CHAPTER -5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

The following findings are made on the basis of study on the talent management strategies and its impact on the employees with reference to effectiveness of training programmes on the employees of metropolitan transport corporation limited at Chennai.

5.2 FINDINGS

1. Socio economic status of 1100 selected respondents of the study shows that (male 67.8 percent were male and remaining 32.2 % of the them female) undergone various training programme conducted by the Metro Politian Transport Corporation at Chennai. Most of them are under the age group of 31-35 which is about 34.5% and followed by 36 – 40 age groups which is about 27%.

2. Regarding the department of Metro Politian Transport Corporation at Chennai, most of the respondents expressed than 32.1% are Engineering, 30.4%are cash and finance, 22.1 are technician,8.2% are clerical cadre and supervisor, .3% are fall under the category of ticket checking inspector, driving inspection etc.

3. Majority of the respondents based the designation shows that 34.6% are Technical personnel and another 34.6% are the conductors in the Metro Politian Transport Corporation at Chennai.

4. When we see the designation of employees at Metropolitan Transport Corporation. It is inferred that the highest 34.6% of the employees belong to conductor and followed by 23.9% of them are drivers. It is evident that from the table that Metro Politian Transport Corporation at Chennai is suffering due to less number of drivers or there is a shortage of drivers is visible.

5. The highest mean value of 4.7236 shows that off the job training methods of the Metropolitan Transport Corporation Limited, followed by the mean value of 3.790 shows that the Metropolitan Transport Corporation considers training as a part of organizational strategy, followed by the mean value of 3.36 shows that the learning environment prefer for attending training programme in Metropolitan Transport Corporation followed by the 2.2955, 2.4636, 2.4500 and 2.4427 shows that the training practices are introduced by Metropolitan Transport Corporation.

6. The highest mean value of a well defined mechanism for evaluation of training. (4.4736) is the most important factor of Training Programmes, followed by Sufficient follow up on learning
outcomes are made after the training (4.4691). Performance appraisal is used as basis to identify training needs (4.43). The least factor is Evaluation is an integral part of training process (3.9009) and Model is used in organization for evaluation of training (2.808). Number of training programs were adequate (3.83) is the most important factor of Training objectives communicated to the employees, followed by Training content was well organized (3.8118). Communication between low and high level employees takes place regarding training objectives (3.74).

7. Consulted before sponsoring for training HRD department conducts briefing and debriefing sessions before sponsoring me for training, Content of the training course has a practical application to job (3.69). Contents of the training course is valuable to career, Training course has contributed towards value addition to functional abilities and Training programs contained variety of methods (2.33).

8. The highest mean score is Training Material & Tools (3.73) is the most important factor of Equipment & facility, followed by Library facilities and handouts etc (3.69), Classroom, boarding and lodging facilities (2.98).

9. Give practical examples to support the topic (3.84) is the most important factor of Trainer ability to given the training practices Help me with problems (3.82), Teach the subject matter thoroughly (3.73), Give pretest score and post test score (3.69), Explain the program in details, Monitor progress (3.07).

10. Increased employee satisfaction (3.89) is the most important factor of Benefits and Effects of the training course in training practices followed by the Improved confidence (3.70), Increased skills (3.65), Increased work knowledge, Increased performance, Increased involvement with the job and overall satisfaction (3.55) and Improved communication skills, Increased motivation level, Improved teamwork between departments (3.47).

11. There is no significant difference between male and female Metropolitan Transport Corporation employees with regard to Training practices are introduced by Metropolitan Transport Corporation, Frequency of evaluation exercise, Training determined by comparing, Communication skills areas, On the job methods include, since P value is greater than 0.05. Hence null hypothesis is accepted with regard to Training practices are introduced by Metropolitan Transport Corporation, Frequency of evaluation exercise, Training determined by comparing, Communication skills areas, On the job methods include.
12. Based on mean score, evaluation of training programme for male is better than female in most of the dimensions due to their ability to stretch and take more responsibilities in the organization because P value is less than 0.01 null hypothesis is rejected at 1% level with sufficient follow up on learning outcomes are made after the training, Evaluation data is properly preserved for future use.

