SPSS must also have one or more independent variables, which should be categorical in nature.

CHI-SQUARE

The Chi-Square Test of Independence determines whether there is an association between categorical variables, whether the variables are independent or related. It is a nonparametric test. This test is also known as Chi-Square Test of Association.

CORRELATION

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put correlation analysis calculates the level of change in one variable due to the change in the other.

3.9 RESEARCH DESIGN

From the objective we have studied the Employee development programs which enhances employee productivity of automobile industry. To analyze this different data have to be collected from various automobile industries such as in what way the employee development programs plays a vital role in their industry and what are the barriers also been discussed.

3.10 HYPOTHESIS TESTING

- H0 – There is no relationship between employee performance and effectiveness of training
H1 – There is a relationship between employee performance and effectiveness of training

- H0 – There is no relationship between employee performance and employees satisfaction towards training programs
H1 – There is a relationship between employee performance and employees satisfaction towards training programs

- H0 – There is no relationship between employee performance and employee improvement through training programs
H1 – There is a relationship between employee performance and employee improvement through training programs

- H0 – There is no relationship between employee performance and Knowledge on training
H1 – There is a relationship between employee performance and Knowledge on training

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1 GENDER

S. No	Particulars	No. of Respondents	Percentage
1	Male	172	86
2	Female	28	14
TOTAL		200	100

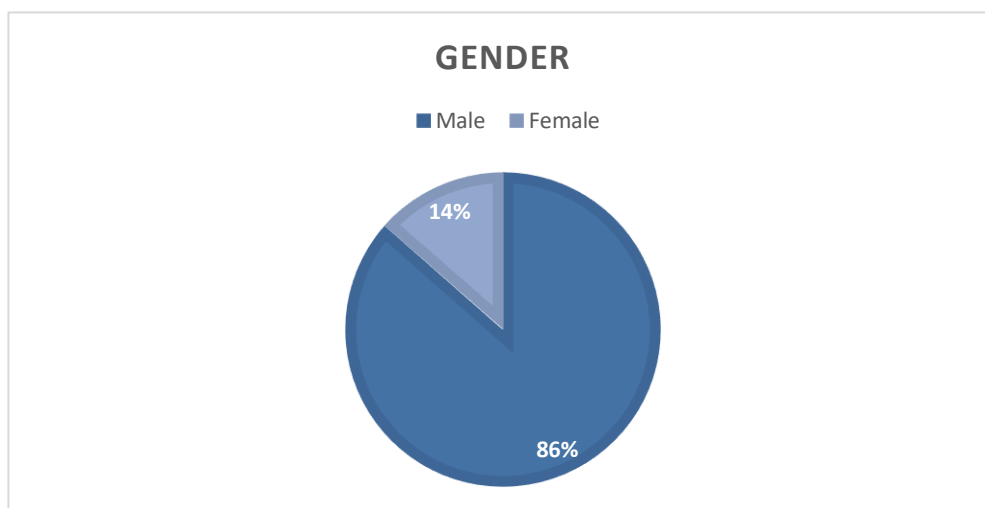


Chart 4.1.1 Representing Gender of the respondents.

Interpretation:

From the above table it was interpreted the no. of respondent and their age, Male respondents are 86% and Female are 14%.

Inferences:

Majority (86%) of the respondents are Male category.

Table 4.1.2 Age of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	20-30	120	60
2	31-40	25	12.5
3	41-50	30	15
4	50 and above	25	12.5
TOTAL		200	100

