Chapter VI

Findings and

Summary of the Study
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Training and development is an important function in any organization. Training is a process of educating and developing selected candidates in order to update their knowledge, skills and understanding in doing a particular job. During training, emphasis is laid on job instruction and knowledge acquisition in addition to skill development.

Training could also be termed as a process of learning, a sequence of constructed behaviours. It also creates an awareness of the rules and regulations in the organization. Hence, it attempts to improve job performance and prepare them for promotions and other developments.

It was witnessed that in the competitive business world, the services of a creative and innovative employee who is capable of thinking “out of the box” in difficult situations and effectively utilize available technology is inevitable. Thus, we can say that training is the cornerstone of sound management because it helps in moulding manpower more effectively and productively. Training also boosts the morale of the employees thus reducing grievance, dissatisfaction, absenteeism and attrition. It promotes better interpersonal relationship in the organization.

The Researcher has identified that the Print and electronic media invests a lot of money, resource and time to develop the skill set of their employees. However, both print and electronic media are unaware about the specific skills needed to be developed among their employees to perceive their enterprises’ objectives. Hence, both the Medias are interested in ascertaining the effectiveness of training practices, as well as the perception of employees with respect to training programmes conducted for their benefit. The problem was identified and thus the present study on the training and development practices in print and electronic media was undertaken.
Major findings of the study are discussed under the following areas with reference to the Objectives and Hypotheses.

6.1 Major Findings: Employees
1. It is observed that maximum respondents 70% are male.
2. Age-wise distribution of the data indicates that a majority of the respondents working in both print and electronic media are in the age group of 31-40 years and 51% are postgraduates, indicates that qualified professionals are recruited in the organisations.
3. Majority of the respondents are found to be married 77.6%, and most of the respondents were working in the same organisation for more than 15 years.
   This shows that the employees' motivational level is high and they enjoy a sense of security and are happy with the welfare facilities provided by the company.
4. The data highlighted that majority of the respondents 89.6% could produce only 2-4 news items per day which is seen in both the media.
5. Majority of the respondents from both the media have undergone 1 to 2 weeks of training programme. It is observed 68.9% of them have undergone training in editing skills, since editing is considered as an important skill in media organisations.
6. Majority of the respondents 73.9% from both the media are happy with the training curriculaas well as the duration of the training.
7. Majority of the respondents from print media 73% and electronic media 76.2% agreed that, the trainers had mastery over the subject, intracted well and identified areas of improvement during training.
8. Majority of respondents from print media 72.9% and electronic media 82.2% agreed that, the training infrastructure, training aids /material/ handouts, food provided during the training was good. This shows that the training and development activities is planned and administred well.
9. Majority of the respondents 71.96% from print media and 79.2% from electronic media agreed that employees job performance was rightly assessed.
10. A considerable number of respondents 74.6% from print and 78.2% electronic media strongly agreed that the skill gap analysis has benefited for developing other skills. This shows both the medias focus on employee skill development.
11. Training Content, Effectiveness of the Trainer, Training infrastructure, Training assessment was considered among attributes of training and analysed. In print media the mean percentage score was found to be 73.096 whereas the electronic media it was 79.022, and the difference was found to be statistically significant. (p<0.001).

12. Majority of the respondents from print media 88.2% and from electronic media 89.6% agreed that training was helpful to attain personal development.

13. Majority of respondents from print media 88.7% and from electronic media 85.3% agreed that training helps to improve their functional skills, so that incentives, benefits and promotions are rewarded.

14. A vast majority of respondents from print media 85% and from electronic 92.8% agreed that training helps to improve employer and employee relations.

15. A vast majority of the respondents from print media 90.3% and from electronic media 89.3% strongly agreed that training develops certain skills like communication, decision making, observation, leadership and interpersonal skills.

16. A vast majority of respondents from print media 86.3% and from electronic media 88.2% agreed that training helps journalist to be accountable and authoritative in decision making.

17. Majority of respondents from print media 84.1% and from electronic media 83.5% agreed that training helped them in honing their multitasking skills and thereby become more versatile.

