
A Study Of Fundamental Skill Training Program Evaluation For Bargainable Operatives- Case Study Of Tata Motors, Pune

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Abstract: Training is process in which knowledge is delivering to the employees for the development of the organization along with an employee. Training assists to develop quality of the work and productivity of the organization. It is an uninterrupted process to impart specific skills to the set of employees. Present study focus on FUNDAMENTAL SKILL TRAINING PROGRAM (FST Program) conducted at Tata Motors. The study also covered employee's opinion about FST program conducted by TATA Motors. For the present study analysis done based on data collected from 150 employees who attended the training program at TATA Motors. This research brings out outlook of employees towards FST program.

Key Word: Training, Evaluation, FST Program

I. Introduction

II.

Training is one of the imperative practices conducted in an organization for enlargement of the employee as well as an organization. It is the process of imparting specific skills of the employee. An employee undergoing training is supposed to have some formal education. Training diverge as per levels of the organization.

According to Edwin B. Flippo, "Training is an act of increasing the knowledge & skills of an employee for doing a particular job".

According to Dale S. Beach, "Training is the organized procedure by which people learn knowledge and/or skill for a definite purpose".

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After conclusion of training program, there is need to evaluate effect of training program. Evaluation acts as a check to ensure that the training is able to fill the competency gaps within the organization in a cost effective way.

III. Material And Methods

This prospective study was carried out on training provided to the operatTATA Motors. Pune , May 2017-2018 . A total 150 employees selected from various department from operation level employees.

Study Design: Prospective observational and personal interview study.

Study Location: The Sample area of survey was Tata Motors CVBU, Pimpri and Chinchwad foundry, Pune It covers C block, H block, J block and Chinchwad foundry.

Study Duration: June 2017 to July 2017.

Sample size: 150 employees from operatives

Sample size calculation:For the purpose of the study data was 150 employees but as per online sample calculator minimum 122 or more sample surveys are needed to have a confidence level of 95% that the real value is within $\pm 5\%$ of the measured/surveyed value. The sample size actually collected for this study was 150 employees.

Convenience random sampling method used to collect data from employees working at operatives. Data collected from 150 employees of the company.

Subjects & selection method: The study population was drawn by convenience method from C block, H block, J block of TATA Motors CVBU. The data for the research collected from employees who undergone training of FST program between June 2017 to July 2017.

Inclusion criteria:

1. Employees of the Tata Motors CVBU
2. Employees from Operative
3. Employees who attended training program i.e. FUNDAMENTAL SKILL TRAINING PROGRAM

Exclusion criteria:

1. Superior level and management level employees
2. Other Blocks of the company premises
3. If FST program not attended in the company

III. Procedure methodology

Data collected from primary sources i.e. direct contact with employees who gone through training program. Structured questionnaire were used to collect data regarding employees opinion about FST program. Data was collected from 150 employees who attended the training program. Questionnaire included socio-demographic characteristics such as age, department, qualification, experience of the employees. Open ended and closed ended questions were asked to evaluate training program. Data collected through personal interview of the employees randomly.

Study conducted for training effectiveness evaluation through fundamental skill training (fst) for bargainable operatives in Tata Motors. It was extended to evaluate the fundamental skill training programme (FST) conducted

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for the blue collar workers in the company. This training is frequently conducted by the Skill Development Centre. Different officials working in Human Resource Development training centre and shop floor have provided very important data in this respect. This study does an analysis of the training effectiveness evaluation of Fundamental Skill Training (FST) provided to blue collar workers in the organization by studying the full FST course. The research is done through interview and questionnaire which is filled by the blue collar workers working on the shop floor after they have received this training. Also secondary data provided by the company officials is of immense importance. Every effort has been made to understand and evaluate the fundamental skill training programme conducted in the organisation to improve quality of the work. Case study method with respect to TATA motors used for the study.

IV. Statistical analysis

The data collected from the workers were analyzed using standard statistical techniques method with the help of Microsoft excel .Percentage method, mean, graphical presentation were used to analyse data. Accordingly recommendation and conclusions were made on the basis of analysis and observation that are collected from the respondents. Each question is analyzed separately and observations are written down on the response given by the respondent.

Data was analyzed using MS-excel. Percentage method, mean, graphical presentation were used to analyse data.

