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HSIU-TE SUNG IOWA STATE UNIVERSITY AMES, IOWA

RON TITUS

A COMPACT DRIVING SIMULATOR TO SUPPORT RESEARCH AND TRAINING NEEDS – HARDWARE, SOFTWARE, AND ASSESSMENT

NAJY “NICK” DAHER

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OWOYEMI, OLUWAKEMI AYODEJI, OYELERE, MICHAEL, AND ELEGBEDE, TUNDE

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REVIEW OF LITERATURE

3.1. LITERATURE REVIEW

In the present age of cut-throat competition, it becomes extremely necessary for an organization to be self-motivated. It should respond effectively and timely to the changes in the business climate. This is possible only when the employees in the organization are capable enough to handle with the pressures of the changing environment. For this there is no other alternative then to focus them to different training programs. Those companies with higher training investment have had a higher market capitalization. It clearly indicates that the companies which have successfully implemented training programs have been able to deliver consumer goals with effective outcomes.

The study is divided into two parts:

Part (A) - Indian Studies

Part (B) - Foreign Studies

PART (A)

3.2. INDIAN STUDIES: (INDIAN CITATION INDEX)

G.S.DANGAYACH AND S.G.DESHMUKH

This paper presents findings based on an extensive survey of Indian automobile companies. Five companies have been selected for detailed case studies. Although the companies represented adversity in terms of sales quantity, invention range and geographic location, they shared several commonalities including use of advanced automotive technologies and other improvement activities.
Competitive strength was sustained through quality, innovation and delivery. The process of strategy formulation varied among the companies in terms of participants, complexity, validation, the different training practices of each company are different.

**KALLAVA KOLANU SRIPATHI**

Training has become a regular feature of not only industrial and corporate but also of Government and Non Governmental organizations. Every year thousand crores of rupees have been spent on training by organizations. Resources, both physical as well as intellectual have been invested. The training market has been a tremendous growth globally as well as in India in the recent years. Effectiveness of training becomes important in view of the time and resource is committed to the training activity organizations adopt different methods to measure its training and its effectiveness.

**KARIM ABBAS, MACARONI MOHAMMAD**

This paper tries to study the relationship between empowerment of human resource and service quality of instructor. According to researchers viewpoint empowerment includes five factors such as competency, impact, meaningful name, choice and trust.

**IBRAHIM MOHAMMED**

This paper examines the effectiveness of training programs accessible to train at two locations of training institutes in the UAE, the research extracted the needed program and the level of skills and knowledge gained from the program at the primary measures of efficiency useful names and the trainee’s efforts to the training program. Regression examination was also used to decide the role of im-
aginary training point to increase in training skills and information as a consequence of the training in adding pursued training helpfulness and training efforts to gain skills and information significant variables in clarification training success, after calculating for the effects of demographic variables.

**PANJANATHAN N**

This paper gives light on human resource progress is one of the most significant functions for managerial enlargement and expansion as well as for the advantage of individuals in the organization. In the existing scenario, training plays a vital role in improving the skills related to job arrangement. The executive and supervisors must supervise their subordinate and direct them so that they have to know all concerning the skills necessary for guiding their subordinate. The present study is to find out the potential areas where training is required for executives and supervisors to attain the organization's objectives. Finally, it has been finished that training need recognition is a permanent procedure for any organization and at the same time. The training program should have periodical follow-up. Suggestion like Business game, case learn methods and type of movements that can be conducted additional regularly in arrange to provide the participants in judgment creation skills are indicated.

**RHONA MITRA**

This paper presents internationalization, automation; decentralization of work and decision making, and intern's structural changes characterizes the banking picture internationally. This change the scenario has significant implication through look upon to people management and development. The present case study has been undertaken in the banking circumstance in the UK. The study is to
recognize the challenge and issue in preparation. The paper also attempts to understand the attitude of workers towards mechanization in the UK. The findings of the study reveal that as well structural training policy dedicated to individual, group and managerial growth.

