CHAPTER – VI

FINDINGS,
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When an organization measures without an understanding of interdependent cause and effect relationships, it does not accurately evaluate training effectiveness. A company may achieve better sales numbers following a sales training initiative, even if the training itself was deficient. Tracking results does not necessarily evaluate how training modified sales staff behavior or ability. Effectiveness of the training is to be evaluated on the basis of overall change in the behavior of the individual and the organization. Having analyzed the various factors in the previous chapters, some of the important findings are given in this chapter.

FINDINGS

Analysis of respondents' age reveals that among the total respondents, 32.3 per cent are in below 35 years category; 38.4 per cent are in 35-50 years category and 29.3 per cent are in above 50 years category. It is inferred that around 21.7 per cent are employees below 35 years of age and 21 per cent executives above 50 years of age. Chi-square test reveals that the status of sample respondents significantly differs with regard to their age.

It is inferred that among the executives, majority are skilled and among the employees, majority are either semi-skilled or unskilled. On the whole,
23.3 per cent are unskilled. The skill possessed by the sample respondents does not significantly differ with regard to their status.

In the executive’s category 40.7 per cent are married and 9.3 per cent are unmarried. Among employees, 26.0 per cent are married and 24.0 per cent are unmarried.

As per the sample 17.3 per cent have up to 5 years of experience; 40.0 percent have experience between 5 and 10 years; 26.3 per cent have experience between 10 and 15 years and 16.3 per cent have experience of more than 15 years.

The income of executives is more than that of employees. However, it is to be noted that 35 sample employees are getting more than Rs.16,000 per month.

As regards the opinion on induction training before attending the training, it is found that on the whole, 26.3 per cent felt that it is needed or highly needed and 37.6 per cent felt that it is not needed or not at all needed.

For communication training before attending the training, it is inferred that no respondent has stated that it is ‘not at all needed’. Employees are more in their positive opinion than that of executives in this regard. The point secured by executives is -6 by employees is +80 and the overall point is +74.

Among the sample respondents, 16.0 per cent feel that interpersonal training is highly needed. It is inferred that the need is felt more in the executive category than that of the employees category. The point obtained by
executives is 69 by employees is -22 and the overall point is +47. The executives had positive opinion and the employees had negative opinion about the interpersonal training before attending the training.

It is learnt the need for sharing objectives is highly felt among the executives than that of employees. The point obtained by executives is 71, by employees is -35 and the overall point is +36. The executives had positive opinion and the employees had negative opinion about the sharing objectives before attending the training.

The perception of respondents about the period of training reveals that the period of training is felt to be long by the executives than that of employees. The point bagged by executives is 58, by employees is -44 and the overall point is +14. The executives had positive opinion and the employees had negative opinion about the training period training before attending the training.

Among the sample respondents, 7.3 per cent feel that the amount spent is very high; 19.0 per cent say that it is high; 41.3 per cent say that it is normal; 24.3 per cent say that it is low and 8 per cent say that it is very low. It is inferred that executives feel that the amount spent is high than that of employees.

As regards the level of motivation of sample respondents before attending the training, more number of executives says that the motivation is higher than that of employees. The point secured by executives is +73 by
employees is -104 and the overall point is -31. The executives had positive opinion and the employees had negative opinion about the motivation before attending the training.

For perception of respondents about seriousness in the work and organization before attending the training, seriousness is higher in the case of executives than that of employees. The point overwhelmed by executives is +49 by employees is -86 and the overall point is -37. The executives had positive opinion and the employees had negative opinion about the seriousness training before attending the training.

Among the sample respondents, with regard to the perception about skill development, it is inferred that skill development need is more among executives than that of employees among the sample respondents.

It is evident from 3.17 that among the sample respondents, with regard to the perception about individual need fulfillment, 9.3 per cent say that as highly needed; 29.7 per cent as needed; 34.0 per cent as normal; 9.0 per cent as not needed and 19.0 per cent as not at all needed. It is inferred that individual need fulfillment desire is more among executives than that of employees among the sample respondents. Among the sample respondents, with regard to the perception about group need fulfillment, the desire is more among executives than that of employees among the sample respondents. The point bagged by executives is +44, by employees is -118 and the overall point
is -74. The executives had positive opinion and the employees had negative opinion about the group need fulfillment before attending the training.

