

Training and Development of Employees in Automobile Sector - A Study

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Abstract:

This study delves into the critical role of Human Resource (HR) functions, particularly training and development (T&D), in enhancing organizational performance and achieving a competitive edge, with a specific focus on Mangalam Hyundai, Raipur. The research underscores the evolution of HR from basic personnel management to a strategic function encompassing talent acquisition, employee engagement, compensation, and legal compliance, all contributing to a productive and inclusive work environment. T&D is identified as a cornerstone of HR, crucial for equipping employees with the necessary skills, knowledge, and abilities to excel in their current roles and prepare for future challenges.

The study highlights the distinct yet interconnected nature of training, which focuses on immediate skill enhancement, and development, which emphasizes long-term career growth and leadership potential. It emphasizes that investing in both is essential for individual and organizational success, leading to improved efficiency, reduced errors, and enhanced job satisfaction. The research further explores the importance of identifying training needs aligned with organizational objectives to ensure workforce capability enhancement.

Drawing upon the context of Mangalam Hyundai, Raipur, the study aims to establish a comprehensive understanding of their existing T&D practices, assess employee satisfaction with these initiatives, and evaluate the effectiveness of current processes. Key objectives include identifying skill gaps, recommending customized training programs, and measuring the impact of T&D on employee performance and organizational productivity. The research also recognizes the importance of fostering teamwork and collaboration through well-designed T&D programs.

Furthermore, the study outlines the numerous benefits of employee training, such as improved morale, alignment with organizational goals, enhanced corporate image, and increased productivity. Conversely, it also examines the negative consequences of neglecting training, including loss of business, constraints on development, and higher operational costs. Various training methods, both on-the-job and off-the-job, are discussed, along with key topics crucial for employee development in today's dynamic business environment, ranging from communication and computer skills to customer service, ethics, and leadership. Ultimately, this research posits that a robust and strategically implemented T&D framework is not merely an operational necessity but a significant source of competitive advantage for organizations like Mangalam Hyundai, enabling them to adapt, innovate, and thrive in the market.

Keywords:

Human Resource, Training and Development, Employee Performance, Organizational Productivity

1. Introduction

Human Resource (HR) is a vital department within any organization, primarily responsible for managing employees and fostering a productive work environment. It plays a strategic role in recruitment, selection, training, development, performance management, and employee retention. Over the years, HR has evolved from basic personnel management to a dynamic function aligned with broader organizational goals. Its responsibilities include labor law compliance, employee engagement, conflict resolution, compensation and benefits, and the establishment of a positive workplace culture. HR serves as a communication bridge between management and employees, ensuring fairness and inclusivity while enhancing employee well-being and job satisfaction.

Key Functions of Human Resource Management

Human Resource Management (HRM) plays a critical role in organizational success by optimizing human capital through several key functions. One of its primary responsibilities is recruitment and selection, which involves identifying job vacancies and attracting and hiring suitable candidates. HRM also focuses on training and development to enhance employee skills and prepare them for future roles within the organization. Performance management is another vital function, ensuring that employee efforts align with company objectives through regular evaluation and guidance. Additionally, HRM is responsible for structuring competitive compensation and benefits packages to attract and retain top talent. Employee relations is a crucial area that involves managing workplace dynamics and resolving conflicts to maintain a healthy work environment. Finally, HRM ensures compliance with employment laws and ethical standards, safeguarding the organization against legal risks. Together, these functions form a comprehensive approach to managing people effectively and driving business success.

Training: Definition and Importance

Training is a structured process designed to improve an employee's skills, knowledge, and performance. It helps employees stay competent in a rapidly evolving work environment influenced by technological and market changes. Methods of training include on-the-job training, workshops, e-learning, and mentorship. Training aims to close skill gaps, increase productivity, and reduce errors. It also enhances employee confidence, efficiency, and job satisfaction.

