

# A STUDY ON EFFECTIVENESS OF SKILL DEVELOPMENT PROGRAMME FOR THE OPERATORS AT MANUFACTURING INDUSTRIES IN CHENNAI

*Dr. K. Sethuraman,*

Assistant Professor  
Department of Business Administration  
Annamalai University, Chidambaram, India

## ABSTRACT

*The main objective of this project is to determine the effectiveness of the Skill Development Training Programme provided at manufacturing industries in Chennai. The purpose of the research process is to provide guidelines and suggestions for improving and enhancing the existing training programme in the organization. The research design adopted for this study is Descriptive research. Primary data is used for the study. The primary data was collected through questionnaire with close ended questions. Analysis is done using Percentage analysis, Weighted Average method, Chi-square test and Weighted Rank method to derive the appropriate statistics on opinion of the employees. This study helps the management to improve the current training programme of the company.*

**Keywords:** *skill development, manufacturing industries, organization etc.*

### Introduction:

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If the current or potential job occupant can meet this requirement, training is not important. But when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees.

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules or changing of attitudes and behaviors to enhance the performance of employees.

Employee training tries to improve skills or add to the existing level of the knowledge so that the employee is better equipped to do his present job or to prepare him for higher position with increased responsibilities. However individual growth is not an end itself. Organization growth needs to be meshed with the individual's growth. The concern is for the organization viability, that it should adapt itself to a changing environment. Employee growthband development has to be seen in the context of this change.

Training means maintenance and improvement of the level of a person in a section or a department. Training is an upgrading performance.

### Statement of the Problem:

The present study deals with the effectiveness of Skill Development Training Programme for Operators in Manufacturing industries in Chennai and how it indirectly influences the productivity. The management is not able to identify the overall effectiveness of the Skill Development Training Programme because there occur frequent accidents and scrap during the production process. This research will be helpful to the organisation to identify the area which needs further improvement/changes required and also to understand the overall result of the training programme. For this purpose the company has offered the pre fixed problem to the researcher.

### Objectives of the Study:

**The followings are the major objectives of this study.**

- To analyse whether the Skill Development Programme is significantly contributing to overall employee's performance.
- To find out the effectiveness of training content delivered to the operators at Manufacturing industries in Chennai.

- To ascertain the operator's perception for evaluating the performance those who have participated in the Skill Development Programme.
- To assess the skill level of operators at manufacturing industries in Chennai.
- To offer suggestions based on the findings.

### Scope of the Study:

This study provides the researcher with an opportunity to explore the effectiveness of training programme offered by the organisation and it will also be useful for future researchers as a reference.

### Limitations of the Study:

The researcher found it difficult, since most of the respondents faced the linguistic problem.

### Review of Literature:

Burke, Michael J. Day, Russell R. (1986)<sup>1</sup>: Meta-analysis procedures were applied to the results of 70 Managerial Training (MT) studies. The meta-analysis results for 34 distributions of MT effects representing 6 training-content areas, 7 training methods, and 4 types of criteria (subjective learning, objective learning, subjective behavior, and objective results) indicated that MT was moderately effective. For 12 of the 17 MT method distributions, the 90% lower-bound credibility values were positive, and thus the effectiveness of these training methods, at least minimally, can be generalized to new situations.

Mark E. Mendenhall, Edward Dunbar and Gary R. Oddou (1987)<sup>2</sup>: In order to delineate the current state of the art of overseas relocation programs in U.S. multinational corporations, the extant literature was reviewed in the areas of expatriate personnel selection, training and career-pathing. The implications of the study's findings for U.S. MNCs are discussed and recommendations for policy change are offered.

J. Stewart Black and Mark Mendenhall (1989)<sup>3</sup>: Increased internationalization in the economic, political, and social arenas has led to greater interpersonal cross-cultural contact. Because much of this contact has not been successful, cross-cultural training has been proposed by many scholars as a means of facilitating more effective interaction. However, most firms do not utilize cross-cultural training. The cross-cultural training framework proposed in this article is based on both theory and a review of the cross-cultural training literature. The contingency framework proposed provides a practical guide for determining the method and rigor of cross-cultural training most effective in various circumstances.

Mark. A. PhD; Mitchell, Susan MA (1993)<sup>4</sup>: The effects of problem-based learning (PBL) were examined by conducting a meta-analysis-type review of the English-language international literature from 1972 to 1992. Compared with conventional instruction, PBL, as suggested by the findings, is more nurturing and enjoyable; PBL graduates perform as well, and sometimes better, on clinical examinations and

faculty evaluations; and they are more likely to enter family medicine. Further, faculty tend to enjoy teaching using PBL. However, PBL students in a few instances scored lower on basic sciences examinations and viewed themselves as less well prepared in the basic sciences than were their conventionally trained counterparts.

