Chapter Six

Recommendations & Conclusions
6.1 Recommendations

The research findings recommend the following measures for employers of the Commercial Printing Industry.

1. To further strengthen the overall skill level and competency of the staff, especially the information technology skills, design and creativity skills, through appropriate training institutes.

2. The Vocational Training Councils and other training and education organizations to keep a close view on the training needs of the printing and publishing industries and provide such needs on time.

3. The Training board or institute urges employers to step up their training efforts for a sustainable development of the printing and publishing industries. They should also make use of the part-time courses offered by the Institute, and/or Training and Development Centre of Printing to upgrade their workforce.

4. Employers are also encouraged to contact with Vocational Training Councils to set up training schemes and to make use of the Earn and Learn Scheme for the printing industry.

5. Regarding the strength of skill and competency of staff, the Researcher suggests that employers are recommended to step up their training efforts in order to ensure supply of well equipped skill manpower to meet the challenges and business opportunities ahead.

6. The research recommends that the practice of conducting employee survey at regular intervals that is useful in building up a series of historical data for comparison and for projecting future manpower requirements. Such a practice should continue, so that the employee and training situation of the commercial printing industry employees will be closely monitored.
7. The research should continue under the title of Training needs for commercial printing industry and dissemination of knowledge and technology, and its activities should expand to include management and business.

8. The research should establish and maintain closer links with the state government polytechnics, University degree colleges and ITI’s and Press Associations, large scale state government and central government presses for effective assessment and training to the employees.

9. Enhance the strategic abilities and innovativeness of commercial printing industry managers. This involves creation of new tools, materials and courses to ensure that current and potential managers have appropriate skills. The AIFMP should also work with other industry bodies to implement the recommendations from its project on informal approaches to management development.

10. Create industry-specific management development centre. The industry should work with existing providers to establish one or more printing and packaging focused training assessment and development centre for commercial printing industry operators and managers.

11. The industry should request the Government to provide limited term seed funding to enable an establish business school to develop a high profile Print Media Management Centre, with a brief of developing a print relevant MBA and conducting industry-relevant management research.

12. To carry on exploring new business in niche product markets and the most cost effective way so as to strengthen market share.

13. To maintain deep & strong partnership with key customers and establish new partnership with potential customers.

14. The industry should establish a working group of printers, suppliers, customers and the industry associations to identify means of increasing investment, raising skill levels and stimulating more innovative technologies in print finishing and any other areas which appear to be acting as bottlenecks to the industries progress.
15. There are few areas in commercial printing industry where new technological developments are expected in near future, so employers and/or training institute have to prepare training programme to their employees as per the business goals of the organization.

6.2 Conclusion:

- This study was conducted with the basic objective of uncovering the assessment of training needs for employees in commercial printing industry and influential factors such as Technological changes, working environment, qualities of trainer, evaluation of training, method and duration of training.

- The extracted observed variables served the purpose of social science researcher to conduct future study on training needs assessment with less effort and also it will reduce the length of their questionnaire with maintained accurateness in collection of data from respondents about their training need.

- The insightful findings of this study to formulate their future course of action not only to attract new employees but also to develop and maintain long lasting association with their existing as well as potential employees.

- The skill and competency of staff, the research findings given here will be useful references on various aspects to train the employees. In particular, the research concludes that employers need to step up their training efforts in order to ensure supply of well-equipped manpower to meet the challenges and business opportunities ahead.

- It is observed that there is a slight decrease in the manpower of whole commercial printing industry. It is difficult to recruit technical manpower in the industry and with the installation of more automatic facilities; existing manpower has to take in more duties. Therefore, the specified training has to be given to employees to improve their skill and competency level to enhance the quality and productivity.
- The few commercial printing industries firm performed their prepress work in the different location i.e. in City offices rather than Factories or Press location via the Internet to give the better services to the customers.

- The commercial printing industry is converting from manufacturing industry to service industry; in response to that to give better service and seek more business opportunities, there is a general employees increase at middle executives or managerial level.

- It is also concluded that few companies are interested to do more digital business and less offset printing work by digital systems. So, more digital technological skilled employees are required for the commercial printing industry.

- The rapid change in Indian commercial printing industry, particularly in Pune district from letterpress and offset to digital printing. It is also concluded that government should provide financial and administrative support to ensure the expansion and long term sustainability of the industry.

- This study revealed that this industry struggles with high competition, high labor shortages, few training providers, and changing market needs. Data suggests that the industry may be decreasing in numbers due to these factors.

- Individual companies have tried to combat these issues by investing in employees training and new technology. These activities however, have done little to address the major issues facing the industry.

- This study presents an opportunity for the printing industry to provide its expertise in program development to guide the training programs to supply the industry with persons which possess the skills, knowledge and attitudes they require.

- The identified competency areas should be used by commercial printing industry educators for the development of printing engineering curriculum. These competency areas should also be used as a resource to formulate specific goals and objectives of the Managers, Pre-press, Press and Finishing operator’s for the present and emerging industry.
• The commercial printing industry requires both technical skills and general skills. These skills need to be upgraded to standards and reflect on the quality of production.

• Most of the presses assessed are considered small and medium scale enterprises employing between 11 to 50 employees, and do not have the job description and job analysis document and /or training policies to upgrade the skills, knowledge and attitudes of employees. It is clear that there is the need for various forms of training to be in place for upgrading knowledge, skills and abilities of employees in the commercial printing industry.

• A combination of non-formal training models both on the job and off the job training methods would need to be employed to fill the KSA gaps identified in the analysis of the research findings.

• As we observed that due to changes in technology the commercial printing industry employees need training. Also, the working environment will be obligated to train the employees in commercial printing industry. This study will illustrate the effect of training on enhancement of existing skills of employees and the training in specialized areas of commercial printing industry with the occupations of Manager, Prepress, Press and Finishing & Binding Operator will enhance the skills for their effectiveness of the work.

• It is also observed that there is significant difference in the importance to the various qualities required for the Trainer, frequency of training provided across various skill set is different and weightage across various evaluation parameters of training received by employees are different.

• This study also concludes the Lectures and conferences are the preferred method of Training and 1-3 days are the duration of training for the employees in commercial printing industry.

• It definitely gives an extra edge to the organization to keep the employees more competitive by assessing their skill gaps and implement the training programme.
6.3 **Contributions made to the body of knowledge:**

- This research will contribute to collaborate with industrial partners to get innovation in transfer of knowledge to practical applications.
- This research will further guide or help to carry out collaborative research in faculty of management and printing technology.
- This will help to develop job descriptions that capture the requirements of current and future employee’s need of the commercial printing industry.
- It will help to assess employees and identify skills weaknesses within their occupations.
- This research will help to identify specific skill gaps / deficiencies of the employees in commercial printing industry.
- The research will help to ensure the appropriate training to the employees in commercial printing industry.
- The research will help to minimise the training cost.

6.4 **Areas for Further Research:**

- The study focuses only on one sector of Printing Industry. Similar study can be carried out for other sectors of printing industry.
- A similar study can be done for the printing industries providing services like Packaging industry, Newspaper printing industry, security printing industry and other print services.
- A similar study can be carried out in commercial printing industries located in other parts of the country as well.
- With changing times, more factors of Technological changes, working environment, Qualities of Trainer can emerge which can be explored by future researchers.