CHAPTER-6

FINDINGS, SUGGESTIONS & RECOMMENDATION

6.1 Findings from Data Analysis & Interpretation
6.2 Findings from Hypothesis Testing
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6.4 Recommendations
6.1 FINDINGS FROM DATA ANALYSIS & INTERPRETATION

In this chapter a summary of the findings is given as well as suggestions based on the same are also attempted. Later in the chapter, Recommendations on the same are also presented.

1. **GENDER:**

The gender preferences from the above study specify that majority preference in manufacturing companies is given to male employees as compared to their counterpart. Out of 200 respondents surveyed 177 were male which comprise 88.5% of the survey, the remaining 11.5% were female employees. This concludes saying major preference in manufacturing companies is given to male employees.

2. **AGE:**

The age bar graph of the respondents included for the study concludes saying that in today’s era manufacturing companies are intending to invest more amount in experienced and senior category of employees. The survey conducted itself predicted this statement as 27% of the employees surveyed were in the age group of 36-40 years, 22% were in the age group of 41-45 years, 24.5% were in the age group of 46 & above whereas the remaining were in the age category of less than 30 years.

3. **SUSTAINABILITY IN JOB:**

The above survey reflected that employees prefer sustaining their job with the Organizations which cater proper HR practices for the employees. The above study reflected that 42% of the employees surveyed were working with the same Organization past 6-10 years, 37.5% of employees were working past 11-15 years with the same Organization & only 20% of the employees were associated with their present Organization for less than 5 years.
4. **VOLUME OF TRAINING PROGRAMS:**

The analysis for the financial year 2010-2011 reflects that, nowadays Organizations intend to spend more amount on shorter duration programs and increase the no. of the same. Lesser investment is required for short duration programs and it also helps to increase the number to keep intact with the changing need of the manufacturing sector.

The above survey reflected that 52% of the training programs conducted by the companies during 2010-2011, comprised of full day program, 30% of the programs were half day programs whereas the remaining 18% were more than 1 day programs.

5. **TYPE OF TRAINING PROGRAMS:**

The above survey reflected that On The Job training practices are readily accepted by all the manufacturing companies, as all the companies included in the survey are following the same.

6. **TYPES OF TRAINING METHOD:**

It has been observed in the survey that amongst all the On The Job training methods, Coaching method is been followed by 61% of the respondents surveyed, Induction method is followed by 26.5% of respondents & Job Rotation method is practiced by 12.5% of respondents.

7. **SATISFACTION ABOUT THE TRAINING PROGRAM:**

The above survey stated that 30.5% of respondents were highly satisfied with the quality of the programs conducted whereas 69.5% of the respondents were somewhat satisfied with the same.
8. **GENERAL PREFERENCE FOR LEARNING ENVIRONMENT:**

The survey stated that 77% of the respondents preferred attaining such value added programs on the job itself, 11% preferred Outbound sources, 7.5% preferred Training centres whereas 4.5% preferred availing such facilities Online itself...

9. **VIEW ABOUT THE TRAINING PROGRAM:**

The survey concluded saying that 96% of the respondents considered Training as a part of Investment as they all are aware that training is the only remedy for their future growth and prosperity whereas only 4% of the same considered it as a part of Entertainment.

10. **PREFERENCE ABOUT BECOMING AN INTERNAL TRAINER:**

Being asked the respondents about their preference of becoming an Internal Trainer, it has been found that 56.5% of respondents are willing in this regards, 28% of the respondents are not sure whereas 14.5% denied the proposal.

11. **ACCEPTANCE OF SUGGESTIONS BY HR DEPARTMENT:**

The study reviewed that 98% of respondents have agreed that their suggestions are been accepted by their HR Department, whereas only 2% of the respondents denied saying the same.

12. **EMPLOYEES’ OPINION ABOUT IMPACT OF TRAINING ON THEIR PERFORMANCE:**

Being asked the review about the impact that training has on the performance of employees’ it was observed that 62% of the respondents replied saying its only sometimes that the training which is provided to them has an impact on their performance, whereas 38% of the employees’ were of the opinion that the training which is provided to them always has an impact on their performance.
13. ASSESSMENT SYSTEM:

Being asked the review of assessment system practiced in these Organizations it has been observed that nearly 69% of the respondents were of the opinion that the assessment system is directed towards a long term approach whereas nearly 31% were of the opinion that it is directed towards medium term. This overall concludes that the Employees are satisfied with the assessment system being practiced in these Organizations.
## 6.2 FINDINGS FROM HYPOTHESIS TESTING