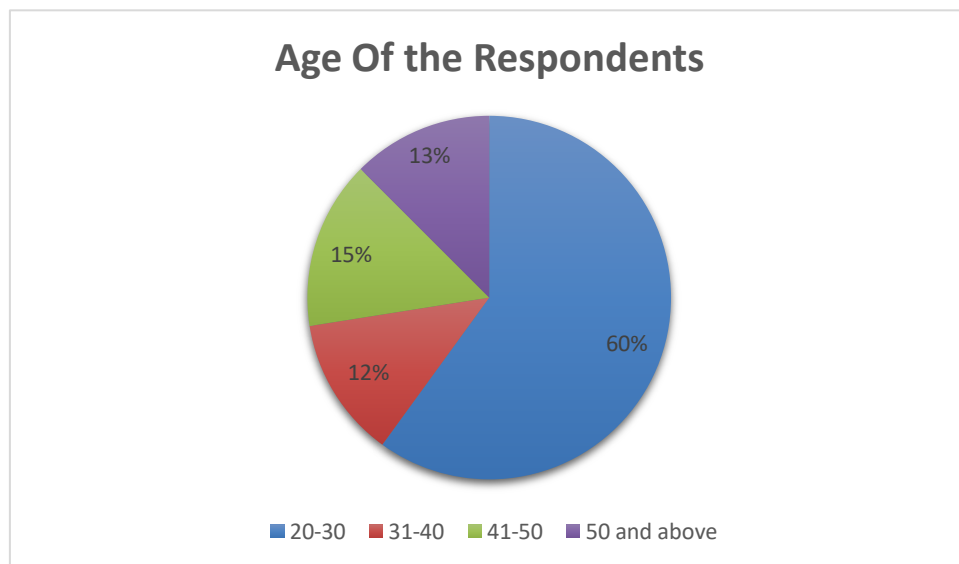


Chart 4.1.2 Age of the respondents

Interpretation:

From the above table it was interpreted the no. of respondent and their age, 60% are comes under the category are between the age of 20 – 30, 12% are comes under the category of between the age of 31 – 40, 15% are comes under the category of between the age of 41 – 50, 13% are comes under the category of between the age 50 and above.

Inferences:

Majority (60%) are under the category of between the age of 20 – 30

Table 4.1.3 Monthly Income of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Below 20000	80	40
2	20000-30000	60	30
3	31000-40000	40	20
4	Above 40000	20	10
TOTAL		200	100

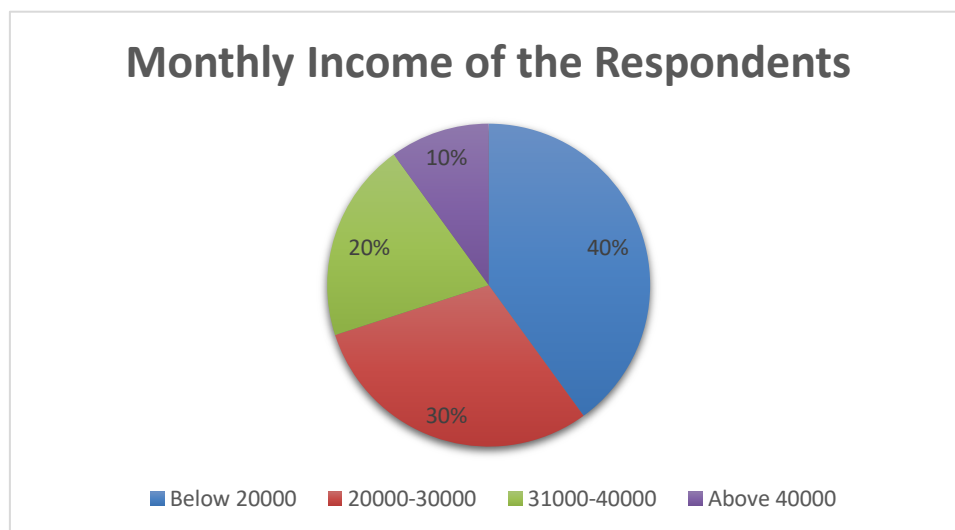


Chart 4.1.3 Monthly Income of the respondents

Interpretation:

The above table interpreted the No. of respondent and their monthly income. Below 20,000 were 30%, Between 20,000- 30,000 were 30%, Between 31,000-40,000 were 20% and Above 40,000 were 10%.

Inferences:

Majority (40%) of the respondents receives income below 20000.

Table 4.1.4 Educational Qualification of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Graduate	90	45
2	Post-Graduate	40	20
3	Diploma	70	35
TOTAL		200	100

