CHAPTER 9 - FINDINGS AND RECOMMENDATIONS
FINDINGS AND RECOMMENDATIONS

In this chapter a summary of the findings is given as well as recommendations based on the same are also attempted. Later in the chapter, the scope for further research is also presented.

9.1 FINDINGS

As was said earlier the purpose of this study was to describe and analyze training and development activities and their effectiveness in the organization under research. The study was limited to only one industry which gave permission to carry out the research in their training activities. One point here needs mention again that the industry is big player in three and four wheeler segments and manufactures commercial vehicle on national and international scale. Therefore whatever the results have arrived can be taken as an indicative of the entire automobile sector in the country by assuming that Force Motors is representing the T&D activities across all the automobile sectors.

9.1.1 NATURE AND CHARACTERISTICS OF THE WORKFORCE

a) Gender - The result has shown that, the percentage of male workforce in the organization is 91.13 whereas female workforce is 8.87%. Since this is a manufacturing company and majority of the work is being done on plant level, it is but obvious that the percentage of male workforce will be more. The female workforce is working in the soft area such as accounts, costing, sales and HRM. The hard areas of engineering are dominated by the male employees. Barring some few countries like South Korea and Singapore, Malaysia, Indian companies have always shown that male workforce is more than the female in the manufacturing sector.

b) Age - Majority of workforce consists of the managers who are in the age bracket of 46 and above with maximum percentage of 33.33%. People have stuck to the organization and it indicates that there is an inclination among the people of that age
to stay focused with the current organization. The turnover is also less therefore the company can utilize the skill of the people back on the job after they are trained. The young age group of 26-30 is only 5% which indicates that the younger generation may be more interested in joining IT industry rather than manufacturing sector where salaries are lesser as compared to the IT sector.

c) **Education** - The graduate engineers show the percentage of 21.28 where as diploma holders consist of 58.16 %. The reason being the company had recruited diploma holders on a large scale and trained them to take the mantles of the manufacturing. This also indicates why training is an ongoing characteristic in the company. As technology changes the importance of training becomes critical to learn skills in modern technologically fast changing world, therefore these diploma holders have to be continuously trained to meet the modern technological demands.

d) **Experience** - Almost 35% of the people have more than 16 years of experience in the current organization. In other words they have stayed with this organization for more than 16 years and continue to do so. The reason may be the comfortable culture and the provision of the platform to showcase their utility. This is also an indication of the fact that they are given training to stay focused and avoid mobility, in order to find other greener pastures even though similar industries are abundant in the vicinity. This effort by Force Motors is indeed laudable and deserves accolades.

**9.1.2 TRAINING AND DEVELOPMENT ACTIVITIES-CHARACTERISTICS AND EFFECTIVENESS**

Some new employees come to the job capable for most of the skills and with most of the knowledge required to start the work. But some of the employees who are not endowed with the required skill sets and the knowledge need extensive training before they are able to make their contribution felt. While training and development maybe accomplished on an informal basis better results are achieved through systematic training efforts and activities which may contain variety of methods. Since systematic training contains each step in a planned way, they evaluation for effectiveness has also to be planned systematically.
Employees are most motivated to learn as they want to relate what they learned. It has also been made very clear that they have been trained in different places in different ways. It has been observed that on the job and off the job has also been an important component of the training programme carried in Force Motors. Training is an ongoing activity in the organization. For the educated employees, the training and development acts as capacity building efforts where as for new entrants it is developmental efforts. Most participants have fully agreed that the training was used to develop skills in various areas which ultimately focused on the success of the organization.

The result has shown that the systematic training is required to change the attitude and behavior of the employees whose age is below 40 years. But looking to the major components of the workforce in the age group of 46 and above changing the behavior and attitude does not hold true. The training and development is more used for honing the already acquired skill sets. The skill sets sharpened due to constant training and development activities and consequently of having a chance of utilizing the knowledge back at the job makes the employees perfect. The explicit knowledge turns out to be tacit. Such is an importance of the training that the competence be built for the individual employees.