Development: Long-Term Employee Growth

Development focuses on the long-term growth of employees, aiming to improve soft skills, strategic thinking, leadership abilities, and decision-making. It includes career planning, leadership programs, and continuous learning. Development prepares employees for higher responsibilities and plays a key role in succession planning. Investing in development results in a more motivated and capable workforce, contributing significantly to organizational resilience and leadership sustainability.

Training and Development (T&D) in HRM

Training and development is a crucial discipline within HRM that aligns employee performance with organizational goals. Training helps employees adapt to changing roles and technologies, while development ensures long-term growth and career progression. The need for T&D arises from the fact that employee skills can become obsolete due to technological advances or organizational changes.

Types of Training

T&D is known by various names such as employee development, human resource development, and learning and development. Regardless of its title, its purpose remains the same: to create a skilled, competitive, and

engaged workforce. Organizations benefit by reducing turnover, enhancing innovation, and improving overall performance.

There are various types of training that organizations use to develop employee skills and knowledge. Internal training is conducted within the organization using its own resources and is generally more cost-effective. In contrast, external training is delivered by outside providers or institutes and, while often more expensive, can offer specialized expertise. To balance quality and cost, many organizations implement a "train-the-trainer" approach, where selected employees receive external training and then transfer their knowledge to colleagues internally. Modern training methods are broadly categorized into on-the-job and off-the-job training. On-the-job training includes techniques such as job rotation and understudy assignments, which are economical but may temporarily disrupt routine operations.

Off-the-job training encompasses classroom lectures, simulations, films, and seminars, which are particularly effective for teaching complex concepts and encouraging critical thinking. Together, these training types and methods help organizations enhance workforce capabilities while managing training costs.

Training and Development Initiatives

Common T&D practices include induction programs, departmental meetings, one-on-one sessions, and formal courses. Technology has enhanced T&D processes, making online training and virtual seminars more accessible and scalable.

Importance of Training and Development

Training and development (T&D) are essential components of effective human resource management, playing a pivotal role in enhancing employee performance, adaptability, and morale. By enabling employees to stay abreast of technological advancements and industry trends, T&D ensures job relevance, security, and alignment with organizational goals. It also supports leadership development and facilitates successful change management. The benefits of training are far-reaching, including improved teamwork and communication, optimum utilization of human resources, higher work quality and efficiency, and a positive organizational culture. Furthermore, employee training boosts morale, fosters trust, supports better decision-making, and prepares staff for future roles, resulting in reduced operational costs, stronger labor-management relations, increased productivity and innovation, and improved job satisfaction and retention. Conversely, a lack of training can lead to business losses, stagnation, poor work quality, high recruitment costs, employee stress, absenteeism, structural inefficiencies, and high turnover due to weak career progression. Employee development complements training by focusing on continuous learning, coaching, and self-improvement through methods like leadership training, job rotation, continuing education, and participation in professional associations. This ongoing process ensures faster onboarding, enhances performance and career growth, and promotes employee loyalty while reducing attrition.

Conclusion

Training and development are indispensable components of modern HRM. They ensure employee readiness, enhance individual and organizational performance, and foster innovation and adaptability. A strategic approach to T&D not only benefits employees through skill enhancement and career growth but also ensures long-term organizational success and competitiveness.

OBJECTIVES:

- To evaluate and enhance existing training and development practices to improve employee performance and organizational productivity.
- To identify skill gaps and implement targeted training programs that promote employee satisfaction and career growth.
- To foster teamwork and collaboration through effective development initiatives aligned with organizational goals.

