Chapter Five

Findings and Observations
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5.1 Findings from Questionnaires:

1. Most of the companies of the commercial Printing industries available in Pune district are Private companies and they are small-medium scale manufacturing cum service industries with the average strength of 11-50 employees. The respondents in the commercial Printing industries are in the age group of average 41 and above and they are technically qualified. This industry is male dominated and overall experience of the employees is average 9 to 15 years.

2. Most of the employees responded that influence of Technological changes on system integration, data base management services, atomization in post-presses are the important areas where training is required.

3. Majority of the employees responded that training is required on leadership, peer guidance at workplace and technology and production processes.

4. Most of the employees in the commercial printing industry agreed that influence of training on existing skills of the employees for encouraging them for better quality and more production.

5. Most of the Managers in commercial printing industry responded that the knowledge and skills of the technological developments, decision making, and sales skills are the important areas where these skills would enhance their effectiveness to perform their role.

6. Most of the Pre-Press operators in commercial printing industry responded that the knowledge and skills of the pre-flight operations, information technology skills and file construction skills are the important areas where these skills would enhance their effectiveness to perform their role.

7. Most of the Press operators in commercial printing industry responded that the knowledge and skills of the health & safety, quality inspection and trouble shooting skills are the important areas where these skills would enhance their effectiveness to perform their role.
8. Most of the Finishing & binding operators in commercial printing industry responded that the knowledge and skills of the cutter adjustments, folder setting, lamination production and trouble shooting skills are the important areas where these skills would enhance their effectiveness to perform their role.

9. Most of the employees realized that Quality, Productivity and Wastages are the important areas where training is required.

10. Majority of the employees realized that delivery of training to the participants and method of presentation are the important qualities of the Trainer.

11. Most of the employees responded that specific job skills and interpersonal skills are rarely provided by the employers.

12. Most of the employees agreed that objectives of the training are coherent with employees need; the training materials are pertinent and useful are the important training evaluation criteria of the trainer.

13. Most of the employees agreed that complex Core skills such as trouble shooting and quality assurance skills are important to improve the productivity and quality of the products produced.

14. The test statistics demonstrated that Lectures and conferences is the preferred method of training in commercial printing industry.

15. The test statistics demonstrated that 1-3 days duration of training courses are preferred in commercial printing industry.

5.2 Findings from Objectives of the Research:

The findings of the study with respect to the objectives can be summarized as follows:

1) To assess the influence of technological changes on training needs in commercial printing industry.
   - The test statistics revealed that technological changes significantly influence the level of training needs for employees in commercial
printing industry. Findings also concluded that the most of the respondents are agreed that they perceive need for training on the variables such as significant developments in digital printing technologies, effective use of internet, Database management services to give value added services to customer, System integration for technical systems and customer interface.

- Technology Advancement - To keep pace with the rapid rate of technological change, some Press owners and operators in the industry have restructured their operations, invested in new equipment, trained and retrained workers, downsized and/or replaced workers with new ones with different skill sets.

- Use of Internet - The Internet links with customer, prepress and printers and supports new business models, generate greater efficiency in customer interactions and helps for internal cost reductions. Also, the Internet is being used to supplement and enhance print products.

- System Integration - The new technology lies in their ability to tie together, or integrate, various components or systems – giving printers much greater insight into what is happening throughout the printing process. Through integrated systems, such as management information systems, printers can generate operational efficiencies- better resource management, more accurate costing and improved administration which can enable these businesses to increase their productivity.

- Database Management Services - Database management services provides printers with a way to produce value-added services and strengthen relationships with customers.

- Digital Printing Technology – Digital printing is the process of choice for variable data printing and short runs for small or highly segmented markets.

- Automation of Post-Press Tasks – Innovations in post-press equipment promise to automate many labor-intensive tasks and as a consequence, boost overall productivity for printing companies.
II) To study the effect of working environment on training needs in commercial printing industry.

- The test statistics revealed that there is a positive relation between working environment & training need in commercial printing industry. The data analysis also concluded that most of the respondents were agreed that they perceive need for training to have transparent and open communication in the organization, to follow feedback procedures, available technology & production processes in the organization, quality of work output and peer guidance at work place.

- Transparent & open communication – Trust is an essential prerequisite for effective workplace communication. To create the trust, we need to create the feeling of authenticity, cooperation and responsibility among the employees.

- Feedback procedures – Continuous improvement is about improving the processes and procedures in the workplace. The best way to work out what isn’t working well in the organization. Having good communication with your operators and managers and giving feedback to the employees to improve the processes and procedures and get the optimum utilization of infrastructure for good quality and productivity.

- Quality of Work output – The Environment in the workplace may simply determine the level of employee’s motivation, subsequent performance and productivity. How well employees get along with the organization, influences the employee’s error rate, level of innovation and collaboration with other employees.

III) To assess the influence of training on existing skills of employee in commercial printing industry

- The test statistics demonstrated that there is positive relationship between training & enhancement of existing skills of employee in commercial printing industry. The data analysis also concluded that most of the respondents agreed that influence of training encouraged to
contribute more for production and quality of the product produced, improved technical skills & given clear view of work roles.

- Team Work – The influence of training on employees and it encourages the team work for creativity, blends complementary for strengths, builds trust, teaches conflict resolution skills, and promotes wider sense of ownership.

- Productivity & Quality – The training can influences the productivity and quality of the employees working in the commercial printing industry.

IV) To assess the importance of training needs and enhancement of skills at different level of employees in commercial printing industry.