18. Majority of respondents from both the print media and from electronic media 82% agreed that various sources of information, latest technological and resource updates are incorporated in training. This shows that training programmes are designed based on organisations’ and employees requirements.

19. Personal benefits, improvement in skills set, contribution towards organisation was considered and analysed. In print media the mean percentage score is found to be 85.3% whereas the electronic media it is 88% and the difference is found to be statistically significant. (p<0.001)

20. Majority of respondents from print media 88.8% and from electronic media 86.5% agreed that training helped them in acquiring significant knowledge about the subject after the training.
21. Majority of respondents from print media 89.1% and from electronic media 90.7% have agreed that the training was supportive in increasing the job performance of the employees to meet the organisational goals. This was acknowledged by the managers.

22. Vast majority of the respondents from print media 89.7% and from electronic media 90.7% have agreed that training programmes has enabled the employees to utilise new methods and innovations at work to complete the given task in time. This shows that training has improved the efficiency of the employees.

23. Majority of respondents from print media 90.1% and from electronic media 93.7% agreed that the training has helped them to successfully adopt to the working modalities, according to the situations. This reveals that the training is focused on work-situation management.

24. Majority of the respondents from print media 89.1% and from electronic media 92.7% have agreed that the training has helped employees to enhance their functional skills, improve multiskilling, to focus on job and deliver best articles/news within the deadline. This reveals that training is focused on skill development as well as quality and time management.

25. Development of professionals skills, productivity after training, skill enhancement, development of personal skills and motivation level was considered and analysed. The mean percentage score of print media is 86.82% and that of electronic media is 90.8% and the difference is found to be statistically significant.
6.2 Major Findings - Managers

1. 80% of the respondents in the present study are found to be male.
2. Majority of the respondents 52.5% are in the age group of 41-50 years
3. 70% of the total respondents are postgraduates.
4. A considerable number of respondents from print media 58.3% and from electronic media 75% agreed that budget allocation is the barrier for effective implementation of training programmes. The study could interpret that, electronic media managers face more financial barrier for training implementation than print media.
5. A considerable number of respondents from print media 58.3% and from electronic media 74% agreed that adequate funds are needed to provide recognition and rewards for the employees to motivate employees to work efficiently.
6. All the respondents from both print and electronic media 100% have agreed that employees are trained according to their strengths and weaknesses. It is clear from the study that, training programs are conducted in the organization according to the needs of the employees where strengths are promoted and weaknesses are improved.
7. All the respondents from print media and electronic media 100% have agreed that training strategies are implemented by trainers to improve skillset of the employees. This shows that the trainer play a key role in training and development.
8. All the respondents from print media 100% and electronic media agreed that inconsequential training programmes are avoided. This clearly shows that only key parameters are considered for training and development.
9. A considerable number of the respondents from print media 66.7% and from electronic media 71.5% agreed that employees are involved in decision making process. This shows that management encourages employee participation in decision making.
10. All the respondents from print media and electronic media 100% agreed that employees are enlightened about organisational goals.
11. All the respondents from print media and electronic media 100% have agreed that feedback of the employees is considered for further improvement.
12. An equal number of respondents from print media 58.3% and 53.5% from electronic media agreed that, employees expect promotion, pay hike and other benefits after training.

13. A vast majority of respondents from print media 83.3% and from electronic media 67.9% disagreed that trained employees do not execute significant tasks. However, 25% of the respondents agreed that trained employees did not execute significant tasks. The study can interpret that, the training programs should suit the needs of the employees and the work they are doing.

14. Majority of the respondents from print media 83.3% and from electronic media 67.9% disagreed that, employees are not aware of the business activities of their organisation. This shows that organisation have adopted this both in letter and spirit.

15. Vast majority of the respondents from print media 91.7% and 82.1% from electronic media agreed that, Training Need Analysis helps to verify available information and check for specific requirement. This shows that in both the medias, most of the training needs are identified by the managers.

16. All the respondents from print media and electronic media 100% agreed that, Training Need Analysis was done through personal interaction with the employees.

