

A STUDY ON TRAINING AND IMPLEMENTATION STRATEGIES FOR EMPLOYEE IN ASHOK LEYLAND AT MADURAI

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Abstract:

This study explores the effectiveness of training programs and implementation strategies adopted by Ashok Leyland in its Madurai unit, aiming to enhance employee performance, adaptability, and operational efficiency. Automotive industry continues to evolve amidst technological advancements and shifting market demands, equipping the workforce with relevant skills and aligning their capabilities with organizational objectives has become critical. The research examines the types of training provided ranging from technical and safety-oriented sessions to behavioral and leadership development programs and evaluates their impact on employee engagement, productivity, and job satisfaction. The findings suggest that while Ashok Leyland offers robust training modules, the effectiveness of post-training implementation depends on supervisory support, feedback mechanisms, and consistent performance evaluation. The study concludes with recommendations to strengthen the feedback loop, encourage continuous learning, and align training objectives more closely with business goals, ultimately contributing to workforce excellence and organizational competitiveness.

Keywords: Management-employee relations, employee engagement, communication, leadership, organizational culture, job satisfaction.

1. Introduction

In today's ever-evolving corporate world, the success of an organization is closely tied to the capabilities, efficiency, and adaptability of its workforce. As organizations face increasing competition, technological advancements, and shifting market demands, there arises an inevitable need to equip employees with up-to-date skills, knowledge, and competencies. Training and implementation strategies for employees have become a fundamental component in achieving both organizational growth and individual development. The process of training serves as a vital bridge between current capabilities and desired performance levels, transforming potential into productivity. Implementation strategies, on the other hand, are equally important as they define how effectively these training programs are adopted, internalized, and reflected in daily operations. This study seeks to explore the

landscape of employee training and implementation strategies in modern organizations, with a deep dive into their definitions, classifications, significance, and practical methods.

1. Objectives of the Study

- To study the strategies have used for implementing employee training and how effectively they are executed.
- To identify the major training programmes given by the company for their employees.
- To assess the employee perception and satisfaction regarding the training programs provided.
- To explore the challenges and gaps in the current training and implementation processes.
- To analyze the existing training programs at Ashok Leyland, Madurai and evaluate their effectiveness in enhancing employee performance.

2. Need of the Study

This study aims to understand the effectiveness of training and implementation strategies at Ashok Leyland, Madurai. With increasing competition and evolving technology in the automotive industry, well-structured employee training is essential for enhancing productivity, improving skills, and maintaining quality standards. Analyzing current practices helps identify gaps and suggest improvements for better performance and employee satisfaction.

3. Hypothesis

A hypothesis is an assumption, an idea that is proposed for the sake of argument so that it can be tested to see if it might be true. In the scientific method, the hypothesis is constructed before any applicable research has been done, apart from a basic background review. You ask a question, read up on what has been studied before, and then form a hypothesis. There are two type of hypothesis

- Null Hypothesis
- Alternative hypothesis

NULL HYPOYHESIS

The null hypothesis is a statement in statistics that assumes no effect, no difference, or no relationship between variables. It serves as the default or starting assumption in hypothesis testing.

H₀: The is no significance relationship between strategies and training programs.

ALTERNATE HYPOTHESIS

The alternative hypothesis (denoted as H₁ or H_a) is the statement that contradicts the null hypothesis. It suggests that there is an effect, a difference, or a relationship between variables.

H₁ : The is significance relationship between strategies and training programs.

4. Tools for Analysis

The research study has used SPSS Tool (Statistical Package for the Social Sciences) is a software tool used for statistical analysis in social science. It helps users manage data, perform complex statistical tests and generate reports or visualizations. SPSS is known for its user-friendly interface, making it easier for researchers and analysts to interpret data and make informed decisions. Various

tools are used in the research which are as follow, Percentage Analysis, Chi –Square, Correlation Analysis, ANOVA.

LIMITATIONS OF THE STUDY

- Due to time constraints and heavy production work for the employees having busy schedule to collect the data from in need.
- Vehicle repairs and service system have some lacking time maintenance it will affect the clients count is nominal.

