

## EFFECTIVENESS OF THE SPECIAL TRAININGS OFFERED TO THE EMPLOYEES AND ITS IMPACT ON THEIR PRODUCTIVITY WITH REFERENCE TO VALLI STEEL INDUSTRIES, NAGERCOIL

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### ABSTRACT

Change is the paradigm of the present scenario. At this changing environment in manufacturing industries, lean manufacturing is the core technique emerged to improve the efficiency and productivity of the organization and at the same time the quality of the products. 50 samples among 300 employees working in the industry were chosen using simple random sampling technique. The responses were collected using questionnaire and the data collected were analysed using chi-square test.

**KEYWORDS:** Special Training, Employees, Productivity, Nagercoil

Manufacturing a good quality product with competent price is the challenge to the industries and that can be achieved only by following the bottom –up, worker led product and process improvement techniques.

On the other hand the consumer are now very conscious about the environmental safety and they do not want to be a victim of environmental pollution. In order to take up this challenge of waste eliminated, non polluting, good quality production technique, special trainings like 5S, TPM, TQM, EMS, ISO, Industrial safety trainings were offered to the employees who are unaware of these world class manufacturing techniques and implemented in their day to day activities.

Then the impact of the trainings were gathered from the employees with questionnaire and the results were analysed.

### REVIEW OF LITERATURE

#### Overview of the 5S'

Some years ago, markets in the industrialized nations underwent a change. Consumers began reaching the satisfaction point with regard to functional features in products and were becoming more interested in distinctive ("personalized") features. With this shift in demand, markets that had previously been "seller's markets" (geared toward manufacturer preferences) became "buyer's markets" (geared toward consumer preferences). This same trend has caused the emphasis in supply-side activities to shift from supplying goods to supplying services.

The 5S approach arose from the need to meet the changing times and to support the resulting corporate restructuring. It developed via 5S campaigns undertaken at various progressive companies in recent years.

In Japan, the 5S approach has become so familiar that it is hard to find a factory or office that has not borrowed at least some of its ideas. Unfortunately, many Japanese companies pay it little more than lip service. Few have actually used this approach to build the foundations for corporate survival.

One cannot judge a factory's 5S environment by how often supervisors remind everyone of the 5S's. Judgment only comes from observing the factory itself. In most factories "Organization-Orderliness" signs of display, they are little more than decoration. In fact, as more people hear about Organization and Orderliness, fewer really come to understand them.

The truth is that Organization and Orderliness are neither words to just discuss nor they expected to be printed on posters and banners. They are activities-things to be done.

SEIRI: Sort out unnecessary items in the work place & discard them

SEITON: Arrangement in good order ie. A place for everything and everything In its order.

SEISO: Cleaning the work place and machine.

SEIKETSU: Maintaining high standard of house keeping.

SHITSUKE: Training for house keeping disciplines.

#### International Organisation for Standards (ISO)

After the signing in of WTO by our Indian Government it is essential to the Indian Industries to get ISO certified in order to export their products to various countries.

The International Organisation for standards indicate the certificates in various classes by a member.

ISO 9000 Shows the Quality management and quality assurance standards to be followed by the companies which were certified the ISO of the current designations.

To Customers:-

1. Quality product /Service
2. Confidence in Product/Supplies
3. Less non compliance/ Satisfaction
4. Improved Quality
5. Helps in planning activity
6. Competitive pricing
7. Favorable response to changes.

To Company:-

1. Reduced rejection rate
2. Customer satisfaction
3. Reduced product liability
4. Consistency in out put
5. Assured customers/market share
6. Reduction in failure costs
7. Involvement of personnel

To Employees:-

1. Defined Directors
2. Improved performance
3. Better Industrial relations
4. Motivation
5. Job Satisfaction
6. Involvement
7. Confidence in management.

### **Total Quality Management (TQM)**

There is confusion in the land over what deficiencies in the current American management style TQM should address, if any. One need not be an avid reader to be aware of the ongoing debate over what's still right with that traditional style and what's wrong with it.

Almost everyone involved in the management business agrees some sort of change is required. It's difficult to come to any other conclusion. But when it comes to introspection in individual businesses, you find everything from denial that management change is needed there, to uncertainly as to what is broken, and on to serious doubts about how to fix it even if it is.

Therefore, the need for change is clear. But the response at the moment range from making excuses to explaining the problems away. None of that helps. The need is for objective introspection, candor regarding shortcomings, and a readiness to change. And few companies are exempt from that need. Therefore, this book contributes to the dialogue on the interaction between our national competitiveness and our traditional management style. That dialogue increases in intensity by the day, as it should, because it's increasing in proportion to the growth in our problems. The whole country can't better overnight. But it can start getting better, piece by piece, right away. Each business makes its own decisions. That's the American way, and it's the right way. Each can be substantially, even dramatically improved. However, the extent of the success in each case depends on the management to abandon the traditional American approach for a new and better way.

In that respect, changed advocacy comes these days in many faces. In fact, there is a parade of new buzz phrases used to describe a new type of quality-oriented management. Thus, the quality movement literature now covers a very broad tent encompassing all sorts of management practices.

### **Total Productive Maintenance (TPM)**

To maintain Plants and machinery with newly described concepts the TPM (Total Productive Maintenance) programme which comprises many innovative ideas is used by the industries now. The concept of TPM is to increase the production with increased employee morale and satisfaction towards their job. TPM consists of many tools such as employee empowerment, benchmarking, documentation, etc. to make it best.

TPM can be implemented not meant for a particular machine or plant. That can be used to in any field like Civil construction and maintenance, Transport, and in different work environments. To implement it effectively, the employees must be educated and trained well their willingness to implement TPM is very much important for the success of the programme. Because, this is not a "Programme for the Month". This is a "Continuing process" and the management also ensure their full support beyond time limit and necessary other supports too.

