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## Employee's Training: Catalyst To Good Quality Of Work Life

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### INTRODUCTION

Today Entry level jobs<sup>1</sup> now demand workers with new and different kinds of skills. Even simple clerical work now requires computer knowledge bank tellers need more knowledge of financial transactions and sale techniques, and foreign competition and sale techniques for foreign competition means that assembly line workers need more sophisticated understanding of mathematics and better reading and reasoning skills in order to cut cost and improve quality. This gives rise to imparting training to the employees. This study attempted to assess the training needs of line workers' working in the manufacturing industries of Aurangabad region. The present study focuses on importance of training and development. By identifying the performance problems that can be improved by training, will allow the manufacturing industries to focus on the real training needs of the organizations.

### OBJECTIVES OF THE STUDY

- 1) To study the importance of training for line workers' working in the manufacturing industries of Aurangabad region.
- 2) To assess the training needs of line workers' working in the manufacturing industries of Aurangabad region.
- 3) To understand the factors that influence and decide the quality of training programs.
- 4) To examine how training and development programs help to improve QWL.
- 5) To find out more prospects for improving training programs in the specified region.

### RESEARCH METHODOLOGY

The present study focuses on importance of training and development. Questions for Interview were developed and administered to the line workers face to face. Questions were designed as such that they determine common performance problems of the employees that can be addressed by training. By identifying the performance problems that can be improved by training, will allow the manufacturing industries to focus on the real training needs of the organizations. All the findings and conclusions obtained were based on survey. The representative sample was selected of the whole group. The Research design adopted to complete this research study was a **Descriptive Research design**. The data was produced with the help of the nominated sample of 30 Line Workers from manufacturing industries of Aurangabad region which were considered representative of the whole universe. The Sampling procedure adopted was **Convenience Random Sampling**. The primary data was coin from the employees of total selected employees. The method of data collection was **survey** method for which **structured Questionnaire** was prepared. Secondary data was collected from relevant national journals, report, magazines & books from libraries, published & unpublished thesis and websites.

### LITERATURE REVIEW

One investigation<sup>2</sup> reported the following returns on investment (ROI) for various types of training .training evaluation shows that the potential returns from well conducted training programs can be substantial, there is often considerable variability in the effectiveness with which any given training method or content area is implemented. As we have seen Considerable planning through needs analysis and follow up program evaluation efforts are necessary in order to realize these returns.

**George V Haythorne (1963)<sup>3</sup>** in his study examined what can employers and government do to help out workers in improving productivity and what can workers themselves do. In his view the productivity improvement can best take place in the context of economic growth. The study revealed that many workers face the problems of change and insecurity. This can be overcome by training and retraining programs and adequate provision of workers to move to other work within the same industry. He opined that the productivity can only be achieved through effective teamwork and the fruits of increased productivity should be shared fairly among employers, workers and the public generally.

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**Rathod (1982)<sup>4</sup>** pointed out that the success and efficient functioning of the District Central Co operative Banks depended on the qualifications, training, motivation and ability of the Human Resource of that Organization. He revealed that employee participation and motivation, observed that, the participation of employees motivates them to bring out the best from them.

**Varandhani (1987)<sup>5</sup>** in his work on “Workers Participation in Management with Special Reference to India” observed that the Indian workers were not having a sense of commitment with the organization. He found that they were suffering from poverty & Deficiency, living on the edge of living standard, poorly educated and insufficiently trained & developed. These conditions reflected themselves in low productivity, poor performance, a high percentage of absenteeism and obvious indiscipline.

**Manilal (1989)<sup>6</sup>** in a research study commented strongly on the employee training and Productivity, that the operators, technicians and supervisors should be given sufficient & technical job training from time to time in order to cope with the changes in the technology and machinery which would lead to sustainable development of the business and at the same time measures are to be adopted for reducing administrative overhead.

**Ghosh (1990)<sup>7</sup>** argued that besides investment in plants, equipment, machinery and an organization could invest in its own human capital as well, in the form of training for the staff and the development of managers.

**Venkata Ranina & Srivastava (1991)<sup>8</sup>** perceived that the idea of training, is the consequence of change in the behavior of employees to convene the present and future supplies of their everyday jobs and roles. From the organizational point of view, training shortens the time required for employees to hit the highest point of efficiency levels. Training contributes significantly on increasing the quality and quantity of work processed and reducing idle time by way of increasing the productivity of the employee.