13. P value is less than 0.01, null hypothesis is rejected at 1% level with regard model is used in the organization for evaluation of training. Hence there is significant difference between male and female employees with regard to model is used in the organization for evaluation of training. It is based on mean score, training practices strategy for male is better than female in most of the dimensions due to their ability to stretch and take more responsibilities in the organization.

14. Null hypothesis is rejected at 1%(P value is less than 0.01) level with which types of training programme to be used in the training programme such as half day or full day or training days or by internal faculty or external faculty or inside the organization or outside the organization held on 2013, and 2015. Hence there is significant difference between male and female employees with regard to model is used in the organization for evaluation of training.

15. There is no significant difference between male and female with respect to factor of Training Objectives Communicated To Employees on Metro Politian Transport employees. It is based on mean score Communicated To Employees strategy for male is better than female in most of the dimensions due to their ability to stretch and take more responsibilities in the organization.

16. No significant difference between male and female with respect to factor of Equipment Facilities for Training programme to Employees on Metro Politian Transport employees. Since P value is less than 0.01, null hypothesis is rejected at 1% level equipment facilities are Classroom, boarding and lodging facilities, Training Material & Tools, Library facilities and handouts etc. Hence there is significant difference between male and female employees with regard equipment facilities to Employees.

17. It is based on mean score equipment trainer ability for female is better than male in most of the dimensions due to their ability to stretch and take more responsibilities in the organization. So there is no significant difference between male and female with respect to factor of Trainer ability need the for Training programme to Employees on Metro Politian Transport employees.

18. Null hypothesis is rejected at 1% level trainer abilities are Reflect and plan the improvements in area of work and efficiently after attending the training. Hence there is significant difference
between male and female employees with regard Opportunity for Application of Training to Employees. There is no significant difference between male and female with respect to factor of Opportunity for Application of Training on Metro Politian Transport employees.

19. There is no significant difference between male and female with respect to factor of Benefits and Effects of the training course for increase the qualities on Metro Politian Transport employees. Hence there is significant difference between male and female employees with regard Benefits and Effects of the training course for increase the qualities to Employees. It is based on mean score equipment trainer ability for female is better than male in most of the dimensions due to their ability to stretch and take more responsibilities in the organization.

20. P value is less than 0.01, null hypothesis is rejected at 1% level with regard to factors of various training practices adopted in Metropolitan Transport Corporation Limited, training practices are introduced by Metropolitan Transport Corporation Limited through Metropolitan Transport Corporation Limited. Hence there is significant difference between Departments where employed group with regard to factors of various training practices adopted in Metropolitan Transport Corporation Limited, training practices are introduced by Metropolitan Transport Corporation Limited through Metropolitan Transport Corporation Limited through TMS.

21. Based on Duncan Multiple Range Test (DMRT) result is P value is less than 0.01, null hypothesis is rejected at 1% level with regard to factors of various training practices adopted in Metropolitan Transport Corporation Limited, barriers of Training in the order of their impact, Metropolitan Transport Corporation Limited considers training as a part of organizational strategy through Training practices.

22. There is significant difference among Educational qualification of employees with regard to factors of various training practices adopted in Metropolitan Transport Corporation Limited, barriers of Training in the order of their impact, Metropolitan Transport Corporation Limited considers training as a part of organizational strategy through training practices. Based on Duncan Multiple Range Test (DMRT).