John Paul Macduffie, Thomas A. Kochan (1995)<sup>5</sup>: We investigate the common assertion that U.S. firms invest less in human resources than key international competitors, testing four alternative explanations for differences in training effort found in survey data from an international sample of fifty-seven automobile assembly plants. We find the strongest support for the view that the level of training is derived from the requirements of the business/production strategy and the overall "bundle" of human resource policies—beyond training—adopted by the firm.

Bishop, J. H. (1996)<sup>6</sup>. While the importance of on-the-job training is recognized by everyone, it is a phenomenon that is very difficult to study. Most training is informal and hard to measure and its effects on productivity are even more difficult to quantify. An elegant theory explaining how the quantity of training is determined and who pays for and benefits from it has been available for more than a third of a century (Becker 1962). However, the absence of data on the key theoretical constructs of the theory—general training, specific training, informal training and productivity growth—means that the only predictions of the theory that have been tested relate to the effects of formal training and tenure (interpreted as a proxy for informal training) on wage growth and turnover

AAhad M. Osman-Gani (2000)<sup>7</sup>: Expatriate development has become a critical issue for multinational enterprises (MNEs). There is substantial empirical research on expatriate management in the West but little on Asia, and comparative studies are lacking. This article presents findings from an empirical study on the training and development of expatriates from Singapore, Japan, Korea, Germany, and the United States. The study provides significant information on program types, content, duration, delivery mode, and providers.

Timothy T. Baldwin, J. Kevin Ford (2006)<sup>8</sup>: Transfer of training is of paramount concern for training researchers and practitioners. Despite research efforts, there is a growing concern over the "transfer problem." The purpose of this paper is to provide a critique of the existing transfer research and to suggest directions for future research investigations. The conditions of transfer include both the generalization of learned material to the job and the maintenance of trained skills over a period of time on the job. The existing research examining the effects of training design, trainee, and work-environment factors on conditions of transfer is reviewed and critiqued. Research gaps identified from the review include the need to (1) test various operationalizations of training design and work-environment factors that have been posited as having an impact on transfer and (2) develop a framework for conducting research on the effects of trainee characteristics on transfer. Needed advancements in the conceptualization

and operationalization of the criterion of transfer are also discussed.

Lisa A. Burke, Holly M. Hutchins (2007)<sup>9</sup>: Given the proliferation of training transfer studies in various disciplines, we provide an integrative and analytical review of factors impacting transfer of training. Relevant empirical research for transfer across the management, human resource development (HRD), training, adult learning, performance improvement, and psychology literatures is integrated into the review. We synthesize the developing knowledge regarding the primary factors influencing transfer—learner characteristics, intervention design and delivery, and work environment influences—to identify variables with substantive support and to discern the most pressing gaps. Ultimately, a critique of the state of the transfer literature is provided and targeted suggestions are outlined to guide future empirical and theoretical work in a meaningful direction.

Karina Nielsen, Raymond Randall, Karl Bang Christensen (2010)<sup>10</sup>: The introduction of team-working often has positive effects on team members but places significant new demands on managers. Unfortunately, little research has examined whether the impact of the intervention may be enhanced by providing managers with training during the change process. To test this possibility we carried out a longitudinal intervention study (with a 'no training' comparison group) in a part of the Danish elderly care sector that was implementing teamwork. Kirkpatrick's (1998) training evaluation model was used to examine the effects of training team managers in issues such as teamwork, transformational leadership and change management on the outcomes of team implementation. We used a combination of quantitative and qualitative research methods to isolate the impact of manager training on the success of the teamwork intervention. The results identified some significant, but modest, incremental positive effects that could be attributed to the manager training. The results also showed that significant organizational changes during the intervention had an impact on both the team intervention and the transfer of manager training.

#### Research Methodology:

Methodology is a structural frame work that regulates the process of research and helps in obtaining the best results

#### Research Design:

A Research design is the arrangement for collecting and analysis data in a manner that aims to combine return to the research purpose with economy in procedure this study has adopted descriptive research design. Descriptive research means fact finding research. It is concerned with describing in the characteristics of the individual employee or group of employees.

#### Sources of Data:

The data collection used for this study is the combination of both primary and secondary data. Primary data are that, which are collected for the first time and thus happens to be

original in character. In this study primary data was collected through questionnaire. For this study the secondary data was collected from internet, various published books, company records and journals.

#### Sampling plan"

Systematic Sampling was used as the sampling design. The systematic sampling design involves drawing every n<sup>th</sup> element in the population starting with a randomly chosen element between 1 and n.

Samples are selected from the employees especially the Operators Cadre of Manufacturing industries in Chennai, Chennai. The sample size of the study is 240 employees who were Operators at Sundram Clayton Limited.