Research Hypothesis:

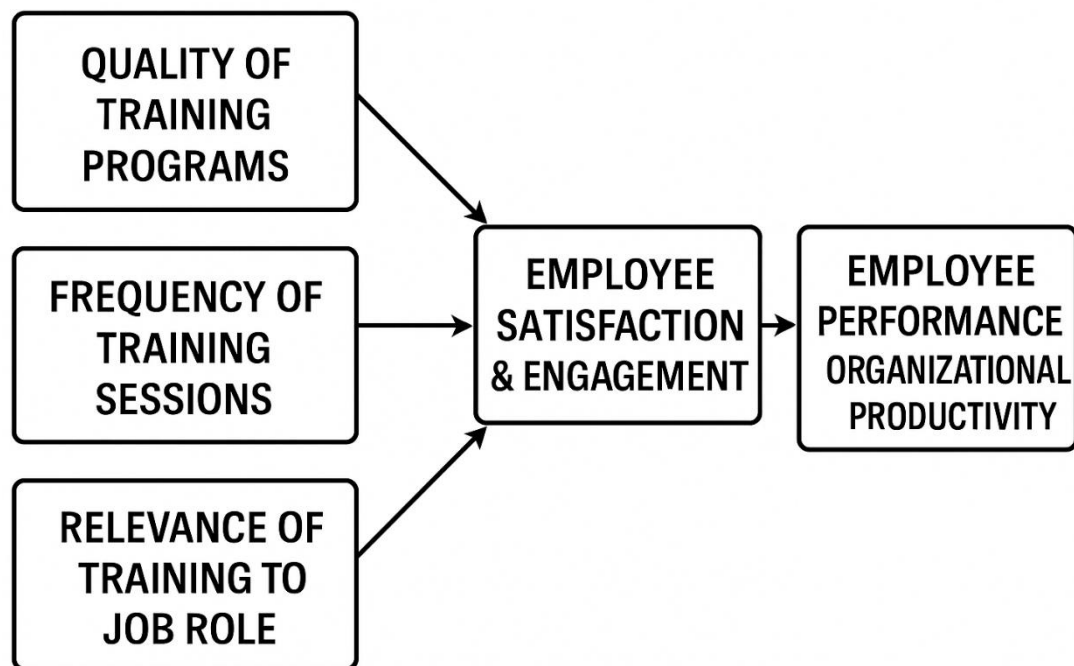
H1: Effective training and development programs significantly improve employee performance in the automobile sector.

H2: There is a positive correlation between employee satisfaction and the availability of structured training and development initiatives in the automobile industry.

H3: Customized training programs based on skill gap analysis lead to higher productivity and efficiency in automobile sector operations.

Conceptual Framework

- **Independent Variables (IVs):** These are the factors influencing the outcome:
 - Quality of Training Programs
 - Frequency of Training Sessions
 - Relevance of Training to Job Role
 - Availability of Career Development Opportunities
 - Use of Modern Training Methods (e.g., simulations, e-learning)
- **Mediating Variable:** Employee Satisfaction and Engagement
- **Dependent Variable (DV):** Employee Performance and Organizational Productivity



2. Literature Review

Training and Development of Employees at Mangalam Hyundai: A Strategic Imperative

Training and development play a pivotal role in enhancing employee capabilities and organizational performance. At Mangalam Hyundai, these practices are strategically implemented to equip employees with the necessary skills, knowledge, and attitudes to meet current and future job demands. The core objective of training and development is to bridge the performance gap identified through the formula: **Training & Development Need = Standard Performance – Actual Performance.**

A clear distinction is made between training, education, and development. **Training** focuses on improving skills necessary for an employee's present role, while **education** prepares employees for future responsibilities and is broader in scope. **Development** centers on general growth, focusing on attitudes and knowledge beneficial for long-term career advancement and organizational success. Though conceptually different, these three elements are interdependent, ensuring a comprehensive approach to workforce capability enhancement.

Identifying training needs is the first step in designing an effective development program. These needs should align with the strategic goals of the organization to enhance overall workforce performance. Employees in the service sector, like those at Mangalam Hyundai, often make independent decisions; thus, both training and education are crucial for maintaining high standards of service and operational efficiency.

