



A STUDY ON “TRAINING AND DEVELOPMENT OF NON PERMANENT ASSOCIATES” AT ASHOK LEYLAND UNIT 2 HOSUR

Mrs .N. Aswiya¹, Dinesh Kumar.S²

¹ Associate Professor, Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India

Email: aswianiyas25@gmail.com

² II Year MBA, Department of Management Studies

Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India

Email: dheenasiva666@gmail.com

ABSTRACT :

Non-permanent associates play a crucial role in the company's manufacturing operations, yet they often face challenges related to skill gaps, limited exposure to organizational practices, and lack of structured development programs. The study aims to evaluate the current training methods provided to these associates, assess their effectiveness, and understand the gaps between expected and actual performance. **Through surveys, interviews, and on-site observations**, data was collected to analyze the impact of training on employee efficiency, engagement, and retention.

Key words: skill development, ongoing learning support, and performance monitoring

INTRODUCTION

Training and development play a vital role in enhancing the skills, efficiency, and performance of the workforce, especially in a dynamic and quality-driven industry like automobile manufacturing. At Ashok Leyland Unit-2 in Hosur, a significant portion of the shop floor workforce comprises non-permanent associates who contribute to core production activities. Despite their temporary employment status, it is crucial to equip them with the necessary technical skills, safety knowledge, and process awareness to maintain productivity and meet organizational standards. Ashok Leyland has recognized the need to invest in structured training programs tailored for these associates to ensure consistent output, reduce operational errors, and foster a culture of continuous improvement. development initiatives and sets the stage for analyzing how effective training contributes to both individual growth and organizational success.

RESEARCH BACKGROUND

Ashok Leyland Unit-2 in Hosur operates within the automobile manufacturing industry, specifically focusing on commercial vehicles. This unit is integral to the company's production capacity and plays a key role in manufacturing medium and heavy commercial vehicles (M&HCVs), engines, and chassis assemblies. The plant is equipped with modern assembly lines, robotic systems, press shops, and paint booths, all following stringent quality controls.

GLOBAL TRADE DYANAMICS AND EXPORT OPPORTUNITIES

As one of the most advanced and versatile manufacturing units, it is capable of producing a wide range of commercial vehicles from 2.5 to 55 tonnes at a single location. This flexibility allows the company to adapt to international market demands efficiently. The plant has achieved global recognition for quality by winning the prestigious Deming Prize in 2017, highlighting its strong focus on Total Quality Management. In terms of exports, Ashok Leyland has a robust presence in over 60 countries, with significant volumes going to Bangladesh, Sri Lanka, and the UAEmarkets that continue to show growing demand for commercial vehicles. The company leverages this demand by offering product customization and reliable after-sales support. With its continuous emphasis on workforce training, quality enhancement, and technological upgrades, Hosur Unit-2 stands out as a strategic hub for expanding Ashok Leyland's footprint in emerging global markets, particularly in Asia, the Middle East, and Africa.

IDENTIFIED PROBLEM

One major issue is the inconsistency in training programs, where the duration and content of training often vary, leading to gaps in skill development. Non-permanent associates frequently receive limited access to advanced training modules compared to permanent employees, which affects their overall performance and integration into the production process. Additionally, there is a lack of continuous evaluation and feedback mechanisms, resulting in

minimal tracking of learning outcomes and skill progression. Language barriers and varying educational backgrounds among associates also hinder effective communication and understanding during training sessions. Furthermore, limited opportunities for career growth and job security reduce the motivation of non-permanent workers to actively engage in training programs, ultimately impacting productivity and quality outcome

OBJECTIVES OF THE STUDY

- To evaluate the effectiveness of the current training and development programs provided to non-permanent associates at Ashok Leyland Unit-2.
- To identify skill gaps among non-permanent associates and assess how training initiatives address these gaps.
- To measure the impact of training on the performance, productivity, and work quality of non-permanent associates.
- To analyze the perception of non-permanent associates regarding the relevance and usefulness of the training programs.
- To assess the role of training in improving employee engagement, motivation, and retention among non-permanent associates.
- To recommend improvements in training content, methods, and delivery tailored to the specific needs of non-permanent associates.
- To study the alignment of training and development initiatives with organizational goals and production targets.
- To explore the challenges faced by the organization in implementing effective training for non-permanent associates.