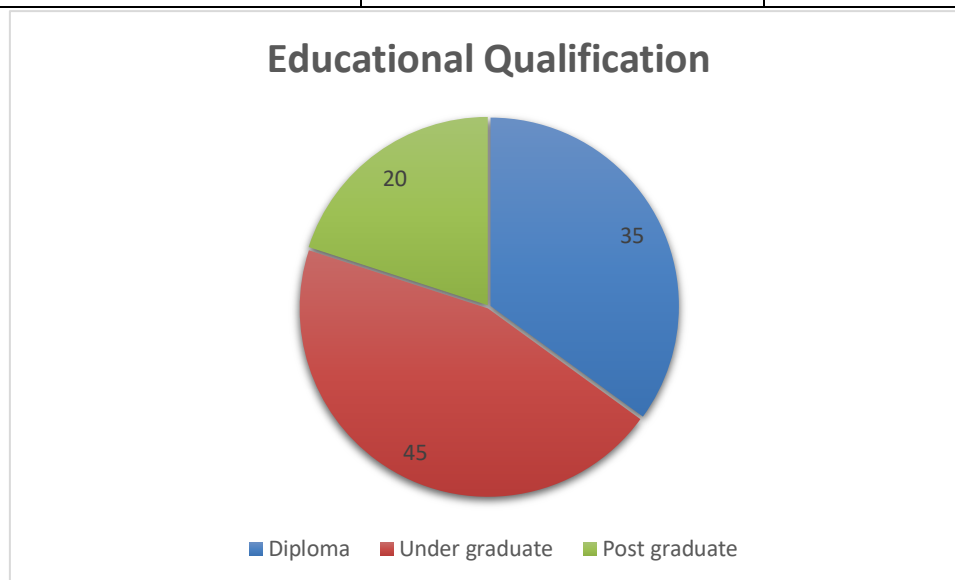


Chart 4.1.4 Educational Qualification of the respondents.

Interpretation:

From the above table it was interpreted the No. of respondent and their Educational Qualification. Graduate are 45%, post-Qualification are 20% and Diploma are 35%.

Inferences:

Majority (45%) of the respondents are Graduate.

Table 4.1.5 Occupation of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Employee	130	65
2	Trainer	40	20
3	Supervisor	30	15
Total		200	100

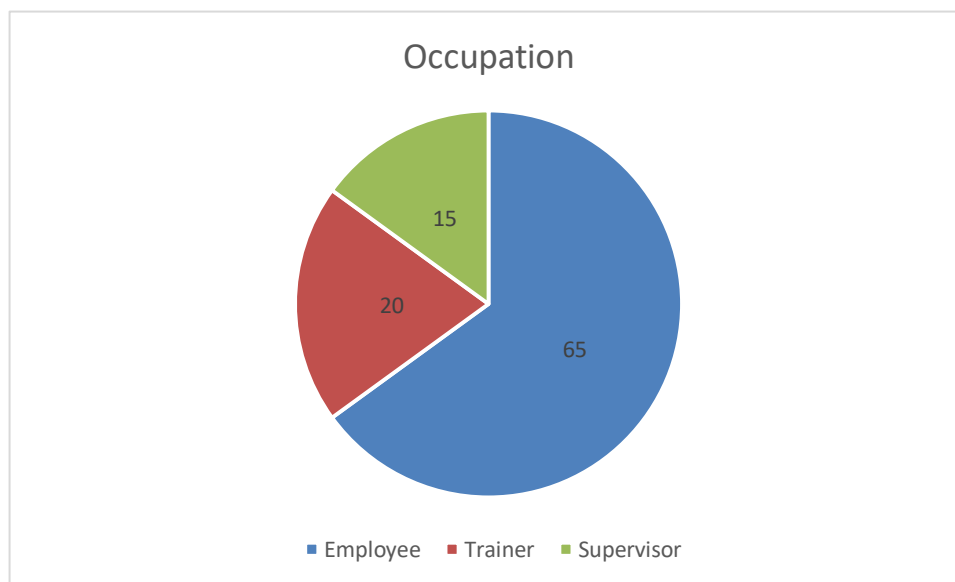


Chart 4.1.5 Occupation of the respondents

Interpretation:

From the above table it was interpreted Occupation of the respondents. Employee are 65%, Trainer are 20 %, Supervisor are 15%.

Inferences:

Majority (65%) of the respondents are Employees.

4.2 STATISTICAL ANALYSIS

4.2.1 CORRELATION

EMPLOYEE PERFORMANCE AND EFFECTIVENESS OF TRAINING

H0: There is no relationship between Employee performance and Effectiveness of training

H1: There is a relationship between Employee performance and Effectiveness of training

Correlation				
			Employee Performance	Effectiveness Of training
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.702**
		Sig. (2-tailed)	.	.000
		N	100	100
	Effectiveness Of training	Correlation Coefficient	.702**	1.000
		Sig. (2-tailed)	.000	.
		N	500	500
**. Correlation is significant at the 0.00 level (2-tailed).				