KRISHNAVENI R. 7

This paper presents competency evaluation is a significant activity that involves recognition of the preferred skills for each role in gathering managerial goals and objectives. The competency model enables employees to be acquainted with where they stand, which is then followed by gaining of competencies through training or employees' self initiated efforts. This can enable training needs assessment in more correct conditions, and plan training action in a way that leaves little variance between training desirable and training provided. Competency based training requirements appraisal provides key inputs to the training department who connect together their knowledge, skills and abilities (KSAs)...

Mache Priti8

Main purpose of this paper he is to decide the degree of the gaining of information on social skills by training hours of institutes and coaches of industries in training of trainer (TOT) programs. It has been ascertained that communal skills and social principles can and must be trained to apprentice to get better their employability skills as well as to get rid of any barriers for upward mobility in their careers for future challenges and global competition. A demonstration post when pre evaluation plan was working to decide the amount of knowledge acquired by the participant and recognized emphasize in the training plan for global competition.
SATPATHY J

In this paper more importance is known to preparation and implementation, ignoring evaluation and objective assessment of effectiveness and outcomes of training programs being implemented. It is necessary that training way should have and inbuilt monitoring and evaluation system. This will make sure change, development of the process, content and organizational effectiveness to meet the ever-changing requirements to the environment in which a trainee has to perform, transfer his learning. The important aspect is a behavioral aspect of training. It will answer questions about consistency of process of training ultimately; formative evaluation assesses and improves courses validity or validity process. In this paper, emphasis is given on formative estimate, organizational change, individual technique, instructional design, cognitive theory, instructional plan and learning design model.

ROUT RAY PADMALITA, MANAGUA SUJATA

In this paper researchers, academicians and trainer wildly and varied given their views regarding organizational usefulness. Organization's usefulness can be achieved through various inputs, among which training is a major section. In the changing business situation, there is a constant prerequisite of improving the skills and capabilities of human resources. For this improvement, training is very much necessary. Various training programs have been designed according to the name of an organization, which ultimately enhance the effectiveness of that organization. This paper is an effort to justify the need for training in achieving organizational effectiveness.
THANOS KRIEMADIS, ANNA KOURTESOPOULOU

In the age of global competitive in today’s economy, companies must train their employees and prepare them for jobs in the outlook. There are many different types and instructive approaches in human resource training, but the present study will center on the Outdoor Management Development (OMD). For improved considerate, the particular training technique and the center stages of the training procedure will be examined and the definitions of OMD as an instructive instrument for administration growth will be obtainable. Basic theories and models will be analyzed as well as the compensation earned and assessment concerns about the efficiency of such training programs.

HASLINDA ABDULLA

The objective of this study is to examine challenges to the effective management of HR (training) activities in automotive firms in Malaysia. In order to achieve this objective, in-depth interviews were conducted with 58 HR managers managing employee training, employing a purposive or judgmental sampling technique. The study discovered major challenges to the effective management of HR. It is hoped that the findings of this study will provide HR professionals with a clear understanding and awareness of the various challenges in managing effective HR training.

HERMAN AGUINIS AND KURT KRAIGER

In this paper training in labor organization is an area of applied emotional research that is mainly well suitable for making an obvious contribution to the enhancement of human well-being and performance in managerial and work settings as well as in civilization in general. This article provides an evaluation of
the training for the year 2000. The literature review focuses on the reimbursement of training for individuals and teams, organizations, and society. How they have adopted a multidisciplinary, multilevel and an international point of view to display that training behavior in work organization can create important benefits for every of these stakeholders. It also reviews the literature on needs measurement and pertaining states, training design and release, training evaluation, and transfer training to identify the conditions under which the benefits of training are maximized. Many studies contain the benefits of training for organizations as a whole. These include better organizational presentation (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization’s reputation, social capital) to present.

