



To study the role of manufacturing competency in the performance of Preet tractor manufacturing unit

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Abstract - This study deals with the manufacturing competency of Preet tractor manufacturing unit. During the entire review different factors have been investigated like Product design and development, Quality control and Performance Parameters, due to these different inferences have been concluded. It has been analyzed that the joint venture affects the sales, because through the joint venture the maximum investment can be done in the Manufacturing plant & precise testing has been possible which automatically increase the testing level & production level as well. But due to the good bonding with the customers & service, maximum marketing & sales can be achieved. It has also been concluded that sales have improved with an improvement in competitiveness of manufacturing unit.

Keywords - Competency, manufacturing unit, quality control, production time.

I. INTRODUCTION

The term “Competency” is defined as the behavioural skills combined with the technical knowledge and skills that will serve as indicators of success in a position. Competencies are the combination of pooled knowledge and technical capacities that allow a business to be competitive in the marketplace. Theoretically, a core competency should allow a company to expand into new end markets as well as provide a significant benefit to customers. It should also be hard for competitors to replicate.

According to Industrial Outlook Survey conducted by the Bank of India (RBI) for October & Dec 2010 quarter the Indian manufacturing sector showed positive overall business sentiment in the quarter. The business expectation index (BEI), which acts as a barometer of the overall health of the manufacturing sector, has gone up to 126.5 for the assessment quarter, its highest reading since the April, June 2007 quarter [1]. Competencies are important both for the Organization and for staff. Competencies are forward-looking. They describe the skills and attributes staff and managers will need in order to build a new organizational culture and meet future challenges. They help organizations clarify expectations, define future development needs, and do more focused recruitment and development planning. Competencies provide a sound basis for consistent and

objective performance standards by creating shared language about what is needed and expected in an Organization. It is critical that organizations assess how the selections are made. With limited promotional opportunities, and planned attrition, getting the right people into the right jobs becomes more critical to our success as an organization.

Competency is also defined as the combination of skills, attributes, knowledge as well as the behavior that are related to the successful performance on the job, which are considered as important for all staff of the Organization, regardless of their function or level. Sometimes competencies are also defined as “cluster of successful behaviors.” Competencies are important both for the Organization and for staff.

Hiring the right people for right position defines the success of a business organization. The human resources are the most important asset of a company. It plays a major role in helping to achieve its mission and vision. It is one of the most effective measures because this prevents the expensive and tedious hiring and selection process. Furthermore, the success of a company does not rely on its human resources but would also depend on several factors like clearly defined each of the roles, associated the jobs to the company's goals and achieved maximum performance and sustained the high productivity levels. All these will be best attained by establishing the key competencies needed for an organization to grow and succeed. It would be better explain through the competency framework.

It is very important to constantly inform and evaluate the employee for his performance. This will set things to move right and help the employee's to be more effective on their jobs. The competency framework is an important part of the performance evaluation system because this serves as a guideline on how to properly evaluate also serves a guideline that how well an employee is doing. Defining the key competencies will help the supervisor/manger to find an effective approach on how to handle an employee with poor productivity level and on how to further strengthen an employee with good performance. An established competency framework also serves as an effective tool in training needs analysis. To retain an employee is

To promote professional growth & development within the organization. The framework will determine that what are the skills or competencies needed for an employee to develop its potentials and eventually improve his performance by creating more chances for growth. The competency



framework serves as a backbone of an organization by giving support to the company and its employees. Without defining the key competencies, the employees won't have a clear direction and will have difficult to understand their very important roles in the organization.