- From the table, It is interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Employee performance and Effectiveness of training

EMPLOYEE PERFORMANCE AND EMPLOYEE SATISFACTION TOWARDS TRAINING PROGRAMS

H0: There is no relationship between Employee performance and Employee satisfaction towards training programs

H1: There is a relationship between Employee performance and Employee satisfaction towards training programs

Correlation				
			Employee Performance	Employee satisfaction
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.802**
		Sig. (2-tailed)	.	.001
		N	100	100
	Employee satisfaction	Correlation Coefficient	.802**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

- From the table, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Employee performance and Employee satisfaction.

EMPLOYEE PERFORMANCE AND EMPLOYEE IMPROVEMENT

H0: There is no relationship between Employee performance and Employee improvement

H1: There is a relationship between Employee performance and Employee improvement

Correlation				
			Employee Performance	Employee improvement
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.902**
		Sig. (2-tailed)	.	.001
		N	100	100
	Employee improvement	Correlation Coefficient	.902**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

- From the table, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Employee performance and Employee improvement

EMPLOYEE PERFORMANCE AND KNOWLEDGE ON TRAINING

H0: There is no relationship between Employee performance and knowledge on training

H1: There is a relationship between Employee performance and knowledge on training

Correlation				
			Employee Performance	Knowledge on training
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.602**
		Sig. (2-tailed)	.	.001
		N	100	100
	Knowledge on training	Correlation Coefficient	.602**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

- From the table, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Employee performance and Knowledge on training.

4.2.2 CHI SQUARE

EMPLOYEE PERFORMANCE AND EFFECTIVENESS OF TRAINING

H0: There is no association between Employee performance and Effectiveness of training

H1: There is an association between Employee performance and Effectiveness of training

		Chi-square and df	Fishers Exact Test	Total
	Employee Performance	Pearson	Sig 2 sided	
Effectiveness Of training	Strongly agree	6.0 and 4.8	.001	90
	Agree	6.0 and 4.8	.001	110
Total				200

- From the table, It is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 6.0 and 4.8. Thus, there is an association between Employee performance and Effectiveness of training

EMPLOYEE PERFORMANCE AND EMPLOYEE SATISFACTION

H0: There is no association between Employee performance and Employee satisfaction

H1: There is an association between Employee performance and Employee satisfaction

		Chi-square and df	Fishers Exact Test	Total
	Employee Performance	Pearson	Sig 2 sided	
Employee satisfaction	Strongly agree	7.5 and 6.5	.001	80
	Agree	7.5 and 6.5	.001	120
Total				200

- From the table, It is interpreted that the significance value is 0.001, Which was less than 0.5. So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5. Thus, there is an association between Employee performance and employee satisfaction

EMPLOYEE PERFORMANCE AND EMPLOYEE IMPROVEMENT

H0: There is no association between Employee performance and Employee improvement

H1: There is an association between Employee performance and Employee improvement

		Chi-square and df	Fishers Exact Test	Total
	Employee Performance	Pearson	Sig 2 sided	
Employee improvement	Strongly agree	5.0 and 5.5	.001	70
	Agree	5.0 and 5.5	.001	130
Total				200

- From the table, It is interpreted that the significance value is 0.001, Which was less than 0.5. So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 5.0 and 5.5. Thus, there is an association between Employee performance and Employee improvement

EMPLOYEE PERFORMANCE AND KNOWLEDGE ON TRAINING

H0: There is no association between Employee performance and Knowledge on training

H1: There is an association between Employee performance and Knowledge on training

		Chi-square and df	Fishers Exact Test	Total
	Employee Performance	Pearson	Sig 2 sided	
Knowledge On training	Strongly agree	6.0 and 4.8	.001	60
	Agree	6.0 and 4.8	.001	140
Total				200

- From the table, It is interpreted that the significance value is 0.001, Which was less than 0.5. So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 6.0 and 4.8. Thus, there is an association between performance and barriers