#### Summary of Findings:

##### Demographics:

- From the analysis result it was found that 96% of respondents are male and remaining are female.
- Based on the analysis it is clear that 58% of respondents belongs to the age category of 21-30 years.
- It was found that 50% of the respondents are having their educational qualification as ITI.
- From the analysis it is found that 67% respondents are getting their income between 4000-8000
- From the result it was found that 59% of the respondents have the work experience below 1 year.

##### Skill Development Programme:

- It is found from the result that 100% of the respondents have the opinion that the training is helpful for doing their job.
- The analysis shows that 100% of the respondents have the opinion that the trainer is cooperative in clarifying their doubts during the training.
- It is observed from the result that 100% of the respondents get training based on their qualification and level of knowledge.
- Based on the analysis result that 78% of the respondents have attended not more than 3 training programmes.
- It was found that majority (82%) of the respondents are trained by Supervisor.
- From the analysis it was found that 100% of the respondents got their reference materials during the training.
- From the analysis, the weighted average value '5' shows that the respondents are strongly agree with the opinion that the SDP is helpful in improving their skill.
- It is clear from the respondent's rating; the weighted average value '4' shows that the respondents are **satisfied** with the overall performance level obtained after attending the skill development programme.
- It is observed from the result the weighted average value '4' shows that the respondents are **agree** with the opinion of Self confidence level increased after skill development programme.

- From the analysis it is clear that the weighted average value '3' shows that the respondents **neither agree nor disagree** with the opinion of reducing scrap rate level after skill development programme.
- From the analysis, the weighted average value '4' shows that the respondents **agree** with the opinion about the improvement of Communication skills using skill development programme.
- It is observed from the result the weighted average value '5' shows that the respondents are **highly satisfied** with the opinion of knowledge gained by skill development programme.
- From the analysis, the weighted average value '3' shows that the respondents are **agree** that they are able to identify the correct answers in the post test conducted at the end of training.
- It is understood from the result the weighted average value '4' shows that the respondents are **agree** with the opinion improvement of working skills after SDP.
- From the result, the weighted average value '4' shows that the respondents are **satisfied** with the way of training.
- From the analysis, the weighted average value '4' shows that the respondents are **agree** with the improvement of problem solving skills after SDP.
- From the weighted ranking method the respondents gave rank 1 for 5S, rank 2 for Safety. Similarly, rank 9 for TPM Awareness and rank 10 for Hand tool usage based on the target subject they like most.
- From the weighted ranking method the respondents gave rank 1 for Hall 5, rank 2 for JH Hall.
- From the weighted ranking method the respondents gave rank 1 for 5S, rank 2 for Safety. Similarly, rank 9 is Quality control and rank 10 is Cellular manufacturing based on the training time period.
- From the chi-square test it was found that there is a relationship between Year of experience and Working skill.
- From the chi-square analysis it was found that there is a relationship between numbers of times attending the SDP and Knowledge gained.
- From the Chi-square test it was found that there is a relationship between Reduction of scrap rate and knowledge gained after attending the SDP.

#### Summary of Suggestions:

- Organisation may retain giving the Skill Development Programme for the Operators so as to sustain the Skill level.
- Organisation may improve the operator's overall performance level by recognising their constructive participation for improving the productivity.
- Organisation may promote mentor system for operators for improving their selfconfidence.
- Organisation may increase the number of days allotted for practical session in the SDP which in turn helps the operators to understand the production process more clearly and it will help them to work without scrap.

- Organisation may promote Team Training for the operators so that they can indulge in mutually satisfying social interactions with managers, peers, and supervisors.
- Organisation may give different Problem scenarios to the operators and to make them generate various new ideas at all possible angles to improve their problem solving skills.
- Training module for the Skill Development Programme may give more importance for Hand tool usage, Basics of cutting tools, and Work holding devices in order to make more productivity by the operators.
- The infrastructure of Hall 1 and Hall 2 is improper so that the trainees are distracted while the training is going on. So that it could be enhanced for getting more attention from the operators.
- The sub topics of the Training module may contain less information rather than giving excessive information in a short period of time.
- Operators may allow to express their views frequently to the trainer regarding training difficulties.
- The training modules may be made available in their native language.

#### Conclusion:

This study is carried out for measuring the Effectiveness of Skill Development Programme provided by manufacturing industries in Chennai and the collected data was analysed in order to find out and measure the same. From the analysis the researcher found the positive and negative results, also from these findings the researcher has given suggestions to improve the way of avoiding the wastage in future. The process of Skill Development programme could be enhanced by the suggestions given by the researcher and when implemented could bring the consistent development in the future. The researcher believes that the organisation may consider the suggestions given by the researcher for their future reference.

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