REVIEW OF LITERATURE

1. Ashok Leyland Sustainability and Annual Reports (2018–2023)

These official documents highlight the company's strategic focus on skill development, safety training, and productivity enhancement. Training modules such as Lean Manufacturing, TPM (Total Productive Maintenance), and EHS (Environment, Health, and Safety) are regularly conducted for both permanent and non-permanent staff. However, these reports provide aggregated data and do not deeply analyze the distinct outcomes for non-permanent associates.

2. Kumar, R. (2020). “Effectiveness of Skill Development Programs in Indian Automobile Sector.”

This study analyzes skill-building initiatives in companies like Ashok Leyland. It suggests that while structured training programs exist, non-permanent associates often receive shorter, task-specific sessions with limited long-term career support. It calls for more inclusive development policies.

3. Sivakumar, T. & Meenakshi, V. (2019).

“Training Methods and Workforce Retention in Indian Manufacturing Units.”The research highlights how on-the-job training improves retention rates, especially among temporary and contract workers. Ashok Leyland was referenced for its

4. Internship Reports & Case Studies (2018–2024)

Student internship reports from institutions like Anna University and SRM Institute provide firsthand insights into the training practices at Ashok Leyland Unit-2. These reports confirm regular induction programs, safety briefings, and job-specific skill training for contract workers. However, they also reveal that feedback mechanisms and post-training evaluations are minimal for this category.

5. Deshmukh, A. (2023). “Temporary Workforce Integration in Indian Auto Manufacturing.”

This recent study notes that while companies like Ashok Leyland have robust operational training modules, there's a lack of focus on the emotional and motivational development of non-permanent associates, which can affect performance consistency.

6. Employee Development Programs by NSDC and ASDC (2019–2024)

The National Skill Development Corporation (NSDC) and Automotive Skills Development Council (ASDC) have collaborated with companies like Ashok Leyland to deliver certified training for apprentices and contract workers. These programs are impactful but often limited to basic skillsets rather than career progression.

RESEARCH GAP

Limited focus on long-term impact of training on non-permanent associates' career growth.

Lack of empirical data measuring training effectiveness specifically for Unit-2.

Absence of studies evaluating emotional engagement or job satisfaction after training.

Minimal research comparing permanent vs non-permanent training outcomes.

While Ashok Leyland Unit-2 has established structured training programs for its non-permanent associates, existing research and documentation on these initiatives remain limited. Most available literature and reports primarily focus on permanent employees or broader organizational training strategies, with little specific insight into the unique challenges faced by non-permanent workers.

There is a lack of comprehensive data evaluating the long-term effectiveness of training programs tailored for temporary associates in terms of skill enhancement, retention, and career progression. Additionally, limited attention has been given to assessing how these training efforts impact productivity, workplace integration, and employee satisfaction from the perspective of non-permanent associates themselves.

RESEARCH METHODOLOGY

Training and development play a crucial role in enhancing the skills, productivity, and job satisfaction of employees across all levels of an organization. At Ashok Leyland Unit-2, a leading manufacturing facility of one of India's top commercial vehicle manufacturers, special attention is given to the Training and development of non-permanent associates. These associates, often hired on a contractual or temporary basis, are an essential part of the workforce and contribute significantly to the plant's daily operations and overall efficiency.

Recognizing their importance, Ashok Leyland Unit-2 has developed structured training programs aimed at equipping non-permanent associates with the technical skills, safety knowledge, and workplace discipline necessary to meet the company's high standards. These initiatives not only ensure consistency in quality and productivity but also provide growth opportunities and foster a sense of belonging among the associates. This report explores the various training methods, development programs, and outcomes associated with non-permanent workforce development at the Unit-2 facility.