4.2.3 ANOVA

		Employee Sum of Squares	df	Mean Square	F	Sig.
Employee Performance	Between Groups	1.783	110	.594	5.312	.001
	Within Groups	55.505	90	.112		
	Total	57.288	200			
Employee Involvement	Between Groups	1.739	60	.580	5.108	.002
	Within Groups	56.283	140	.113		
	Total	58.022	200			
Training and Knowledge	Between Groups	1.703	90	.568	4.935	.002
	Within Groups	57.049	110	.115		
	Total	58.752	200			
Effectiveness	Between Groups	1.783	70	.594	5.312	.001
	Within Groups	55.505	130	.112		
	Total	57.288	200			
Employee Satisfaction	Between Groups	1.783	60	.594	5.312	.001
	Within Groups	55.505	140	.112		
	Total	57.288	200			

- Results states that, There is a relationship between dependent variable and independent variable because of the strong F value, which was greater than the significance value
- Employee Performance $5.312 > 0.002$, employee involvement $4.935 > 0.002$, Training and knowledge $4.935 > 0.001$, Effectiveness $5.312 > 0.001$, Employee satisfaction $5.312 > 0.001$

So the null hypothesis rejected and alternative hypothesis got accepted

CHAPTER – 5

RESULTS AND DISCUSSION

5.1 FINDINGS

Out of 200 respondents, Majority(86%) of the respondents are male, Majority(60%) of the respondents falls in category of 20-30 years of age. Majority(45%) of the respondents are under graduated. Majority(65%) of the respondents working in employees. Majority(40%) of the respondents having income below 20000.

Out of 200 respondents, Majority(80%) of the respondents agreed that Development programs helps in enhancing persons quality of work. Majority(60%) of the respondents agreed that Employee takes their work seriously according to the training gets. Majority(55%) of the respondents agreed that Development programs helps in employees to complete and submits works within the estimated time period. Majority(45%) of the respondents agreed that Employees completes and submits work that supervisors can trust.

Out of 200 respondents, Majority(75%) of the respondents agreed that Exhibits an eagerness to improve at work after training. Majority(55%) of the respondents agreed Goes out of their way to further personal knowledge because of training. Majority(55%) of the respondents agreed that Shows an interest in taking on more responsibilities at work. Majority(56%) of the respondents agreed that Employees has improved the quality of their work during this evaluation period.

Out of 200 respondents, Majority(78%) of the respondents agreed that Organization has increasingly focused on body designing and technical training. Majority(53%) of the respondents agreed that Organization conducting several training programs related to automation. Majority(70%) of the respondents agreed that Organization has separate training academies to train employees. Majority(65%) of the respondents agreed that Effective training given to the employees for heavy material handling.

Out of 200 respondents, Majority(81%) of the respondents agreed that Organizations considers training as a part of organizational strategy. Majority(37%) of the respondents agreed that New staffs are highly motivated by training programs than experienced staffs. Majority(47%) of the respondents agreed that Development programs are effectively helping in work force . Majority(55%) of the respondents agreed that Skilled trainer for development programs has big role in effectiveness of programs

Out of 200 respondents, Majority(83%) of the respondents agreed that There is a clear understanding of strategic objectives of the development programs. Majority(45%) of the respondents agreed that I feel well informed about all of the available learning and development resources at work. Majority(47%) of the respondents agreed that Employee training has been satisfactory and has been enabled me to perform my work tasks well. Majority(48%) of the respondents agreed that My opinions are valued and respected by supervisors in trainings

5.2 SUGGESTIONS

- Determining the current state of the knowledge of the employee before embarking on training and development.
- The provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.
- The employer should provide sufficient resources for training so as to improve the training programs provided.
- E-learning should be promoted so that the diversification of knowledge and optimum utilization of resource can be ensured.
- Holistic Approach to training should be adopted for the overall development of the employee for optimum productivity.
- Training content and delivery approaches should be relevant to the job functions of employees.
- The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.
- Canteen system should be under the supervision of a qualified dilatation to ascertain the standard of food supplied.
- Employees should be segregated on the basis of physical condition and dietary classification should be implemented.
- Incentive system should be introduced for those who follow the dietary restrictions and improve their physical conditions.