**BENDIGIRI SATISH, 28 AUGUST 2012**

It is said that the growth of any country is known by the number of cars in the middle of other crop the nation has fashioned. The different models are shaped correct from the admission stage to higher end users, and the consumers buy the car and use it. After Henry Ford invented the car and the production of the newest 1 lake rupee car Nano in India, the car automotive industry has seen a sea change. The General Motors of US which is already on the brink of closing down the shutters has got life in India. The Indian car segment has proved to be competitors to the most modern cars from US, Germany and Japan and have given run for their money. Maruti in India has approximately 51% share and is recognized for its excellence. The instrument for development in the excellence is through the instilling of skills and information by as long as world class training
to the staff. Success in this active subdivision mostly depends on the convenience of the skilled and qualified workers who is able to bring support to the company. The success is straight attributable to the training provided. Hence the purpose of this study is to investigate training activities in one of the Automobile Company known for its high quality commercial vehicles, situated in Pune. The idea behind selecting commercial vehicle and passenger car automotive company is the understanding that commercial vehicles are the backbone of the Commerce of the country when they are engaged in the transport of goods from one place to one more. The framework and the body are necessary to be strong and the means of transportation should be able to endure the force of Indian road conditions and unpredictable climate. If a company withstands these pressures while automotive commercial vehicles; it can venture into customer car automotive any time it feels like venturing into it, the car and profitable vehicle engine life form the same.
PART (B)

3.3. FOREIGN STUDIES: INTERNATIONAL ARTICLE, JOURNALS AND THESIS

HSIU-TE SUNG IOWA STATE UNIVERSITY AMES, IOWA

This paper illustrate that the automotive industry was supposed by the American consumers as an industry with far above the ground cost and near to the ground customer satisfaction. The purpose of this study was to recognize the relationship between the height of total quality management (TQM) completion and the level of customer satisfaction in the general automotive repair shops in Iowa. This information promised to enable the general automotive repair shops to augment repair quality and customer satisfaction.

A Total Quality System Implementation Assessment Instrument (TQSIAI) with 35 items was developed to calculate the level of TQM implementation in the general automotive repair shops. The findings of this study exposed that the total hours of service managers’ quality management training had a positive association with the level of TQM completion, while the years of service managers’ managerial experience had a negative association with the level of TQM implementation in the general automotive repair shops. The number of full-time human resources in the general automotive repair shops had a positive relationship with the rank of customer satisfaction, while the cost of the repair service and the ages of serviced vehicles had an unhelpful relationship with the level of customer satisfaction.
RON TITUS

The purpose of this thesis is to present an evaluative case study of the Delta Engineering Training Centre (D.E.T.C.) in Harare, Zimbabwe, by assessing its programs and graduates, in arrange to generate findings probable to contribute to illustrative the role of private sector apprenticeship training and its relationship to public sector training. Questionnaires were administered to 53 graduates of the Centre who had finished their training between 1980 and 1989. Additional questionnaires were completed by other stakeholders, including Delta Corporation Managers, D.E.T.C. Instructors, supervisors and managers of the graduates, principals of technical schools, technical school instructors, and a representative of the Ministry of Higher Education and a delegate of the Employers’ Confederation of Zimbabwe.

The data were analyzed both qualitatively and quantitatively employing simple frequency counts, percentages and means. The D.E.T.C.’s program is currently supplementing that presented by the formal technical/vocational training system from side to side the technical colleges and the Centre is the only one of its kind contribution an apprenticeship training program in Zimbabwe. Most of the Centre’s graduates are working in the private sector. They are held in high look upon by their supervisors and are assigned superior responsibility over a short time of employment. Graduates are making an important contribution to the industrial sector in Zimbabwe. The findings revealed that the apprenticeship training program of the Delta Engineering Training Centre is well designed, effectively delivered and, over the years has been extended to non-group compa-
nies and other personnel. The Centre should carry on operating at its existing capacity and play a more balancing role in its relationship with the public sector.

The public sector can inspect private sector training institutions' activities and apply those aspects that will improve public sector apprenticeship training. Governments can take the initiative by utilizing the proficiency of individuals at private sector institutions in dialogues on new apprenticeship training programs. The patron society can also become involved by examining private sector models and applying prominent features to their variety of projects.