The contents of the training programme are decided after determining what kinds of skills are required by the employees. Thereafter, the proper planning of the training programme is done through which the skills that are essential for developing the employees are decided. Additionally, it is also necessary to determine what skills will have impact on the organization positively and how the training programmes could be structured to accomplish these goals.

Majority of the employees have undergone on the job and off the job methods of training as is clear from the statistics. Both the methods are essential for all round development of skills and knowledge which is an essential ingredient in the automobiles sector. On-the-job methods such as job instruction and coaching have been extensively used. These two methods have proven record for successfully inculcating the skills and knowledge whenever the subject of training methods is broached in the available literature.

Off-the-job training methods include lecture, role play, case studies, films, games, notes, PowerPoint presentations etc. Almost all the employees have undergone these various
methods and once again proved that these methods are essential in the manufacturing sector to achieve high success rates.

The impression of the training programme is ranging from good to very good. No employee has quoted it as average. There is no scope of average type of training programme to be conducted as the best training is provided to the people in the highly competitive market.

The learning environment preferred by most of the employees ranged in the different sorts and management has also made extensive efforts to provide the employees the learning environment they preferred. Whether one takes training at Kathmandu or Kanyakumari, ultimately 6 hours of daily training is within the confines of the four walls and effect of the training is therefore same, irrespective of the venue. Management therefore must decide whether the employees are going to such for off places for being trained or for outing and picnic. It is always worthwhile to hold the training session in house so that huge cost on travelling and hotel arrangement is saved. The employees are also not away from their family and have an opportunity to transfer their acquired skill back at the job immediately. With this wise decision the company has on majority of occasion held their training activities in their training centers located within the premises.

The current priority was first the technical skills such as six sigma, kaizan, Statistical Process Control and Statistical Quality Control techniques. Six sigma method of manufacturing is crucial for the manufacturing sector and is a must for the automobile sector because all the top automobile manufacturers all over the world have six sigma methods of manufacturing. The strict quality control in the form of SQC is another focal point where the company cannot compromise. The moment the car is sold and the customer puts into first gear and drives it is the quality which is going to give the long service. The vehicle which is driven at the fast speed has to meet the quality standards or otherwise it would prove fatal for the passenger inside. Therefore in any training programmes planned by the automotive sector, the technical skills concerning quality is priority. Communication skill stood at the second priority because it is this skill which makes drive forth the point. It is this soft skill which brings the employees nearer and makes it easier to make effective business communications, prepare them to make better presentation, and make good readable writing reports. People skills such as managerial leadership, resolving conflict and team building and possessing
emotional intelligence were the part of the next choice. Human potential including decision making and time management stood next.

When asked about the employees’ choice, the unanimous decision was again for technical skills which stood at top priority in the choice of the employees. This is where Force Motors is praiseworthy because they also put the technical skills at the top priority. The people skills, Communication skills and human potential skills were the next priorities of the employees in varying degrees.

In case of the training need identification, every manager has agreed to know the term training need identification. For training need identification everyone has agreed that they carry out employee satisfaction surveys and do the competency mapping. Competency is an underlying characteristic required to perform a given task, activity, or role can be considered as competency. Competency has the forms: Knowledge, Skills and Attitude. These three factors are important for identifying competency in a person. Different individual requires different competency for e.g. a person working in a manufacturing unit may require different competency than a person working in an IT sector. Competency differs from industry to industry.

In competency mapping all details of the behaviors (observable, specific, measurable etc.) to be shown by the person occupying that role are specified. In the area of any other method for identifying TNI, the answers ranged from different methods such as Interview, Group work, Task Forces, Task Analysis workshops, Questionnaire, Use of Job descriptions, Performance Appraisal Formats are supportive of competency mapping. It is clear from the answers that the training need identification is done from all the sources available and not merely done on one or two methods. Majority of the employees had conducted all above methods for identifying training needs.

**9.1.3 TRAINING OBJECTIVES COMMUNICATED TO EMPLOYEES**

When asked whether they are consulted before sponsoring for training programme, all the employees have agreed that they are consulted. The training programme is then planned and custom made training activities are carried out.
All the employees have agreed to HRDs briefing and debriefing session as a part of training programme. These sessions are necessary as employees are not in the dark as to what type of programmes would be in the training sessions.