- The test statistics analyzed that there is positive association between training needs & enhancement of skills of the Manager in commercial printing industry. The data analysis also concluded that most of the respondents agreed that training in technological developments to find alternative solutions for the problems, communication skills to deal with customers, employees & employer; computer skills to solve the technical problems & customer relationship management skills to join the hands with customers.

- The test statistics analyzed that there is positive association between training needs & enhancement skills of the Pre-press operator in commercial printing industry. The data analysis also concluded that most of the respondents agreed that training in pre-flight operations skills to ensure that materials supplied by client are complete, manage assets skills to verify that digital files and physical documents are properly organized, file imposing skills to verify the pages and layout set-up is positioned correctly for Production output, file construction skills to assemble digital files for production output.

- The test statistics analyzed that there is positive association between training needs & enhancement skills of the Press operator in commercial printing industry. The data analysis also concluded that most of the respondents agreed that training in health to maintain
healthy and safe working environment, material handling skills to handle the paper, ink and chemicals; Ink & Water balance skills to prepare & maintain dampening and inking system, maintenance skills to maintain the trouble free printing machines.

- The test statistics analyzed that there is positive association between training needs & enhancement skills of the Finishing & Binding operator in commercial printing industry. The data analysis also concluded that most of the respondents agreed that training in adjustment of cutters when quality defects arises, setting up folders as per docket specifications and identify and troubleshoot the perfect binding machines.

V) To study the impact of training needs realization on training needs in Commercial Printing Industry.

- The test statistics concluded that inspect the quality defects in printed materials and reduce the printing wastages are strongest predictors of training needs followed by transfer of employee in other section with different work profiles, promoted on senior positions, productivity & old machine replaced with new one.

VI) To study the qualities required for Trainer as perceived by employees in commercial printing industry.

- The test statistics revealed that there is significant difference in the importance respondents attached to the various qualities required for Trainer. The findings also concluded that top three qualities required for trainer are training delivery to the participant, technical competence level of the trainer and method of presentation.

VII) To study the frequency of Training provided to the employees in commercial printing industry.

- The test statistics revealed that frequency of training provided across various skills set are different. The findings also concluded that the top three types of training provided are specific job skills, interpersonal relationship skills and decision making & problem solving skills.
VIII) To study the Evaluation of Training received by employees in commercial printing industry.

- The test statistics revealed that weightage across various evaluation parameters of training received by employees are different. The findings also concluded that the top three evaluation of training for employees are the objective of training are clearly defined, knowledge of the trainer and objectives of the training are coherent with employee needs.

5.3 Findings on Hypothesis Testing:

5.3.1 The null hypothesis is rejected; hence, it is concluded that there is an association between technological changes and training needs in commercial printing industry.

5.3.2 The null hypothesis is rejected; hence, it is concluded that there is relation between working environment and training needs of employee in commercial printing industry.

5.3.3 The null hypothesis is rejected; hence, it is concluded that there is relation between training and enhancement of existing skills of employee in commercial printing industry.

5.3.4A The null hypothesis is rejected; hence, it is concluded that there is an association between training needs and enhancement of skills of the Manager in Commercial Printing Industry.

5.3.4B The null hypothesis is rejected; hence, it is concluded that there is an association between training needs and enhancement of skills of the Pre-Press Operator in Commercial Printing Industry.

5.3.4C The null hypothesis is rejected; hence, it is concluded that there is an association between training needs and enhancement of skills of the Press Operator in Commercial Printing Industry.
5.3.4D The null hypothesis is rejected; hence, it is concluded that there is an association between training needs and enhancement of skills of the Finishing & Binding Operator in Commercial Printing Industry.

5.3.5 Based on the Beta value, the multiple regression analysis concluded that Unable to inspect the quality defects in printed materials and Unable to reduce the Printing wastages are strongest predictors of training needs followed by Transference, Promotion, Productivity and machine replacement.

5.3.6 The null hypothesis is rejected; hence, it is concluded that there is significant difference in the importance in respondents attached to the various qualities required for Trainer.

5.3.7 The null hypothesis is rejected; hence, it is concluded that there is significant difference in the agreement in respondents attached to the frequency of training provided across various skills are different.

5.3.8 The null hypothesis is rejected; hence, it is concluded that there is significant difference in the agreement in respondents attached to the various Evaluation of Training received by employees in commercial printing industry.

5.4 Observations of the Researcher:

1. It is witnessed that Prepress, Press and Finishing & Binding operators acquired core and operator skills through Company training, from a peer or mentor, college training and supplier training etc.

2. It is observed that if we don’t teach or train people properly the capacity utilization of the machines go down. This is one of the problems in the printing industry; compared to other industries—capacity utilization here is the poorest. Considering the make-ready time, idle time and wastage, the best press may be utilized 44-50%.
3. It is observed that, uneducated people get entry as helpers and then gradually after experience become operators, without having the basic knowledge of machine working procedures and functions.

4. It is observed that Commercial printers can usually handle a large variety of printing jobs, regardless of sheet sizes, number of ink colors, length of run, or even binding requirements. Commercial printers produce magazines, phone books, labels, advertising brochures, catalogs, newspaper insertions, direct mail marketing pieces, corporate reports and other financial printing, training manuals, promotional materials, and business forms.

5. It is observed that Commercial printing is a local business. Small printers can compete effectively with large ones because the small size and high variability of most printing jobs. The high degree of personal attention required to print the jobs, such as client approvals of proofs and "press checks" during actual printing; therefore, customers prefer to use a local printer.

6. It is observed that demand depends largely on the advertising and product needs of business customers. The profitability of individual companies is closely linked to effective sales operations. Large companies have scale advantages in purchasing materials like paper and ink, in serving large customers who have regional or national needs, and in making efficient use of expensive presses. But small companies can compete effectively by offering better local service.