

Impact of Training & Development on the Employee Performance with Respect to Automotive Industry

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Abstract

There is a positive co-relationship between employee training and development with the performance of employees and employee productivity. This is demonstrated in major industries that a connection between the development of human capital and performance of organizations is positively correlated. Here the author wants to establish a correlation between the same through the secondary articles in an automotive industry. This paper describes the emphasis on human capital in organizations and the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources even in the automobile industries. The organization also has to leverage the skills and capabilities of its employees by encouraging individual and organizational learning and creating a supportive environment, in which knowledge can be created, shared and applied. This review article is shedding the light on the role of effectivity of T&D programs being conducted at the automobile companies. This sector is majorly a sales innovation based industry where the sales volume can be created, developed, sustained and innovated by various sales techniques adopted by employees. Thus there is an immense need of structural T&D program designed specially for the sales activities at automotive industry. As training levels have the potential to develop service level at the industry, the over all cost benefit of such programs are observed. This article has covered the debate between the Cost spent and Return on Investment of such programs in automobile sector via consideration of Total Quality Management and Continual Quality Development programs.

Keywords: Automobile Industry, Training & Development, Employee Productivity, Total Quality Management, Continual Quality Development

Introduction

Automobile industry of India is considered one of the fastest growing industries of all time post early 2000. The government has brought various schemes for the steady and progressive growth of the same sector. The sales and production of automobiles has given an immense importance looking at its potential growth. This has made Indian Automobile sector flourished like ever.

The evidential impact of employee training and development on production and productivity of employees and organization has gained significant attention in the analytical and empirical literature. There are some HRM theories with underlying assumptions and approaches which predict that organisational performance is based on innovation at the aspects of technology, human force, quality

management and customer satisfaction; on the contrary some management concepts claims that human resource managers imply training to stimulate and catalyse the productivity base of an organization.

The formal education system of India doesn't offer job specific skills nor develop job-fit employees, training and development can work as a bridge to improve organisational productivity. There are few people who have specific knowledge, skills and abilities who are developed enough for the organisational skills. But again, these employees too are required to develop further for job specified functions or extensive job analysis based development.

The human capital theory backs up with evidences stating the productivity of employees is increased by continual training and development programs.

Objectives

- To study the existing methods of training and development programs provided to employees in the organization.
- To explore the relationship between employee training with their performance.
- To measure the performance of employees during the post training period.

Aim of the Study

The aim of this research is to investigate and analyze the influence of training and development programs on enhancing employee performance within the automotive industry, with a focus on identifying the specific skills and competencies developed through training initiatives, evaluating the effectiveness of training methods, and exploring the correlation between employee development and overall organizational success. The study aims to provide valuable insights that can guide human resource management strategies, improve training practices, and contribute to the sustainable growth and competitiveness of automotive companies.

Need for the Study

Training is a crucial factor to develop and retain the potential employees. To design the training process a vast area of knowledge is required. Sometimes training is not only the solution of a particular problem. The main reason to propose this topic is to acquire and develop my knowledge regarding the training and also to propose a conceptual framework to measure the success of training. Though I am a HRM major student, so proposed topic is directly related to my study. I can also develop my career with this topic. It will also enhance my knowledge. The contribution of this paper is that it will help to measure the success of training and also help to know the effectiveness of training and development on employee performance.

Scope of the Study

The importance of this study comes in the fact that it will give many people, organisations, and groups a great source of literature for any studies that are pertinent to the subject. Second, this study will undoubtedly be very helpful to organisations in understanding the nature of training and development and its importance to the workforce, particularly those in the automotive sector. A study of this kind is crucial and useful because the conclusions will persuade management or other organisations to promote staff development and training that is focused and condensed.

Last but not least, it is also anticipated that the study would be helpful to readers who want to learn more about how to develop and train staff in order to address the current difficulties the banking industry and the global new economic order are confronting. The usefulness of staff training and development as a technique for improving employee performance in an organisation is the focus of

the study. The study will also be restricted to a survey of pertinent literatures in libraries, and it will be based on databases of papers, books, projects, speeches, and other information from the media.

Review of Literature

Ananthalakshmi Mahadevan et al. (2019) studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skilful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and 0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

Sumaiya Shafiq et al. (2017) discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that has a significant positive impact on the dependent variable (employee performance) while the other independent variables are found to be insignificant drivers in influencing employee performance.

Ashikhube Humphrey Otuko et al. (2013) determined the effect of the training dimension on employee performance in Mumias sugar company, Kenya. The study sought to find out the effect of training need assessment on employee performance, the effect of training content on employee performance, and the effect of training evaluation on employee performance. The result indicates that there was a positive and significant effect between training need assessment and employee performance. Therefore, most respondents stated that training need assessment was conducted before the actual training. The result indicates that training content has a positive and significant effect on employee performance. This implies that an increase in training content will increase the level of employee performance.