17. A minimal number of respondents from print media 41.7% from electronic media 57.2% agreed that, by referring to the training analysis report, employee productivity shortfall can be identified.

18. Respondents from both print and electronic media are of the opinion that management always believe in conducting training programmes on need base and not on the overall development of its employees.

19. Majority of the respondents from Print media 83.3% and from electronic media 96.4% are of the opinion that, training helped them to contribute towards accomplishment of the organisational goals.

20. A minimum number of respondents from print media 50% and majority 78% from electronic media are of the opinion that training and development programme helps employee in their career development.

21. A majority of the respondents 66.7% from print media and 78.6% from electronic media agreed that, training and development program helped them to increase quality of work thereby achieving “0” regression
A comparative study was done among the respondents working in print and electronic media, taking into consideration parameters such as budget constraints, strategies, employee involvement, interest of employees, training need analysis the success of the training programme was evaluated. The variation in mean percentage was found to be minimal in the type of barriers except in barrier of employee interest, where the mean percentage of print media was 58.57± 8.82 and in electronic media was 61.02±8.87. Slight variation was also found in another factor of success for training programme which was seen higher in electronic media 75.80 ± 5.002, than those in print media74.79 ± 3.44. There was no statistical significance difference between the two medias.

6.3 Hypotheses Testing

The present study tries to prove the hypotheses as stated:

- Print and Electronic media differ in their types and methods of Training and Development. The results obtained from the present study clearly shows that there is a difference in the teaching methods. Power Point presentation was used more in print media and practical exercises were used in electronic media. When the difference of training methods were compared in both the media, it was found to be very highly significance (p<0.001) which proves the Hypotheses.

- Respondents differ significantly in their opinions on Training and Development in Print and Electronic Media. Opinion of the respondents was elicited to find whether the training improved their skills and all except one from each of the media agreed that the training improved their work efficiency. But majority of the respondents i.e. 61% in each of the media found that relevance of the topic was moderate. However, when clarity of the topic was asked, the higher percentage of respondents felt the clarity was high. A higher percentage of Respondents 54.3% from the electronic media felt that the coverage of training topic was very high when compared to the respondents from the print media 44.6% which is observed to be of very high significance (p<0.001). which proves the Hypotheses.
There is a significant difference between print and electronic media regarding training and development practices. Training attribute which explains the content of the data, when compared with the mean percentage acquired by the respondents of both the media, shows that those working in electronic media have more percentage score 74.76 ±12.88 than those working in print media 70.29±13.54. The chi-square observation shows to be very highly significant (p<0.001).

When the percentage score of the effectiveness of the trainer is analyzed, it also indicates that the percentage score of those working in electronic media 80.39±14.22 is more than those working in print media 71.17±13.28.

Very high significant association is seen in the analysis (p<0.001).

The third attribute also shows similar results showing a higher mean percentage score among those working in electronic media 63.51±9.50, when compared with those working in print media 66.94±10.36. The comparison shows very high significant observation (p<0.001).

When the fourth attribute explaining about the training infrastructure and administration, the mean percentage score was found to be higher among those working in electronic media 74.46±14.36 than those working in print media 80.75±14.91 which also shows very high significant observation (p<0.001).

Assessment of the performance of training program, was analyzed and was found that the mean percentage score of the respondents working in electronic media 86.71±9.31 is higher than those working in print media 91.52±6.95. The analysis of this attribute also shows to be very highly significant (p<0.001).

After analyzing the above data the research could interpret that the mean percentage score of those working in electronic media is higher in all the attributes than those working in print media, which clearly explains that the respondents of the electronic media have achieved the goals set by the organization by providing training program to the journalist. The total mean percentage of respondents of electronic media is higher 79.02±8.18 than those working in print media 73.09±8.53, which is very highly significant (p<0.001).

High score was found among those working in electronic media 87.52±5.85, than those from the print media 85.26±6.22 among those who have benefitted personally by the training they received.
• When the level of skill set they have increased by the training was analysed, it was found that the mean percentage score of those from the electronic media was found to be higher 88.24±7.644 than those from the print media 85.37±8.30.

