

# A Study on Effectiveness of on the Job & Off the Job Training in Patancheru Industrial Area Hyderabad

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**Abstract**— Training is an important part of Human Resource Management. Training serves two purposes firstly it helps in Career development of Individuals and simultaneously it helps in growth of an Organization. An Overview is given about the Need, Importance and finally sequence of events followed during the process of Training. A lot of stress is laid upon evaluation of the Training that has been given to the employees to measure its effectiveness.

**Key words:** On the Job Training, Off the Job Training, Effectiveness, Organizations

## I. INTRODUCTION

Training is the process for providing required skills to the employee for doing the Job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally Training will be given by an expert or professional in related field or job.

Training is required at every stage of work and for every person at work. To keep oneself updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programmes are also necessary in any organization for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organizational learning.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Training is investment in getting more and better quality work from your talent.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Since training involves time, effort & money by an organization, so an organization should to be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training

has turned into an investment or it was a total expenditure for an organization.

## II. OBJECTIVE OF THE STUDY

- To know the satisfaction level of the employee towards On the Job Training.
- To know the satisfaction level of the employee towards Off the Job Training
- To know the Effectiveness of on the Job and Off the Job Training.

## III. SCOPE OF THE STUDY

- The Scope of the study is confined to the Industries in Patancheru Industrial Area of Hyderabad – Telangana.
- This study can help the Management to know satisfaction level of Employee towards the On the Job Training and Off the Job Training.
- This study can help the Management to know Effectiveness of on the Job and Off the Job Training.

## IV. METHODOLOGY ADOPTED

This study was undertaken in Patancheru Industrial Area of Hyderabad – Telangana (Asian Paints, Aurobindo Pharma, Fenner, Pennar Kirby Building Systems, Rotec Transmissions and Sandvik) to know Effectiveness of on the Job and Off the Job Training. Both Primary and Secondary data collection was made. Primary data is collected by structured survey. Secondary data is collected from different published sources like Report, Research papers, Websites etc. The Sample size was 200 respondents mainly Employees working in Patancheru Industrial Area of Hyderabad – Telangana

## V. LITERATURE REVIEW

According to the Michel Armstrong, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8<sup>th</sup> Ed., 2001)

According to the Edwin B Flipppo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.” (Source: Personnel Management, McGraw Hill; 6<sup>th</sup> Edition, 1984)

## VI. THEORETICAL BACKGROUND

Training is the process of increasing the knowledge and skills for doing a particular job. It is a structured method by which people acquire knowledge and skills for a definite purpose. It basically bridges gap between job requirement and present competence of an employee.

On-the-job training is one-on-one training located at the job site. It usually consists of an experienced worker passing down their skills to a new employee.

The Techniques of On the Job Training are Job Rotation, Coaching, Job Instruction, Committee Assignments, Internship Training etc., Off-the-job training comprises of a place specifically allotted for the training purpose that may be near to the actual workplace, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor.

The Technique of Off the Job Training are Case Study Method, Incident Method, Role Play, In Basket Method, Business Games, Grid Training, Lectures & Simulation etc.,

#### A. Need of Training

Training is required on account of the following reasons:

- Job requirement: Employee selected for a job might lack the qualifications required to perform the job effectiveness.
- Technological changes: Technology is changing very fast. Now automation and mechanization have are being increasingly applied.
- Organization viability: In order to survive and grow an organization must continually adopt itself to the changing environment.
- Internal mobility: Training becomes necessary when an employee moves from one job to another due to promotion and transfer.

#### B. Importance of Training

Training is the process of imparting knowledge, skills and aptitude to perform desired job. A well planned and well executed training program can provide the following advantages:

- It helps in improving the level of performance and hence results in higher productivity.
- Uniformity of work methods and procedures helps to improve the quality of product or service
- A systematic training program reduces the cost and time drawn in learning.
- Good training helps in economical use of materials and machinery.
- It reduces supervision.
- It lowers the rate of accidents.
- It boosts the morale of employees to perform the task/job efficiently.