As regard to the perception about organizational need fulfillment, the desire is more among executives than that of employees among the sample respondents. The point won by executives is +36 and employees is -87 and the overall point is -51. The executives had positive opinion and the employees had negative opinion about the organizational need fulfillment before attending the training.

With regard to the perception about internal training, need for internal training is more among executives than that of employees among the sample respondents. The point bagged by executives is -5, by employees is -72 and the overall point is -77. The executives had negative opinion and the employees had negative opinion about the internal training before attending the training.

It is understood that among the sample respondents, with regard to the perception about external training, need for external training is more among executives than that of employees among the sample respondents. The point obtained by executives is +47, by employees are -88 and the overall point is -41. The executives had positive opinion and the employees had negative opinion about the external training before attending the training.

Among the sample respondents, with regard to the perception about values and ethics, need for values and ethics is more among executives than that of employees among the sample respondents. The point scored by
executives is -3, by employees are -71 and the overall point is -74. The executives had negative opinion and the employees had negative opinion about the values and ethics before attending the training.

With regard to the perception about relationship, the executives had positive opinion and the employees had positive opinion about the relationship before attending the training. Among the sample respondents, with regard to the perception about competency, need for competency is more among employees than that of executives among the sample respondents. Among the sample respondents, with regard to the perception about infrastructure and training conditions, need for furniture and tools is more among employees than that of executives among the sample respondents. The point bagged by executives is 69 by employees is -22 and the overall point is +47. The executives had positive opinion and the employees had negative opinion about the interpersonal training before attending the training.

With regard to the perception about computer training, 15.7 per cent say that as highly needed; 23.3 per cent as needed; 42.3 per cent as normal; 18.0 per cent as not needed and 0.7 per cent as not at all needed. The executives had positive opinion and the employees had negative opinion about the interpersonal training before attending the training.

After training, it is found that 12.7 per cent feel that induction is highly needed, 31.3 per cent feel that it is needed; 37.0 per cent feel that it is normal; 16.7 per cent feel that it is not needed and 2.3 per cent feel that it is not at all
needed. It is inferred that 44.00 per cent of respondents feel the need for induction training and only 19.00 per cent say that it is not needed. The executives had positive opinion about the induction training and the employees had positive opinion about the induction training after attending the training. The overall opinion is positive. The perception of sample respondents about induction training after undergoing training significantly differs with regard to their status.

It is inferred that 45.4 per cent of respondents feel the need for communication training and only 18.3 per cent say that it is not needed. The executives had positive opinion about the communication training and the employees had positive opinion about the communication training after attending the training.

Nearly 41.6 per cent of respondents feel the need for interpersonal training and only 22.0 per cent say that it is not needed. The executives had positive opinion about the interpersonal training and the employees had positive opinion about the interpersonal training after attending the training.

For sharing objectives after undergoing training, 31.7 per cent of respondents feel the need for sharing objectives and only 19.00 per cent say that it is not needed. The executives had positive opinion about the sharing objectives and the employees had positive opinion about the sharing objectives after attending the training.
For period of training after undergoing training, 42.0 per cent of respondents feel the need for period of training and only 19.3 per cent say that it is not needed. The executives had positive opinion about the period of training and the employees had positive opinion about the period of training after attending the training.

For amount spent for training after undergoing training, 33.6 per cent of respondents feel the need for amount spent for training and only 27.0 per cent say that it is not needed. The executives had positive opinion about the amount spent for training and the employees had negative opinion about the amount spent for training after attending the training.

As regards motivation after undergoing training, 36.7 per cent of respondents feel the need for motivation and only 30.6 per cent say that it is not needed. The executives had positive opinion about the motivation and the employees had negative opinion about the motivation after attending the training.

It is inferred that 35.00 per cent of respondents feel the need for seriousness and only 32.3 per cent say that it is not needed. The executives had positive opinion about the seriousness and the employees had negative opinion about the seriousness after attending the training.

In relation to skill development after undergoing training, It is inferred that 35.3 per cent of respondents feel the need for skill development and only 25.3 per cent say that it is not needed. The executives had positive opinion
about the skill development and the employees had negative opinion about the skill development after attending the training.

For relationship after undergoing training, it is found that 60 sample executive respondents and 58 employee respondents feel that relationship is either needed or highly needed and 11 sample executive respondent and 10 sample employee respondent feel that it is not at all needed. On the whole, 19.0 per cent feel that it is highly needed, 20.3 per cent feel that it is needed; 34.0 per cent feel that it is normal; 19.7 per cent feel that it is not needed and 7.0 per cent feel that it is not at all needed. It is inferred that 39.3 per cent of respondents feel the need for relationship and only 26.7 per cent say that it is not needed. The executives had positive opinion about the relationship training and the employees had positive opinion about the relationship after attending the training.