The training objectives are communicated to the employees before they are nominated. It makes easier to employees to know what is expected of them in the training and what the objectives to be achieved are. Over and above this the communication from immediate superior also takes place regarding the training objectives.

9.1.4 CONTENTS OF THE COURSE

All the employees have agreed to the fact that training course has a practical application to their job. If the training course does not have so, it will be futile to hold such courses and it is not affordable in the highly competitive market.

Almost all the employees have affirmed that training courses are valuable to their career. It is but natural that only performing employees will be ultimately promoted and therefore the training has to be valuable to their career.

The functional abilities are enhanced because of training and most of the employees agree to it.

According to the major number of employees the training content is well organized. To the next question all do agree that training programme contained variety of methods. Only few methods will bring in boredom for the employees and when boredom sets in the attention span is lowered and the training sessions become dreary and quite prosaic. Duration of the training programmes was also adequate according to the major number of employees. These positive aspects are evident of the fact that the training programme is systematically carried out for the employees of the Force Motors.
9.1.5 EQUIPMENTS AND FACILITIES

Class room boarding and lodging facilities are provided to the employees whenever they are sponsored for the training programmes either in the training centers or when they are sent to resorts or outside the organization. Majority of the employees have agreed to the information that they training material and tools as well as library facilities and handouts are good.

9.1.6 TRAINER QUALITIES

The research has come to describe the trainer’s investigation. If the trainer was found to be effective in the sense that having in-depth knowledge of the content, being able to motivate employee by giving practical examples then it helps trainees learn quickly and this leads to the increased knowledge and skill on the part of the participants. This leads to more positive outlook and confidence building. In this study it was found that most of the participants agreed that the trainer taught the subject matter thoroughly. Therefore he encouraged the interest of the trainees. This specific point is very essential to understand that once the trainees take interest in the training session and learn they are most likely to go back at the work place and apply the skills learned. It is evident from the research that trainer helped the trainees with their problems and monitored the progress, gave practical examples on the topic. The trainer conducted a short examination of the trainees before the start of the training session and recorded the score and after training, once again recorded the post training score. The difference was the amount of learning done by the participants.

9.1.7 OPPORTUNITY FOR APPLICATION OF THE TRAINING

All the employees have agreed to the fact that they are given free time to reflect and plan the improvements in the area of the work. This indicates that the organization is very much progressive in taking training activities to the forefront. The application of skills learned during the training session are not put in use in a haphazard manner but rather in a planned way by giving adequate time for the learner to think, absorb and then plan.
Most of the employees agree to having right climate to put their ideas and methods acquired through training into practice. They further agree that they are benefitted by the training and its objectives. The functional abilities of the trainees have shown upward trend because of which the employees have contributed towards value addition is clear from the majority of the employees agreeing to it. They are able to do their job with more precision and efficiency after the training they have received. The statistics is indicative that the employees feel that they have made at least some contribution in their respective functional areas because of training. The Force Motors is a very progressive organization and the management is very visionary and futuristic as such they do follow up with the learning objectives of the training after the programme is completed.

9.1.8 BENEFITS AND EFFECTS OF THE TRAINING PROGRAMME

After attending the training programmes conducted by the organization, almost all the employees have agreed to the fact that the training programme has helped increase their knowledge. It has been instrumental in sharpening their skills and it has also changed their behavior and attitude in a positive way. The view point is changed for the betterment and because of which they have gained confidence in executing their engineering skills so essential in a manufacturing concern. In addition to the above, the employees have felt that the improvement in communication skills has an added advantage in convincing their subordinates to function in a positive manner. Since they themselves have been motivated to motivate others, the training has added to their overall personality. Majority of the employees however were neutral in deciding the teamwork improvement in the department. This may be because they must have thought that the question is addressed to the inter-departmental teamwork so they may not know what is the position in other departments than their own department. But when all other yardsticks were showing the positivity we take it that the answer could be yes to the improvement in the teamwork. All employees are in agreement with the statement that the training has increased their performance and they are reaping the benefits of the same. They also concur with the statement that their involvement with the job has increased after attending the training sessions.
9.1.9 GENERAL COMMENTS

All the employees are in accordance with the detail that training is an investment. It is but true that whatever budget is spent on the training is returned with the increase in the performance of the employees and this return is return on the investment in training. The amount spent on the training is certainly not expenditure nor is it an entertainment. It is an investment. Further all the suggestions have been accepted by the HR department. It shows the positive sign on the part of the management as they want to include the suggestions made by the employees in order to improve their training methods and programmes.

