CHAPTER 7

SUMMARY OF FINDINGS, SUGGESTIONS
AND CONCLUSION

7.1 INTRODUCTION

Once a manufacturing company implements a training program, it must evaluate the program's success by using appropriate techniques, even if it has produced desired results. Companies first must determine if trainees are acquiring the desired skills and knowledge. If not, then they must ascertain why not and they must figure out if the trainees are failing to acquire these skills because of their own inability or because of ineffective training programs. In order to evaluate training programs, companies must collect relevant data. The data should include easily measurable and quantifiable information such as costs, output, quality, and time.

The study aimed at evaluating the effectiveness of training of the managers and the various factors influencing in manufacturing industry were analyzed by the selected respondents in the study area. For this purpose, field survey method and personal interview technique were employed to collect the first hand information from 504 sample respondents. The respondents were chosen randomly from the different parts of the study area. The data collected were classified into suitable tables for drawing accurate results, and the data were analyzed by using statistical tools like Percentage, Two-way tables, Chi-Square test, and K Test.
7.2 FINDINGS

The following are the major findings arrived from the analysis

- The study reveals that consistency level of training is highly influenced by the area chosen for the training program.

- It is found from the study that based on the size of the participants medium number of participants (30 - 60) in a training program is found to be optimum for an effective training.

- While analyzing the effectiveness of training related to objectives, training programs designed based on objectives of the organization seem to increase the performance, morale and satisfaction of managers when compared to trainees’ objectives and need based objectives.

- It is pinpointed from the study that an interactive capability of the trainee during the training has a good impact on training effectiveness.

- It is divulged from the study that participants being attentive while attending off–the job training influences effectiveness of training.

- It is identified from the study that attending the training programs due to compulsion leads to stress rather than perceiving the effectiveness of training.

- It is found from the study that periodical training in yearly basis leads to effectiveness towards the growth of the organization.
• The study reveals that class room lecture method is found to be effective when compared to other methods followed in the manufacturing companies.

• The major findings on the methods of training reveals that on the job training method is most preferred and effective when compared to off-the job training.

• It is found from the study that training need analysis is given less priority by the management of the manufacturing companies. This may cause problems to both managers and trainers as this may lead to sending inappropriate persons to the training programs and the context of the training may not be relevant to normal working process.

• The study reveals the managers face multiple problems when the availability of training need analysis systems are lacking in the organizations as programs designed without training need analysis may not meet the requirements of the organizations, trainee and trainer.

• It is evident from the study that only few companies have measured the effectiveness of training. So one of the main tasks of the trainer to test for training effectiveness and to validate that the selected training methods have achieved a desired result may not be possible.

• It is divulged from the study that training effectiveness variables influence training outcomes before, during and after training.

• The study reveals that there was considerable improvement of skills, behavioral changes and job performance as an impact of training.
7.3 SUGGESTIONS

The following are the recommendations to the management of the organizations to influence their managers for effective training.

- The top management’s commitments in training can be enhanced by providing independent training departments within an organization and establishing the facilities required for organizing training.

- It could be implied from the study that many companies, do not regard performing training need analysis (TNA) as a priority. Hence, it is suggested before organizing training programs efforts may be made through individuals and organizational appraisals to identify the training needs as it helps to meet the objectives of the organization and help in pre preparation of managers.

- TNA must be reviewed periodically at least once in a year by all the companies so that the right training can be given to the right person.

- The choice of an appropriate training method is required to be guided by the level and back ground of trainees as well as training curriculum and also the time available for training. Hence it is suggested, that the appropriate choice of training method will certainly enhance the effectiveness of a training program.

- Demographic factors of the managers need to be kept in mind and accordingly training programs should be designed and organized.
• Some managers attend training programs due to company compulsion. So efforts may be taken to motivate the managers and thereby improve their involvement.

• The factors in trainings such as starting the training with an icebreaking session, selection of training methods, trainer approach and relevant course materials are the main expectations of the managers. Therefore these factors have to be incorporated in designing the trainings to get the desired output.

• Conducting regular training programs for the managers of manufacturing industry may help to improve the performance and quality of work.

• Evaluation of trainings may be made compulsory so that the outcome of the trainings can be realized both by the individual and the organization.

• In many cases organizations cannot identify the areas of waste, because they do not have effective measurement systems for evaluating the benefits of training programs. Also, the evaluation measures are a combination of quantifiable measures and subjective views, regarding which it is difficult to see how they, can be directly related back to the training program itself. More appropriate evaluation mechanism could lead to improvements in the quality and effectiveness of training programs to prevent wasted efforts and facilitate the quest for continuous improvement.

• To avoid monotonous presentations, trainings can be organized in combination with both indoor and outdoor locations and thereby hold their level of interest.
• Majority of the managers have attended less number of training programs per year. Hence, they may be motivated to attend more number of training programs.

• The competency of a trainer highly influences the training effectiveness. So much attention may be taken in the choice of a trainer.

• There was a general feeling and desire among participants that they should be awarded certificates upon completion of each module.

• Based on the research work, the model has been developed for the better effectiveness and evaluation of training in manufacturing companies.

### 7.4 CONCLUSION

The most repeated and the undisputable saying which holds good even today is that training is the backbone of all the manufacturing industry. Training is one of the sub-processes of manufacturing industry and prevalently, one depending on the other. The appropriate training method provides results considerably. Though India has developed into a force to reckon within the fields of science and technology, industrial development, education, information technology and communication the same level of achievement cannot be claimed in the execution level. Though our country has reached commendable level of advancement in the field of manufacturing and technology level, among other things, the fruits of development in the field of training have not been felt by the entrepreneurs, the remedy lies in educating the entrepreneurs on needs and importance of trainings.

Today, organizations are faced with fierce competition, scarce resources and rapid technological changes. This has meant that organizations ought to be managed in such a way that not only is their immediate survival
guaranteed but also their long-term future development is ensured. However, as in the case of any industry, in a highly competitive environment and in a growing economy, only the fittest will survive. Training plays an important role in the realization of these goals. All manufacturing companies have to, therefore, without resting on their past laurels, find ways of surging ahead of the competition by providing adequate and appropriate training which is essential for the development and implementation of effective quality management systems.

The evaluation of training shows that training effectiveness variables found to be related to post training attitudes were input indicators such as objectives of the organizations and training need analysis and process indicators such as training methods, size of participants, and periodical training. Moreover the effectiveness is also dependent on individual characteristics like listening capability, nature and self interest of trainee. Evaluation can add value to the training itself. So the organizations should make attempts to rectify the snags and pitfalls that have crept into needs assessment and evaluation of training, so that training can become a powerful intervention to improve manager’s performance and subsequently impact organizational performance.

The researcher, without being mistaken for boasting, feels happy about the topic selected for research and about his performance in this project, as training meets one of the basic needs of the industry. His only wish is that some of the findings of this study and the recommendations made, particularly that on strengthen the training division of all manufacturing companies for effective trainings, the researcher is of the considered opinion that applying training effectiveness measuring model to measure training effectiveness. The researcher profusely thanks God for providing this opportunity.