For competency after undergoing training, it is found that 57 sample executive respondents and 74 employee respondents feel that competency is either needed or highly needed and 1 sample executive respondent and no sample employee respondent feel that it is not at all needed. On the whole, 17.0 per cent feel that it is highly needed, 26.7 per cent feel that it is needed; 36.3 per cent feel that it is normal; 19.7 per cent feel that it is not needed and 0.3 per cent feel that it is not at all needed. It is inferred that 43.7 per cent of respondents feel the need for competency and 20.0 per cent say that it is not needed. The executives had positive opinion about the competency and the
employees had positive opinion about the competency after attending the training.

For infrastructure and conditions of training after undergoing training, it is inferred that 44.00 per cent of respondents feel the need for infrastructure and only 14.7 per cent say that it is not needed. The executives and employees had positive opinion about the furniture and tools after attending the training.

As regards method of training after undergoing training, it is inferred that 44.00 per cent of respondents feel the need for method of training and only 14.3 per cent say that it is not needed. The executives and employees had positive opinion about the method of training after attending the training.

The point quotient scored by respondents who have undergone up to 2 training programs is 0.671, by respondents who have undergone 3 to 4 training programs is 0.144; by respondents who have undergone more than 4 training programs is 0.660 and the overall point quotient is 0.353. The respondents who have undergone up to 2 training programs have highest positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have higher positive opinion and as a whole there is positive opinion about induction training after undergoing training. The perception of sample respondents about induction training after undergoing training significantly differs with regard to number of training undergone.
For communication training after undergoing training, it is found that 33 out of 70 sample respondents who have undergone up to 2 trainings, 76 out of 180 respondents who have undergone 3 to 4 training programs and 27 out of 50 respondents who have undergone more than 4 training programs feel that it is highly needed or needed. The respondents who have undergone up to 2 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion and as a whole there is positive opinion about communication training after undergoing training.

As regards interpersonal training after undergoing training, it is found that 41 out of 70 sample respondents who have undergone up to 2 trainings, 68 out of 180 respondents who have undergone 3 to 4 training programs and 16 out of 50 respondents who have undergone more than 4 training programs feel that it is highly needed or needed. The respondents who have undergone up to 2 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have negative opinion and as a whole there is positive opinion about interpersonal training after undergoing training.
In relation to amount spent for training after undergoing training. It is found that 18 out of 70 sample respondents who have undergone up to 2 trainings, 61 out of 180 respondents who have undergone 3 to 4 training programs and 22 out of 50 respondents who have undergone more than 4 training programs feel that that it is highly needed or needed. The respondents who have undergone up to 2 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have higher positive opinion and as a whole there is positive opinion about amount spent for training after undergoing training.

For motivation after undergoing training, it is found that 29 out of 70 sample respondents who have undergone up to 2 trainings, 59 out of 180 respondents who have undergone 3 to 4 training programs and 22 out of 50 respondents who have undergone more than 4 training programs feel that that it is highly needed or needed. The respondents who have undergone up to 2 training programs have lesser positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have higher positive opinion and as a whole there is positive opinion about motivation after undergoing training.

For seriousness after undergoing training, it is found that 29 out of 70 sample respondents who have undergone up to 2 trainings, 58 out of 180
respondents who have undergone 3 to 4 training programs and 18 out of 50 respondents who have undergone more than 4 training programs feel that that it is highly needed or needed. The respondents who have undergone up to 2 training programs have positive opinion; respondents who have undergone more than 4 training programs have negative opinion; respondents who have undergone more than 4 training programs have negative opinion and as a whole there is positive opinion about seriousness after undergoing training.

For internal training after undergoing training, It is found that 32 out of 70 sample respondents who have undergone up to 2 trainings, 77 out of 180 respondents who have undergone 3 to 4 training programs and 14 out of 50 respondents who have undergone more than 4 training programs feel that that it is highly needed or needed. The respondents who have undergone up to 2 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion and as a whole there is positive opinion about internal training after undergoing training.