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LIMITATION OF THE STUDY

The study is confined to Unit-2 of Ashok Leyland, and findings may not be generalizable to other units or plants.

It primarily focuses on non-permanent associates, excluding permanent employees, which may limit holistic comparison.

The study may rely on self-reported data, which can be subject to bias or misinterpretation.

The impact of external factors such as job market trends, government training initiatives, or industry automation is not considered.

The research may not fully capture qualitative aspects such as motivation, attitude shifts, or long-term learning retention.

DATA ANALYSIS AND INTERPRETATION

TABLE NO:4.1.1

GENDER OF RESPONDENTS

Gender	No of respondents	Percentage (%)
Male	24	65.7%
Female	12	34.3%
Others	36	100%

CHART NO:4.1.1

INTERPRETATION

The table indicates that 65.7% of respondents are male and 34.3% are female, showing a majority of male respondents. This suggests a gender distribution that's not evenly balanced, with males outnumbering female

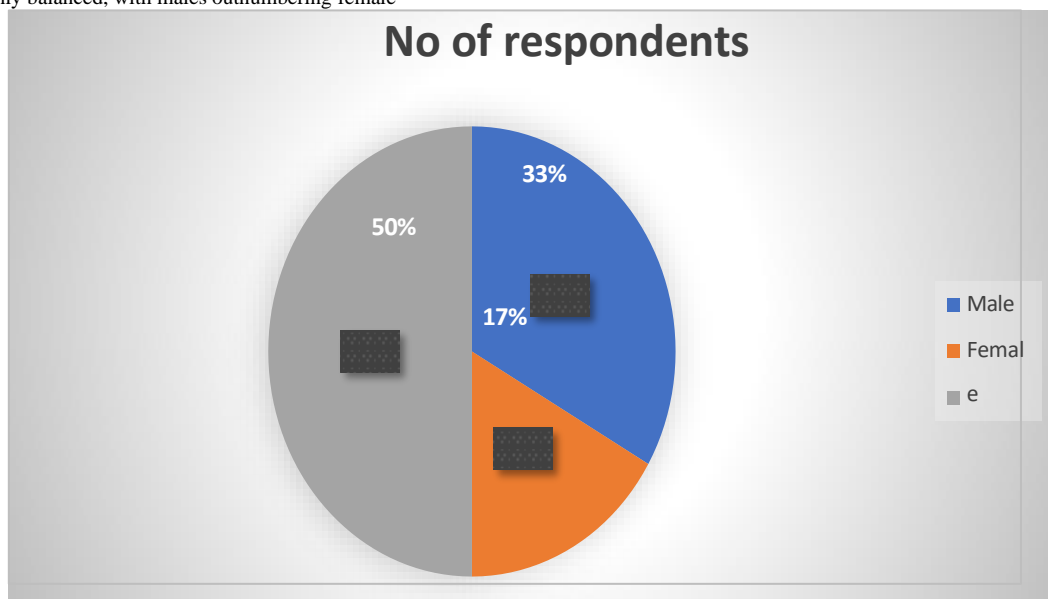


TABLE NO :4.1.2
OCCUPATION STATUS OF RESPONDENTS

Response	No of respondents	Percentage (%)
officer	15	42.9%
executer	9	25.7%
manager	2	5.7%
worker	10	28.6%
total	36	100%

INTERPRETATION:

The table indicates that Officers (42.9%) have the highest representation, followed by Workers (28.6%) and Executers (25.7%), while Managers (5.7%) have relatively low representation. This suggests Officers have a significant presence, while Managers are underrepresented.

