CHAPTER V

CONCLUSIONS

Training program in cement industry is significant for employees in performing their job well as it enhances employee skills and subject knowledge in cement companies. Cement industries conduct training programs to improve employee knowledge, skills and performance. Training programs help employees to achieve desired goals and provide right direction to cement companies for further growth. Cement companies should conduct training programs on regular basis.

Importance and relevance of training has been seen among cement employees by improved knowledge and skills such as communication skills, role clarity, technical expertise, confidence, team work etc. Training methods, evaluation of training program and training need assessment are some factors which influence training effectiveness in cement companies.

As per the study impact of On the job training method is better as compared to Off the job training method in terms of technical expertise and role clarity. On the job training yields positive and better result for improvement of skills and knowledge as compared to Off the job training methods. Employees of age group 26-35 years and 36-45 years have positive impact of training program on employee communication skills and confidence.

Proper training methods, evaluation of training program, training effectiveness and follow-up will reduce the gap between desired and actual outcomes of training program. Training program should be meaningful as well as relevant with the job profile.
5.1 Findings of Research

Training in cement industry is an important aspect for management to improve employee skills, knowledge and expertise. Employees of Ultratech Cement, J.K Cement, Shree Cement and Wonder Cement have taken as sample and this study reveals major finding such as:

- It has been found that 61% of the respondents have done graduation as compared to other qualification. Most of them are engineers and managers from different discipline. It may be assumed that cement industry prefer engineers and managers for effective handling of equipments, machines and manpower.

- Training need assessment is significant for imparting proper training to employees. Study shows competency assessment and self appraisals are the most desired way for individual training need assessment.

- Most preferred method of trainings were demonstration, computer based training and job rotation among cement industry employees. Cement industry employees find On the job training methods better as compared to Off the job training methods.

- It has been found that 77% of the respondents have undergone training programs in cement companies.

- Employees of cement companies do not find that time duration is a factor to influence training program, more than 50% of respondents do not think that time duration can affect training program.

- 63% of employees found positive change in performance with the help of training program.

- Cement industry is full of large machineries, equipments and highly advanced computerised plants. As per the opinion of employees technical awareness can be developed by training program in cement industry. This indicates that training in cement units enhances technical awareness and improves technological advancements.
• It has been observed that leadership and motivation skills can be developed through training program in cement companies. Therefore, training program in cement industry is significant to make employees motivated to achieve desired goals.

• As per study most of the respondents find training program an important tool to build commitment and confidence in cement companies.

• Training improves employee skills which builds confidence among employees of cement companies. As per findings 74% of the respondents intend to attend training program for team work activity.

• It has been found that 85% of the respondents do not find any negative impact of training on employee performance and 77% of the respondents do not find any negative impact of training on employee learning.

• *On the job* training methods are preferred by employees than *Off the job* training methods as it yields subject expertise and awareness among employees of cement companies.

• Study revealed that *On the job* training methods are more significant for the respondents for clarity of job or role clarity in an organisation.

• Majority of respondents are from age group 26 to 35 years and age group 36-45 years opined that communication skills got enhanced by employee training program in cement industry and were beneficial for them.

• Maximum employees from age 26 to 35 years and age group 36-45 years opined that training helps them in building their confidence at workplace in organisation.

• Proper follow-up, expert guidance and competency assessment are the ways to improve training program in cement companies.

• Data is reliable as it passed the reliability test. Reliability test, Cronbach's alpha is 0.894, which indicates a high level of internal consistency for scale with given sample.
• Significant value of Shapiro-Wilk test is less than 0.05, so the data significantly deviate from normal distribution, normality test failed and it is assumed that data is not normal.

• There is a significant difference amongst the opinion of employees regarding effectiveness of employee training program with respect to different employee skills in cement companies.

• There is a significant association amongst opinion of employees regarding impact of program on employee technical expertise on the basis of different training methods.

• There is a significant association amongst opinion of employees regarding impact of training program on employee role clarity on the basis of different training methods.

• There is a significant association amongst opinion of employees regarding impact of training program on employee communication skills on the basis of different age groups.

• There is a significant association amongst opinion of employees regarding impact of training program on employee confidence on the basis of different age groups.

• It has been observed that women employees are very less as compared to male employees in cement industries. Research shows only 8% female as compared to 92% male.

• Proper training need assessment, employee preference for training methods and timely evaluation of training programs narrow down the gap between desired and actual outcomes of training program.
5.2 Suggestions

- Cement companies should prefer *On the job* training methods as compared to *Off the job* training methods for skill enhancement and expertise.
- Every organisation should have online training portal where employees can learn on their own with the help of E-training provided by companies. Companies should boost employee morale regarding learning and acquisition of knowledge in any discipline through web portals.
- Competency assessment and self appraisal were chosen as individual training need assessment by employees; cement companies should follow or prefer these assessments for training need analysis.
- Cement companies should prefer computer based training, discussions as well as job rotation as their preferred method of training. These training methods were desired by company employees. Therefore, companies should focus on these methods as this study will help them in improving training program in their companies respectively.
- Skills like technological awareness, communication skills, team bonding, and motivation skills enhanced by attending training programs. Therefore, companies should conduct training programs on regular basis for awareness among employees in all subject areas.
- Employees from age group 26-35 years and 36-45 years found positive impact of training program on their skills. Therefore, companies should promote these employees to increase effectiveness of training program.
- Evaluation of training program should be done properly by companies for employees below 25 years and above 45 years to achieve effectiveness of training program.
- Training need analysis should be done properly for effectiveness of training program.
• Proper training need assessment, employee preference for training methods and timely evaluation of training programs are some factors to be taken into consideration for desired outcomes.

• Female employees are very less in cement industries as compared to male employees, therefore, female employees should be promoted highly in cement companies.

• 23% of total respondents who have not undergone any training program should attend training sessions in their respective fields.
5.3 Scope for Further Research

- There is a vast scope for further studies on training program in cement industries.
- Same study can be enhanced by taking different aspects of training like training need assessment with different departments of cement companies, training effectiveness with large sample size with respect to designation and income.
- Research can be done on engineers of cement industry regarding training program and its evaluation.
- Study can include effect of training program on employee efficiency in cement companies of Rajasthan.
- Conducting research in cement industry on training program provide ample opportunities for further studies.