**QUOIN YAO**

In the United States, in 2009, there were 10.8 million automobile crashes. When reviewing these incidents, young drivers were the over-represented group who were involved in these vehicular crashes. One cause that these young drivers have such high collide tax is that they frequently do not possess wide driving knowledge and typically lack driving experience. Over the past three decades, researchers have investigated the driver training process which includes the classroom and at the back the steering wheel to help tackle teaching the deficiencies in the driver education plan. To go together the existing driver education process, automotive simulators can be utilized to teach skills and strategies. Driving simulators offer a manifold reward as student drivers are familiar with playing video games; it is completely safe to practice driving in practical surroundings. In this thesis, an innovative automotive simulator will be shaped and tested to evaluate its effectiveness for teaching beginner drivers basic motor vehicle skills. The students became familiarized with typical road situations and simultaneously enhanced their driving abilities when facing unexpected scenarios. (E.g., “Control Sign”, “Lane Selection”, “Braking”, and “Obstacle Avoidance”) were produced
to test different driving aspects. The driving rating and feedback was displayed on the computer screen immediately after the student finished the driving test. There was an in general driving development of 28% after the students finished the CATS. The simulator has effectively demonstrated its capability to improve both driving information and driving skills through the training of beginner drivers.

**NAJY “NICK” DAHER**

This paper represents that multinational corporations are ordinary phenomena in the middle of the industrialized nations, and the global business environment, the increase of world trade, overseas direct investment, and imports have positive the relocation of overseas companies to move closer to their market. As an example, in the United States, there have been an increasing number of Japanese automotive companies in the past few decades. During the time from 1980 to 1995, American subsidiaries of Japanese automotive companies encountered management setbacks as a result of cultural differences and unreliable organization practices. Although the achievement of these Japanese automotive companies was reflected in their ability to gain market share, cross-cultural factors played a critical role in their operations while transplanting their management practices into their amenities in the United States. This study examines the literature and explores its significance to the strong - attendance, large-scale, Japanese automobile manufacturers (Toyota, Honda, Nissan, Mazda, Mitsubishi, and Subaru) conducting business in the United States, 1980-1995. Using a qualitative research mixture methodology, a narrative review, the mixture was employed and an extensive review of the literature was conducted to examine the research question. “What was the relationship between culture and management practices of
Japanese automotive companies operating in the United States from 1980 to 1995?” In particular, it investigates three areas (a) The collectivists viewpoint of the Japanese automotive industry and management practices of life-time service, seniority systems, recruitment-training-promotion mechanism, and bottom-up participatory decision-making processes; (b) The challenges of transferability to the American automotive manufacturing where educational norms and management practices were distinctive and (c) The outcome which enabled the sustained success of the Japanese auto business in the USA. The result indicates that the Japanese subsidiary operating in the U.S. had developed an emergent “hybrid” culture that combined some elements of U.S. managerial practices while retaining features of the Japanese collective culture.

LYNN WRIGHT B.S.\textsuperscript{19}

This thesis explains the major training vendors in provided that workforce training to industries and businesses. Since Mississippi implemented the workforce and an education Act of 1994 in July of that year, the amount of training in businesses has increased considerably. This study was designed to examine the training practices and training requirements of automotive plants within the Holmes Community College District (HCCD) in Central Mississippi. This research answered the following questions. (1) What is the amount of training the industries in the HCCD are providing for their employees? (2) What is the design of training programs in the industries of the HCCD? (3) What program characteristics are important to management, in the design of training? (4) Have manufacturers utilized the services of HCC for workforce training? If so, what were the types of training provided? (5) What are the current and future training needs of manufacturers?
The following conclusions of the study answer the study questions: (1) Employers account that employees are receiving less training than is needed for both hourly and salaried positions. (2) Training is frequently provided in leaders. Excellence improvement, high level technical training, and skill-specific areas. (3) Employers will expect the amount of training to grow in the future while utilizing the services of outside training providers rather than internal trainers. (4) Although managers expect the need for training to grow in the future, many businesses do not have an annual budget for training. (5) Employers are at present providing training using internal trainers more frequently than outside training providers. (6) Employers value the flexibility of scheduling more highly than other program distinctiveness when designing training programs. (7) Classes are preferred on site, before, right through, or after work hours rather than weekends; without college credit; and in hands-on learning surroundings. (8) Even though 88% of the employers know that Holmes Community College (HCC) provides labor force training, only 53% of the plants have received training from HCC. (9) Employers value soft-skill training in adapting to change, decision making, transportation, quality, leadership, problem solving and team building. (10) Employers value work-related training in maintenance, automotive processes, customer relations, word dispensation, spreadsheets, electronics, electro-mechanical, and welding.