With the involvement and cooperation of everyone including the management in this programme, the results will be incomparable to the investment.

### **Environment Management System (EMS)**

#### **Good Practices**

- Follow SOP at work
- Conserve Natural resources like wood, coal, petroleum products like diesel, petrol, Cutting oil etc.,
- Avoid wastage of water at home and at work place.
- Switch off lights, pumps, motors when idle.
- keep the spark plug of the vehicle clean.
- Avoid spilling of oil, grease, paints, etc., on floor.
- Do not cut Trees. If you cut ONE, PLANT TWO.
- Put the waste only in the dustbins.
- Segregate the waste at source as biodegradable, Non biodegradable and Hazardous.
- Avoid of Plastics generally and particularly Plastics below 20 micron.

#### **Need**

Technical Development, Rapid industrialized & population growth in the past several years have made a lot of damage to the environment. The need of the hour is to stop causing further damage and take steps to repair the damage caused by excessive Air & Water - Pollutions, Soil contamination, Damage to plants, Animals and other living things including HUMANS. Let us work together to protect this planet Earth from further deterioration. "TOGETHER WE CAN".

#### **Just -In-Time (JIT)**

JIT Systems are based on

- Small or no inventory,

- Supply of the required parts, at the right time, in the required of calculated amount to the production line, and
- First-in first out system is followed.

JUST –IN-TIME systems create a “pull system”. In a “Pull system,” the product of each preceding department will be the raw material for the next departments and ultimately from the outside supplier. Simply told:

- The Assembly line “Makes a request to,” or “pulls from” the polishing shop pulls finished products from welding shop.
- The Welding Shop pulls from Press work shop.
- At the same time, requests are going out to suppliers for specific parts, for the vehicles that have been ordered.
- In some situations the products accumulate in one shop or the other will wait for the previous process to be completed.

## METHODOLOGY

### Need for the study

Considering the importance of the special trainings such as 5S, ISO 9000, TQM, TPM, EMS, JIT, the usefulness of the trainings in the view of the employees who were trained and implemented in several works in the work spot compared to previous work experience before trainings in these special areas were measured.

### Objectives of the Study

1. To observe the awareness level of the employees at the work spot.
2. To analyse the usefulness of the trainings towards the employees after getting trained.
3. To compare the perceptual level of employee morality before and after trainings.
4. To identify the areas for improvement on the basis of the findings of the study
5. To effect improvement for the ensuing batches of trainees if necessary.
6. To highlight the profile of the company, the various trainings offered and its relevance on the thirist towards imparting Special Trainings.

### Hypotheses

The following Null hypotheses were formed for the study and verified.

1. The training towards TPM is not use full to the employees
2. The training towards TPM is not implemented effectively by the employees

3. The training towards 5S is not use full to the employees
4. The training towards 5S is not implemented effectively by the employees
5. The training towards ISO 9000 is not use full to the employees
6. The training towards ISO 9000 is not implemented effectively by the employees
7. The training towards TQM is not use full to the employees
8. The training towards TQM is not implemented effectively by the employees
9. The training towards EMS is not use full to the employees
10. The training towards EMS is not implemented effectively by the employees
11. The training towards JIT is not use full to the employees
12. The training towards JIT is not implemented effectively by the employees
13. The training towards Industrial Safety is not use full to the employees
14. The training towards Industrial Safety is not implemented effectively by the employees

### Sample Design and size

For collecting primary data simple Random Sampling Technique has been used. For this study a sample of 50 employees were chosen from the company in various departments.

### Research Design

Descriptive research design is adopted because, this research is conducted for definite purpose. The interview schedule (Questionnaire) is used on an individual basis.

### Nature of data

This study used both primary and secondary data for research.

### Sources of data

To collect primary data interview schedule (Questionnaire) were used.

To collect secondary data books, journals, materials from office and library were used.

### Tools and Techniques

Editing, coding, classification, tabulation for analysis of data were used.

Tools such as percentage, measures of central tendency, dispersion were used for interpreting data.

Hypothesis testing technique was also used for interpreting the data.

## FINDINGS

The findings of the study is tabulated below in percentage.

1. The feel of the employee towards the usefulness of the training.
2. How did they understand the concepts of the Topic through the training.
3. How do they implement the ideas in their activities.

Sl. No.	Training	Useful	Not Useful	Easy to understand	Implementing effectively
1	5S	69	0	60	96
2	ISO	68	10	58	91
3	TQM	79	3	45	81
4	TPM	74	3	68	76
5	EMS	87	13	58	86
6	JIT	71	3	52	76

## SUGGESTIONS

These kind of training programmes are highly helpful to the employees by which the following benefits, the organization are getting.

1. High productivity
2. Reduction in rejection
3. Increase in quality
4. Reduction in waste
5. Reduction in lead time
6. Increase in Machine life
7. Increase in tool life
8. Less investment
9. Increase in morale of the Employees
10. Harmony in industrial relations.

## CONCLUSION

The findings of the study clearly explain the understandings about the manufacturing concepts and the improvement in the day to day activities of the

employees and thus they are competent for the emerging scenario in the manufacturing sector.

The awareness about the modern manufacturing concepts are good. The interpersonal relationships will be more cordial while implementing their ideas and work as a team for a common goal. In this study the phenomena of "Easy to understand" about the concepts is around 50% only. So, the method of training that means the pedagogy change is needed.

There are opportunities to do further learning for the employees to these latest techniques and will help to sharpen their knowledge more. As global become small village the qualified people in technical aspects will not vary from one country to another. So we should encourage these programmers for the employees.

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