CHART NO:4.1.2
OCCUPATION STATUS OF RESPONDENTS

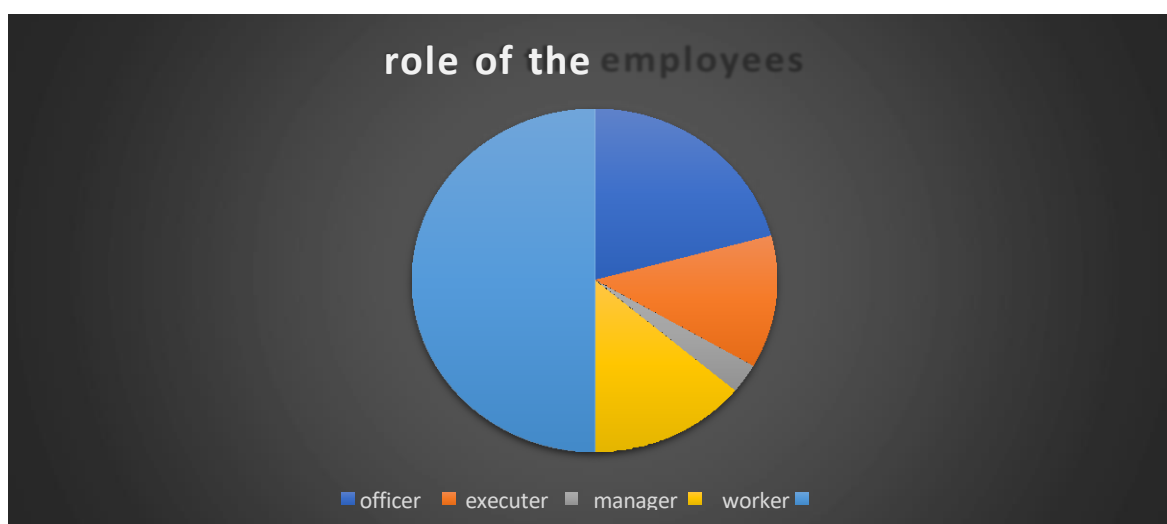


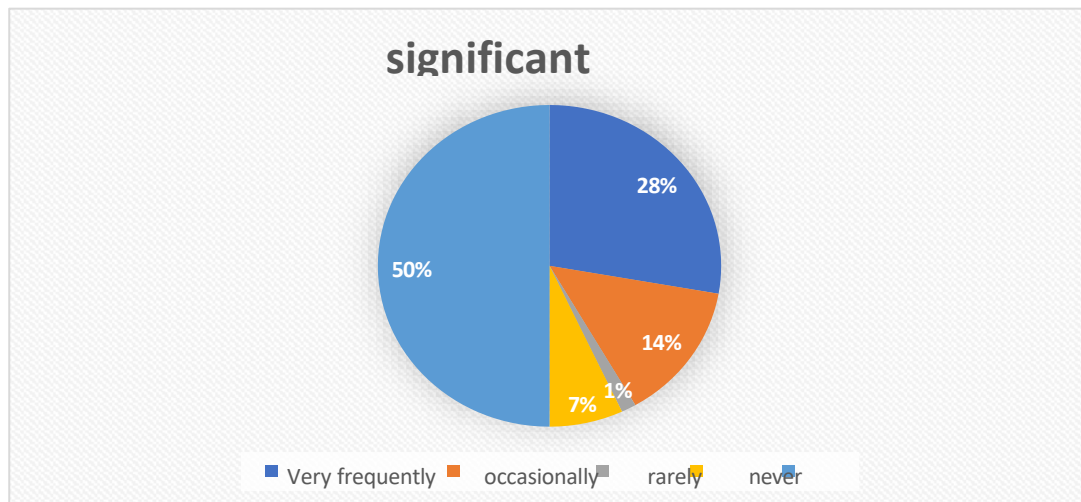
TABLE NO :4.1.3
ORGANIZATION UNDERGO SIGNIFICANT CHANGES

Response	No of respondents	Percentage (%)
Very frequently	20	57.1%
occasionally	10	25.7%
rarely	1	2.8%
never	5	14.3%
total	36	100%

INTERPRETATION:

The table indicates that 57.1% of respondents experience something "Very frequently", 25.7% "Occasionally", 14.3% "Never", and 2.8% "Rarely". This suggests a high frequency of occurrence, with most respondents experiencing it very frequently.

