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'TRAINING TREND IN SMALL- SCALE INDUSTRIES: A RETROSPECTIVE STUDY'.

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Abstract:

Training is a mandatory and common phenomena in all and especially ISO 9000:2008 certified companies. The effective training to lower and top level management has brought impressive results in the progress of corporate in today's era. Training is a systematic process of changing behavior, knowledge and motivation of the employees to improve the level of characteristics of employees and required characteristics.

KEY WORDS:

Training Trend , Small- Scale ,retrospective study ,common phenomena .

INTRODUCTION:

Training is the process in which all kinds of efforts are taken by the companies to improve the skills, abilities, attitudes and aptitudes of workers. It helps to discard old ideas and beliefs which are replaced by the new ones. It helps to increase the efficiency, productivity and quality services.

The New Economic Policy, 1991 had given the pave for globalization, privatization and it has resulted into severe competition among small and large scale industries, local versus multinational and thus all industries have to cope with number of changes and challenges.

'Training is the act of increasing the knowledge and skills of an employee for doing a particular job'.-Edwin B. Flippo

Research Topic and technique: the research topic is case study presentation on "Anant Industries, Pune, a small scale organization with the parameters of time, cost estimates, budget & willingness of employees to complete the training satisfactorily.

Scope of the Study;

The training needs are raised across the organizations, for all the departments and for all the employees. The Study is undertaken and restricted to the Anant Industries and Anant Enterprises Pune, in form of case studies.

Objectives

The basic purpose of training is to bring a change in the behavior of the employees. This fundamental objective can be accomplished through the positive change in knowledge, skills and attitudes of employees. This would help the employees to know the facts, policies, procedures and bye-laws pertaining to their jobs and increased skills help them to perform their jobs more efficiently. Training process also mould the attitude of an employee towards other co-workers, supervisor and other co-workers on the organization.

Title:'TRAINING TREND IN SMALL- SCALE INDUSTRIES: A RETROSPECTIVE STUDY'.
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Hypothesis:

Systematic training helps to achieve strategic goals, objectives and targets of the organization.

Research Methodology:

The study involved both primary and sources for the collection of information. The primary data was collected with the help of structured questionnaire through which interview of all the departments of selected industry was undertaken. The secondary sources included company's brochure, website.

Population:

The researcher interviewed 40 employees of the company.

Training at backdrop/Theoretical Background

It is a customary in the organizations that every employee of the organization must go through training at regular intervals. The organization aims at better performance, reducing cost of various production processes, less supervision, uniformity of procedures, long term growth of company and entering into the international markets.

As far as employees are concerned, the training gives several advantages to them, like opening of various career opportunities and promotions, increasing productivity, safety, high morale as well as mobility.

To test the above hypothesis the researcher interviewed top level and lower level management of the Anant Industries. The structured questionnaire was prepared and through the observations the implication of training was taken into account.

In olden days the senior ones and people with sufficient experiences were assigned the responsibility to train the subordinate staff. They may not have the authority to train others but it was taken general responsibility and training process was completed. But in today's era because of ISO certification and third party's accreditation, which is mandatory, all the industrial units have taken the process of training very seriously.

Types of Training

Induction Training- It is the initial training given to a new employee. Its purpose is to familiarize the employee with the organization. It tells history of organization, department's rules and regulations.

On Job Training- 70 percent of the employees are having this type of training. A worker is put on a specific job in the factory and is instructed by his supervisor, in this way a worker learns from the person above him and teaches the worker below him. Thus he learns and does the work at the same time. The training takes place on the routine basis and does not require special laboratory so far.

Apprenticeship Training-It gives sufficient knowledge and skill in technical jobs like plumbing, carpentry, welding etc.

Internship Training- It is the joint programme of training of organization and technical institutions. It aims at giving theoretical and practical knowledge.

Vestibule Training- It is training before the on the job training. The employee is trained on specific job in special part of the plant.

Special Courses- It is like class room training for different types of knowledge like accounting methods, taxes, and export procedures. The organization also provides programmes for development of executives. They are conferences, role play, special courses, special projects, case study, management games, foreign tours, sensitivity training under controlled laboratory system.

Company Profile

Anant Industries is a leading manufacturer and supplier of various kinds of Engineering Items. Our experience in this field is 25 years since 1988.

We are equipped with advanced Machinery Set - Up and Quality Control Facilities to meet variety of Items as per requirements of Defense customers. We are specialized in manufacturing of Precision machined Components, Forging and Casting Items, Press Parts, and Fabricated Items, Hydraulic & Pneumatic Assemblies/Sub Assemblies like control valves, Pressure regulator valves, Safety Valves, Brake Valves, Exhaust Manifolds etc. We are also specialized in production of special types of springs like Balancing Gear Springs, Engine Valve Springs, Ply Springs for different armaments applications.

VISION

To Become Trustworthy source for Defense Products through Best Business Practices.

MISSION

To supply Quality Products with prompt & efficient service.

VALUES

Give Dedicated Service to defense.

Deliver our commitments

Respond to the changing needs and expectations of defence customers.

Follow high ethical standards.