Training and Development as a Source of Competitive Advantage

Investment in training and development not only addresses performance deficiencies but also contributes significantly to an organization's competitive edge. Mangalam Hyundai leverages training to:

- **Improve Employee Performance:** By addressing skill gaps, training enhances job-specific competencies and reduces errors caused by lack of knowledge.
- **Boost Retention:** Employees who receive regular training feel valued and are more likely to remain with the organization, reducing turnover.
- **Enhance Flexibility:** Training creates multi-skilled employees who can adapt to various roles, contributing to operational agility.
- **Promote Growth and Profitability:** A skilled workforce boosts productivity and supports business expansion.
- **Increase Safety and Satisfaction:** Safety training reduces accidents and promotes a positive, secure work environment.

These advantages demonstrate that training is not merely a supportive function but a strategic tool for long-term sustainability and competitiveness.

Management Development Assumptions

Effective management development is based on several foundational assumptions:

1. It is a continuous process throughout a manager's career.
2. There is always room to enhance performance beyond current capabilities.
3. Learning best occurs in dynamic and challenging environments.
4. Clearly defined goals are critical to effective development.
5. A supportive environment enhances the outcomes of developmental initiatives.

These principles ensure that management development aligns with the evolving needs of both the organization and its leaders.

Key Topics in Employee Training

Mangalam Hyundai's training programs cover a wide array of competencies essential for a modern workforce. These include:

1. **Communication Skills:** Emphasis on verbal and written proficiency ensures clear workplace interactions, crucial in a diverse workforce.
2. **Computer Skills:** Employees are trained in software applications, cybersecurity, and digital tools to stay abreast of technological advancements.
3. **Customer Service:** Training focuses on complaint resolution and delivering exceptional customer experiences.
4. **Diversity Training:** Employees learn to work inclusively with people from varied backgrounds, fostering harmony and collaboration.
5. **Ethics:** Programs emphasize corporate values, integrity, and ethical decision-making to promote responsible conduct.
6. **Human Relations:** Training in interpersonal skills, teamwork, and conflict resolution enhances workplace relationships.
7. **Quality Management:** Employees are introduced to TQM, benchmarking, and other initiatives that drive efficiency and excellence.
8. **Safety Training:** Especially critical in automobile operations, safety training addresses hazard management and emergency protocols.
9. **Leadership Development:** Managers are trained in strategic thinking, decision-making, and team leadership.
10. **Time Management:** Employees learn to prioritize tasks and improve personal productivity.
11. **Emotional Intelligence:** Training fosters empathy, self-regulation, and stress management to build emotionally resilient teams.
12. **Project Management:** Employees are trained in frameworks like Agile and Six Sigma to enhance project execution capabilities.

13. **Problem-Solving and Decision-Making:** Programs develop analytical thinking and structured approaches to workplace challenges.
14. **Stress Management:** Employees are taught techniques to manage stress, promote well-being, and maintain a work-life balance.
By addressing these critical training domains, Mangalam Hyundai ensures its workforce remains capable, motivated, and aligned with organizational goals.

Conclusion

The case of Mangalam Hyundai illustrates how a structured and strategic approach to training and development leads to tangible organizational benefits. From enhancing employee performance and retention to supporting long-term growth and innovation, the role of training and development is indispensable. As the automobile sector becomes increasingly competitive, companies like Mangalam Hyundai gain a strategic advantage by continuously investing in the growth and adaptability of their human resources. In doing so, they not only foster employee satisfaction and loyalty but also ensure the resilience and sustainability of the organization in a dynamic market environment.

3. Methodology

This study adopts a descriptive research design to investigate the effectiveness of training and development practices at Mangalam Hyundai. The primary objective is to evaluate how structured training initiatives influence employee performance, satisfaction, and overall organizational productivity. Both qualitative and quantitative methods were used to ensure a comprehensive analysis.

Data Collection: Primary data was collected through a structured questionnaire distributed to 100 employees across various departments, including sales, service, administration, and customer support. The questionnaire consisted of both closed-ended and Likert scale questions designed to capture employee perceptions on the relevance, frequency, content, and impact of training programs. Secondary data was sourced from company training manuals, HR policy documents, and previous internal performance reviews.