5.3 CONCLUSION

The analysis shows that training has positive and significant impact on employee's productivity in Indian Automobile industry. At present different training methods and techniques are using by the organization. The stiff competition and the international exposure have compelled this industry to update the skills of their manpower so that they may be competent enough to face the challenges. As far as technical training and skill development are concerned most of the Automobile industries are performing their level best. The overall training and development programs which influence employees productivity in automobile industry is with the satisfactory level

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A study on employee development programs on employees productivity in automobile industry in chennai

40410130_C.M.Ragavendra

* Required

1. Gender *

Mark only one oval.

☐

Male

☐

Female

2. Age *

Mark only one oval.

☐

20 - 30

☐

31 - 40

☐

41 - 50

☐

50 Above

3. Educational qualification *

Mark only one oval.

- ☐ Diploma
- ☐ UG
- ☐ PG
- ☐ Doctorate

4. Occupation *

Mark only one oval.

- ☐ Employee
- ☐ Trainer
- ☐ Supervisor
- ☐ Manager

5. Monthly income *

Mark only one oval.

- ☐ Below 20000
- ☐ 20000 - 30000
- ☐ 31000 - 40000
- ☐ above 40000

6. Employee performance *

Mark only one oval per row.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Development programs helps in enhancing persons quality of work	☐	☐	☐	☐	☐
Employee takes their work seriously according to the training gets	☐	☐	☐	☐	☐
Development programs helps in employees to complete and submits works within the estimated time period	☐	☐	☐	☐	☐
Employees completes and submits work that supervisors can trust	☐	☐	☐	☐	☐

7. Employee improvement

Mark only one oval per row.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Exhibits an eagerness to improve at work after training	☐	☐	☐	☐	☐
Goes out of their way to further personal knowledge because of training	☐	☐	☐	☐	☐
Shows an interest in taking on more responsibilities at work	☐	☐	☐	☐	☐
Employees has improved the quality of their work during this evaluation period	☐	☐	☐	☐	☐

8. Training and Knowledge *

Mark only one oval per row.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Organization has increasingly focused on body designing and technical training	☐	☐	☐	☐	☐
Organization conducting several training programs related to automation	☐	☐	☐	☐	☐
Organization has separate training academies to train employees	☐	☐	☐	☐	☐
Effective training given to the employees for heavy material handling	☐	☐	☐	☐	☐

9. Effectiveness *

Mark only one oval per row.

	Strongly agree	agree	Neutral	Disagree	Strongly disagree
Organizations considers training as a part of organizational strategy	☐	☐	☐	☐	☐
New staffs are highly motivated by training programs than experienced staffs	☐	☐	☐	☐	☐
Development programs are effectively helping in work force	☐	☐	☐	☐	☐
Skilled trainer for development programs has big role in effectiveness of programs	☐	☐	☐	☐	☐

10. Employee satisfaction *

Mark only one oval per row.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There is a clear understanding of strategic objectives of the development programs	☐	☐	☐	☐	☐
I feel well informed about all of the available learning and development resources at work	☐	☐	☐	☐	☐
Employee training has been satisfactory and has been enabled me to perform my work tasks well	☐	☐	☐	☐	☐
My opinions are valued and respected by supervisors in trainings	☐	☐	☐	☐	☐

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A study on the influence of employee development programs on employees productivity in automobile industry

Mr.C.M.Ragavendra.BCA,MBA,
School of Management Studies,Sathyabama Institute of Science andTechnology
Chennai,Tamilnadu,South India
ragav171999@gmail.com

Dr.M.SUDHA PAULIN MBA,Ph d
Assistant Professor, Sathyabama Institute of Science and Technology
Chennai,Tamilnadu,South India
Sudhapaulin.soms@sathyabama.ac.in

ABSTRACT

Training is one of the most important human resource development activities in Indian Automobile Industry. Different styles and methods of training are adapted for the skill and knowledge development of human resource. All these activities focus on improvement of employee's productivity. Extensive studies have taken place on Employee training and productivity, but very few studies have taken place to analyze the impact of training on employee's productivity. This study has evaluated the impact of training on employee's productivity. SPSS was used as statistical package for data analysis. ANOVA, Correlation, Chi square, and percentage analysis were done to reach to the conclusion. A model for estimation of impact of training on employee's productivity in Automobile Industry was developed. It was found that training has positive and significant impact on employee's productivity in Automobile industry.