For external training after undergoing training, It is found that 41 out of 70 sample respondents who have undergone up to 2 trainings, 72 out of 180 respondents who have undergone 3 to 4 training programs and 31 out of 50 respondents who have undergone more than 4 training programs feel that that it is highly needed or needed. The respondents who have undergone up to 2 training programs have negative opinion; respondents who have undergone
more than 4 training programs have positive opinion; respondents who have undergone more than 4 training programs have positive opinion and as a whole there is positive opinion about external training after undergoing training.

As regards change in promptness aspect after undergoing training, it is found that 82 executives and 36 employees have very high or high change and 17 executives and 76 employees have less or least change. On the whole, 14.3 per cent have very high change; 25.0 per cent have higher change; 29.7 per cent have normal change; 24.3 per cent have less change and 6.7 per cent have least change. The Coefficient for executive is 3.58; for employee is 2.74 and overall coefficient is 3.16. The change for executives is higher; change for employees is lower and the overall change is higher for promptness.

For the change in office environment aspect after undergoing training, it is found that 69 executives and 62 employees have very high or high change and 17 executives and 44 employees have less or least change. On the whole, 19.3 per cent have very high change; 24.3 per cent have higher change; 36.0 per cent have normal change; 13.3 per cent have less change and 7.0 per cent have least change. The Coefficient for executive is 3.48; for employee is 3.23 and overall coefficient is 3.36. The change for executives is higher; change for employees is higher and the overall change is higher for office environment.

About the change in harmony aspect after undergoing training, it is found that 71 executives and 22 employees have very high or high change and 14 executives and 82 employees have less or least change. On the whole, 12.3
per cent have very high change; 18.0 per cent have higher change; 37.7 per cent have normal change; 26.7 per cent have less change and 6.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for harmony.

For the change in self-confidence aspect after undergoing training it is found that 79 executives and 41 employees have very high or high change and 20 executives and 57 employees have less or least change. On the whole, 15.7 per cent have very high change; 24.3 per cent have higher change; 34.3 per cent have normal change; 19.7 per cent have less change and 6.0 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for self confidence.

For the change in learning aspect after undergoing training, it is learnt that 82 executives and 39 employees have very high or high change and 11 executives and 63 employees have less or least change. On the whole, 12.3 per cent have very high change; 28.0 per cent have higher change; 35.0 per cent have normal change; 18.3 per cent have less change and 6.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for learning.

As regards the change in climate aspect after undergoing training, it is found that 68 executives and 36 employees have very high or high change and 21 executives and 50 employees have less or least change. On the whole, 13.3 per cent have very high change; 21.3 per cent have higher change; 38.3 per cent have normal change; 18.3 per cent have less change and 6.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for climate.
have normal change; 14.3 per cent have less change and 12.7 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for climate.

For the change in transparency aspect after undergoing training, it is found that 72 executives and 31 employees have very high or high change and 21 executives and 78 employees have less or least change. On the whole, 10.7 per cent have very high change; 23.7 per cent have higher change; 32.7 per cent have normal change; 17.3 per cent have less change and 15.7 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for transparency.

For change in behaviour aspect after undergoing training, it is found that 73 executives and 26 employees have very high or high change and 20 executives and 78 employees have less or least change. On the whole, 7.3 per cent have very high change; 25.7 per cent have higher change; 34.3 per cent have normal change; 21.3 per cent have less change and 11.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for behavior.

As regards the change in social image aspect after undergoing training, it is found that 75 executives and 45 employees have very high or high change and 17 executives and 56 employees have less or least change. On the whole, 10.3 per cent have very high change; 29.7 per cent have higher change; 35.7 per cent have normal change; 9.0 per cent have less change and 15.3 per cent
have least change. The change for executives is higher; change for employees is lower and the overall change is higher for social image.

For the efficacy of training in productivity aspect after undergoing training, it is found 64 executives and 36 employees have very high or high change and 37 executives and 108 employees have less or least change. On the whole, 8.7 per cent have very high change; 19.0 per cent have higher change; 24.0 per cent have normal change; 39.0 per cent have less change 9.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is lower for productivity.

For the change in quality aspect after undergoing training, it is found that 60 executives and 25 employees have very high or high change and 29 executives and 79 employees have less or least change. On the whole, 14.0 per cent have very high change; 14.3 per cent have higher change; 35.7 per cent have normal change; 20.3 per cent have less change and 15.7 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is lower for quality.