Sampling Technique: A stratified random sampling technique was used to ensure representation from all major functional areas within the dealership. This approach helped in gaining insights across different employee roles and experience levels.

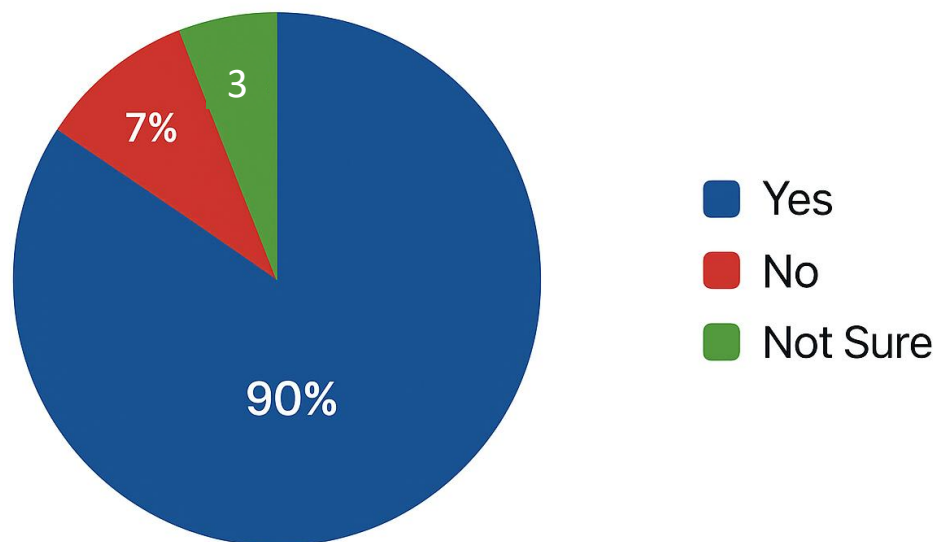
Data Analysis: Quantitative data was analyzed using statistical tools such as percentage analysis, mean scores, and standard deviation. Qualitative data from open-ended responses was interpreted through thematic analysis to identify recurring themes and employee sentiments.

Scope and Limitations: The study is limited to employees working at Mangalam Hyundai's main branch, and findings may not be generalized across all dealership locations. Nevertheless, the study provides valuable insights into the current training landscape and its alignment with employee development goals.

4. Data Analysis & Interpretation

Are employees satisfied with the training provided in the organization?

Satisfaction of Employees with the Training Provided

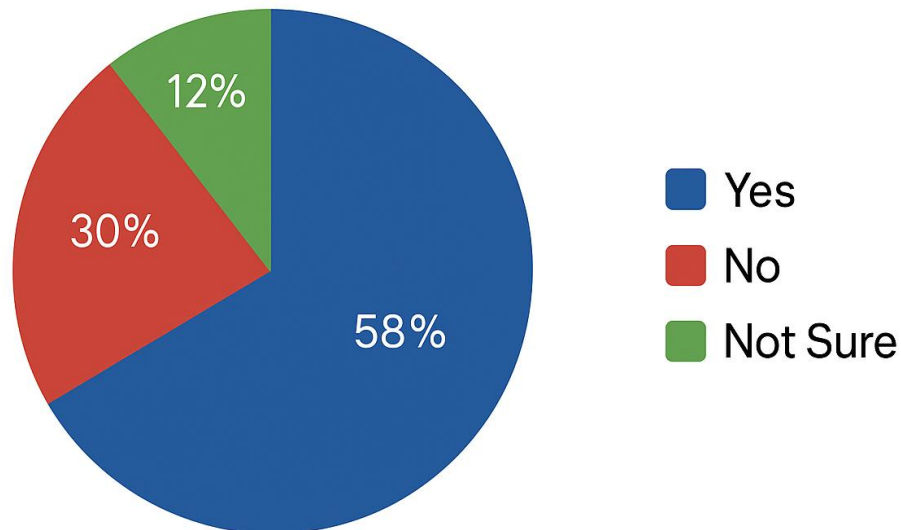


ANALYSIS AND INTERPRETATION:

The pie chart illustrates employee feedback on the adequacy of training and development initiatives within the organization. A significant majority, **90% of respondents**, expressed satisfaction, indicating that current training programs are largely effective and well-received. However, **7% of employees** felt the training was inadequate, and **3% were uncertain**, suggesting there is still room for improvement in tailoring programs to address specific needs or gaps. This distribution reflects a positive overall perception but also highlights the necessity for continuous evaluation and refinement of training strategies to ensure inclusive effectiveness.