FST is a training program conducted for newly joined blue collar workers to impart new skills and knowledge that will help them work efficiently on shop floors. It is also given to already working blue collar employees to improve his knowledge about his existing skills and to teach him additional skills related to different areas of their shop floors. FST is given to temporary, permanent employees as well as the supervisors. The main aim of conducting FST is to keep the same sequence, method and procedure for an activity. It is very important to reduce the rework cost.All the activities of Automobile manufacturing process are taught in FST.

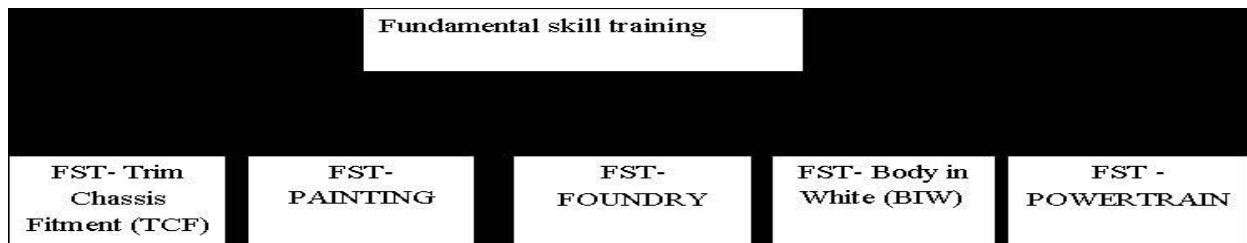
V. Case Study: FUNDAMENTAL SKILL TRAINING PROGRAM (FST Program) conEvaluation at Tata Motors.

TATA MOTORS was established in 1945 as a subdivision of Tata Group to manufacture locomotives. It was work together with Daimler Benz AG and constructed its first commercialized vehicle in 1954. This collaboration was ended in the year 1969, after which the company entered in the market with passenger vehicles in 1991.In 1991 Tata launched Sierra .It became the 1st Indian company to manufacture a competitive automobile on its own. . In 2004, Tta acquired Daewoo Commercial Vehicles Company and purchased the Jaguar Land Rover in 2008 from Ford. . Tata launched Indica and Tata Nano in 2008 .In November 2015, Lionel Messi became the company's brand ambassador to endorse and promote Tata Motors passenger vehicles on at international level. In 2016 the company signed memorandum of understanding with Volkswagen to develop vehicles for India's domestic market and in 2017 they introduced Tata Hexa.

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Tata Motors comprise assembly plants and auto manufacturing units in different cities of India, including Sanand, Lucknow, Pantnagar, Jamshedpur, Pune and Dharwad. They have services in Thailand, UK, South Africa and Argentina too. As far as their development and research centers are concerned, they are present in Lucknow, Jamshedpur, Pune and Dharwad, in addition to South Korea, UK and Spain. The company has a joint venture for manufacturing buses with Marcopolo, for construction equipments with Hitachi, and for automotive components with Fiat Chrysler.

FST training has different departments, they are as under



FST Program - FUNDAMENTAL SKILL TRAINING PROGRAM AT TATA MOTORS

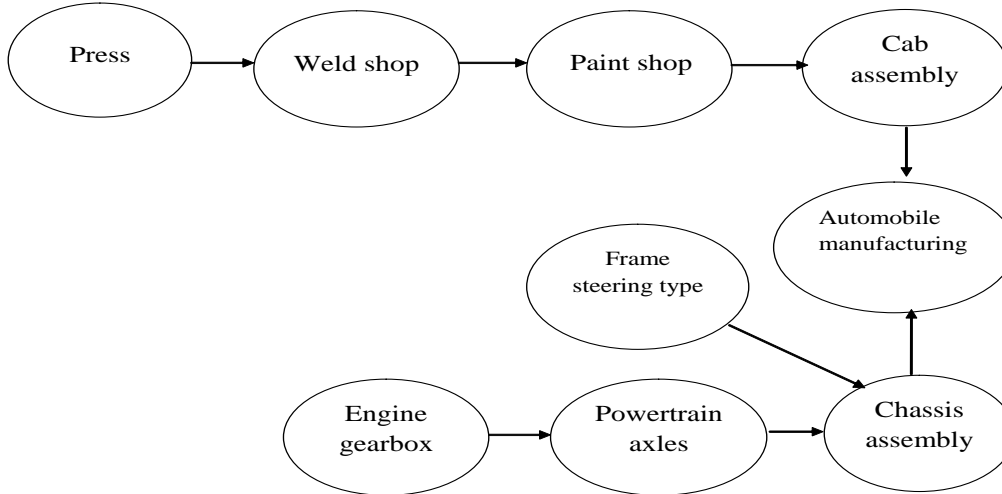
FST is a training program conducted for newly joined blue collar workers to impart new skills and knowledge that will help them work efficiently on shop floors. This type of training is also provided to already working blue collar employees to improve his knowledge about his existing skills and to teach them additional skills related to different areas of their shop floors. FST is given to temporary, permanent employees as well as the supervisors. The main aim of conducting FST is to keep the same sequence, method and procedure for an activity. It helps to reduce the rework cost.

