A study on Identifying Training Needs of Supervisors and Module Development with special reference to Tata Motors Plant in Lucknow, INDIA

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ABSTRACT

Supervisors hold one of the most important positions in any human services organizations. Their significance to any organization keeps them in their positions longer as compared to any other staff member. Nevertheless, while they are coupled with the task of bringing fresh recruits up to beginning proficiency levels, often they are the ones who fail to receive training even though they are vital for/to the betterment and superior performance of the rest of the staff. In these times of growing demands, tougher competition, unnerving stress of timelines and fast results, the demands on the role of a supervisor is becoming more complex. Through this research I have identified the training needs of the Supervisor grade employees at Tata Motors, Lucknow.

I. INTRODUCTION

As the investment in various training programs continue to rise, it becomes even more imperative for employers to understand the impact that training has on their organization. Krueger and Rouse (1998) examined the effect that training and workplace education programs can have on various organizations. The study included an analysis of numerous outcome variables that may be achieved through training. Variables relating to performance, wages, productivity, satisfaction, motivation, and absenteeism were all examined.

The employees have to accede to the organizational, departmental, and three individual demands according to their preferences. The supervisor, who is a functionary of the first line of management, is responsible to a higher level of management and needs to get his juniors’ activities aligned to the needs of the company/function. In today’s scenario where the middle management is being either laid-off or eliminated due to budget cuts and organization streamlining, supervisors have to be hands-on program managers for their respective functions. In human services, supervisors are often promoted to management ranks or roles as they are excellent individual performers. Unfortunately, they fail to receive training that is vital to assume the myriad of complex duties and responsibilities that they are now entrusted with. As a result, they face unavoidable conflicts intertwining the roles of a supervisor and a program manager.

Each promotion garners more challenges and more critical responsibilities. The Supervisor Training Curriculum targets newly promoted foremen and supervisors at manufacturing plants with a comprehensive overview of quality control, operations, and supervisory principles. Include this program in your organizational quality improvement plan and recommend it to experienced supervisors who need to brush up on fundamental skills.

The following four areas of responsibility for a supervisor are essential for the course:

1) Manage Activities
- He has to Plan and organize work according to the functional requirements.
- He has to monitor and analyze performance, and evaluate key areas to improve
- He has to oversee health and safety in his working environment.
- His duties include intraday as well as daily work planning and allocations.
- He also has to Set standards and ensure adherence to KPI’s (Key Performance Indicators – related to the business targets).

2) Manage People
- A supervisor’s role and responsibilities are needed to be identified.
- His work and role in meeting business priorities is needed to be stated.
• Associations required to meet business priorities need to be established.
• The need for training and development is to be recognized along with the responsibility for self-managed development.
• It is imperative to have an awareness of their management style, with its strengths and weaknesses.
• Time management is necessary to meet objectives.
• Have to be relied with trust by both colleagues/team and their manager.
• Resolve and minimize conflicts within an organization.
• Behavior should be assertive rather than passive aggressive.
• Emotions need to be checked and kept in control when dealing with issues in an assertive confrontation.
• Identify the approaches needed to be adapted when dealing with conflicts as well as acknowledge how our actions affect others behavior (Transactional Analysis).
• In order for the staff to produce better results, their training and development needs are to be identified and met with.
• Appointing the appropriate person for each job is a major responsibility and the work should be planned accordingly.

3) Manage Resources
• A supervisor has to identify resources and any potential shortfalls.
• He needs to monitor and control resources.
• Needs to be quick in identifying problems.
• Recommend solutions to problems.
• Recognize and implement solutions.
• Customer expectations are needed to be met and exceeded.
• Goal should be to provide quality service.
• Should be responsible for Meeting KPI's.
• Should ensure a smooth workflow.

4) Manage Information
• Appreciate the barriers to effective communication.
• Identify information needs of listeners.
• Adapt communication styles appropriate to the situation including selecting an appropriate time and place.
• Listen actively, ask questions, clarify points and check mutual understanding.
• Provide and receive feedback.
• Ensure confidentiality.
• Use effective communication skills for meetings or presentations.
• Carry out team briefings.
• Be able to give orders and instructions if appropriate.
• Gather and record information.
• Carry out performance management.

• Assist with recruitment and selection.
• Train and develop staff.

II. RESEARCH OBJECTIVE

• To know the opinion of supervisors about training programs.
• To know that all supervisors are aware or not about the company’s policies about training programs.
• To know the preferences of supervisors about training programs.
• To know the opinion of supervisors, if they think training will help in improving skills or not?
• To know that supervisors are satisfied or not with the no. of training programs.
• To know the preference of supervisors where they want to attend the training program in Lucknow Plant or Outside Lucknow Plant.
• To know if they are satisfied or not with the duration of the training program.
• To know the choice of supervisors for training.
• To know that supervisors are ready or not to grasp some more content in training program.

