CHAPTER-7

CONCLUSION & SCOPE FOR FURTHER STUDY

7.1 Conclusion
7.2 Scope for further study
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The research on the whole provided valid empirical findings and demonstrated whether the employees and the organizations surveyed have benefitted due to training and development programmes conducted and how employees transferred learning to their jobs.

From the findings it is clear that organizations in general are becoming more aware of the need to understand their employee’s perception/reaction to the training programmes provided. While these are obvious advantage in understanding employees’ perceptions and reaction to training and development, it is the linking of those reactions to learning and job performance in day to day activities contribute to organizational benefits and performance.

The workforce profile indicated that the organizations have well educated and experienced employees. The number of male employees exceeds female. This is common phenomena in manufacturing sector.

It is also observed that training and development activities are conducted effectively and they deliver well for value addition in the organizations.

As regards to effectiveness of training on enhancing employees’ behavior and attitude all employees irrespective of their age group, agree that training programme changed their behavior and attitude, which indicates that to get best results in this area, training is conducted on regular basis. Moreover, T&D programs did have positive effect on employee’s involvement and satisfaction in these organizations.

With the size of training budget, no. of days, training hours, and proportion of training coverage, all vary directly with the degree of management support which is crucial in achieving training effectiveness. An effective T&D program well tailored to the needs of the employees of the organizations in the manufacturing sector could be critical factor in contributing to the future growth of the sector.
The manufacturing organizations have been showing increasing interest in employee development. That is because they have realized that human resource is the chief fountainhead of sustainable competitive advantage for organizations.

How an organizational training culture enables its employees to understand the mission and vision? How can an organization be able to integrate its strategies with the knowledge and skills of the employees? To be able to put the strategy into practice, how can an organization measure the value of its intangible assets? For some organizations, which value its overall culture, the worth of intangible assets is far more than the tangible assets. They believe in these intangible assets, and go that extra mile to nurture it, as they know that the culture, unlike tangible assets, cannot be imitated and that is the competitive advantage while deciding strategy to stay ahead in the business.

Since the value of intangible assets cannot be measured, the human capital has to be given prime importance. This is very difficult as the intangible assets cannot create its value by themselves, like tangible assets. The importance given to knowledge management therefore becomes crucial for the organization which believes in the strategic human resource management. They know that the knowledge is the sum of education and experience. People entering into a company already have some knowledge. They gain more knowledge as they perform their jobs. In the process not only people but the company also becomes competitive. The company with weak culture often fails to understand this and in the process lets out this intangible asset and when it realizes what it missed, it is too late. Hence, HR strategy has to be, build a culture which allows such assets to grow through constant, systematic training which proves beneficial to both, employees and the company.

These findings add to the corpus of knowledge in the area of HR management in general and T&D in particular. In addition, the increasing awareness about Training will help identify the roles for HR professionals, especially during the organizational development practices. Based on these findings, recognition for importance of HR intervention is sought which will help organization to eliminate various gaps, in work process, management practices, and technological advancements, thereby progression towards core competence is possible.
This study also presents evidence that the organizations which have achieved greater effectiveness in their T&D tend to have better equipped to manage the affairs of their organizations. In general, organizations that have devised best training plans, have rightly designed training objectives, have accurately delivered it, and done right assessment, and coordinated these activities along with other HR practices, are more likely to achieve success. For this reason, a need for understanding the importance of these training exercises and make it all pervasive, in the manufacturing sector is strongly felt. It is therefore recommended that T&D specialists should devise such knowledge which may make Training activities result oriented.

This thesis which talks about the effectiveness of training activities is a collection of the essays on efficacies and intricacies of training and development interventions which is an instrument for a turnaround of any company. While gathering the data for the present study, researcher’s fascination about the manufacturing sector made it possible to take a close look of the said sector. The present study comes out with a suggestion that companies in general should make it every day affair for employees to learn meditation, Yoga, Pranayama, and other techniques. These techniques are beneficial not only to the employees but to the readers also and further researchers also. Meditation is a proven technique to improve upon general well being and bringing mind in a positive state. The research throws light on the training and development activities conducted in the organizations. It is heartening to know from the present research that this training provided in the manufacturing sector is world class training meeting the requirement of six sigma and qualitative in that it can withstand the competition. The suggestions presented can make mediocre manager perform at the superior standards. Thus the manager who turns out be superior, could be rewarded in four dimensions of Economic: Their remuneration must be comparable Sociological: They must be given due recognition and status both within the organization and projected as stars outside it Political: They must given sufficient independence authority and leeway to envision, construct and pursue their designs. Psychological: Their self-esteem, pride and belongingness needs must be suitably addressed so that their level of satisfaction is in high order.

It was also found from the research that Top management needs to understand and learn from organizational performance and outcomes. New compulsions demand that new organizational competencies emerge and new strategies are harnessed. People Management must replace the
term Human Resource Management since people are not inanimate resources like silica sand and cement bricks. The sense of belonging must be so enhanced that people start saying and acting as if (a) the organization belongs to me, and (b) I belong to the organization. These competencies are developed through systematic training inputs. The present study also talks about why evaluate the training.

It has been observed during the study, it is imperative that employers pay detailed attention to the intrinsic and extrinsic motivational factors of an employee when setting out a training manual or program. There is need for a fairer balance between the two as this study established that there extrinsic factors could have been emphasized in the past by the employers. Therefore it was not surprising to find respondents who are not sure of whether training can motivate their work.

The researcher has taken a step ahead by designing a model called Employee Assessment Analysis, as an outcome to the problem of measuring the impact of training. 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.

The contribution of this research is that it has touched almost all aspects of training and has suggested the ways to make it more uniform and more knowledgeable so as to bring new reforms in this field and help the knowledge corpus grow.
7.2 SCOPE FOR FURTHER STUDY

1. Since objective of the study was not to find any relationship between perceived Training effectiveness and the increase in the financial performance, it is crucial to investigate whether HR managers and training managers are interested in finding out relationship between training effectiveness and financial performance of the organizations. This really needs for increased awareness of the part of managers to investigate the effect of training activities on performance of the organization. The performance of the organization does not solely depend upon the training department in the overall performance of the organization can be studied.

2. This study as well as some parallel studies have indicated that the organizations prefer to get their training evaluated from their in house faculties rather than the third party evaluation. Therefore, there is a need to study why organizations are reluctant to be transparent when organizations in their annual report talk about satisfying stake holders and of good corporate governance.

3. The present study has analyzed the effectiveness of training from the view point of the employees (from the filled questionnaires) and employer (from the discussion with Hr managers). The further research could be in the area of impact of training on the customers’ satisfaction. This is important as it is ultimately the customer who buys the product, contributes to the profit of the Organization and from this surplus only the employee’s salary is being distributed. If customer does not buy your product, even the Six Sigma quality of training does not help for success of the organization.