Chapter – VII

Suggestions and Conclusion
SUGGESTIONS AND CONCLUSION

The training programmes conducted in organizations play a significant role in inculcating knowledge and skills required for the trainees but also establish the right kind of orientation for development of the organization. Different kinds of training programmes are organized by both print and electronic media in order to enhance knowledge and skills.

It is observed that, training programmes conducted in both print and electronic organizations can be classified as follows viz., functional, managerial, quality and productivity improvement and knowledge and skill oriented.

The basic purpose of Knowledge and Skill oriented programmes is to promote knowledge and skills among the employees on some specific areas of their personal growth. Functional programmes are functionally oriented. They seek to develop better awareness amongst the employees about the operative characteristics of the particular function. Managerial programmes are conducted to enable the employees to develop a better perspective about modern managerial roles, organizational culture, strategic planning and the personal and inter-personal relations. Quality and productivity improvement oriented programmes are aimed at developing awareness among the employees for the improvement of quality and productivity.

7.1 Suggestions to improve existing training practices.

1. It is observed that the employees of both Print and Electronic media employees are trained in interviewing skills, writing skills, reporting skills, editing skills, investigative skills, story structure, translation skills, leadership skills, technical skills, social media and digital skills, story packaging skills etc. However, there are also other important areas like Interpersonal Relations, Team Building, Man Management, Stress Management, Financial Management, Negotiation Skills, Health and Environment etc., which have to be considered by both the media.

2. There are several methods used for training. The study revealed that power point presentation and practical exercise are widely used in all training programmes. Nevertheless, other techniques are also used in both organizations based on the nature of skills and knowledge required, content and the type of category of trainees.
It is better to concentrate on simulating real life situation (role play and business games) mentorship by seniors and online training, methods in order to improve the effectiveness of training. The preferences of employees regarding teaching methods should be collected and followed during the course. The choice of appropriate training method will certainly enhance the effectiveness of a training programme.

3. Greater awareness about the objectives of the training and development programme must be communicated to the employees in both the media at the time of their nomination for the training. This will help the employees to easily understand and integrate the objectives and goals of the programme.

4. Success of any training programmes depends on trainer; trainer plays a key role in planning and delivering the training. Both the medias should select knowledgeable and professional educators who can extend their personal attention, create a amicable atmosphere and support employees in difficult situations. The training material provided by the trainer should also serve as valuable resources to employees for future reference.

5. Both the media organisations must take utmost care to see that employees are provided with the latest technological facilities and bring in new improvement with every training programme.

6. Though there are various methods of identifying training needs, of them only three important methods are observed in this study, they are interview with employees, discussion with supervisors and the organization’s requirement. It is suggested before organizing training programs, efforts be made through performance appraisals, customers, peer group feedback to identify the training needs as it helps to meet the objectives of the organization and help in prior preparation of trainers.

7. Reward and Recognition should be part of training and development to encourage employees to actively participate with a competitive spirit. Learning culture should be developed in organisations by conducting training programmes in regular interval of time.

8. Both the media organisations should initiate more training and development programmes, to enhance healthy relations between employer and employee. This will help develop new skills and maintain work-life balance.
9. Effective training and development programmes, will help employees to become self confident and develop competencies such as leadership and team building and be willing to undergo further training.

10. It is suggested that both media organizations should consistently apply strategies for the evaluation of training and development programmes. It is observed that performance management system and incentives are not linked with training. This need to be looked into and adopted in training practices.

11. In both media a comprehensive system of supportive, creative and effective performance management culture should be established and maintained for the effective evaluation of training and development initiatives. This culture practices would lead to improving individual, team and organizational performances.

12. Both the media organizations should keep track of the results of training and development. A training program won’t be effective unless its progress is monitored. This can be done by choosing a process to determine the returns on investment on training.

13. By allocating a separate budget to conduct comprehensive training programmes, both the media organizations would stand to gain in terms of money and time. It is suggested that top management should actively engage in training activities and support Managers by allocating separate budget. Management may consider training as an investment. Training will benefit the organization in long term.

7.2 Suggestion to Employees.

An organisation invests a lot of its resources in ensuring appropriate knowledge enhancement to its employees through Training and Development. Therefore, employees should develop a positive attitude towards training and realize that, training programmes are designed to enhance their skill set, knowledge and attitudinal development and actively involve in training programmes and encash benefits such as promotions, pay hike, job security etc.