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statistical Test</th>
<th>Components</th>
<th>Test Result</th>
<th>Hypothesis Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁ : The weightage given by HR managers to various Employee Training &amp; Development Areas is different.</td>
<td>Freidman Chi square test conducted separately for each area.</td>
<td>Human Potential Development Area</td>
<td>$\chi^2(3) = 15.126$, P value(0.002), N=200</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication Skills</td>
<td>$\chi^2(2) = 49.779$, P value(0.000), N=200</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>People’s Skill</td>
<td>$\chi^2(3) = 8.934$, P value(0.030), N=200</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical skills</td>
<td>$\chi^2(2) = 38.710$, P value(0.000), N=200</td>
<td>Null Rejected</td>
</tr>
<tr>
<td>H₂ : Employee Training has a positive impact on Attitude, Confidence level, Interpersonal skills, Motivation level, Teamwork and Level of Satisfaction of Employees</td>
<td>Simple Regression Analysis conducted separately for each component.</td>
<td>Attitude</td>
<td>$t= 13.349$, b=1.06, P &lt; 0.05</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Confidence level</td>
<td>$t= 15.269$, b=1.16, P &lt; 0.05</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Interpersonal Skills</td>
<td>$t= 16.726$, b=1.36, P &lt; 0.05</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivation level</td>
<td>$t= 18.441$, b=1.314, P &lt; 0.05</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Teamwork</td>
<td>$t= 19.166$, b=1.545, P &lt; 0.05</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Employee Satisfaction</td>
<td>$t= 19.709$, b=1.516, P &lt; 0.05</td>
<td>Null Rejected</td>
</tr>
<tr>
<td>H₃ : Training objectives, Contents of Training program &amp; Equipment's and Facilities have a positive impact on Effectiveness of Training.</td>
<td>Step-wise Multiple Regression Analysis was conducted separately for each component</td>
<td>Training Objectives</td>
<td>$t= 4.961$, B=0.356, Beta=0.340, P= 0.000</td>
<td>Null Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$t= -5.991$, B= -0.324, Beta= -0.407, P= 0.000</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>$t= 5.808$, B= 0.395, Beta= 0.403, P= 0.000</td>
<td></td>
</tr>
</tbody>
</table>
### Table 5.88: Results from Hypothesis Testing

<table>
<thead>
<tr>
<th>Contents of Training program.</th>
<th>( t = -3.002 ), ( B = -0.208 ), ( \text{Beta} = -0.216 ), ( P = 0.003 )</th>
<th>( t = 9.368 ), ( B = 0.411 ), ( \text{Beta} = 0.556 ), ( P = 0.000 )</th>
<th>Null Rejected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipments &amp; Facilities</td>
<td>( t = 3.540 ), ( B = 0.226 ), ( \text{Beta} = 0.245 ), ( P = 0.000 )</td>
<td></td>
<td>Null Rejected</td>
</tr>
</tbody>
</table>

**Hypothosis 1**: A Freidman chi square test was conducted separately for all the four Employee Training and Development Areas, to identify the difference in the weightage that managers attach to various areas.

**Human Potential Development Area**: A Freidman chi square test \( \left( \chi^2 (3) = 15.126, P\text{ value}(0.002), N=200 \right) \) on the weightage that managers attach to various human potential development areas reveal that highest priority is given to Domain Specific Skills as a human potential area followed by Time Management, Decision Making & Adaptability & Flexibility.

**Communication Skills**: A Freidman chi square test \( \left( \chi^2 (2) = 49.779, P\text{ value}(0.000), N=200 \right) \) on the weightage that managers attach to Communication Skill reveal that highest priority is given to Presentation Skills as a means of Communication followed by Effective Report Writing & Negotiation Skills.

**People’s Skill**: A Freidman chi square test \( \left( \chi^2 (3) = 8.934, P\text{ value}(0.030), N=200 \right) \) on the weightage that Managers attach to various People’s Skill reveal that highest priority is given to leading & Initiating as an area directly having an impact on People followed by Problem Solving Approach, Learning Ability & Team Building.
**Technical Skills** - A Freidman chi square test ($\chi^2 (2) = 38.710$, P value (0.000), N=200) on the weightage that Managers attach to various technical skills reveal that highest priority is given to Six Sigma as an area of Technical Advancement followed by Kaizen & 5’S.

**Hypothesis 2:** A Simple Regression Analysis was conducted separately on each component to find the impact that Training has on independent component.

**Employee Attitude** – A Simple Regression Analysis to study the impact of Training on employees’ Attitude reveal that Training has a positive impact on Attitude and it influences the same by ($t=13.349$, P=0.000).

**Level of Confidence** - A Simple Regression Analysis to study the impact of Training on employees Level of Confidence reveal that Training has a positive impact on Level of Confidence and it influences the same by ($t=15.269$, P=0.000).