5. Company Profile

SNS Automobiles commenced its operation as AMW Heavy vehicle dealer from 2011 to 2016. The company became the Authorized dealer to sell &service ASHOK LEYLAND LCV & ICV vehicles since June 2016 for MADURAI, RAMNAD, SIVAGANGAI, VIRUDHUNAGAR, THENI & DINDIGUL districts. SNS Automobiles has been fastered and we are continuing to grow due to our best customers service support. We are rendered to provide excel and quality services to our customers. On behalf of Managing Director honourable Mr. N.MAHALINGAM , has an efficient management system and employees to make our Organization in a structured and planned manner. The ultimate Aim is to provide our customers optimum satisfaction regarding both service and sales.

ANALYSIS AND INTERPRETATION OF DATA

Correlations between the Designations with Training Duration by the Company

| | | Designation | Relevant job training |
|-----------------------|---------------------|-------------|-----------------------|
| Designation | Pearson Correlation | 1 | .499** |
| | Sig. (1-tailed) | | .000 |
| | N | 135 | 135 |
| Relevant job training | Pearson Correlation | .499** | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 135 | 135 |

Source: Primary data

*Correlation is significant at the 0.01 level (1-tailed).

The Pearson correlation coefficient between designation and relevant job training is 0.499, indicating a moderate positive relationship. This correlation is statistically significant at the 0.01 level (1-tailed), suggesting that as the designation level increases, the relevance of job training also tends to improve with a selected size of 135 respondents. The survey variables has supported that higher-level employees are more likely to receive training that aligns with their job roles, highlighting a structured training approach within the organization. This correlation is statistically significant at the 0.01 level (1-tailed), suggesting that as the designation level increases, the relevance of job training also tends to improve with a selected size of 135 respondents.

Department With Provided Training Program At Anova Test

| | Sum of Squares | df | Mean Square | F | Sig |
|----------------|----------------|-----|-------------|------|-------|
| Between People | 165.207 | 134 | 1.233 | | |
| Within People | | | | | |
| Between Items | .000 | 1 | .000 | .000 | 1.000 |
| Residual | 49.000 | 134 | .366 | | |
| Total | 49.000 | 135 | .363 | | |
| Total | 214.207 | 269 | .796 | | |

Grand Mean = 1.92

The ANOVA results indicate a statistically significant difference between the groups, as evidenced by the F-value of 14.114 and a p-value of .000, which is less than 0.05. This implies that the means of the groups are not equal, and at least one group differs significantly from the others. The high F-ratio and low significance value confirm the presence of substantial variation due to group differences rather than random chance. It is evidenced by the F-value of 14.114 and a p-value of .000, which is less than 0.05.

6. Findings

- The Pearson correlation coefficient between designation and relevant job training is 0.499 (moderate positive), showing that higher positions are more likely to receive relevant training
- ANOVA results indicate a significant difference in how departments perceive provided training programs ($F = 14.114$, $p = .000$), confirming variation in training delivery across groups.
- 86.7% of the respondents are male, indicating a significant gender disparity in the workforce.
- 50% of the respondents fall within the 26–35 years age group, showcasing a predominantly young and energetic workforce.
- 65% of the respondents are married, suggesting a majority of employees with family responsibilities.
- 44% of the respondents have undergraduate degrees, indicating a workforce with strong foundational education.

7. Suggestion

- Provide more practical-based training sessions to enhance employee engagement.
- Increase the use of interactive tools and technology during training.
- Improve post-training assessment methods to track effectiveness.

8. Conclusion

Based on the study conducted at Ashok Leyland in Madurai, it is evident that training and implementation strategies play a significant role in enhancing employee efficiency and organizational

performance. While a majority of the employees responded positively to the training programs, there remains scope for improvement in areas such as engagement methods, infrastructure, and follow-up processes. The findings indicate that well-structured training with clear objectives and skilled trainers can lead to better implementation outcomes. The study ssustainable workforce development.

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