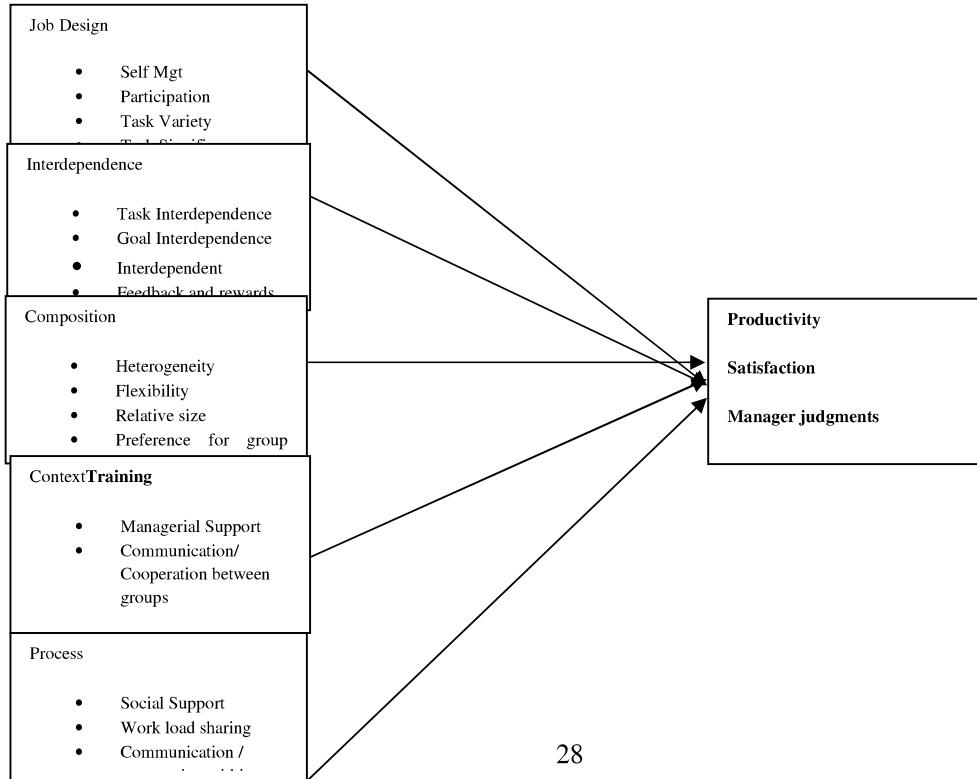
**Michael A.,Gina (1993)<sup>9</sup>** derived five common themes like Job design, Interdependance, composition, context and process for effective work groups and characteristics representing the themes like Productivity, employee satisfaction and manager judgements related to effectiveness criteria which is shown in Figure 1.2. The results claim that all three effectiveness criteria were predicted by the characteristics and nearly all characteristics predicted some of the effectiveness criteria.

Figure 1.2

## Michael A. Model: Themes & characteristics related to Work Group Effectiveness

## Themes/ Characteristics

## Effectiveness Criteria



Source : Michael A.,Gina;Characteristics and effectiveness: Implications for designing effective Work groups; *Personnel Psychology*; 1993,46.

Figure 1.2 represents the Michael A.,Gina, Characteristics and effectiveness: Implications for designing effective Work groups such as job design like self mgt, participation, task variety, task significance, interdependence like task interdependence, goal interdependence, interdependence ,feedback and rewards, composition like heterogeneity, flexibility, relative size & preference for group, context like **training**, managerial support , communication & cooperation between groups, and process like social support, work load sharing & communication / cooperation within groups

**Mathew (1992)<sup>10</sup>** attempted a study on the personnel management practices with the aim of evaluating the degree of application of modern personnel management thought. He originate that even though employees were fairly compensated, the level of their job satisfaction was moderate. He found that there was a scope for improving personnel management practices in fields such as recruitment and selection, training, co-operative education, employer-employee relations, employees participation in decision making, performance appraisal system, personnel research, professionalization of management, communication system, & strengthening of personnel department.

**Raghunathan (1994)<sup>11</sup>** in his work on TQM and Work Culture disclose that continuous quality development relies on the most excellent utilization of talents and abilities of a company's workforce. To achieve world-class quality, it is crucial that a company empowers its Human Resource. Companies must develop and comprehend the full potential contribution for personal and organizational growth. This can be achieved through training to the employees, employee participation and involvement in decision making in that particular organization.

**Gabriel Simon (1996)<sup>12</sup>** suggested that management must treat training and development as a necessity rather than a luxury. All training programs should begin with carrier planning and identification of training needs. Workers participation in management can be a reality only when workers are capable and willing to do so. Management attitude should be reflected in the scheme so that workers are made true participants. He also made it clear that continuous service in the organization need not be on account of job satisfaction but on account of the absence of another alternative. He suggested for a serious study on the impact of the continuous service of an unsatisfied work force.

## CONCLUSION

During the study it has been revealed that there has been tremendous increase in the business competition which demands for the highly skilled human resource working in the manufacturing sector which increases the demands for training at a regular basis. The study focused on measure having good Quality of work life through training experienced by the line workers working in manufacturing industries in Aurangabad region. This was an attempt to contribute some solutions for improving the quality of work life of the employees by way of analyzing training needs.

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