CONCLUSION

Training is an adjunct of the management process. Under the umbrella of training, several useful functions of management can be performed. Training reduces the need for constant and close supervision; thus it helps in management by exception. A manager can delegate authority and responsibility to his subordinates, who will not be reluctant to accept new assignments if they have been given proper training. In addition, management can get better results, and can put its plans into action surely with the help of trained workforce. Management can also increase the morals of the employees and motivate them to work for the achievement of organizational goals by installing a suitable system of training.

Training can also offer the management an assessment of those within its labour force who might be well suited for new jobs and responsibilities. If the training has a sufficient degree of openness, it will allow to disclose skills and abilities among the persons which might otherwise go
unnoticed. A competent trainer can judiciously make appraisal of employees which will be useful for the management. Management can use such information in placing the employees correctly and in developing the talents of the promising employees for future use.

An important task before the management is to improve the overall competence of the organization. The knowledge and skills acquired by individuals may be of great help in this regard. Training experiences which focus upon interaction, problem-solving and information sharing can be one means of expeditiously pooling knowledge. As a matter of fact, those experiences and insights become the common property of the group which received training. The term ‘training’ denotes a systematic procedure for transferring technical know-how to the employees so as to increase their knowledge and skills for doing particular jobs. “Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behaviour of those trained and to enable them to do their jobs better.

Training makes newly appointed workers fully productive in the minimum of time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing the things. Indeed, training is a continuous process. It does not stop anywhere. The managers are continuously
engaged in training their subordinates. They should ensure that any training programme should attempt to bring about positive changes in the

iv) Knowledge.

v) Skills and

vi) Attitudes of the workers.

The efficiency of an organization depends directly on how capable its personnel are and how they are motivated to work. Capability of a person depends on his ability to work and the type of training he receives. While his personal capability is evaluated through proper selection procedure, his training is taken care of by the organization after he has been employed by the organization. Since training inputs may vary from on-the-job experience to off-the-job training, most of the organization undertakes some kind of training for their employees.

Organization development is a systematic approach to launching and diffusing change in organizations. It is used as long-term approach to organizational change as compared to a short term. In organizational change process, a basic problem involved is the changing of the attitudes and values of people in such a way that under changed conditions, they are more effective and do not resort to old working habits. This requires an integrated effort of changing role of an individual, his approach and
attitudes, is values along with his methods of working. This cannot be achieved unless the individual is developed and changed appropriately.

Thus organization development can be achieved only through proper training and motivation of the employees.

Automobile Industries are the fast growing industries in the world. Asian region occupies a remarkable position, in this India’s contribution is more when compared to other countries.

History of Indian automobile industry starts its journey from the day when the first car rolled on the streets of Mumbai in 1898. During the early stages of its development, Indian automobile industry heavily depended on foreign technologies. However, over the years, the manufacturers in India have started using their own technology evolved in the native soil. The thriving market place in the country has attracted a number of automobile manufacturers including some of the reputed global leaders to set their foot in the soil looking forward to enhance their profile and prospects to new heights. Following a temporary setback on account of the global economic recession, the Indian automobile market has once again picked up a remarkable momentum witnessing a buoyant sale for the first time in its history in the month of September 2009.
The automobile sector of India is the seventh largest in the world. In a year, the country manufactures about 2.6 million cars making up an identifiable chunk in the world’s annual production of about 73 million cars in a year. The country is the largest manufacturer of motorcycles and the fifth largest producer of commercial vehicles. Industry experts have visualized an unbelievably huge increase in these figures over the immediate future. The figures published by the Asia Economic Institute indicate that the Indian automobile sector is set to emerge as the global leader by 2012. In the year 2009, India rose to be the fourth largest exporter of automobiles following Japan, South Korea and Thailand. Experts state that in the year 2050, India will top the car volumes of all the nations of the world with about 611 million cars running on its roads.