9.2 EFFECTIVENESS OF TRAINING AND DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE

There is a belief that positive relationship exists between employee development and organizational performance. The study of this subject inside the organization has come to indicate that the training is used to take the organization on the higher status. In other words training contributes to promotion of services, increase in the quality, customer satisfaction and subsequently customer relations and customer retention, increasing market share, decreasing cost, lesser turnover of the employees, employee satisfaction, absence of worker militancy, and enhancement of organizational efficiency and increased productivity. Many companies fail these days as working in the stiff competition is just impossible, unless the company has core competence at its disposal or the trained manpower which is ready to take up the challenges. With the advent of globalization Indian economy is now open to the competition. That is in the form of reduced tariff, free flow of foreign investment and entry of multinational. Indian economy is no more a protected island of 1980 and is open to the global forces. The old success formula is no longer true. Old business logic has no takers at all. New strategies and new business structures have changed the business paradigms. Peter Drucker had said just before his death few years ago that companies those are 100 year old will not see next 25 years. In fact 39 companies of Forbes 100 of 1917 have died in 1987. Remaining have under-performed by 20%. Even so called good companies are struggling to survive. Good companies want to become better companies because good performance is the only mantra for survival. Perform or perish is the new saying in such turbulent times. Companies have to struggle to find out two fundamental but seemingly conflicting issues. One is how to make impact in such crowded competition and second how to meet the shareholders demand
for better returns on their investment? Is not then training for capacity building is fundamental for these organizations? Therefore reduction in the profit is not definitely directly connected with the failure of training and development activities. When organization is expected to grow and expand its activities it has to hire more manpower and therefore may affect the balance sheet in the increased bill of wages. The very first thing the organization does is to immediately train the employees as per their requirement and individual employee has no control over the financial result of the organization. Within the domain of employee development design and development of training systems do help to define organization’s service strategy and play key role in its delivery. It must be clearly understood that while service quality depends upon the training, reward structure, career development team work etc., it also depends upon the constant supply of trained manpower. Hence organization that invests in the training can definitely predict an increase in the effectiveness of the employees. Thus customer satisfaction, lesser rejections, and improvement in the performance of organization serve as useful indicator of employee effectiveness. This supports the view that strategic training interventions are positively correlated to the organizational performance.

9.3 APPLICATION OF TRAINING AND DEVELOPMENT ON THE JOB

The need to train and develop employees to correctly respond to the customers’ satisfaction is critical. Training and development activities need to be chalked out to impart knowledge and skills to employee so that they can ensure the accuracy in meeting the specific duties. Employees in the manufacturing sector are required to correctly represent their work so as to take right decision.

One aspect of this study is to evaluate whether employees transferred their newly acquired knowledge and skill to their work place and further used them. All the employees have stated that they have confidently applied course standards to their job. This makes us to say that learning acquired through the training and development activities is related to the performance by transfer of behavior to the job which can impact organizational performance. Employees have fully agreed to the statement that training has provided many benefits.

To validate these findings research sought to technical employee’s appraisal in consultation with the HR manager.
The majority of the participants have perceived the training effectiveness as positive. This positive perception indicates that it has led to the success of the organizational performance. The positive reaction plays role in enhancing interest, attention and building motivation for the organization, it indicates that training has successfully helped in the transfer and has showed the effectiveness. When employees agreed to increase in the work performance after training it validates that the training was successful in its effectiveness.

9.4 TRAINING ASSESSMENT DONE BY HR DEPARTMENT OF FORCE MOTORS LTD.

An extensive discussion was undertaken with the HR head of the Force Motors Ltd. From the interview it was clear that the company has well defined HR policy, as well as well defined HR objectives. The company has clearly defined training policy and objectives and training need assessment is considered primary task in the organization.