For the change in process aspect after undergoing training 62 executives and 43 employees have very high or high change and 55 executives and 80 employees have less or least change. On the whole, 10.7 per cent have very high change; 21.0 per cent have higher change; 23.3 per cent have normal change; 28.0 per cent have less change and 26.7 per cent have least change.
The change for executives is higher; change for employees is lower and the overall change is lower for process.

As regards the change in product knowledge aspect after undergoing training, it is found that 81 executives and 45 employees have very high or high change and 50 executives and 85 employees have less or least change. On the whole, 15.3 per cent have very high change; 26.7 per cent have higher change; 13.0 per cent have normal change; 27.3 per cent have less change and 17.7 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is lower for product knowledge.

For the change in cost reduction aspect after undergoing training, it is found that 77 executives and 65 employees have very high or high change and 25 executives and 54 employees have less or least change. On the whole, 10.7 per cent have very high change; 33.3 per cent have higher change; 29.7 per cent have normal change; 22.7 per cent have less change and 3.7 per cent have least change. The change for executives and employees is higher and the overall change is higher for cost reduction.

For the change in waste reduction aspect after undergoing training, it is found that 67 executives and 57 employees have very high or high change and 36 executives and 49 employees have less or least change. On the whole, 16.3 per cent have very high change; 25.0 per cent have higher change; 33.7 per cent have normal change; 19.7 per cent have less change and 5.3 per cent have least change.
change. The change for executives and employees is higher and the overall change is higher for waste reduction.

For the change in accident reduction aspect after undergoing training 46 executives and 20 employees have very high or high change and 53 executives and 85 employees have less or least change. On the whole, 10.0 per cent have very high change; 11.3 per cent have higher change; 32.7 per cent have normal change; 38.0 per cent have less change and 8.0 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is lower for accident reduction.

As regards the change in absenteeism reduction aspect after undergoing training, it is found that 56 executives and 50 employees have very high or high change and 32 executives and 54 employees have less or least change. On the whole, 15.0 per cent have very high change; 20.3 per cent have higher change; 36.3 per cent have normal change; 21.3 per cent have less change and 7.0 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for absenteeism.

For the change in pollution control aspect after undergoing training, it is found that 47 executives and 86 employees have very high or high change and 40 executives and 36 employees have less or least change. On the whole, 18.0 per cent have very high change; 26.3 per cent have higher change; 31.3 per cent have normal change; 21.7 per cent have less change and 2.7 per cent have least change.
change. The change for executives and employees is higher and the overall change is higher for pollution control.

As regards the change in total quality management aspect after undergoing training, it is found that 46 executives and 35 employees have very high or high change and 36 executives and 76 employees have less or least change. On the whole, 11.0 per cent have very high change; 16.0 per cent have higher change; 35.7 per cent have normal change; 31.3 per cent have less change and 6.0 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is lower for TQM.

For the change in self-development aspect after undergoing training, it is found that 49 executives and 57 employees have very high or high change and 29 executives and 33 employees have less or least change. On the whole, 17.0 per cent have very high change; 18.3 per cent have higher change; 44.0 per cent have normal change; 15.7 per cent have less change and 5.0 per cent have least change. The change for executives and employees is higher and the overall change is higher for self development.

As regards the change in creativity aspect after undergoing training, it is found that 66 executives and 48 employees have very high or high change and 24 executives and 39 employees have less or least change. On the whole, 15.0 per cent have very high change; 23.0 per cent have higher change; 41.0 per cent have normal change; 20.0 per cent have less change and 1.0 per cent have least change.
change. The change for executives and employees is higher and the overall change is higher for creativity.

For the change in team building aspect after undergoing training, it is found that 74 executives and 49 employees have very high or high change and 10 executives and 38 employees have less or least change. On the whole, 16.0 per cent have very high change; 25.0 per cent have higher change; 43.0 per cent have normal change; 5.0 per cent have less change and 11.0 per cent have least change. The change for executives and employees is higher and the overall change is higher for team building.

As regards the change in safety aspect after undergoing training, it is found that 58 executives and 74 employees have very high or high change and 33 executives and 33 employees have less or least change. On the whole, 17.3 per cent have very high change; 26.7 per cent have higher change; 34.0 per cent have normal change; 15.0 per cent have less change and 7.0 per cent have least change. The change for executives and employees is higher and the overall change is higher for safety.