**Interpersonal Skills** - A Simple Regression Analysis to study the impact of Training on employees Interpersonal Skill reveals that Training has a positive impact on Interpersonal Skills and it influences the same by ($t=16.726$, P=0.000).

**Motivation Level** - A Simple Regression Analysis to study the impact of Training on employees Motivation Level reveal that Training has a positive impact on Motivation Level and it influences the same by ($t=18.441$, P=0.000).

**Team work** - A Simple Regression Analysis to study the impact of Training on employees Team work reveal that Training has a positive impact on Team work and it influences the same by ($t=19.166$, P=0.000).

**Employee Satisfaction** - A Simple Regression Analysis to study the impact of Training on Employees Satisfaction reveal that Training has a positive impact on Level of Satisfaction and it influences the same by ($t=19.709$, P=0.000).
**Hypothesis 3**: A Step Wise Multiple Regression Analysis was conducted separately for all the three components to analyze whether or not they have any impact on Training Effectiveness.

**Training Objectives** - A Stepwise Multiple Regression Analysis to study whether Training Objective have a positive impact on Effectiveness of Training reveal that variables like Briefing & De Briefing sessions, Consultation before sponsoring for training, Communication of the training objectives before nomination for training & Communication between peers before going for training are significant predictors of Training Effectiveness.

**Contents of Training Program** - A Stepwise Multiple Regression Analysis to study whether Contents of the Training Program have a positive impact on Effectiveness of Training reveal that variable like Training programs contained variety of method is a significant predictor of Training Effectiveness.

**Equipments and Facilities** - A Stepwise Multiple Regression Analysis to study whether Equipments & facilities have a positive impact on Effectiveness of Training reveal that variable like Training material & Tools is a significant predictor of Training effectiveness.
6.3 SUGGESTIONS

The aim of this study has been to examine the impact of training on employees’ performance in Large Scale Manufacturing Sector of Ahmednagar District. The study was conducted with a set of hypotheses which relate directly to the research questions. The fundamental hypotheses state that there is positive effect of training on employee performance. Data was collected through questionnaires; the analysis showed that there is a strong positive effect of training on employee performance.

Training is a key element for improved performance; it can increase the level of individual and organizational competency. It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance. Training need is any shortfall in employee performance, or potential performance which can be remedied by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Although the study looked into the role and impact of training on employee performance in Large Scale Manufacturing sector nevertheless it can also be implemented in other sectors as well. Training enhances skills, competency, ability and ultimately worker performance and productivity in organizations. It followed that organizational success relied on the skills and abilities of their employees, and this means that organizational success depends to an extent on considerable and continuous investment in training. This would ensure an adequate supply of staff that is technically and socially competent and capable of being developed into specialists for the relevant departments or management positions. In the organizations there is a continual need for the process of staff development, and training fulfils an important part of this process.

It is suggested for the managers and organizations that:

“Training Need Analysis” should be given primary importance so that organizations can fully achieve desired training goals. Biasness should be minimized while selecting the candidates for training. Training programs should be linked with employees’ promotions so that these programs help increase employee motivation which ultimately
results in high performance. Employees should be clearly communicated about the potential benefits of training programs so that they can participate wholeheartedly.

Trainer should be from within the organization because trainees feel more comfortable to communicate and discuss issues and problems. Evaluation of the training program is of vital importance because it helps in ensuring the effectiveness of the training program. The findings of this study suggest that training should make critical part of the organizational structure. For employers’ performance, innovativeness and competitiveness, the most vital ingredient is its workforce’s knowledge and skills. Those organizations which invest in employee training, and are aware of cut throat competition are the ones who know the importance of training. Fast pace technological development and organizational change helped employers to realize that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training.

It was observed during the study, that if the organization intends to reap positive results from the training provided, it needs to frame specific modules for specific training and that needs to be acceptable to employees. Although training can positively impact commitment, simply providing training to employees is not enough. The benefits of training will be achieved only to the extent that the employees accept it and contribute to it. As a result, an organization needs to seriously determine what it is looking to achieve within the training program as well as the impact it will have on employee effort, commitment, and turnover. Within this context, training becomes most effective in enhancing commitment when it is used in conjunction with other commitment-based human resource policies and strategies.

The curriculum of the employee’s training program has to be reframed, considering the requirement of concern departments and employees. It’s only then can we expect outcomes from such training.

Researcher would like to recommend effective management of knowledge can be done, if organizations adapt the concept of “Mentoring”. As soon as Employees join the
Organization they should be assigned one senior employee as a mentor. The central idea behind this concept is “Rather than preaching, we should practice”. Leaders and managers need to have the skills to adequately assess productivity and performance of their employees in order to up-skill and develop workforce.