CHART NO : 4.1.3
ORGANIZATION UNDERGO SIGNIFICANT CHANGES



SUMMARY OF FINDINGS

reveal that while the company has initiated structured programs to enhance the skills and productivity of these associates, several gaps still exist in implementation. Many associates reported that initial induction training was helpful, but there is a lack of continuous learning opportunities and role-specific upskilling. Moreover, the training programs are often generic and not tailored to the actual work performed on the shop floor. Limited evaluation and feedback mechanisms further reduce the effectiveness of training sessions. It was also observed that motivation levels and retention rates are higher among those who received hands-on, practical training supported by mentors or supervisors. Overall, while efforts are evident, there is a need for more customized, frequent, and feedback-driven training interventions to fully realize the potential of non-permanent associates.

SUGGESTION

Training programs should be designed based on a thorough job analysis and skill gap assessment specific to the roles performed by the associates. This will ensure that the training is relevant, practical, and directly applicable to their day-to-day responsibilities. Introducing modular training programs with clear learning outcomes and regular assessments can help in tracking progress and maintaining consistency in learning. Moreover, it is recommended to incorporate a mentorship or buddy system where experienced employees guide new associates during the initial stages. On-the-job training methods, combined with periodic classroom sessions and e-learning modules, can offer a blended learning approach for better knowledge retention. Feedback mechanisms should be strengthened to gather input from associates on the quality and relevance of training, which can be used for continuous improvement. Additionally, recognizing and rewarding associates who actively participate and excel in training programs can boost motivation and engagement. Investing in such inclusive and well-rounded training strategies will not only improve associate performance but also contribute to overall organizational efficiency.

CONCLUSION

The training and development initiatives for Non-Permanent Associates at Ashok Leyland Unit-2, Hosur, play a vital role in maintaining operational efficiency, safety standards, and workforce adaptability. The company has demonstrated a strong foundation in onboarding, skill-building, and safety training, which has significantly contributed to improved job performance and associate satisfaction. However, the findings reveal opportunities for improvement in areas such as personalized skill development, regular feedback mechanisms, equal training access, and career progression support. By incorporating digital tools, structured mentorship, and role-specific learning pathways, Ashok Leyland can further enhance the capability and motivation of its NPA workforce. Overall, continuous investment in training and development will not only strengthen the plant's performance but also support the long-term goal of creating a skilled, engaged, and future-ready workforce.

DIRECTIONS FOR FUTURE RESEARCH

explore the long-term impact of various training methods on employee performance, retention, and career progression. Studies can focus on comparing the effectiveness of traditional classroom training versus hands-on and digital learning modules in enhancing the practical skills of non-permanent associates. Additionally, research can delve into the psychological and motivational aspects of training—examining how factors like recognition, job security, and career development opportunities influence the willingness of associates to engage in learning activities.

Another key direction for future research is to analyze the role of supervisor involvement and peer mentoring in improving the outcomes of training programs. Research could also examine how training affects workplace safety, efficiency, and overall production quality. Furthermore, comparative studies between different manufacturing units or companies in the same industry could provide broader insights into best practices. Future investigations should also consider socio-economic factors, such as educational background and regional differences, to tailor training programs more effectively. Ultimately, continuous research will help in developing more inclusive, adaptive, and impact-driven training strategies for non-permanent associates.

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5. How Non-Permanent Workers Learn and Develop: Challenges and OpportunitiesAuthor: S. SadikOverview: This book explores strategies for continuing education and training tailored to the realities of non-permanent work. It provides case studies and insights into how temporary workers can engage in meaningful learning and development activities.
6. A Practical Guide to Managing Temporary WorkersAuthor: Lisa DisselkampOverview: This guide offers strategies and guidelines for effectively managing contingent workers, including aspects of training and fair treatment. It helps organizations understand the impact of temporary workers and how to manage them more effectively.
7. Training for Part-time and Temporary Workers (Library Training Guide)Author: Linda M. CrookOverview: This book provides practical approaches to training part-time and temporary staff, focusing on library settings but applicable to various