ROOTS Industries Limited is leading manufacture of HORNS in India and the 5th largest HORN manufacturing company in the world. Headquartered in Coimbatore – India, ROOTS has been a dominant player in the manufacture of HORNS and other products like Castings are industrial cleaning machines. The ROOTS is a leading edge over competitors on strong quality system base. ROOTS is the leading supplier to all the major vehicle manufactures like Ford, Daimler Chrysler, Mitsubishi Lancer, Mahindra & Mahindra, Toyota, Tata Motors, Fiat Uno and Siena, Telco, TVS Motor company, Kinetic Honda, etc.

Findings
• Majority of the employees are belongs to the age group of thirty one to forty years old.

• Nearly three fourth of the respondents are male and the remaining one fourth of the respondents are female.

• There is almost equal percentages of the respondents have finished their S.S.L.C., HSC, Graduates and Post graduates are the persons who are in the high rank in the administration.

• The maximum of the respondents we taken for this study is production and assembly workers because they are the majority in the organization.

• Most of the employees are belongs to the labour category.

• The majority of the employees are having less than one year and 1-5 years of experienced.

• The majority of the respondents are agreeing that the management has given detailed note about the employees day to day work plan.

• It is to be noted that most of the respondents agreed that the management’s job design has fulfilled their goals in the organization.
• It is to be noted that the most of the respondents are satisfied with their management’s skill measurement system.

• So the majority of the employees are shown their satisfaction towards management need identification and categorization for their training.

• The management has provided a clear training manual for their employees to understand the imminence of training.

• The above particulars convey that a separate full-fledged training cell functions in order to provide needful training programmes to all the employees in the organization.

• So the management is having a full fledged training cell and the cell has a training officer for the execution of all the training programmes.

• It is observed form the study that above three fourth of the respondents are expressed that the management training strategies are good.
• Majority of them reported that the organization is concentrating mainly on the job training. For some categories they are giving the off-the-job training.

• Thus vast majority of the people’s views about the main objective of the Orientation training is familiarize them about the nature of the job.

• Most of the employees opines that the management conducts the orientation training within the first week from the date of joining.

• The 40% of the employees says that the period of apprenticeship training is one year. This shows that most of the workers comes under the above said category.

• The above particular conveys a clear picture that the half of the total respondents opined that the technical changes are the main objective of the Refresher training.

• Nearly cent percentage of the workers feels that the retraining is a must for slow learners.
• Maximum percentage of the employees are opinioned that usually the management conducts the retraining for one week.

• The above said particular reveals that the most of the employees says, that through vestibule training employee will learn and develop skills while working in the situations similar to what they will face in their actual jobs.

• Majority of the employees says that the job rotation gives the employees an idea to understand the general functions of the organization. The person who is in the position of supervisor, staff and manager is getting this rotation.

• Most of the people views that the period of job rotation is two years.
• It is observed from the study a little above half of the respondents undergone for the lecture and conference method of training. The management gives second preference to the case study method.

• It signifies that half of the persons are viewed that the case study method is giving importance to each ones decision. Then the next objective of this method is showing employees individual skills.

• Sixty percentages of the respondents says that the role play method is best suited for them.
• It is to be noted that majority of the respondents are opined that this training method is to develop co-operation and co-ordination between the workers.

• This clarifies that three fourth of the employees in the production department is getting role play method.

• This statement explains that 80% of the respondents are getting the management games training.

• Majority of workers opines that the Management Games stimulates the thinking of the people to run an organization, develops skills for variety of purposes, team participation, etc.

• The maximum training period for the management training is one week to ten days.

• It is significant that a vast majority of the study respondents accepted that the management training cell is getting periodical review after their training.
• Majority of the workers signifies that the Conduction of Training programmes at regular interval of time.

• Most of the training programmes are conducted by the Human Resource Management Head. For some training programmes they invite External Experts according to their need or subject.

• Majority expressed that the training records are properly maintained by the human resource management.

• It finds out that the majority of the respondents view is that the training improves their self or personal development to a great extent.

• The majority of them reported that the training increased the employee development and it makes a path for the industrial development.

• This statement explains that 92% of the employees are agreed that the training minimizes the supervision.