For the change in responsibility aspect after undergoing training is found that 40 executives and 33 employees have very high or high change and 49 executives and 56 employees have less or least change. On the whole, 9.3 per cent have very high change; 15.0 per cent have higher change; 40.7 per cent have normal change; 32.7 per cent have less change and 2.3 per cent have least
change. The change for executives and employees is lower and the overall change is lower for responsibility.

For the change in stress aspect after undergoing training, 71 executives and 62 employees have very high or high change and 6 executives and 64 employees have less or least change. On the whole, 11.3 per cent have very high change; 33.0 per cent have higher change; 32.3 per cent have normal change; 17.0 per cent have less change and 6.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for stress release.

As regards the change in anger aspect after undergoing training, it is found that 55 executives and 52 employees have very high or high change and 16 executives and 48 employees have less or least change. On the whole, 12.7 per cent have very high change; 23.0 per cent have higher change; 43.0 per cent have normal change; 21.0 per cent have less change and 0.3 per cent have least change. The change for executives is higher; change for employees is lower and the overall change is higher for anger control.

For the change in overall satisfaction aspect after undergoing training, it is found that 63 executives and 17 employees have very high or high change and 24 executives and 79 employees have less or least change. On the whole, 9.3 per cent have very high change; 17.3 per cent have higher change; 39.0 per cent have normal change; 30.0 per cent have less change and 4.3 per cent have
least change. The change for executives is higher; change for employees is lower and the overall change is lower for overall satisfaction.

Discriminant Function Analysis shows that the group means seem to be not different to certain extent in the case of higher level satisfaction. The group means are significantly different in the case of higher level satisfaction and lower level satisfaction. Unstandardised Canonical Discriminant Function Coefficient confirms that the constant for executives is -12.778 and the significant variables are communication training (2.560), amount spend on training (1.524), individual needs (1.175) and organizational needs (1.062). In the case of employees, the constant is (-)16.788 and the significant variables are amount spent for training (2.164), individual needs (1.860), communication training (1.796), and group needs (1.652) and interpersonal training (1.046).

Linear Model of Discriminant Function Analysis can be shown as follows: (For Executives) \[ D = 0.443 X_1 + 2.660 X_2 + 0.724 X_3 + 0.733 X_4 + 1.524 X_5 + 1.175 X_6 + 0.967 X_7 + 1.062 X_8 - 12.778 \]

Where as \( X_1 \) – Motivation Training; \( X_2 \) – Communication Training; \( X_3 \) – Interpersonal training; \( X_4 \) – Period of Training; \( X_5 \) – Amount spent for training; \( X_6 \) – Individual needs; \( X_7 \) – Group Needs; \( X_8 \) – Organizational Needs.

For Employees \[ D = 0.003 X_1 + 1.796 X_2 + 1.046 X_3 + 0.813 X_4 + 2.164 X_5 + 1.860 X_6 + 1.652 X_7 + 1.202 X_8 - 16.788 \]

Where \( X_1 \) – Motivation Training; \( X_2 \) – Communication Training; \( X_3 \) – Interpersonal training; \( X_4 \) –
Period of Training; X5 – Amount spent for training; X6 – Individual needs; X7 – Group Needs and X8 – Organizational Needs

In factor analysis, the Eigen values for the factors are in decreasing order of magnitude from factor 1 to 9. The total variance accounted for by all the 9 factors is 9, which is equal to the number of variables. Factor 1 accounts for 32.173 per cent; Factor 2 accounts for 24.565 per cent and Factor 3 accounts for 16.022 per cent. The first two factors account for 56.738 per cent and the first three factors account for 72.760 per cent. Factor 1 has high coefficient for variables Transparency and Absenteeism reduction. Hence these factors may be classified as ‘organizational factor’. Factor 2 is highly related to Self confidence and experience. Hence these factors may be classified as ‘Individual factor’. Factor 3 is highly related to social image and income. Hence these factors may be classified as socio-economic factor’. It is inferred that among Factor 1 ‘Transparency’ seems to be influencing level of satisfaction to a maximum extent. Among Factor F2, ‘Self confidence’ seems to give more influence on level of satisfaction among Factor F3, Social image seems to give more influence on level of satisfaction.
SUGGESTIONS

Competency is one of the key factors of learning and executives require more competency than the employees. It is found that the hypothesis of 'perception of competency do not significantly differ' is rejected before training and accepted after training, here it is learnt that the factor 'competency is not given due importance by the organization with reference to the status of the employees. Therefore it is suggested that the competency of executives should be focused more as it is a key factor in deciding the vital decisions.