#### C. Process of Training

- Identifying training needs: Process of training starts with identifying the need of training.
- Training objectives: the next step is to set training objectives in concrete terms and to decide the strategies to be adopted to achieve these objectives.
- Designing training program: An appropriate training policy is very important to meet the objectives. It consists of rules and procedures concerning training.
- Imparting training: Here employees are given training as per their requirements.

- Evaluating: Here the effectiveness of training is evaluated.

Assessment of the usefulness of training is done to make sure that it is gainful, to identify needs to modify what is being provided, to discover new needs and redefine priorities and most importantly to ensure that the objectives of the exercise are being met.

### VII. ANALYSIS & INTERPRETATION

| Particulars | No. Of Respondents | Percentage |
|-------------|--------------------|------------|
| Excellent   | 152                | 76         |
| Good        | 24                 | 12         |
| Average     | 14                 | 07         |
| Poor        | 10                 | 05         |
| Total       | 200                | 100%       |

Table 1: According to you under On the Job Training – Job Rotation Method is?

#### A. Analysis & Interpretation

Table 1 shows that 76% of the respondent said that Job Rotation Method is Excellent and 12% said it as Good. This method helps the trainee understand the problems of other employees.

| Particulars | No. Of Respondents | Percentage |
|-------------|--------------------|------------|
| Excellent   | 132                | 66         |
| Good        | 48                 | 24         |
| Average     | 12                 | 06         |
| Poor        | 8                  | 04         |
| Total       | 200                | 100%       |

Table 2: According to you under On the Job Training – Internship Training Method is?

#### B. Analysis & Interpretation

Table 2 shows that 66% of the respondents said Internship Training Method is Excellent and 24% of the respondents said it as Good. In this Method instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

| Particulars | No. Of Respondents | Percentage |
|-------------|--------------------|------------|
| Excellent   | 86                 | 43         |
| Good        | 78                 | 39         |
| Average     | 28                 | 14         |
| Poor        | 08                 | 04         |
| Total       | 200                | 100%       |

Table 3: According to you under On the Job Training – Job Instruction Method is?

#### C. Analysis & Interpretation

Table 3 Shows 43% of the respondents said Job Instruction Method is Excellent, 33% of the respondents said its Average, 14 % of the respondents said its Average while 04% of the respondents said its Poor. Job Instruction Method is Systematic, Fast and Effective Method for teaching your workers to do a job.

| Particulars        | No. Of Respondents | Percentage |
|--------------------|--------------------|------------|
| Satisfactory       | 126                | 63         |
| Average            | 70                 | 35         |
| Below Satisfactory | 04                 | 02         |

|       |     |      |
|-------|-----|------|
| Total | 200 | 100% |
|-------|-----|------|

Table 4: According to you under On the Job Training – Coaching Method is?

**D. Analysis & Interpretation**

Table 4 Shows 63% of the respondents said Coaching Method is Satisfactory, 35% of the respondents said its Average while 02 % of the respondents said its Below Satisfactory. Coaching focuses on the individual needs of an employee and is generally less formal than other kinds of training.

| Particulars             | No. Of Respondents | Percentage |
|-------------------------|--------------------|------------|
| Easy to Understand      | 62                 | 31         |
| Average                 | 114                | 57         |
| Difficult to Understand | 24                 | 12         |
| Total                   | 200                | 100%       |

Table 5: According to you under On the Job Training – Mentoring Method is?

Analysis and Interpretation- Table 5 Shows 31% of the respondents said Mentoring Method is Easy to Understand, 57% of the respondents said its Average while 12 % of the respondents said it's Difficult to Understand. Job mentoring involves providing an employee with an experienced coach to oversee his or her learning experience. The mentor or coach provides advice and instruction, but is not performing the job with the employee as in on-the-job training.

| Particulars        | No. Of Respondents | Percentage |
|--------------------|--------------------|------------|
| Motivating         | 132                | 66         |
| Creates Interest   | 54                 | 27         |
| Depth of Knowledge | 14                 | 07         |
| Total              | 200                | 100%       |

Table 6: According to you under Off the Job Training – Lectures and Conference Method is?