In the discussion it was observed that training needs are identified by using different methods such as organizational analysis, operational analysis, employee analysis, identifying specific problems, performance appraisal, forecasting, questionnaires, checklists and exit interviews. Regular departmental feedback is also one of the methods for training need identification. While enquiring about the persons who design training curricula it was understood that departmental head, internal faculties, external faculties and consultants are involved. Even the technical expert personnel are also taken into account while forming the training design. The suggestions given by the trainees are also considered by the HR department.

The next natural question was how the selection of trainer is done. The various characteristics which are used to select the trainer were trainer qualifications, his reputation, his experience in the field, his knowledge of the subject and his teaching methodology.

It was further realized that objectives of each training programme is different and separately chalked out and it is kept on record. Once these objectives are finalized they are informed to the departmental head and copy is given to him. The copy is also given to the trainer and all the efforts are made to fulfill these objectives. On enquiring about how the
checking of completion of the objectives is made, it was understood that it was through written feedback, time bound targets after the programme and oral feedback.

To the question of the priority to the training area it was informed that technical training received the priority number one. Even the February 2009 issue of *T+D of ASTD* reports that an overwhelming majority of U.S. workers value technology in the workplace so much that almost 40 percent would consider changing jobs to work for an organization that is more committed to providing access and training in the latest technology. This was followed by business development, competency enhancement, on the job training, work culture in that order and then lastly, the leadership. The next question posed was whether the HR department observed any improvements in the area of work knowledge and skills after the training, the answer was emphatic yes. HR observed improvement not only in knowledge and skills, but in behavior, confidence, communication and motivational aspects as well.

On asking about the training budget, it was informed that company spends huge amount on training and no compromise is done. The budget allocation on various areas of training was found sufficient where it was understood that 40% of the budget is spent on the technical training, and remaining is spent on the various other areas.

The most significant question was what was the method of evaluation of the training and it was informed that Kirkpatrick model is being used in Force Motors Ltd. Kirkpatrick Model is popular across all industries and no other method is known or being used. On asking why this method is used it was understood that this method is easy to use. The frequency of evaluation was after each training programme. The next question was what were the objectives of the evaluation of the training activities. The first priority was to determine extent of knowledge gained, skills acquired and attitudinal changes. Next in the list was establishing guidelines for future programmes, to determine effectiveness of training staff, and make required improvements in the training.
9.5 TESTING OF HYPOTHESES

H#1- Selected automobile company adopts systematic approach towards its training activities.

The Company which is selected for the study is a giant in the automobile sector with almost about 5000 of workforce, among which 700 are the managerial category. If we look at the Training Policies and the Training Objectives of Force Motors Ltd., it is observed that the training activities have special importance. The machines which are installed in the plants are not more than 5 year old and therefore constant training on these latest machines are required and this training has to be systematic. A company which makes huge investment in their R&D cannot afford to have a disorganized training system. To make this statement more reliable, the researcher would like to draw the attention to the process of systematic approach to training. After identifying the training needs, the trainees are sent for training. The input of training actually begins when the trainer opens his mouth and starts delivering the training and whatever he says and does, enters in the minds of the trainees. Therefore researcher decided to find out the correlation between Part 7 (Trainer Qualities) with Part 9 (increase in the work knowledge, skill, behavior, attitude, confidence, communication, motivation, performance and satisfaction). The researcher also decided to find out the correlation of Part 8 (Opportunity for application of training) with Part 9 (increase in the work knowledge, skill, behavior, attitude, confidence, communication motivation, performance and satisfaction). This was done by using the statistical tools to make the hypothesis stand the test. The statistical analysis of correlation coefficient shows the positive relation of each part with the increase in Key Result Areas of the employee. This is an example of the systematic approach to training being given to the employees. Almost 40% of the training budget is spent on the technical training and this training just cannot be haphazard. From the discussion with the HR heads and with few line managers it was clear that using various methods of training need identification, the training is imparted and constant follow up is also made on the outcomes of the training. Training and re-training has been the hallmark of Force Motors Ltd. Therefore the researcher has come to the conclusion that this company definitely adopts systematic approach towards its training activities. Hence H#1 stands proved.
H#2- Training activities conducted by the selected automobile company prove beneficial to the trainees and help in increasing their effectiveness.