III. RESEARCH METHODOLOGY

To achieve the research objective we make by use of field research method.
• Mass observation through questionnaire.
• Personal interview.

Research Design
I have adopted Exploratory Research Method for my Research Report. This method is used for getting new knowledge.

Sampling Design
I had selected the quota sampling from non probability sampling method.

Data Type
I had selected primary data for the purpose of survey. I had taken a sample of 20 supervisors.

Data Collection Method
I had collected primary data for doing my research through questionnaire.

IV. ANALYSIS OF DATA

Q1) Do you feel that there is a need of training?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>18</td>
<td>90</td>
</tr>
<tr>
<td>NO</td>
<td>0</td>
<td>00</td>
</tr>
<tr>
<td>CAN’T SAY</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>
Q2) Are you aware about the company training policy?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>7</td>
<td>35</td>
</tr>
<tr>
<td>NO</td>
<td>13</td>
<td>55</td>
</tr>
<tr>
<td>CAN’T SAY</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

**INTERPRETATION:** Mostly supervisors are not aware about the training policies of Company.

Q3) Which type of training you want to attend?

<table>
<thead>
<tr>
<th>TYPE OF TRAINING PROGRAM</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOFT SKILLS</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td>TECHNICAL</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

**INTERPRETATION:** Mostly supervisors want soft skill training program.

Q4) Do you feel training improves your skills?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>17</td>
<td>85</td>
</tr>
<tr>
<td>NO</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>CAN’T SAY</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

**INTERPRETATION:** Almost every supervisor feels that training is helpful in improving skills.

Q5) Do you feel that the number of training programs are adequate?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>NO</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td>CAN’T SAY</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

**INTERPRETATION:** Supervisors are not satisfied with the no. of training programs.

Q6) Where do you want to attend the training program?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>In LKO Plant</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Outside LKO Plant</td>
<td>14</td>
<td>70</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>
INTERPRETATION: Most of the supervisors prefer to attend training outside Lucknow plant.

Q7) According to you the duration of a training program should be-
   a. Min 2 days   b. Min 4 days   c. Min 7 days

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIN 2 DAYS</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>MIN 4 DAYS</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>MIN 7 DAYS</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

INTERPRETATION: Opinions are mixed about the training program. Most supervisors prefer a training program that is around 4 to 7 days.

Q8. Choose three training programs which you want to attend:
   a. Leadership skills
   b. Change management
   c. Managing Vision & purpose
   d. Business Acumen
   e. Performance management Workshop
   f. Self directed Team

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Change</td>
<td>5</td>
<td>25</td>
</tr>
</tbody>
</table>

INTERPRETATION: They prefer training in:
   • Change Management
   • Interpersonal Skills
   • People management
   • Performance Management Workshop
   • Self Directed Team
   • Strategic planning

Q9) Except the above mentioned training programs, would you like to cover some more content in your training?
   a. Yes   b. No

<table>
<thead>
<tr>
<th>ANSWER</th>
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<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>14</td>
<td>70</td>
</tr>
<tr>
<td>NO</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>CAN’T SAY</td>
<td>3</td>
<td>15</td>
</tr>
</tbody>
</table>
V. FINDING & RESULT

After research we found
- Supervisors want to attend the training programs.
- Most of the employees are not aware about the training policies of Tata Motor.
- Supervisors also require training programs in soft skills.
- Supervisors accept that training will improve their efficiency.
- Number of training programs is not sufficient, more training programs are need.
- Training, which is organized outside Lucknow Plant are preferred by most supervisors.
- Supervisors want a short duration training program.
- They want training in:
  1. Change Management
  2. Interpersonal Skills
  3. People management
  4. Performance Management Workshop
  5. Self Directed Team
  6. Strategic planning

VI. CONCLUSION

While analyzing the training needs in Tata Motors Ltd, Lucknow we found:
- Company organizes training programs frequently but still they are not sufficient.
- Most employees of Tata Motors, lucknow are not aware about the companies’ policies about providing training.
- In Tata Motors, they mostly provide 2 days of training programs which are not sufficient.
- Most supervisors are not satisfied with the training programs.
- Company mostly organizes training program in Lucknow plant, which is not beneficial because employees take it casually.

REFERENCES

  www.astd.org/CMS/templates/template_1.html?articleid =11016
[6] Getting results from a Management Training needs and Analysis
  http://www.alumni.caltech.edu