Key words: Training, Development, Employee productivity

I.INTRODUCTION

Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adoptability of employees. Inadequate job performance or decline in productivity or changes resulting out of job redesigning or a technological breakthrough requires some type of training and development efforts. As the job become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but

also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force. Importance of training & development can well be highlighted from the Chinese saying: "If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for a life-time develop men." As such no organization can ignore the learning and development needs of its employees without seriously affecting their performance in a rapidly changing society. If organization wishes to maintain a viable and knowledgeable work force then it must commit resources to it. Training is a process of learning a sequence of programmed behaviour. In all training there is some

education and in all education there is some training. And the training and education cannot be separated from development. Training is application of knowledge. It attempt to improve employee's performance on the current job or prepare them for an intended job. Training is the corner stone of sound management, for it makes employees more effective and productive. It is an integral part of the whole management programmed. Development is a related process. It covers not only those activities which improve job performance but also those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and hold greater responsibility. Training a person for a bigger and higher job is development. 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.

II. REVIEW OF LITERATURE

- Islam *et al* (2020) found in his investigation on Effect of Demographic Factors on E-Learning Effectiveness in A Higher Learning Institution in Malaysia, that the degree of training, program of study, age and sexual orientation were seen as critical in the adequacy of e-learning. Be that as it may, race and conjugal status were found to have no critical impact on the viability of e-learning system.
- Kawaguchi (2018) investigated the impact of hands on training on the productivity of 937 female laborer. He dissected that full time female specialists with more grounded instructive foundations are bound to take an interest in firm-started training exercises and furthermore training investment and productivity alongside wage are decidedly related. The examination demonstrated that the correlation among

training and productivity of female representatives was 0.68 in the wake of controlling for endogenous factors.

- Soobaroyen, Poorundersing (2018) inspected the adequacy of training programs for practical administrators in assembling organizations of Mauritius, They laid the hypothesis that positive correlation among training and productivity of representatives is found in assembling firms. Utilizing overview data and regression way investigation their discoveries recommended that training had direct effect on quality and administrative productivity and performance.
- According Cole (2017) in his book Personnel and Human Resource Management, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few.

III. OBJECTIVE OF STUDY

The primary objective of this study is to focus on, How the training and development programs in automobile industry enhances employees productivity and to know about the Human resource role.

- To study the various training and development activities exist in automobile industry
- To know whether the employee development programs helping in enhancing employees productivity

- To know whether the employees are satisfied with their current training methods

IV.HYPOTHESIS FRAMING

- H0 – There is no relationship between employee performance and effectiveness of training
H1 – There is a relationship between employee performance and effectiveness of training
- H0 – There is no relationship between employee performance and employee improvement through training programs
H1 – There is a relationship between employee performance and employee improvement through training programs

V.RESEARCH METHODOLOGY

The sample size of the research study is 200 and used both primary data.The study adopted convenience sampling method to collect data.The data collection was done through the questionnaire method and closed ended questions are asked to the respondents.The research is based on the analyzes of the influencing factors of training and development programs in automobile industry.

VI.RESEARCH TESTS

- Correlation
- Chi square
- Anova

VII.VARIABLES OF RESEARCH

A.Dependendant variable

- Employee performance

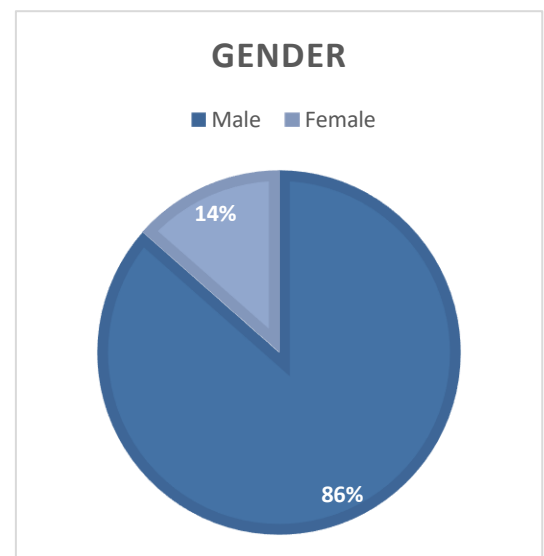
B.Independant variable

- Effectiveness of training
- Employee satisfaction towards training programs
- Knowledge on training
- Employee satisfaction towards training programs