BENJAMIN JAMES

This paper explores the strategic role of the human resources of an organization. The HR function focuses on building the human assets that drives the organizational activities to success. The thoroughly analysis of the pertinent literature shows that the workforce that is properly and continuously trained and de-
veloped through effective capacity building leverages the organization to attain a competitive advantage and the base line. The human resource management function, necessarily afraid with all matters related to employment relationships in the organization – that is, attracting, developing, inspiring and maintaining a exciting workforce – must be handled obediently in strategic partnership with the HR professional.

**OWOYEMI, OLUWAKEMI AYODEJI, OYELERE, MICHAEL, AND ELEGBEDE, TUNDE**

In this paper authors state that the role of training in human resource management practice has spurred transformed and dynamic discuss about the need for training. The dispute has led academics and management ponders on some issues relevant to the benefits of training. Is training an asset in people or price? If training is necessary, what are the criterion used to make a decision that should be trained and when to train? These questions have permeated management circle and those in HRM department. Current years have seen training conditions re-named as training or learning and development, a sign of the wave of debate on the issue. Given this flurry, this paper explores the relationship between training and employee promise to their organization. A regression analysis was conducted on the data collected. The study revealed a positive statistical important relationship between the different levels of training and worker promise to the organization.

**JAY LIEBOWITZ.**

In this paper an organization’s human resource function can be active in facilitating a comprehensive come within reach of to creating a culture of sustai-
nability and environmental stewardship. As such, it is not compulsory that an organization’s sustainability coordinator work additional personally in the midst of the organization’s human resource executive. This design might be careful a new area of center for the practical execution of sustainable development in a company. The strategy involves making important changes to the organization systems for recruiting applicants, selecting new employees, conducting new employee orientation, conducting performance evaluations, decisive employee compensation, creating a succession planning process, providing employees with training, and mentoring employees and managers. It also involves creating win-win collaboration among numerous stakeholders who are in conflict with each other. Many examples are provided demonstrating how a focus on each of the HR systems has helped organizations to generate a sustainable culture.

**KURT KRIEGER**

Multiple actions are available to assist in the analysis, explanation, and use of interpersonal style when interacting with others. Effective training evaluation requires multiple events conforming to the objectives of the training. The evaluations focused on trainee reactions, that is, the extent to which participants enjoyed the training and supposed the training as useful for diagnosing the behaviors of others and communicating effectively with them Participants' knowledge of key concepts covered in the training. In spite of what participants keep in mind from the training, it is significant that they are able to use the training to examine and respond to the interpersonal behaviors of others.
AZMAN ISMAIL, HASAN AL BANNA MOHAMED AHMAD SAID

In this paper training program literature highlights two major distinctiveness of supervisor’s role, support and communication. The capability of supervisors to provide sufficient support and practice good communication style in relation to training programs may lead to increased training practices and motivation to learn. Though the nature of this relationship is important, little is recognized about the prognostic properties of supervisors’ roles in training program literatures. Further, the outcomes of the stepwise regression analysis showed four important results first, support unimportantly correlated with inspiration to learn. Second, communication considerably correlated with motivation to learn. Third, support considerably correlated with transfer of training. Lastly, communication significantly correlated with transfer of learning. Statistically, this result confirms that support is an important antecedent of motivation to learn and message is an important antecedent of motivation to learn. Equally, support and communication are important past history of training transfer in the studied organization.

HERMAN AGUINIS AND KURT KRAIGER

This paper believe that training in work organizations is an area of practical psychological research that is mainly well suited for creation a clear contribution to the improvement of human well-being and presentation in organizational and work settings as well as in society in general. This article provides an appraisal of the training literature for the year 2000. The literature review focuses on the benefits of training for individuals and teams, organizations, and humanity. How they have adopted a multidisciplinary, multilevel, and a global point of view to show that training activities in work organizations can produce important benefits for each of these stakeholders. It also reviews the literature on needs as-
essment and pertaining states, training plan and delivery, training evaluation, and transfer training to identify the conditions under which the benefits of training are maximized.

