CHAPTER V

SUMMARY AND CONCLUSION

5.1 INTRODUCTION

The rapid growth in technology, modernization, competition and the implementation of total quality management have made technical training of employees one of the major activities in automobile manufacturing industries in India. The companies do not want to lose out to the competition and want to keep and leverage talent. Investment in employee training enhances the human capital of the organization and results in improving the organizational performance. Training is a requirement for higher qualifications as the present qualifications are becoming outdated. Hence an attempt is made in this research, to make a comprehensive study of the major effects of technical training that results in the benefits for the organization, the improvements achieved by the employee and work practices.

5.2 FINDINGS FROM THE STUDY

The study identified five organizational benefits of technical training in automobile manufacturing companies. The benefits are business improvement, cultural improvement, continuous improvement, cost reduction and initiative and knowledge dissemination. Technical training also resulted in five effects on the work. They are quality improvement, modernisation of work, improved performance, work process improvement and career improvement. The seven effects on the employee as a result of technical
training are improvement in technical expertise, skill improvement, clarity in work, increase in motivation, understanding the present work, remedy in the past poor performance, and self and time management.

The influencing factors of the business improvement are quality improvement, improvement in technical expertise, and improved performance. The major factors leading to the cultural improvement are quality improvement, skill improvement, improved performance, work process improvement, and self and time management. The major factors leading to the continuous improvement are skill improvement, improved performance, work process improvement, improvement in technical expertise and self and time management. The major factors leading to the cost reduction are improvement in technical expertise, work process improvement, modernisation of work and quality improvement. The major factors leading to the initiative and knowledge dissemination are improvement in technical expertise, increase in motivation and career improvement.

Improvement in technical expertise, improved performance, work process improvement and quality improvement play a significant role in influencing many organizational benefits. They are followed by self and time management, skill improvement, career improvement, increase in motivation, and modernisation of work.

The hypothesis testing has led to the following conclusions:

The effects of training resulted in the seventeen factors. Among the OEM companies there were no differences observed between the companies in business improvement and technical expertise. There was difference in other fifteen factors. The differences are due to the varied nature of the OEM companies. Out of the three OEM companies, two are more than 40 years old.
They have old and new equipments. They are modernizing rapidly. The third company is less than ten years old. However, it was started as a most modern facility. Hence there is a substantial difference in the perception in the effects of training between the OEM companies.

Among the Deming award winning companies there were no significant differences with respect to continuous improvement, cost reduction, work process improvement, improved performance, skill improvement, and self and time management. There was difference in the other eleven factors.

There are no significant differences between the OEM companies and component suppliers with respect to continuous improvement, initiative and knowledge dissemination, modernisation of work, work process improvement, improved performance, career improvement, skill improvement, clarity in work, increase in motivation, understanding the present work, remedy in the past poor performance, and self and time management. Most of the above factors in which there is no difference belong to effect on employee and work.

There are significant differences in other five factors. Three of the five factors in which there are significant differences between OEM companies and component suppliers belong to the effects on the organization.

There are no significant differences between the suppliers with the Deming award and other suppliers with respect to business improvement, cultural improvement, continuous improvement, cost reduction, initiative and knowledge dissemination, quality improvement, modernisation of work, work process improvement, improved performance, career improvement, improvement in technical expertise, skill improvement, increase in
motivation, understanding the present work, remedy in the past poor performance, and self and time management. From this, it could be concluded that the effect of technical training is uniform among the component suppliers. Even though many component suppliers have not received the Deming award, all of them have ISO 9000 certification. All these companies have implemented TQM. Many of them are under various stages of preparation to qualify for the Deming prize.

5.3 CONCLUSION

This work studied the effects of technical training in the automobile manufacturing companies in Chennai, India. The major effects of technical training are the benefits for the organization, the improvements achieved by the employee and work practices. A model of the effect of technical training is analysed in this research. The model will help the industries in their organizational improvement activities.

The results show that the improvements in technical expertise, performance, work process and quality play a significant role in influencing many organizational benefits. It is also shown that improvements in skill, career, motivation, modernisation of work, and self and time management also significantly contribute to the organizational benefits. This work has demonstrated how the organizational improvement in the companies was influenced by employee and work practice improvements as a result of technical training.

There is a substantial difference in the perception in the effects of training between the OEM companies due to their varied nature including the number of years in existence and difference in the levels of modernisation. Among the Deming award winning companies, there were no significant
differences with respect to the major thrust areas of improvement in automobile manufacturing companies today. They are continuous improvement, cost reduction, work process improvement, improved performance, skill improvement, and self and time management.

Three of the five factors, in which there are significant differences between OEM companies and component suppliers belong to the effects on the organization. It could also be concluded that the effects of technical training is uniform among the component suppliers with and without Deming award, as there are no significance differences between them in most of the factors. Even though many component suppliers have not received the Deming award, all of them have ISO 9000 certification. They have implemented TQM and many of them are preparing to qualify for the Deming prize.

5.4 CONTRIBUTIONS OF THE STUDY

This is probably the first attempt to investigate the effects of technical training in automobile industries in India in detail. This study will help the automobile manufacturing companies, which invest heavily in giving technical training to the employees, to understand the effects of technical training in organizational improvement. Continuing training is a pre-condition and a consequence of continuous improvement. This work has identified the major factors of the effects of technical training that benefit the automobile manufacturing companies. This work will be useful for these companies in their efforts to improve their organization.
5.5 **SCOPE FOR FUTURE RESEARCH**

This work deals with technical training as a whole. The future research may involve specific training on specific topics. The present work did not differentiate training offered inside the factory or in other places. Hence, research can be carried out to distinguish between the effects of training inside the factory and at other places. This study can be conducted in different regions of India and the results could be validated. The study of the differences in the effects of technical training between large, medium and small scale industries could be undertaken to further validate this study. The present study was conducted in industries associated with the production of automobiles and their components. Future work may include other factories in the manufacturing sector. It may also be interesting to carry out a multi-country study to find the effects of technical training in automobile industries. Future work may also take into account the quality and content of technical training given to the employees.