To examine how effects of the functional strategies of market orientation, human resource management, and manufacturing on competitive strategy and performance differ between family and nonfamily firms. There are several significant relationships between the functional strategies and competitive strategy. [2] There is a significant impact of the functional competencies on the firm performance, also production competencies, research and development competencies, and marketing competencies are key determinants of efficiency and customer satisfaction. [3] A good record of corporate social responsibility (CSR) or corporate social performance (CSP) positively influences corporate financial performance (CFP) by lowering costs and increasing productivity & it might be also impacted by the effect of perceived CSR on consumer satisfaction. [4] Sustainability combines environmental, economic, and social dimensions and is considered to be a complex and hard to learn subject needing a lot of experience and competences. Traditional ways to take such experience and develop competences like role playing and simulations tend to take a lot of time and are expensive. [5] A product service system (PSS) has been described as "a system of products, services, supporting networks and infrastructure that is designed to be: competitive, satisfy customer needs and have a lower environmental impact.[6] The concept of absorptive capacity has been understood that will be applied to clear the view that the manufacturing capabilities are strongly associated with operational performance, and the association is the strongest for firms whose main competitive priority is operational performance. [7]. The causality relationship between automobile production quantities and automobile loan amount of deposit banks was analyzed with the assistance of co integration and VEC Models. [8]

Case Study at PREET Tractors

The PREET tractor is not the only product that the company produces. In addition to the PREET tractor the company manufactures all the equipments and attachments required to be used with the mini tractors, Agriculture as well as Commercial related.

With a thorough knowledge and understanding of the Indian farmer's requirements, PREET Tractor has been able to deliver what the Indian farmer wants. This has been made possible by the extensive research done on the specific requirements of the Indian farmer. The PREET Tractors India R & D centre designs, develops and tests new products for Indian as well as International markets. HI-tech 3 dimensional computer aided design tools are used to develop new products. Extensive testing is carried out on the products designed and developed in R&D centre which includes bench testing of components. Performance and reliability tests are also done keeping in mind the actual working conditions with customers. The commitment of a team of professionals driven by a single goal: that of putting technology into the hands of

farmers, allowing them to maximize productivity most economically. PREET tractors not only meet but also exceed the requirements of our customers.

The present manufacturing plant is well equipped with modern tools & equipments, and machineries, quality control instruments R & D Facility and Manned with trained, efficient, and qualified engineers and technocrat personal, to ensure smooth and quality production of the tractors. The company has setup its own engine plant with in the premises. The plant is fully equipped with ultra modern HMC & VMC machines for manufacturing of engines with complete quality assurance. PREET Tractors are fitted with its own in-house engines and conform to the latest parameters. After completing its research and development, the vendors and the suppliers have been selected to supply the components as per drawing and strict quality standard. The components / parts received in the plant are routed through inspections and quality before reaching main stores.

M/s PREET Tractors manufactures combine harvester, agricultural tractor in 35-65 HP range under the brand name "PREET", producing 2400 units per annum. These are low cost, fitted with fuel-efficient / TREM-III engines, environment friendly tractors. The components produced are extremely accurate and quality assured. The installed capacity is 6000 tractors per annum. PREET cater basically to Asia, Europe, Middle East and USA. Its wide distribution networks and after sales services with 150 dealers all over the country has enabled to carve a niche for ourselves in the market. PREET Group, manufacturer of combine harvesters, tractors and other agricultural implements, has earmarked Rs 100 crore for expansion. The company is planning to increase its tractor manufacturing capacity from 6,000 units to 10, 000 units per annum and combine harvesters to 1,500 units per annum from 1,000 at present. They are getting very good response for their tractors and harvesters. In order to cope up with the demand, they are planning to increase their manufacturing capacity of tractors and harvesters with an investment of Rs 100 crore.

Leading in Technology. High level production application demand high productivity, durability, easy set-up and reliable operation. PREET Group has a very exclusive machinery set-up which makes production easy and durable with Hydraulic CNC machines. Every part of PREET Tractor or other implements which is very accurate and easy to installable. That's because our parts are perfectly fitted, high quality production parts.

PREET is a Quality Conscious organization. Production process is controlled by Quality Control Department. This ensures that the products manufactured by PREET meet with the all quality standards. We take care of quality right from the raw materials that are used in manufacturing of products. Along with this we also keep an eye on our production setup that the machines are services timely, to give accurate performance for production. More over the company is certified by ISO 9001:2008 Certificate by BSI NACB.