Should training and development needs be reflected in organizational budgets?

Reflection of Training and Development in Organisational Budgets

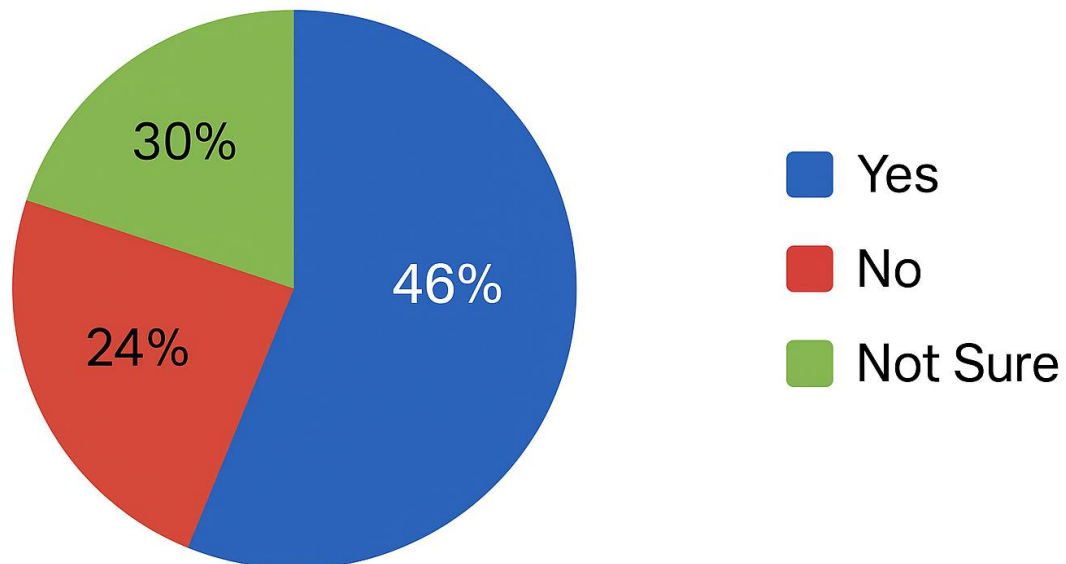


ANALYSIS AND INTERPRETATION:

The pie chart illustrates the reflection of training and development initiatives in organisational budgets, revealing that 58% of respondents affirm their inclusion, 30% indicate exclusion, and 12% are unsure. These findings suggest that while a majority of organisations acknowledge the significance of training and development by incorporating it into their budgets, a significant portion still fails to do so, which may indicate gaps in strategic alignment. Additionally, the presence of uncertainty among respondents further highlights the need for clearer communication and transparency within organisations regarding budget allocations for training and development.

Is there a method to track training cost in terms of lost work time?