Motivation factors identified by Herzberg are hygiene and motivators. As the hypothesis of motivations do not significantly differ between status is rejected in both before and after training, the executives and employees are motivated equally without any disparities which may not be advisable, as the needs of the executives and operational employees differ. Hence it is suggested that the job enlargement methods can be adapted to employees and executives can be given the various job enrichment motivators.

Skill development is more essential for employees category. It is found that both employees and executives are given the skill development programmes equally as the hypothesis is rejected in both before and after training situations. Hence, it is suggested that the concerns may go broader in educating the executives rather than training them with skills which they suppose to posses on occupying the vital positions. Attitude and relationship
oriented programmes are suggested to executives to inculcate the required behaviour which often is influenced in them with job pressures / stress.

Communication is equally perceived by the executives and employees as the hypothesis is rejected in both the pre and post training. As such communication is more essential for the executives; training on communication can be extended more for executives to make them unique. More specifically, advanced training version of Transactional Analysis (TA) can be sponsored by the organization.

Period of training is not given proper attention by the organizations under study, as the hypothesis proves that there is no significant difference in the duration of training attended by the executives and employees. To make the training successful, the duration may be varied with reference to the status of the sample respondents.

Involvement of training does not find any unique difference between the employees and executives. Though it is an appreciating point to recognize the organizations being unbiased, it is to be noted that the investment is inadequate for the executives to have learnt through little or similar investment. They must have been invested more so as to make them highly professional. Hence it is suggested that the investment on executives training must be enhanced to show the difference to explore / get the potential to the maximum and to increase the feeling of responsibility, achievement and so on. Experts, external consultants, association with professional training centers, sending to reputed
institutes like IISc, IIM, NHRD, NIPM training programmes, ISTD and so on are suggested in this regard.

Most of the respondents attended 3 to 4 training, but the perception of other respondents toward the amount spent on training is not significantly different, hence it is found that the investment is not varied, therefore it is suggested that the investment may be linked so as to improve the excellence of training and better achievement of training and organizational objectives.

As the conscientious and seriousness significantly differ with the number of training programmes, attended the employees of select industries expect a sequence and number of programmes to get the training objectives achieved comprehensively. Hence it is suggested that the organization may consistently follow the existing practice.

Organizational needs perceived by the sample respondents attending different size of training is significantly different; therefore increasing the number of training will help understand and fulfill the organizational needs. Moreover it is found that the employees have pessimistic opinion towards the organizational needs fulfillment. They must be given ‘counseling’ to realize the importance of the organizational needs.

One of the aims of training is self development. In the study, it is found that the hypothesis regarding self development i.e. there is no significant changes in the self development among the different status is accepted, hence it is inferred that the organization has not concentrated on the self development of
the employees. It is suggested that the organization may encourage the
development of employees, which ultimately benefit the organization in the
long run.

Creativity leads to lateral thinking, which will explore innovative ideas
and inquisitiveness of the trainees. It is the factor deciding the growth and
development of the organization. It is found that the current training does not
give importance to creativity as the hypothesis ‘there is no significant change in
the creativity due to training among the different statuses is accepted.
Programmes on creativity should be handled separately. Creativity training
programme will increase the inquisitiveness and curiosity of learning new and
newer things which the current world is deadly in need of to outmaneuver the
competitors, through creative strategic developments.

Team Building improves the energy level of group and results in
synergy. It is found that there is significant difference in the team building,
which needs to be bettered. Team building is required at all stages and for all
employee status equally. The top management should take necessary steps to
impart appropriate training to ensure effective team building which will
achieve enduring group dynamics and group morale.
CONCLUSION

Training is a continuous and never ending process in an organization. It is for the overall development of individuals and the organization. The impact of training is to be measured and training programmes are to be modified to attain the ends. The efficiency of training carried out among large scale companies, analyses the key variables before and after training situations. The effectiveness is found to be quite appreciable in utmost all key factors, irrespective of the status viz., executives and employees. The select companies have given considerable importance in imparting adequate KSA among both executives and employees. The study however brings out a few factors such as competency, motivation, skill development, communication, period of training, involvement in training, number of training, self development, creativity and team building, for improvement. The select companies may concentrate on these factors so as to ensure effective change to meet out the challenges posed by LPG.

"Change yourself before the Change changes you".