Analysis and Interpretation- Table 6 Shows 66% of the respondents said Lectures & Conference Method is Motivating, 27% of the respondents said it Creates Interest while 07% of the respondents said it increases Depth of Knowledge. It is one of the oldest methods of training. This method is used to create understanding of a topic or to influence behavior, attitudes through lecture.

| Particulars          | No. Of Respondents | Percentage |
|----------------------|--------------------|------------|
| Communication        | 76                 | 38         |
| Group Working        | 58                 | 29         |
| Problem Solving      | 54                 | 27         |
| Trainees Involvement | 12                 | 06         |
| Total                | 200                | 100%       |

Table 7: According to you under Off the Job Training – Case Study Method aims at?

Analysis and Interpretation- Table 7 Shows 38% of the respondents said Case Study Method Improves Communication, 29% of the respondents said it improves Group Working, 27% of the respondents said its improves Problem Solving while 06% said it improves Trainees Involvement. The case study is a method which provides descriptive situations which stimulate trainees to make decisions. The purpose of the case method is to make trainees

apply what they know, develop new ideas to manage a situation or solve a problem.

| Particulars                  | No. Of Respondents | Percentage |
|------------------------------|--------------------|------------|
| Excellent way to Perform     | 174                | 87         |
| Good way to Perform          | 06                 | 03         |
| Average way to Perform       | 06                 | 03         |
| Below Average way to Perform | 14                 | 07         |
| Total                        | 200                | 100%       |

Table 8: According to you under Off the Job Training – Role Playing Method is?

Analysis and Interpretation- Table 8 Shows 87% of the respondents said Role Playing Method is Excellent way to Perform the things, 03% of the respondents said its Good way to perform, 03% of the respondents its Average way to Perform while 07% of the respondents said its Below Average way to Perform. Role play is the acting out or performance of a particular role, either consciously (as a technique in psychotherapy or training) or unconsciously, in accordance with the perceived expectations of society

| Particulars             | No. Of Respondents | Percentage |
|-------------------------|--------------------|------------|
| Easy to Understand      | 200                | 100        |
| Average                 | 00                 | 00         |
| Difficult to Understand | 00                 | 00         |
| Total                   | 200                | 100%       |

Table 9: According to you under Off the Job Training – Audio Visual Method is?

Analysis and Interpretation- Table 9 Shows 100 % of the respondents said Audio Visual Method is Easy to Understand. audio-visual aids is defined as "training or educational materials directed at both the senses of hearing and the sense of sight, films, recordings, photographs, etc. used in classroom instructions, library collections or the likes"

| Particulars | No. Of Respondents | Percentage |
|-------------|--------------------|------------|
| Excellent   | 08                 | 04         |
| Good        | 18                 | 09         |
| Average     | 126                | 63         |
| Poor        | 48                 | 24         |
| Total       | 200                | 100%       |

Table 10: According to you under Off the Job Training – Programmed Instruction Method is?

**E. Analysis & Interpretation**

Table 10 Shows 04% of the respondents said Programmed Instruction Method is Excellent, 09% of the respondents said its Good, 63% of the respondents said its Average while 24% of the respondents said its Poor. Programmed instruction is a method of presenting new subject matters to students in a graded sequence of controlled steps.

**VIII. CONCLUSION**

Providing On the Job & Off-the-job training opportunities to Employees allows them to pay more attention to the training activities. Holding workshops, seminars or events at a different location enables employees to focus on learning new

skills, knowledge and behavior without the distraction of ringing telephones, instant messages or email notifications. Conducting an off-site event may conclude with a ceremony or certification award conferred by an industry expert, making the training session a memorable occasion that leads to improved employee morale, satisfaction and loyalty. Measuring the effectiveness of On the Job & Off-the-job training involves assessing participant satisfaction, retention, on-the-job performance and business impact.

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