It is very clear from the findings in the above as well as foregoing paragraphs, that the employees found the training activities carried out by Force Motors prove beneficial and helped increase their effectiveness back at their jobs. Researcher therefore, decided to find out the veracity of this statement by the method of correlation between Part 7 (Trainer Quality) with Part 9 (increase in the work knowledge, skill, behavior, attitude, confidence, communication, motivation, performance and satisfaction) and the correlation of Part 8 (Opportunity for application of training) with Part 9(increase in the work knowledge, skill, behavior, attitude, confidence, communication motivation, performance and satisfaction). This was done using the statistical tools to make the hypothesis stand the test. The statistical analysis of correlation coefficient shows the positive relation of each part with the increase in Key Result Areas of the employee. Part 7 is correlated with Part 9 and Part 8 is also correlated with Part 9, by using Pearson Correlation Coefficient to describe the association between these variables. Even when all the parts of the questionnaire, important to test the hypothesis consisting of 38 questions which talk about employee perception of training and development right from Part 4 containing Training Objectives Communicated, Part 5- Contents of the Course, Part 6- Equipment and Library Facilities, Part 7- The Trainer Qualities, Part 8- Opportunity for Application of the Training, and part 9- Benefits and Effects of Training which contained Likert scale questions on 1 to 5 basis, where 5 meant strongly agree and 1 meant strongly disagree, the statistical tool of Cronbach’s Coefficient Alpha is used, which is .855 and is well within the range of acceptance. Therefore H#2 also stands proved.

9.6 RECOMMENDATIONS

1 Employees of the organization under study are experienced and well educated. In this area the researcher came to know that the turnover of the employee is less. Employees get involved in day to day activities of the organizations and take full interest in the business of the organization. Thus the talent gained through experience should be utilized to train the new employees.
2 The in-house training sessions are mostly held where as outside the organization programmes are negligible. Programmes in the area of conference and simulations, should be included.

3 Training outside the company environment where trainees are not engaged in day to day work and also can be away from various problems which could be in the in-house programmes, such outside programmes are essential.

4 Employees have shown more interest in the various types of learning environments. Occasionally they should be given opportunity to hold their training in resorts and hotels and some kind of adventure sports like climbing hills and crossing jungle, where leadership qualities can be learnt, should be included in the training atmosphere so that the boredom is reduced and more interest is created.

5 As far as training equipments and facilities are considered, the quality should be improved and the number of handouts given should be increased.

6 It was clear from the discussion with the HR department that although evaluation was a priority, the method which was used was not sufficient to give understanding into pre-programme activities. Kirkpatrick model essentially tries to establish the post programme scenario and this may be hindrance to know the overall cycle of the training programme. Therefore pre-training programmes are required to be measured.

7 It is important if the allocation of the budget is made to other different areas where it is needed. The sizable percentage of the budget is used for only technical aspects and remaining 60% caters to work culture, business development, leadership and on the job training. This needs rethinking and areas other than technical training also must receive priority.

8 Organizational development programmes need to be included in the curricula. This is possible when the outside experts diagnose the company from third party point of view. The involvement of external consultants including problem solving, mentoring, capacity building and development of competencies are required to be done and are pre requisite. These ideas have to be brought so that successful adaptation to change, in order to perform future jobs is achieved.

9 Current automobile scenes, recent advancement in the auto manufacturing technology should be made part of curricula and knowledge of the rival organization to understand the threat and opportunities may be made known.
One of the contributions of this study is establishing relationship between training and development and organizational performance. It is crucial to develop, deliver and evaluate training activities based on the expectation of the organization. The fundamental intention of training is to develop and deliver training for the competence of the employees and therefore evaluating the training is but a basic necessity. By doing this exercise only the rationale of training is established and that is training is not the cost but is an investment. Therefore to prove this point evaluation is required. As a consequence this leads to finding out impact on the organizational performance.