Follow Social Responsibilities.



History/ Manufacturing products:

ANANT INDUSTRIES was Established in Aug 1988 with just 300 Sq Ft Area at 402 Narayan Peth, With inspiration for indigenisation from 'DEFEX-88' Held at CAFVD Kirkee by Mr. Chetan Dharia engineering graduate of COEP Pune, Initially variety of Springs were the only product & Supplies made thro' SC(TCV) Dehu Road, for East European 'A' & 'B' Vehicles.

In 1994 Company expanded/Diversified its Scope of manufacturing by Indigenisations of Various Machined Components & Successfully supplied numerous Quality Components to various defense organizations including Ordnance Depots and Ordnance factories. This was done with the Spirit to save Foreign Exchange of the nation through excellent Quality & timely Supplies.

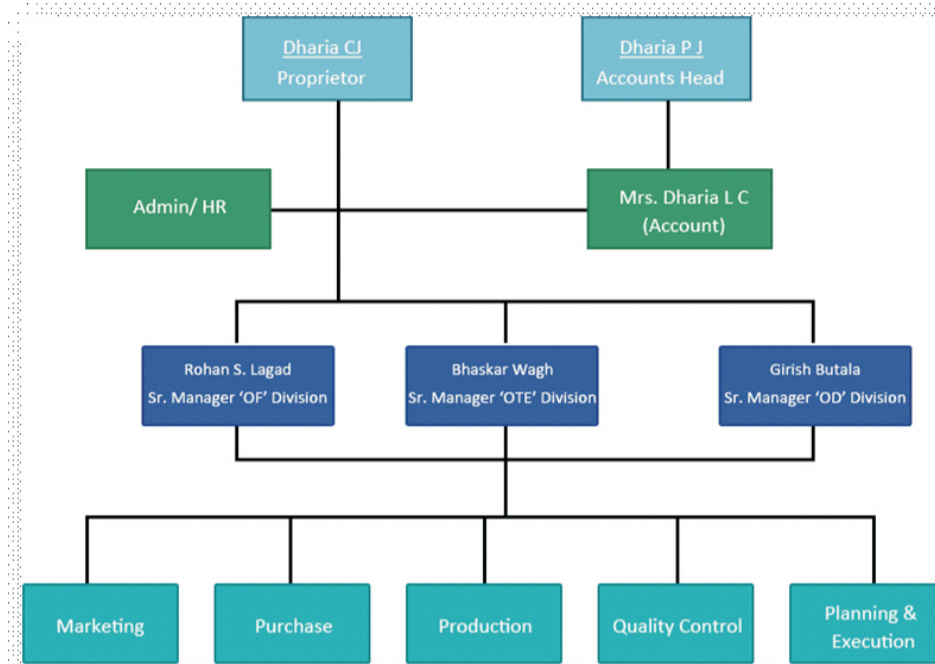
In 1998 Company shifted its production Unit to Kothrud in Pragati Industrial Complex in 2000 Sq Ft. Area with Expansion In machinery & added various Ordnance Factories in their customer list for the growth of business.

In 2004 again Company expanded further its scope to supply various Assemblies to Ordnance Depots & Ordnance Factories. Many of the Critical Assembles/Components were developed & supplied as import substitute with excellent Quality & Timely Supplies.

Within the span of 25 Yrs Company has changed a lot to modernized machines and work area of over 8000 Sq Ft. added with Excellent Quality Control Set-up

Today ANANT INDUSTRIES is well-known for its Quality & Timely Supplies of components / Assemblies by Indian Ordnance Factories & Ordnance Depots all over India.

Organization Structure:



Manufacturing Facilities

Over the years, we have built an extensive machine shop with various Conventional & CNC machines. This supports us to achieve high accuracies with excellent reliability in our products.

Our extensive machining setup is also supported by Jigs/ Fixture & Process Development team for the size of batch quantity.



3 Axis Milling



Auto Spring Coiling



Furnace



Heavy Duty Coiling



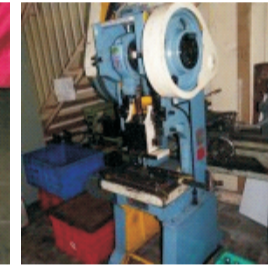
Heavy Duty Turning



Honing



Lapping



Power Press



Precision Turning



Surface Grinding



Turret Milling with DRO



Universal Milling



CNC Centre



Machining Division



Spring Division

Infrastructure

Most varied manufacturing facilities available on Covered Area of @ 4000 Sq Ft.
Manufacturing Facilities includes Precision Turning & Milling on CNC as well as Grinding, Honing & Lapping.
Complete range of spring manufacturing facilities with in-house unique Testing Facilities like Endurance Test/ Life Cycle Test/ Fatigue Test etc.
Key Facilities including Assembly & Testing of Hydraulic/ Pneumatic Sub-Assemblies & Assemblies.
In-house Tool Room Facilities/ CAD Designing/ Technical Library
Excellent Quality Control Dept. @ 1000 Sq Ft with modern Equipments
Office Premises with ultra modern facilities and Data Center.
Trained/ Technical Experts Work Force of @ 50 nos.
CSR : At Anant Industries, they believe that they should reciprocate and give back to the society that has given them so much. The company is therefore associated with NGOs like

- 1) Dhruva Pratishthan Titeghar, Bor
- 2) Samaj & Nisarg Seva Sangh, Pune

Training process in Anant Industries:

The company has decided its objectives and targets for their daily work and according to those training needs are identified, and it is being given to the employees. The process of training is divided into three parts.