• The percentage of mean score of the training and development practices was analyzed and found that higher score was seen among the respondents working for electronic media 89.17±7.49 and those from print media was 86.21±7.43.

• The percentage of mean score of the productivity which was promoted after the training was found higher among those in electronic media 89.90±643 where as the score of those in print media was 86.84±7.43.

• When the percentage of mean score of the respondents in the opinion of skill enhancement achieved after the training was seen to be higher among those from electronic media 89.50±5.96 when compared to those from print media86.06±7.88.

• Similar result was seen when the percentage of the mean score was calculated for the opinion of development of personal skill that was measured by the changes in the behavioural attitude, when the percentage mean score of those from the electronic media was 90.94 ±5.05, and those from print media was 87.44±8.36.

• Higher percentage of mean score was also seen when the opinion of motivation level of the employees was analyzed. It was seen that the respondents in electronic media scored higher 91.50±5.55 than from the print media 87.43±8.37. When all these scores were analyzed individually comparing the type of media in which the respondents are working all were found to be very highly significant (p<0.001)

• The researcher observed in the present study that when the attribute of effectiveness of training and developmental practices are concerned respondents working in electronic media scored higher 90.26±4.80 than those from the print media 86.82±6.90. This result shows that the chi-square observation is very highly significant (p<0.001).

All these analysis show that the entire hypotheses stated in the present study is proved. The interpretation shows that the hypotheses stating that respondents from
print and electronic media differ significantly as far as the suggestion offered by them to improve training and development programs are concerned, is found to be true. Hence, the research could suggest that since the study proved that there is a difference in the efficacy of training on the employees. The training module should be tailored made according to the needs of the employees and the type of job they are engaged in. Each area of job needs different methods of training and this aspect has been proved by the present study.

6.4 Summary of the study

The analysis of the responses of two different categories of respondents’ viz., Employees, Managers/Training Officers gives an overall view of the picture of the training practices in the organization.

The present study attempted to make a descriptive as well as, explorative research for the training and development practices of print and electronic media. It is intended to develop an understanding and to build a database to the extent possible on the different aspects of training and development practices. Due to the rapid growth of technology, updating knowledge and skills is the need of the hour. We need to be unique in any area to deal with any difficult situation and grow in the fast developing market. This uniqueness is possible only when manpower is developed.

One of the important functions of HRM is training and development in any organization.

By understanding the need for developing the manpower in an organization, the researcher undertook the study with an aim to study the existing training and development practices of print and electronic Medias so that improvement could be suggested according to the needs of the employees for their professional and personal growth.

The respondents were chosen from print and electronic media. A total of 575 respondents were interviewed and their opinion was elicited on various issues like their personal data, attributes of training (to find out the relevance of training to their job), level of motivation given by the organization for training, to find out how training helps them to grow in their professional and personal life, and effectiveness
of training and development practices, to find out the how professional skills are developed.

Managers of the organization were also interviewed and information such as manner of training and development was conducted and the difficulties they have faced to conduct such training sessions.

The result, that was obtained proved all the hypotheses that were stated in the study. It showed that there is difference in the teaching methods. Power Point presentation was used more in print media and practical exercises were used among individual and group in electronic media. When the difference of training methods were compared in both the media, it was found to be very highly significance (p<0.001) which also proved that Respondents differ significantly in their opinions on Training and Development in Print and Electronic Media.

The clarity of the training topic also was rated very high by the respondents of the electronic media than the respondents from the print media which shows that the training practices also differ in each of the media.

Training Need analysis was done by the managers of the organization, which showed the importance of the Need Analysis before any training was given to the respondents. Majority of the respondents agreed that TNA should be done to understand the need gap of the employees to develop their skills.

The present study suggested that training and development programme should be conducted in the organization in specific period of time for all the employees, so that their professional and personal life could be developed. It is also seen that there are few barriers in the organization to conduct training programmes suggested by the managers basically depends on the financial matters. Hence, budget should be reallocated according to the needs of the employees, as training and development programmes help the organization to grow and reach its goal.