It was observed during the study that Senior management and Leadership “is fundamental to creating an environment conducive for effective skills use: one in which employees are encouraged to have input and contribute to the success of the organisation. Leaders and managers who allow risk-taking and provide opportunities; who promote creativity and innovation; and who encourage upwards feedback.” Only such management is likely to succeed in near future.

The department heads should assess the training and development needs of subordinates. This assessment may increase the level of training effectiveness by the enhancement of good interpersonal relationship. Identification of employees’ for training and development programmes should be done strictly. Pre and Post Training dialogues with the heads of concerned department and employees should be done, so that the training objectives are very clear.

The training circular form can include a brief introduction about the subject for which the training program has been organized so that the participants are able to understand the topics being covered in the training program in advance. Department wise small group should be framed for training. Training pre requisites should be made familiar to the employees followed by self assessment report to be submitted to concern department heads.

It is recommended that management hold regular meeting to communicate on the individual and team productivity after training. These meetings should be chaired by the immediate supervision so that areas of shortcoming can be effectively mapped and improvement planned. This platform will give the employees an opportunity to assess their own input after trainings.
The post-training feedback can be considered as a policy of staff promotions and terminations. When employees are aware that this will be a feasible approach, they are likely to become more competitive while minimizing conflict at work. Post training evaluations can be used by organizations to rate individuals rather than teams. However, if there is a possibility of conflict, the evaluation as teams should be given some consideration.

It was observed during research that employees’ have shown interest in the various types of learning environments. Occasionally they should be given opportunity to hold their training sessions in hotels & resorts or some kind of adventure sports should be included as a form of training. These efforts tend to make the exercise of training more interesting & add to its worth.

There should be provision for Exit interviews. Such interviews are a sort of warm up meetings between the management representatives and someone who is leaving an organization. Exit interviews are common in corporate, education and government environment. The purpose of such interview is to gather useful feedback that can help guide future practices and improve recruiting & retention.

Organizations need to conduct Employee Assessment Analysis (EAA) at regular intervals as a measure for imparting Need based training. Employee Assessment Analysis will also enable the Organization to measure the impact that Training creates in Employees performance and their level of Satisfaction.
6.4 RECOMMENDATIONS

Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner. Training (a performance improvement tool) is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a uniform method of instructional design.

In the said research the researcher has suggested a model (EAA) Employee Assessment Analysis which can be successfully used as an outcome to reduce the gap between employee expectation and Organization Requirements. Employee Assessment Analysis (EAA) is psychometric test which is to be done Pre and Post Training from Hr Managers to check impact of training.

Employee Assessment Analysis begins with the identification of kind of training required. Five parameters of Employee Training are been stressed in the researchers Model.

Parameters related to the employees’ performance, mentioned in model are as follows.

1) Section I: Job Knowledge
2) Section II: Planning and Problem Solving
3) Section III: Productivity
4) Section IV: Team Work
5) Section V: Management Skills

A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use.
Once the area of shortfall is highlighted efforts in that regards can be extended. It gives proper direction to the process of training. Thereby generating value for the expenses incurred by the companies on training.

Organizations should conduct Employee Assessment Analysis so as to find out in which parameter of training is the employee lagging in, so that corrective measures can be taken in that regards. Employee Assessment Analysis helps in understanding whether the employees have adequate job knowledge. It also helps to identify whether employees have proper attitude (desire) to perform the job.

Employee Assessment Analysis must be carried out on a continuous basis for highlighting the impact of training in employees. In this analysis the evaluation of employees’ performance is done on the basis of questionnaire which is duly filled in the interview with the HR managers.

A pre and post assessment of questionnaire framed on these five parameters was done with the concern HR managers of the surveyed companies. Based on these parameters we have judged the impact, that Training has created in the performance of employees’ with changes in opinion of HR Managers during pre & post assessment of this Questionnaire. The recommended model is also been accepted and implemented in some of the surveyed companies and it is generating results for the firms.HR managers have actively supported to check the viability of the model by implementing it in their companies.
Utility of the Research:-

It is been observed that there is a huge gap between employee expectation and organizational requirement. Organizations are been regularly investing huge sums in imparting training to their employees, but somewhere they lack the accountability part of it. The researcher has taken a step ahead by designing a model called Employee Assessment Analysis, as an outcome to this problem. By the way of this model the researcher has stressed emphasis of five core areas of employee performance. Once the shortfall in any of the specified area is highlighted efforts in that area can be extended by the organizations. It tends to provide value to companies expenditure. It also creates a sense of belonging among employees. This initiative is getting accepted by the HR’s of the concerned organizations. This outcome can also be shared with all manufacturing concerns irrespective of their size to resolve their basic issues of Employee Training.