23. There is association between Gender and model is used in organization for evaluation of training of Metropolitan Transport Corporation Limited employees. Based on row percentage, for Male status, 31.3% employees have Kirkpatrick model is used in organization for evaluation of training, 45.3% employees have CIRO Model used in organization for evaluation of training Metropolitan Transport Corporation Limited, and 45.3% employees have AC Hamblin Model
used in organization for evaluation of training of Metropolitan Transport Corporation Limited. 15.7% of employees have Peter Bramley Model used in organization for evaluation of training of Metropolitan Transport Corporation Limited. For Female status, 23.8% employees have Kirkpatrick model is used in organization for evaluation of training, 42.6% employees have CIRO Model used in organization for evaluation of training Metropolitan Transport Corporation Limited, and 17.9% employees have AC Hamblin Model used in organization for evaluation of training of Metropolitan Transport Corporation Limited 15.8% of employees have Peter Bramley Model used in organization for evaluation of training of Metropolitan Transport Corporation Limited.

24. Since P value is less than 0.01, the null hypothesis is rejected at 5 percent level of significance on the Chi-Square test. 36.9% male employees have inside organization and 31.8% female employees have inside organization.

25. Various types of workers working in the organization such as driver, conductor, foreman time keeper, checker and etc., had various types of training attend the programmes. Its based on half day, full days, training day, by internal and external faculty, inside and outside the organization.

26. There is association between Designation and Explain the program in details of Metropolitan Transport Corporation Limited employees, 35.7% employees have Conductor on Metropolitan Transport Corporation Limited Employees, 35.4% employees have Conductor on Metropolitan Transport Corporation Limited Employees, and 41.8% employees have Foreman of Metropolitan Transport Corporation Limited employees and 34.3% employees have Conductor on Metropolitan Transport Corporation Limited Employees, and 30.6% employees have Foreman of Metropolitan Transport Corporation Limited.

27. Agree status 4% employees have less than 5 years working in the organization, 23.2% employees have 6-10 Year working in the organization, 23.9% employees have 11-15 Year working in the organization, 19% of employees 16-20 Year working in the organization, 22.7% of employees have 21-25 years working in the organization and 7.1% employees have 26 and above working in the organization. For Strongly Agree status 6.4% employees have less than 5 years working in the organization, 18.7 % employees have 6-10 Year working in the organization, 23.1 % employees have 11-15 Year working in the organization, 22.3% of employees 16-20 Year working in the organization, 22% of employees have 21-25 years working in the organization and 7.5% employees have 26 and above working in the
organization.

28. 65% employees have 12th Qualification, and 15% employees have Graduation, 25% of employees have Diploma qualification on the Metropolitan Transport Corporation Limited employees and 45% employees have 12th Qualification, 32.5% employees have Graduation, 10.7% of employees have Diploma qualification on the Metropolitan Transport Corporation Limited employees.

29. Hence concluded that there is significant difference among mean ranks towards factors of Evaluation of Training Programme to Employees on Metropolitan Transport Corporation Limited Employees at Chennai. Based on mean rank, there is a well defined mechanism for evaluation of training. (4.86) is most effective winning of evaluation of training programme to employees on Metropolitan Transport Corporation Limited employees at Chennai, followed by utilizing Sufficient follow up on learning outcomes are made after the training. (4.78), Training need identification is considered primary task before designing a training programme. (4.75), Evaluation is based on well defined objectives of training. (4.74), Evaluation data is properly preserved for future use, Staff of the training department is properly trained (4.67), and Evaluation is an integral part of training process. (2.79)

30. Hence concluded that there is significant difference among mean ranks towards factors of Types of training programme during the periods on Metropolitan Transport Corporation Limited Employees at Chennai. Based on mean rank, there is number of training program 2015. (2.10) is most effective winning of evaluation of training programme to Metropolitan Transport Corporation Limited employees at Chennai, followed by number of training program 2013 (1.94).

31. Based on mean rank, there is Library facilities and handouts etc. (2.20) is most effective winning of evaluation of training programme to Metropolitan Transport Corporation Limited employees at Chennai, followed by Training Material & Tools (1.95), Classroom, boarding and lodging facilities (1.90).