Sustainable organizational excellence is achieved through identifying, selecting and cultivating employees who have demonstrated superior performance, who inspire others to achieve superior performance and, who embody the core competencies of the organization and such employees be utilized to train the others.

Companies in general should make it every day affair for employees to learn meditation, yoga, Tai-Chi, Pranayama, Vipashyana, auto-suggestions and other techniques. These techniques are beneficial to the employees. Meditation is a proven technique to improve upon general well being and bringing mind in a positive state.

9.7 SUGGESTIONS FOR FURTHER RESEARCH

Further research which can be investigated from the present study is described as follows.

1) Since objective of this 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 on 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 is true but still what was the percentage of the training department in the overall performance of the organization can be studied.
2) From the opinion survey it was found out that only Kirkpatrick model is used for the evaluation of the training programme. The research can be made to find out various other tools and techniques to find out the effectiveness of training interventions. It will be very much interesting to come out with the study on such methods which can gauge the effectiveness right from the planning and designing of the training sessions till they are delivered and finished.

3) From the study of various literatures, it is noted that the training needs identification has no direct relevance with the effectiveness of the training. Therefore rather than merely trying to identify training needs just to complete the exercise, how it can be related to make it more effective can be investigated further. Qualitative research method can be used to identify determining factors of quality. In addition to this the study on Training Need Identification should reflect upon the process of TNI, which may lead to the decision of TNI and the impact of such decision on the effectiveness of the training activities.

4) This study as well as some other parallel studies has indicated that the organizations prefer to get their training evaluated from their in house faculties rather than the third party evaluation. Therefore, there is 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.

5) The present study has analyzed the effectiveness of training from the view point of the employees (from the filled in questionnaires) and employer (from the discussion with HR managers). The further research could be in the area of impact of training on the customer 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 employees’ 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.

9.8 CONCLUSIONS

The research on the whole provided valid empirical findings and demonstrated whether the employees and the organizations surveyed have benefitted due to training and developments 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 organization has 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 organization.

As regards to effectiveness of training and development 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 and development are conducted on regular basis. Moreover, T&D programmes
did have positive effect on employees’ involvement and satisfaction in this organization.

The results showed that the T&D programmes can be used to enhance overall
organizational performance and productivity. This indicates that T&D outcomes benefitted
employees and organization. It is worthwhile to mention that T&D activities carried out were
significantly related to the effectiveness.

With the size of training budget, man 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 programme well tailored to the needs of
the employees of the organization in the auto sector could be critical factor in contributing to
the future growth of the sector. In this view Force Motors Ltd. has shown balanced policy of
HR.

Finally, there were limitations regarding such generalization of the results presented
in this study. It is limited to organization in Pune. With regard to geographical limitations, it
is unlikely that this geographical limitation will, to a large extent limit the generalization of
these results to automobile organizations in the rest of India. Within country, employees are highly mobile and move from city to city through various states. This characteristic alone means the sample of employees selected for this study is a representative of a group beyond the geographical limits implied by the location of the organization in the sample.

The automobile 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 measures 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. Force Motors is an example.

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 T&D 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 organization which has achieved greater effectiveness in their T&D tend to have better equipped to manage the affairs of the organization. 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 automobile sector is strongly felt. It is therefore recommended that T&D specialists should devise such knowledge which may make T&D 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 a company. While gathering the data for the present study, researcher’s fascination about the four-wheeler made it possible to take a close look at the utility vehicle manufacturing industry. The information made it a possibility to make a statement that the training activities are almost same in the automobile sector, which is because the product is identical albeit with little difference. This information is very vital to know that an employee can be fitted in any organization so long he walks in the periphery of auto sector. In order to make a detailed research one organization was selected which proved to be a representative for the whole auto 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, Tai-Chi, Pranayama, Vipashyana, auto-suggestions 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 auto 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 to 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. The contribution of this research is that it has touched almost all aspects of training and development and has suggested the ways to make it more uniform and more knowledgeable so as to bring new information in this field and help the knowledge corpus grow.

**Anyone who stops learning is old, whether at twenty or eighty. ~ Henry Ford**