PAUL ERIC KRUEGER

Human resource training was required by the ISO 9000 Series International Quality Assurance Standards. Failure to meet this obligation would have resulted in a nonconformance quotation by self-governing auditors and posed a threat to the excellence registration status of a company. Although important, there were no formal investigation found that described or modeled how United States companies met the training requirements of these European originated standards. Rather, a lot of trade publications were found in a review of the literature that prescribed anecdotal, ad hoc practices that unsuccessful to exhibit theoretically sound, research informed instructional methods. In place of sound training practices was an implied dependence on media effects to produce the desired training transmit from workshop to office or shop floor.

Human resource training was particular in elements 4.18, 4.17, 4.11 and 18 of the ISO 9001, ISO 9002, ISO 9003 and ISO 9004 standards (ISO 9000, 1987, p. 6). The reason of training was to ensure that employees who were hired, transferred, or promoted were qualified to operate within the quality system and to perform quality system tasks particular in standard operating procedures. For example, the ISO 9001 standard element 4.18 for “Training” stated that: organisation shall establish and maintain principles for identifying the training needs assessment and provide training to all personnel performing activities which affect quality. Personnel performing specific assigned tasks shall be qualified on the basis of a suitable education, training and experience, as required. Suitable
records of training shall be maintained. (ISO 9001, 1987, p. 7) In practice, according to Kanholm (1992, p. 60), this element applied to all personnel of an organization. He concluded that: “It is not easy to convince a quality auditor that there are people in the organization whose work does not affect qualified.”

The objective behind the formation of the ISO 9000 series was to establish quality system benchmarks that could be applied and accepted internationally by producers and customers of products and services. International standardization was to alleviate the problems associated with trade, which crossed national boundaries and was subjected to a multiplicity of differing, nation-specific quality requirements (Hutchins, 1993, p. 37).

**PATRICIA LOUISE**

Labor challenges will confront the lodging industry today. Finding people to work in a seasonal, demanding, and high-turnover industry is particularly hard with the current low unemployment rate. Training has been identified as resources to improve labor issues. The purpose of this study was to understand whether the human capital theory (HCT) or the segmented labor market theory (SLMT) best represented the training practices and views held by Michigan’s lodging industry. The study hypotheses focused on (a) considerate the percentage of properties that provided training and (b) for those properties that provided training, whether a relationship existed between the amount of training and possessions size, percentage of employee turnover, types of employees, and the price placed on training. Two hundred eighteen lodging property general managers/owners completed a questionnaire. Respondents were from small-, medium-, and large sized lodging properties.
Based on the findings, the SLMT provided a better framework for sympathetic the training practices of Michigan’s lodging industry. Specifically, the SLMT suggests that employee groups are treated differently and that property size may influence the amount of training provided. These propositions held true. Many (67%) lodging properties provided training to hourly and management employees. And, for those properties that provided training, more hourly employees were provided training compared to management. However, when trained, management employees were provided more hours of training. Different-sized properties provided significantly different amounts of training. Smaller properties provided less training than medium and large properties. No significant relationships were observed between respondents’ attitudes toward training and their perceptions of barriers to training and stimuli that foster training within their establishments. Regardless of the amount of training provided, respondents valued training for their employees. They also perceived the barriers to training and the stimuli for training to be similar, even though managers and owners actually offered quite different amounts of training to their staff. Training practices differed significantly across property sizes and employee types, a prototype of training that would be predicted by the segmented labor market theory.

3.4. CONCLUSION

From above India and overseas studies on training practices in different industries made the researcher to know that training is about changing the people. The process of setting objectives, defines what changes we mean to make, and make possible the assessment of those changes. Shaping whether or not the training has been efficient and worthwhile is difficult, but numbers of methods have
to be developed to make this exercise possible and to find out evaluation strategies. The strategies and usefulness of training assessment to find out its effectiveness were recognized in the studies made by many authors. The Kirkpatrick Model was assessed as a precious framework designed with four levels of measure to evaluate the efficiency of training. In literature review researcher found that regression analysis, coefficient analysis, correlation, average, bar graph and charts were used as a data tool. In this research study Friedman’s test, Dichotomous scale, Sign Binomial test, multiple choice test in IBMSPSS 21 was used for data analysis.

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