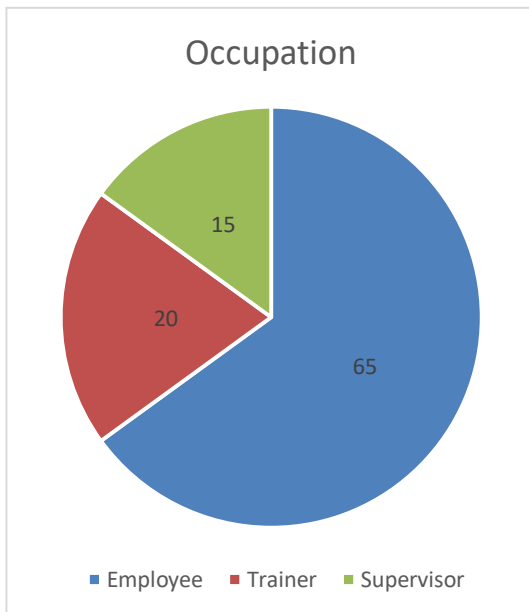
VIII.RESULTS

A.DEMOGRAPHIC ANALYSIS

Mean Gender of respondents:

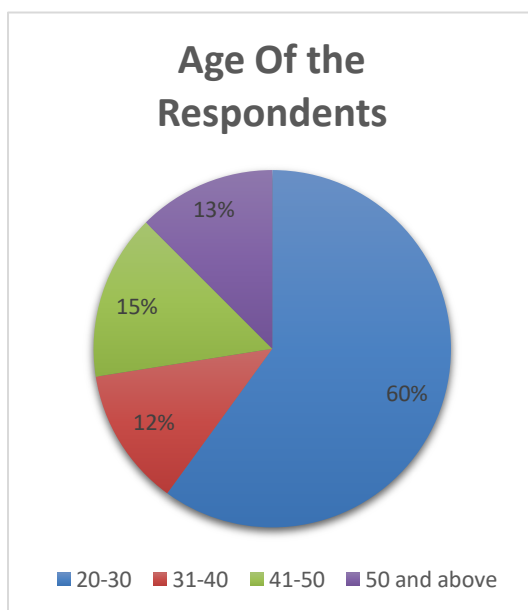


Mean age of respondents:



role in occupation:

Mean



B.STATISTICAL ANALYSIS

Correlation:

- From the analyzes, It was interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between dependent variable and

other independent variables

Chi square:

- From the analyzes, It was interpreted that the significance value is 0.001, Which was less than 0.5. So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value of 5.0 and 5.5 and above. Thus, there is an association between Employee performance and Employee improvement

Anova:

- Results states that, There is a relationship between dependent variable and independent variable because of the strong F value, which was greater than the significance value
- Employee Performance $5.312 > 0.002$, employee involvement $4.935 > 0.002$, Training and knowledge $4.935 > 0.001$, Effectiveness $5.312 > 0.001$, Employee satisfaction $5.312 > 0.001$
- So the null hypothesis rejected and alternative hypothesis got accepted

IX.FINDINGS

Out of 200 respondents, Majority(86%) of the respondents are male, Majority(60%) of the respondents falls in category of 20-30 years of age. Majority(45%) of the respondents are under graduated. Majority(65%) of the respondents working in employees. Majority(40%) of the respondents having income below 20000.

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BIOGRAPHY

Mr.Ragavendra.C.M , Student,Master of Business Administration in the specializations of HR and Operations,Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India.I have completed Bachelor of Computer Applications from Dr.MGR Educational and Research Institute and Pursuing M.BA from Sathyabama Institute of Science and Technology.I have done two internships,one was relevant to my under graduation which was a project intern in Shiash info solutions.Pvt Ltd chennai and another one was relevant to my post graduation which was a HR recruiter intern in Learnovate e-commerce.I have done two projects during my under graduation degree,One was titled "Joined ingress authority" (Web application) - An updated technology in secure data sharing another one was titled "Domestic car washing and servicing using web application" - It was a web application used to washing and servicing cars at customers door step.In my post graduation,I have done two research projects.One was "Green supply chain management:Astudy based on automobile industry in chennai"-It was an Operation project to assess the green supply chain management practices in automobile industry.Another one was " A study on the influence of employee development programs on employees productivity in automobile industry"-It was an HR project to know,How the employee development programs enhances employee productivity.