According to (Raja Abdul Ghafoor Khan, 2011), "The employee performance depends on different factor and the most important factors is training. Training is necessary for enhancing the employee's capability for performing various tasks assigned to them at the workplace".

Tarun Singh (2015) stated that training and development is the best possible utilization for employee's capabilities. Training is equipping the employees with the required skills to perform and development is the growth of employees at every level of management. This attempt was made to study the impact of training and development programs on employees' efficiency at Bharat Heavy Electricals Ltd. (BHEL). The study revealed that employees are highly satisfied with BHEL. For 20 items average mean score and percentage score were computed 3.62 (65.5%). Employees do not want to change their job because they pay salary is satisfactory. Seniors interact nicely with subordinates and the working environment is also good. but there is some need for implementation in its training programs, reward system, policy, and other important issues.

Methodology

The research design for this study adopts a descriptive approach aimed at thoroughly examining the effectiveness of influencers on consumer purchase decisions. Through this approach, the study

will focus on observing, describing, and analyzing phenomena without manipulating variables, thus providing a detailed portrayal of the impact of influencers in the consumer decision-making process. To achieve this, a mixed-methods approach combining quantitative and qualitative methods will be employed, allowing for a comprehensive exploration of consumer perceptions and behaviors related to influencer marketing. The sampling method chosen is simple random sampling to ensure the representativeness of the sample and minimize bias. Data collection will primarily utilize a structured survey conducted via Google Forms, facilitating efficient gathering of quantitative data on consumer attitudes and behaviors. Additionally, secondary data from reputable sources such as journals and research papers will be consulted to provide supplementary insights and contextualize the findings. This integrated approach will enable a holistic analysis of influencer marketing impact on consumer purchase decisions, contributing to a deeper understanding of this phenomenon in the contemporary marketing landscape.

Data Analysis

Current Training Methods and Approaches

On-the-job training and virtual training platforms are the most commonly employed methods, each at 40%, followed by classroom training (5%) and mentorship programs (10%).

Perception of Relationship between Training and Performance

Half of the respondents perceive a strongly positive relationship between employee training and subsequent performance, with 20% seeing it as somewhat positive.

Observation of Direct Impact of Training Programs

The majority (80%) have observed direct impacts of training programs on employee performance within the automotive industry.

Assessment of Training Program Effectiveness

Employee feedback surveys are the most preferred method for assessing training program effectiveness, chosen by half of the respondents.

Metrics Used to Evaluate Employee Performance Post-Training

Sales figures and productivity levels are the most commonly used metrics, each at 30%, followed by the quality of work (20%) and customer satisfaction ratings (20%).

Alignment of Training Programs with Employee Needs and Objectives

Feedback from employees (30%) and industry research and trends analysis (30%) are the top methods for ensuring alignment with employee needs and objectives.

Challenges in Implementing Training Programs

Time constraints are the primary challenge, reported by 80% of respondents, followed by limited budget/resources (10%).

Strategies to Overcome Challenges

Prioritizing training needs (20%) and seeking executive buy-in (20%) are common strategies employed to overcome challenges.

Fostering a Culture of Continuous Learning and Development

Providing regular training opportunities (40%) and recognizing and rewarding learning achievements (30%) are key strategies for fostering a culture of continuous learning.

Role of Employee Feedback in Shaping Training Programs

A majority (70%) of respondents find employee feedback to be significant in shaping and improving training and development programs.

These responses provide valuable insights into the current practices, perceptions, and challenges related to training and development in the automotive industry, which can inform strategies for enhancing employee performance through effective training initiatives.

Interpretation

The findings from our study on “The Impact of Training & Development on Employee Performance in the Automotive Industry” reveal several key insights that are essential for understanding and improving training practices within this sector. Firstly, the prevalence of on-the-job training and virtual training platforms suggests a shift towards more hands-on and technologically-driven learning methods, reflecting the industry’s need for practical and adaptable skills acquisition. Additionally, the widespread perception of a strongly positive relationship between employee training and subsequent performance underscores the strategic importance placed on training initiatives by organizations within the automotive industry.

Moreover, the high percentage of respondents who have observed direct impacts of training programs on employee performance reinforces the notion that investing in employee development yields tangible results in terms of enhanced skills, productivity, and job performance. The preference for employee feedback surveys as a method for assessing training effectiveness highlights the significance of incorporating employee perspectives and experiences into the evaluation process, thereby ensuring that training programs are aligned with employee needs and objectives.