• This clarifies that 97% of the employees opened that the training improved their time management system. So the needed production get ready within the time schedule.
- Hundred percentage of the employees said that after the employees gone through the training their production level increased.

- Nearly 100% of the respondents viewed that the training has reduced the wastage of materials.

- Among the respondents 66% of them said that the management is allowing some kind of employees to practice what they learn in their training programme.

- The three fourth of the respondents opinioned that the trainer is playing a major role for their carrier development.

- Maximum of the employees answered that the management is encouraging them to continue their higher studies while they are working.

On the basis of the analysis and discussion in the preceding chapters with regard to training and development of Employees, the researcher has given following suggestions
As per the findings, majority of the workers and staff members are belonging to middle age group and **below middle age group** respectively. Therefore, it is suggested that the Roots industry may appoint the workers and staff members at all age groups based on their work load and convenience.

Employees can easily understand their work plans, when they are having sound education. For that the organization is giving them opportunity to continue their higher education while they are working. Moreover, training is the act of increasing the knowledge and skill of an employee for doing a particular job. it is concerned with imparting specific job-related skills to employees.

On the other hand, education is concerned with improving knowledge and understanding of the employees total job related environment. The study indicates that two-third of the employees are having only their school level of education. Therefore, the Roots industries may appoint educated and skilled people to utilize their optimum level of knowledge.

Experience only can make an employee perfect in their job. They are the property of an organization. When an organization wants to possess more experienced hands, labour turnover must be minimized. To minimize
the turnover they need to be satisfy the workers essential needs. The findings indicate that three-fourth (70%) of the respondents are having only ten years of experience. Hence, the Roots Industries may concentrate in their labour turnover ratio and provide necessary welfare facilities to satisfy the workers.

Good compensation plans, which are well administered, have a statutory effect on the entire organization. Employees will be happier in their work, their co-operation and loyalty are higher, amount of output is up and the quality is better. In the absence of such plans, compensation is determined subjectively on the basis of haphazard and arbitrary decisions. This creates several inequalities which are among the most dangerous sources of friction and low morale in an enterprise.

It can be observed from the findings that the sample respondent’s job has been designed properly to avoid the lapse and confusions. So the job design fulfills the goals of the employees in the organization. Then the skills of each and every employee have been measured periodically and find out their drawbacks and training has been given according to their needs.

In Roots Industries the employees are categorized on the basis of low level, middle level, and high level production. Then they give the training according to their job needs. The industry is having a special cell and an officer for the training and development under the human resource
management. This wing is giving importance to the on the job training because the off the job training is expensive when compared to the on the job training.

After the training the management usually conducts a review to know or to analyse how effective the training is. And also if there is any lapse in that training they will rectify it. The trainings are conducted in a regular interval to refresh the employees. For the training programmes trainers are usually from the Human Resource Department but some time they call subject experts from out side of the industry according to the training subject.

The training programmes improve the employees’ personnel development. And this paves the way for the organizational development. The training minimizes the supervision. Training gives the workers confidence to do their jobs, reduces tension, boost morale and job satisfaction, reduces injuries and accidents, gives them a chance to advance.

The good training programmes improves the employees to do the work in time. The production level has been increased because of this timekeeping. The training also reduces the wastage in production. After the employees have undergone for the training the level of accidents reduced in the organization.
The management gives freedom to some kind of employees to practice what they learnt in their training programme. The External Trainers and the Human Resource Head are the persons who play the major role in the employees’ carrier development.

Employees of the organization who are interested to continue their higher studies are encouraged by the management. While they are working itself they can concentrate in studies. Then after the completion of his studies the management will promote them according to their skill and educational development.

Finally the management used to assess the employees performance in the organization twice a year. According to their performance the employee will get rewards from the management. It may be monetary or by gift. These facilities are only to encourage and motivate the employees.

The research concludes that the present training and development programmes in the Roots Industries are quite satisfactory. The employees satisfactory level is also considerably good. Even though, such Training and Development Programmes of the study in the Roots Industries are to be continually monitored, strengthened and renewed.