Tracking the Cost of Training in terms of Lost Work Time

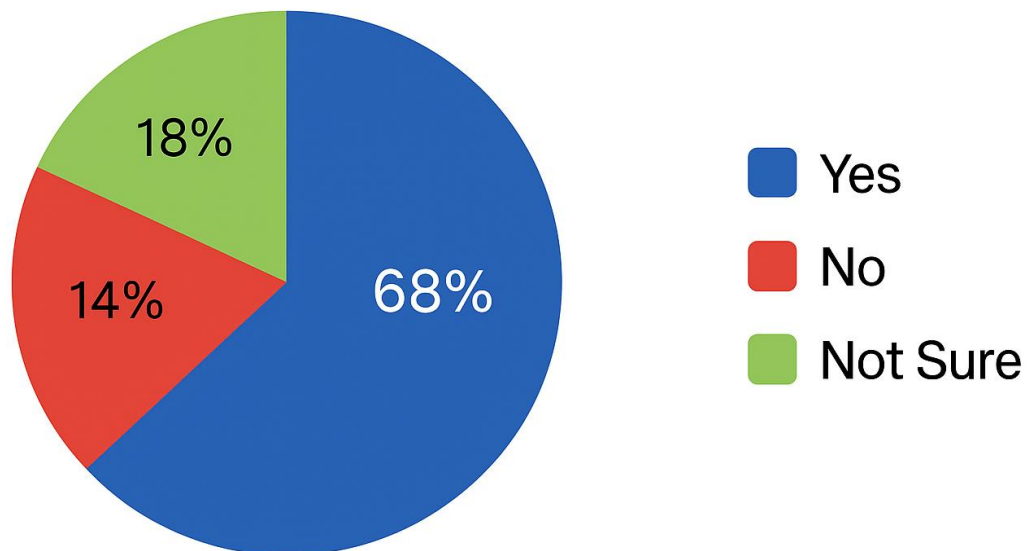


ANALYSIS AND INTERPRETATION:

The pie chart in the provided image illustrates that a significant portion of respondents (46%) affirmatively track the cost of training in terms of lost work time, while 24% of respondents do not engage in such tracking, and 30% remain uncertain. This distribution suggests that although nearly half of the surveyed population acknowledges the importance of quantifying lost work time due to training, a substantial segment either lacks mechanisms for monitoring these costs or remains unaware of them. Such data highlights an opportunity for organizations to enhance their training and development practices by integrating systematic evaluations of lost work time costs, thereby facilitating informed decision-making and fostering a more robust approach to resource management.

Are results of the training programmes monitored and evaluated?

Monitoring and Evaluation of the Training Results



ANALYSIS AND INTERPRETATION:

The pie chart titled "Monitoring and Evaluation of the Training Results" reveals that a substantial 68% of respondents affirmatively engage in the assessment of training effectiveness within the organisation, highlighting a proactive stance towards evaluating the impact of training initiatives. Conversely, 14% of participants report a lack of such monitoring and evaluation practices, indicating potential gaps in leveraging training feedback for continuous improvement. Additionally, 18% of respondents remain uncertain about the organisation's practices in this regard, suggesting the need for enhanced communication and transparency to ensure alignment and clarity in training and development strategies.

5. Conclusion

The findings of this research on the training and development practices at Mangalam Hyundai highlight the crucial role that structured learning initiatives play in enhancing employee capabilities and overall organizational performance. Through a descriptive research approach, this study captured both quantitative and qualitative insights, emphasizing the importance of well-planned training programs in bridging performance gaps and aligning employee competencies with strategic organizational goals.

The study's data reveals that employees at Mangalam Hyundai recognize the value of continuous training and development in staying competitive within the dynamic automobile sector. Training is instrumental in addressing current job requirements, while education and development initiatives prepare employees for future challenges and broader career growth. This comprehensive approach ensures not only the immediate skill enhancement of employees but also fosters a culture of continuous learning and innovation.

Moreover, the research underscores that effective training and development programs contribute significantly to employee satisfaction, motivation, and retention. Employees who perceive that their growth is supported by the organization are more likely to be engaged and committed to achieving company objectives. This is

particularly relevant in the highly competitive automobile industry, where customer service excellence and operational efficiency are paramount.

While the study was limited to a single dealership branch, the insights garnered provide a strong foundation for further exploration across different locations within the automotive sector. Future studies could expand on these findings by incorporating a comparative analysis of training practices in various dealerships or examining the long-term impact of training investments on organizational success.

Overall, this research reaffirms the strategic importance of training and development in fostering a resilient, skilled, and engaged workforce that can drive sustained growth and innovation within the ever-evolving automobile sector.

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