In terms of performance evaluation metrics, the emphasis placed on sales figures and productivity levels underscores the industry’s focus on bottom-line results and operational efficiency. However, it’s also noteworthy that other metrics such as the quality of work and customer satisfaction ratings are considered important, indicating a more holistic approach to evaluating employee performance post-training.

Despite the recognition of the importance of training and development, challenges such as time constraints and limited resources remain prevalent. This suggests a need for organizations to adopt innovative strategies, such as prioritizing training needs and leveraging technology-driven solutions, to overcome these obstacles and ensure the continued effectiveness of training initiatives.

Overall, our study highlights the critical role of training and development in driving employee performance and organizational success within the automotive industry. By understanding and addressing the identified challenges while leveraging the insights gleaned from employee feedback, organizations can optimize their training practices to foster a culture of continuous learning and development, ultimately leading to improved employee performance and competitive advantage in the marketplace.

Conclusion

In conclusion, our study on “The Impact of Training & Development on Employee Performance in the Automotive Industry” sheds light on the significant role of training initiatives in shaping employee performance within this sector. The findings underscore the industry’s reliance on practical, on-the-job training methods and the increasing utilization of virtual platforms, reflecting a shift towards adaptable and technology-driven learning approaches. The widespread perception of a strongly positive relationship between training and performance, coupled with the observed direct impacts of training programs on employee performance, reaffirms the strategic importance placed on employee development by automotive organizations.

Furthermore, the emphasis on employee feedback surveys for assessing training effectiveness highlights the need for continuous improvement and alignment with employee needs and objectives. While metrics such as sales figures and productivity levels dominate performance evaluation, the recognition of other indicators like the quality of work and customer satisfaction ratings emphasizes the importance of a comprehensive approach to measuring employee performance post-training.

Despite challenges such as time constraints and limited resources, our study suggests that organizations can overcome these obstacles through innovative strategies and technology-driven solutions, ultimately ensuring the continued effectiveness of training initiatives. By fostering a culture of continuous learning and development, automotive organizations can not only enhance employee performance but also maintain a competitive edge in the ever-evolving automotive industry landscape.

In essence, our study underscores the critical importance of investing in training and development to drive employee performance and organizational success within the automotive industry. By leveraging the insights gleaned from our research, organizations can strategically align their training practices with employee needs and objectives, ultimately contributing to enhanced performance, employee satisfaction, and overall organizational success.

Questions

1. What are the current methods and approaches employed by your organization in training and developing employees within the automotive industry?
 - a) Classroom training
 - b) On-the-job training
 - c) Virtual training platforms
 - d) Mentorship programs
 - e) Other (please specify)

2. How do you perceive the relationship between employee training and their subsequent performance within your organization?
 - a) Strongly positive
 - b) Somewhat positive
 - c) Neutral
 - d) Somewhat negative
 - e) Strongly negative

3. Can you provide examples or instances where you have observed a direct impact of training programs on employee performance within the automotive industry?
 - a) Yes
 - b) No

4. How do you assess or measure the effectiveness of training programs in enhancing employee performance post-training?
 - a) Pre and post-training assessments
 - b) Performance evaluations
 - c) Employee feedback surveys
 - d) Key performance indicators (KPIs)
 - e) Other (please specify)

5. What specific metrics or indicators do you use to evaluate the performance of employees after they have undergone training and development initiatives?
 - a) Productivity levels
 - b) Quality of work
 - c) Customer satisfaction ratings
 - d) Sales figures
 - e) Other (please specify)

6. How does the organization ensure that training and development programs are aligned with the specific needs and objectives of employees working in the automotive sector?
 - a) Regular needs assessments
 - b) Collaboration with department heads
 - c) Feedback from employees
 - d) Industry research and trends analysis
 - e) Other (please specify)

7. Can you describe any challenges or obstacles faced in implementing or maintaining effective training and development programs within the automotive industry?
 - a) Limited budget/resources
 - b) Time constraints
 - c) Resistance from employees
 - d) Difficulty in measuring ROI
 - e) Other (please specify)

8. What strategies or approaches do you employ to overcome these challenges and ensure the continued effectiveness of training and development initiatives?
 - a) Prioritizing training needs
 - b) Seeking executive buy-in
 - c) Implementing technology-driven solutions
 - d) Offering incentives for participation
 - e) Other (please specify)

9. How do you foster a culture of continuous learning and development among employees in the automotive sector?
 - a) Providing regular training opportunities
 - b) Encouraging knowledge sharing
 - c) Recognizing and rewarding learning achievements
 - d) Creating a supportive learning environment
 - e) Other (please specify)

10. In your experience, what role does employee feedback play in shaping and improving training and development programs within the organization?
 - a) Very significant
 - b) Moderately significant
 - c) Slightly significant
 - d) Not significant
 - e) Unsure