7.3 Suggestion to Managers/Training Officers.

Training can be mutually beneficial to both the organisation and its employees. However, there are many unexpected challenges in implementing a
programme. Some employees may be reluctant to participate because they fail to see the purpose of additional training, or they don’t want to sacrifice their time. In such cases, it is important to communicate the company’s aims and objectives to every member of the organization.

It is suggested that managers should support and encourage training and also try and initiate those training courses that are work related and compatible to the organizational goals. It is seen from the study that a majority of the employees did not attend out bound training programmes on behavioral aspects. Consequently, Managers shall organize more such out bound training programmes to provide its employees new exposure and a break from the normal work, which could enhance their productivity further. Willingness to participate in the training programme by an employee greatly relies on Managers and the respective individual has very limited role in opting to participate in a training programme. Hence, Managers shall give more priority to the individual.

It is suggested that HR Managers / Training Officers should bring in top management and company leaders on board, suggest new initiatives and provide information to the employees on the need for updating on new skills, skill enhancement and other information necessary to enable the employee to understand the link between training and his job.

7.4 Respondents suggestions to improve the existing practice of training:

- New training methods may be adopted for better understanding.
- On-the-job training is essential to sort out practical problems.
- Motivation to attend the training is needed.
- Modern equipments and audio-visuals are needed to create an interest among the trainees. Information and Communication Technology (ICT) enabled programmes to be included.
- There is a need for comprehensive and innovative training policies focusing on multifarious activities.
- There is a need for out bound trainings along with an excursion to improve inter-personal relations and team work.
• Knowledgeable/trained professionals should be invited.
• Organizations have to go in for benchmarking for specialized trainings.
• Training programmes should be an ongoing and continuous activity
• Management need to take the training programmes very seriously and conduct quality training programmes
• National and International exposure should be given to employees

7.5 Suitable Social Work interventions to enhance the effectiveness of training programmes.

1. Employees who do not show interest in participating in training programmes shall be given individual counseling so that they are encouraged to participate in training programmes
2. Root cause for non participation of trainees should be probed. There may be several reasons, such as lack of interest on part of the trainee, lack of support from Managers, HOD’s and colleagues. Unless the root cause is not found and suitable actions not taken the problem of non participation will continue
3. Social work profession helps individuals, groups and communities to fulfill their needs and address the issues pertaining to them. Group work method can be used effectively in organizations to increase bonding among employees. Effective use of group work principles will help to settle the differences amicably and democratically and pave way to build a healthy relationship among employees
4. Individual employees who are passive and non-cooperative to training programmes shall be identified and given individual counseling, which is again a successful method of Social Work. This initiative will help to bring about a quality change in them.

7.6 Conclusion

Today, Media organizations are facing fierce competition, scarce resources and rapid technological changes. In a highly competitive environment and in a growing economy, only the smartest will survive. Training empowers one in facing these challenges and move forward. Training and development is a vital function of
any organization. It has positive effect on the organization’s performance. Training is a popular action that runs in the mind of the business leaders and human resource manager. The effectiveness of various training programmes depends on meeting the required skills and knowledge in their employees.

Training and Development encompasses all forms of training, is an essential component of today’s “Learning Organization”. In order to keep pace with the rapidly changing technology, legislative requirements and best practices in business performance and customer service delivery, it is imperative that employees are equipped with the knowledge and tools to achieve optimum results for the organization.

Employees who are continuously learning are better prepared to help the organization to achieve its goals. Training and development programmes ensure that employees are more engaged, productive and motivated. Well trained staff requires less supervision. A skilled pool of employees is ready to replace others who leave the organization.

Both print and electronic media organizations need to have motivated and confident staff who have updated their skills in order to remain competitive. In addition, well-trained employee is an asset to the business and help to retain customers. Well-trained employees who remain with the business mean that customers enjoy continuity. This contributes to customer loyalty and leads to more circulation and viewer ship.

The present study has made a sincere effort to show the importance of training in the organizations and showcased its duties and responsibilities regarding various positions at all levels like corporate units, departments through proper organization structure.

This study has also attempted to bring out the important training and development practices in print and electronic media. A study of this nature becomes more effective as it touches important aspects of training like, methods, types, standardized operating procedures and evaluation of training by employees. The HRD department also looks at employee development as well as the prosperity of the nation keeping micro and macro perspective of development.