32. there is Increased work knowledge (6.59) is most effective winning of evaluation of training programme to Metropolitan Transport Corporation Limited employees at Chennai, followed by Increased skills (6.20), Increased performance (6.18), OVERALL SATISFACTION(6.11), Increased employee satisfaction(5.32), Improved communication skills(5.93), Increased motivation level(5.63), Increased involvement with the job(5.91)
33. indicate 61.1 percentage positive relationships between Performance appraisal is used as basis to identify training needs and adoption of Training need identification is considered primary task before designing a training programme and is significant at 1% level. The correlation coefficient between Training need identification is considered primary task before designing a training programme and There is a well defined mechanism for evaluation of training is 0.567, which indicate 56.7 percentage positive relationships between Training need identification is considered primary task before designing a training programme. The correlation coefficient between Staff of the training department is properly trained and Evaluation is an integral part of training process is .545 which indicate 54.5 percentage positive relationships between Evaluation data is properly preserved for future use and Evaluation is an integral part of training process and is significant at 1% level.

34. The correlation coefficient between number of training program 2013 and number of training program 2014 is 0.506 which indicate 50.6 percentage positive relationships between number of training program 2013 and number of training program 2014 and is significant at 1% level. The correlation coefficient between number of training program 2013 and number of training program 2015 is 0.651 which indicate 65.1 percentage positive relationships between number of training program 2013 and number of training program 2015 and is significant at 1% level.

35. Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to factors of Training practices, equipment facilities, trainer abilities, opportunities, employee satisfaction. Hence there is significant difference among gender with regard to factors of Training practices, equipment facilities, trainer abilities, employee satisfaction. Based on mean rank, Training practices, equipment facilities, trainer abilities, employee satisfaction overall performance through Metropolitan Transport Corporation of Male is better than female overall performance through Metropolitan Transport Corporation of Male is better than female.

36. There is no significance difference among gender with regard to opportunities since P value is greater than 0.05. Hence the null hypothesis accepted at 5% level with regard to opportunities.

5.3 SUGGESTIONS

The Metropolitan Transport Corporation Limited should focus on the following areas:

1. The employees are under tremendous stress due to heavy traffic in Chennai and the management should focus on reducing the stress level.
2. The staff members are need periodic training in order to cope with the current requirements of the job.

3. The corporation should focus on the skilled workers working in the workshops as they need further training in their trades.

5.4 FURTHER SCOPE OF RESEARCH
This study is pertaining to the training effectiveness of employees of Metropolitan Transport Corporation Limited employees in Chennai Metro only. Similar studies may be carried out in other transport corporations in Tamil Nadu. This study highlighted that the real impact of training contributed towards improving the efficiency of employees at the MTC.

5.5 CONCLUSION
The transportation industry is vital to the nation’s economy. The industry employs millions of workers each year, and other industries depend on it to transport the materials and workers on which these industries depend. The transportation industry is projected to experience substantial growth in total employment, providing career opportunities in a range of occupations. However, the industry also faces a broad array of workforce challenges, from an industry image that could be enhanced, to difficulty recruiting non-traditional labor pools, to obstacles to training both new and incumbent workers. The continued health of the transportation industry, and the other sectors that depend on it, require the industry’s stakeholders to work in partnership to implement effective workforce solutions that successfully address these myriad workforce challenges. In light of the above, the priority issues and challenges for Metropolitan Transport Corporation Limited workers can be listed succinctly, as follows:

- Increased earnings
- More security of earnings
- Protection from harassment, bribery and threats from police, local authorities and politicians
- Fewer and regulated working hours
- Access to health and safety, social and accident protection
- Effective pro-poor transport regulatory policy and implementation
- Reliable access to routes and passengers
- Regulation of competition with the formal transport sector
- Consultation/ inclusion in urban planning decision-making
• Stronger representative voice to authorities
• Stronger and more democratic organization, both for collective bargaining with authorities, and for provision of services to members.

To conclude that the Metropolitan Corporation Limited employees

Acquire new skills, increasing their contribution to the business and building their self esteem. The training they do can take them into other positions within the organisation – positions with better prospects and/or better pay, they’re up skilled to do new and different tasks, which keep them motivated and fresh because they’re being trained by the Government Of Tamil Nadu Government transport department higher officials.