All the activities of Automobile manufacturing process are taught in FST.

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The two basic key components of conducting FST:-

- Safety key point- The point that sees that no accident occurs with the trainer or the trainee, and to see that utmost work is done with proper safety.
- Quality key point- When any work is done it should be in a sequential manner with the main focus on Quality. This is termed as quality key point.



Hypotheses:

1. Bargainable employees are satisfied with FST Program conducted at Tata Motors.
2. Factors affect most on FST Program.

Hypothesis Testing:

Particulars	No. Of employees	Percentage
Paint	21	14%

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BIW	26	17.33%
TCF	53	35.33%
Power-train	23	15.34%
Foundry	27	18%
Total	150	100%

Table No.1 Respondents attended training program

From the above table ,it has been observed that, 14% employees received Paint training, 17.33% employees received BIW training, 35.33% received TCF training, 15.34% employees received Power-train training and 18% received foundry training.

Particulars	No. Of employees	Percentage
Agree	107	71.33%
Somewhat agree	40	26.67%
Disagree	1	0.67%
Don't know	2	1.33%
Total	150	100%

Table no.2 Content of training program useful to improve skilled area

From the above table and graph it is observed that, 71.33% employees agreed with the topics covered in training sessions were relevant to their work area and 26.67% employees somewhat agreed. It shows that the company pays most attention to its FST training programme and its training sessions are in according to the work skills required

Employee's opinion about FST Training Program:

Particulars	No. Of employees	Percentage
Improved skills	42	28%
Work satisfaction	11	7.33%
All of the above	96	64%

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None of the above	1	0.67%
Total	150	100%

Table No.3 Employee's opinion about FST Training Program

From the above table and graph it is observed that, 28% employees are saying that after attending training program their skills were improved, while 7.33% employees are saying they got work satisfaction. And remaining 64% employees are saying they felt both improved skills as well as work satisfaction. Therefore it shows that the FST training which is given by company is useful & helpful to the employees

Factors contribute to training Program:

		None	Little	Moderate	High	Total Respondents
1	Increasing productivity	1	21	74	54	150
2	Increasing motivation	5	17	63	65	150
3	Increasing product knowledge	1	8	50	91	150
4	Reducing unsafe act/ accidents/ incidents	4	17	33	96	150
5	Reducing number of rework	5	21	40	84	150
6	Reducing number of defects	4	17	52	33	150
7	Improving the quality of products produced	3	1	42	95	150
8	Reducing fatigue	5	20	61	64	150
9	Helps in achieving DIFTR (Do it first time right)	1	19	71	59	150

Table No.4List of the Factors contribute to training Program

From the 1 observed that, 0.67% employees think that FST has no contribution to increasing the productivity, 14% employees think there is a little contribution of FST whereas 49.33% employees think FST moderately contributes and 36% employees agreed that there is a high contribution of FST towards increasing the productivity.

From the 2, it is observed that, 3.33% employees think that FST has no contribution to increasing the motivation, 11.33% employees think there is a little contribution of FST whereas 42% employees think FST moderately contributes and 43.34% employees agreed that there is a high contribution of FST towards increasing the motivation.

From the 3 it is observed that, 0.67% employees think that FST has no contribution towards increasing the product knowledge, 5.33% employees think there is a little contribution of FST whereas 33.33% employees think FST

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moderately contributes and 60.67% employees agreed that there is a high contribution of FST towards increasing the product knowledge.

From the 4, it is observed that, 2.67% employees think that FST has no contribution towards reducing unsafe act/accidents/ incidents, 11.33% employees think there is a little contribution of FST whereas 22% employees think FST moderately contributes and 64% employees agreed that there is a high contribution of FST towards reducing unsafe act/accidents/ incidents.