1. Need
2. Imparting training
3. Evaluation of efficiency.

To the top level management, the agencies like MCCIA, SIDBI, and Kalyani Foundation have been providing training facilities. External training for the operation of CNC machine for the period of 3 months is arranged by the company. The training needs are identified by the department head for highly skilled, skilled, semi skilled and unskilled employees and work load is taken into account. The workers and operators are being given knowledge of different processes of production so that they can be adjusted during recession. Basically the rejection of parts or products is caused by problems in material, machine operators and speed as well as rotation of tooling, therefore for all these stages training needs are found.

OBSERVATIONS FROM THE TRAINING PROCESS OF ANANT INDUSTRIES:

1. Most of employees at the selected industry have been repeatedly taking on the job and off the job training.
2. They are taking responsibilities of work processes, safety and also regarding saving costs.
3. The training needs are identified by the heads of process/managers through the observation of work, assessment of performance from time to time.
4. Before training sessions many employees prepare them for training like references from their books, discussions, brainstorming.
5. The employees of Anant Industries have rated that the industry has been provided adequate training and on every Saturday training on various issues are undertaken by Anant Industries.
6. The government Ordnance is the customer for the industry, the management decided that if they go for easy manufacturing product, there will be a severe competition and if they select difficult/ critical product, they will get definite market for this
7. For imparting skills "skill matrix" is used. Training for work ethics, Supervisory skill development, 5s, safety shop floor, Kaizen For critical items the design drawing by the supplier is taken into account its analysis is done in advance and the strategy worked for the profit margin. Accordingly the management has been providing training to the employee.
8. Marketing department has skilled people for quoting orders in time through govt. tenders. The response time for enquiries, sending of mails and general communication as well as correspondence to ordnance depots increased to 90 to 95 percent. It also rely on their own feedback given by the customer which contains rating for on time delivery, documentation, local representatives response*, packing labeling etc. (9 criterion with 11 marks as an excellent, 9 for good, 7 for fair and 5 each for poor). MR has to develop a travel plan for meeting company's vendors at 7 places in India for increasing liaison at different places.

*local representatives from Chhenai, Hydrabad, Kolkata Jabalpur, Mumbai and Pune.

9. The employees feel that the training programmes are considered to be satisfactory by a majority and it can bring improvement amongst them in a given period of time.

10. The processes like, tooling, milling, machining, drilling, threading are carried out in the various section in the company but processes like, cutting and heat treatment are outsourced from Sandvik Asia ,Pune.

11. The employees are motivated positively through the informal discussions, annual trips, insurance facility etc. The employees developed the system of taking oath for avoiding wastes and optimum use of resources of company.

12. For achieving the objective of reduction in rejection rate by 3 percent, the training from NABL (National Accreditation Board for Testing and Calibration Laboratories.)

Ordnance depot, monthly review meetings, on time calibrations of measuring instruments, preventive actions for rejections are taken into account. For better assessment in performance action of the employees ,the HOP has developed the training calendar for every 2 months, which marks the time management ,team building ,documentation, supervisory skills, labor laws ,accounting standards, instill self confidence, safety measures etc. This enables the employer to assess the work progress of workers.

CONCLUSIONS:

Training to all is essential for continual improvement of the company and the employee. It increases productivity as well as competency of the employees. It helps to reduce costs, increases competency and it gives consciousness towards world competition.

The Anant Industries and Anant Enterprises have recruited 54 employees.

The researcher has drawn following conclusions from data collection through the questionnaire. Training is an important part in the field of Human Resource Development because it helps to achieve the Continual improvement, Cost saving, Increasing productivity, Change in attitudes of employees and there is always scope for personal and professional improvement among them.

1. 70 percent of the employees agreed that training is provided to them for taking large responsibilities. 25 percent said sometimes and 15 percent said no for this.

2. According to data 60 percent of the opinion that training should be repeated and reinforced after certain period of time whereas rest said sometimes and no.

3. As per data 70 percent employees make regular preparation in advance on the subject and training to be given to them, 25 percent said sometimes and 5 percent said no.

4. According to analysis of data 100 percent of the employees opined that training provisions in their organization are adequate and satisfactory as well.

5. It has given 100 percent opportunities for their personal growth.

6. In all the employees felt that the training has brought job satisfaction, confidence, better decision making, personal and professional growth.

SUGGESTIONS:

The administrative arrangements should be improved as per requirements of the employees.

The trainer should receive the results of performance appraisal from time to time. The industry has relied on internal training extensively hence there should external faculties for imparting training. Trainee should be given performance appraisals at regular intervals during the training programme. SWOT analysis is to be given to the employees and it should be communicated to each other.

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