PREET Tractors team is always striving hard with a spirit of dedication & teamwork to establish the best international quality standards of customer satisfaction for the Indian farmer, infused with the core values & guiding principles.



Each tractor that leaves the plant is perfect down to the last coat of paint, which lasts for years. The plant has a special machining centre which provides both accuracy and precision while manufacturing complex machine parts of tractors. PREET tractor is the leading Indian tractor company to get an ISO 9001:2008 certification for quality standards. PREET has implemented and integrated new

PREET follows a model of sourcing standardized mass-produced components available at economic price and adding a few selected customized components to enhance the efficiency of the tractor and make it suitable for the specific applications in the Indian condition. The cost of transportation of tractor from the factory to the farmers' hand can increase the price of a low cost tractor significantly. Hence, PREET has adopted the unique model of regional assembly set up and the markets in a region are catered to from the assembly plant closest to that region to keep the transportation cost low.

Some of the divisions of our workforce are:

Quality analysts
Procuring agents
Engineers
Management
Technicians
Skilled
Semi-skilled

Achievements / Awards

National Award 2011
National Award 2009
State Award 2010
Punjab Rattan award
Entrepreneur of the Year Award 2010
In Limca book of Records.
National award,2013
Punjab National award
Canara Bank award
Business Vision award
R & D Awards
M/s. PREET Agro Industries (P) Ltd, Nabha (1st Prize in Medium Enterprise category)

Innovation Awards M/s. PREET Agro Industries (P) Ltd. Nabha (Medium Enterprise)

PREET, a leading agricultural equipment brand, offers the widest range of tractors and harvesters to suit the needs of every farmer and contractor. It is one of the most awarded brands for ground-breaking and accessible technology which improves farming efficiency and productivity. PREET Tractors currently offers technologically superior range of 32 Hp to 75 HP tractors manufactured in the plant based at Nabha. The reputation & success of PREET is built on the success of its customers, cash crop producers & other agriculture related professionals who count on PREET's widest offering of innovative products and services. PREET's product portfolio includes a full line of equipments from tractors to harvesters that is complemented by tailored financial services from a specialist in agriculture. PREET state-of-the-art plant at Nabha, is designed on the lines of company's international manufacturing facilities. The plant has been awarded various ISO certifications and aggressively

drives Health, Safety & Quality initiatives. PREET, set to expand owing to the market dynamics & the farmer's expectations, always believes in offering the best in class products with latest technology, through its nationwide dealer network.

PREET continues to pay very careful & critical attention to the 'Voice of Customers' and offer them suitable products, catering the farming needs from sowing to harvesting. Company's growing network of over 800 customer touch-points ensures the satisfaction of the customer and also ensures maximum uptime of their equipments / implements and tractors. The customer touch-points are well equipped with the trained manpower to deliver best in class support to the customers. The state-of-the-art training centre at plant helps in keeping the dealer technicians up to date on trouble shooting and product care in terms of minimum downtime and quality of work.

PREET is the leading company in Punjab to offer most appropriate & advanced mechanization solutions to Indian farmers for enhancing crop productivity. Company offers farm mechanization equipment like Sugarcane Harvesters, Biomass Solutions, Balers etc. thereby heralding a new era in Agri Mechanization. Farm mechanization being the key of the times to come ahead and farmers are increasingly adopting smart farming methods. This helps farmers enhance productivity as well as quality of food grains resulting in reaping smarter returns to farmers. PREET, with its wide range of agriculture equipment and farm mechanization solutions has a huge potential and scope to cater to the needs of the emerging Indian Agriculture market. By leading the field in innovative research and design, extensive testing and stringent quality assurance, PREET machines have become renowned all over the world for performance, value and reliability. And with an extensive dealer sales and service network in India. Company's aim to deliver the best customer support in the industry. Through setting the standards by which others are judged, PREET Group has become one of the India's most impressive success stories.

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