From the 5, it is observed that, 3.33% employees think that FST has no contribution towards reducing number of rework, 14% employees think there is a little contribution of FST whereas 26.67% employees think FST moderately contributes and 56% employees agreed that there is a high contribution of FST towards reducing number of rework.

From the 6, it is observed that, 2.67% employees think that FST has no contribution towards reducing number of defects, 11.33% employees think there is a little contribution of FST whereas 34.67% employees think FST moderately contributes and 51.33% employees agreed that there is a high contribution of FST towards reducing number of defects.

From the 7, observed that, 2% employees think that FST has no contribution towards improving the quality of products produced, 6.67% employees think there is a little contribution of FST whereas 28% employees think FST moderately contributes and 63.33% employees agreed that there is a high contribution of FST towards improving the quality of products produced.

From the above 8, it is observed that, 3.33% employees think that FST has no contribution towards reducing fatigue, 13.33% employees think there is a little contribution of FST whereas 40.67% employees think FST moderately contributes and 42.67% employees agreed that there is a high contribution of FST towards reducing fatigue of workers during work.

From the 9, it is observed that, 0.67% employees think that FST has no contribution towards helping in achieving DIFTR (Do It First Time Right), 12.67% employees think there is a little contribution of FST whereas 47.33% employees think FST moderately contributes and 39.33% employees agreed that there is a high contribution of FST towards helping in achieving DIFTR (Do It First Time Right).

Employee satisfaction towards FST Program:

Particulars	No. Of employees	Percentage
None	0	0%
Little	14	9.33%
Moderate	38	25.33%
High	98	65.34%
Total	150	100%

Table No.5 Employee satisfaction towards FST Program

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From the above table ,it is observed that, 9.33% employees are little satisfied with the FST programme whereas 25.33% employees are moderately satisfied and 65.34% employees are highly satisfied, through which we can say that FST programme is being conducted efficiently in the company.

VI. Result

1. In Tata Motors majority of bargainable operatives agreed that the company considers Fundamental Skill Training as a part of their organizational strategy.
2. Most of the blue collar workers have attended 1-2 training programmes in last 6 months.
3. Most of the employees received Trim Chassis Fitment (TCF) training and are working in TCF departments of their respective blocks.
4. The topics covered in FST programme are relevant to the work areas of workers.
5. The company provides both technical training (knowledge based) and skill development training to their workers and newly joined operatives.
6. After attending the FST training the changes found in workers were improved skills, work satisfaction and reduced fatigue
7. The time duration given by the company for the training period is sufficient according to majority of employees.
8. The training schedule prepared by the company for the training programme is highly flexible.
9. Majority of blue collar workers in the company prefer on the job training to be given.
10. The blue collar workers in the company get product specific training knowledge in FST as well as on the job
11. The workers in the company give importance to vehicle level training, to understand how their products/ sub assembly, process affect the final vehicle quality.
12. Ideas and suggestion given by workers are recognized and implemented in their work areas.
13. Workers face following issues everyday that hampers their productivity due to, changes in daily production plan, material provided is not as per the quality and sudden changes in work schedule.
14. The contribution of Fundamental Skill Training (FST) to following factors are as follows:
 - A. There is moderate contribution of FST towards:
 - Increasing the productivity
 - Achieving DIFTR (Do It First Time Right)
 - B. There is high contribution of FST towards:
 - Increasing motivation
 - Increasing product knowledge
 - Reducing unsafe act/ accidents/ incidents.
 - Reducing number of rework
 - Reducing number of defects
 - Improving the quality of products produced.
 - Reducing fatigue of workers working on shop floors.
 - Proper sequence of activities
15. The blue collar workers working in the company are highly satisfied with the FST training provided by the company.

VII. Conclusion

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Training evaluation brings rationality, objectivity, accountability and credibility to company insisting on tangible and verifiable outcomes. It has been observed that the company provides various training to its workers and staffs and keeps updating their training programmes timely. Fundamental Skill Training programme (FST) is effective for sharpening the skills of workers and it helps for improving the productivity and reducing MUDA activities. The company also focus on safety by providing safety equipment to all the employees and workers, no matter they are permanent or temporary and the company considers Fundamental Skill Training as a part of its organizational strategy to increase productivity of the organization.

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