CHAPTER V

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FINDINGS, CONCLUSION AND SUGGESTIONS

5.1. INTRODUCTION

As said earlier the reason of this study is to analysis training practices and their usefulness to the organization. The study was limited to only five automobile industries, which gave authorization to bring out the research in their training activities. Selected industries are located in Pune city; these industries are related to various services to the Indian Automotive Industry like design, research and development, heavy vehicle manufacturing, CNG kit manufacturing, Agricultural equipment manufacturing and diesel engine manufacturing etc. Consequently, at all the results have arrived can be taken as an analysis of the entire automobile sector by assuming that selected Industries are representing the training activities across all the automotive sectors.

An extensive discussion was undertaken by the HR head of the selected companies. From the meeting 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 needs assessment is considered primary task in the organization.

In the conversation, 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 inquiring 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.

It was further realized that the objectives of each training program are different and separate 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 inquiring about how the completion of the objectives is made, it was understood that it was through written feedback, time bound targets after the program and oral feedback.

On asking about the training budget, it was informed that the companies spend a huge amount on training. The budget allocation of various areas of training was found sufficient where it was understood that 40% of the budget is spent on the technical training, and the remaining is spent on the various other areas. The most significant question was what the method of evaluation of the training was and it was informed that Kirkpatrick model is being used in selected auto companies. 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.

5.2. FINDINGS

- The frequency distribution table reveals that all respondents are of the opinion that:
  1. Training need identification is done before conducting training program.
2. All employees agree that performance appraisal is used to identify training needs.

3. Evaluation of training is done properly.

4. Evaluation is done through well defined objectives.

5. Exams conducted after training to know the result of training activities.

6. Evaluated data is properly preserved for future use.

7. All respondents agreed that Kirkpatrick four level models are used to evaluate training practices.

8. All the respondents said that training evaluation is done once in year.

5.2.1. Demographic Information

1. **Age** - Majority of the workforce consists of the managers who are in the age of 36 to 45. These are young, innovative people always ready to work hard and do something new. It indicates that there is a preference among the people of that age to stay focused with the current organization. The company can utilize the skill of the people back on the job after they are trained.

2. **Gender** - The result has shown that, the percentage of the male workforce in the organization is 90% while female workforce is only 10% in number. Since these are an automobile companies and the 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 flexible area such as accounts, costing, sales and human resource management. Hard areas of engineering are dominated by the male employees.

3. Senior and junior executives are more in number than other employees, hence well qualified and experienced employees are present in the companies.
4. **Qualification** - Graduate category respondents are ITI, Diploma holder’s employees, whereas post-graduate’s category respondents are engineers from various fields having master’s degree in their specialized field especially from mechanical and automobile engineering. Others category respondents are 12th pass, sweepers, Mali, security guard, etc. Post-graduate employees are highest in number, the reason being the companies had recruited qualified employees, as technology changes frequently in this globalized age the importance of training becomes critical to learn skills in modern, technologically fast changing world, therefore these engineers have to be continuously trained to meet the modern technological demands.

5.2.2. **Main Questionnaire**

1. In case of the training approach, every respondent has agreed that companies adopt a systematic approach towards its training activities.

2. Every respondent has agreed that training activities conducted by companies are useful to them.

3. Every respondent has agreed that result of training determined by comparing the actual score with a standard score.

4. The majority of the employees have undergone on the job and off the job methods of training as is clear from the data. Both the methods are essential for all round development of skills and knowledge which is an essential ingredient in the automobile sector.

5. On-the-job methods such as induction, job instruction, job rotation and coaching have been extensively used. These methods have proven record for successfully inculcating the skills and knowledge.

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

7. The impression of the training program is ranging from poor to very good. Very few employees have quoted it as poor. There is no scope of the average type of training program. Best training has to provide to the people in the highly competitive market.

8. 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.

9. For training need identification major respondents agreed that they carry out employee satisfaction surveys and do the competency mapping. According to 17.3% respondent’s motivation index is used for training need identification. 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 the area of any other method for identifying training need identification, 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. The majority of the employees had conducted all above methods for identifying training needs.

10. The training objectives are communicated to the employees before they are nominated. It makes easier for employees to know what is expected of them in the training and what the objectives to be achieved are.

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

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 program contained a 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 programs was also adequate according to the major number of employees. These positive aspects are evident of the fact that the training program is systematically carried out for the employees of the selected companies.

12. Classroom boarding and lodging facilities are provided to the employees whenever they are sponsored for the training programs either in the training centers or when they are sent to resorts or outside the organization. The majority of the employees has agreed to the information that the training material and tools as well as library facilities and handouts are good.

13. The majority of employees agrees that they were benefiting from training program in many ways.

14. Benefits of training program differ in magnitude. From the ranks table it observed that:

- It can be seen that increased employee satisfaction has a mean rank of 9.5.
- Increased my involvement with a job has a mean rank of 8.43.
- Increased my performance has a mean rank of 7.27
- Improved team work between departments has a mean rank of 6.77
- Increased my motivation level has a mean rank of 6.89
- Improved my communication skills has a mean rank of 5.89
- Improved my confidence has a mean rank of 4.03
- Improved behavior and attitude has a mean rank of 3.07
- Increased my skills has a mean rank of 2.07
- Increased my work knowledge has a mean rank of 1.05.
Hence, the top two benefits resulting from training courses are employee satisfaction and employee involvement in the job.

15. Most of employees suggest various advanced training methods with regular yoga and meditation practices.

5.2.3. Hypothesis Testing

H1. Major benefits of training are employee satisfaction and employee involvement in the job.

It is very clear from the findings, that the employees found the training activities carried out by automobile companies prove beneficial and helped increase their effectiveness back at their jobs. Researcher therefore, decided to find out the veracity of this statement by using Friedman Test (Q 18 what are the benefits of training give preferences 1 to 10?). Increased my work knowledge, Increased my skills, Improved by behavior and attitude, Improved my confidence, Improved my communication skills, Increased my motivation level, Improved team work between departments, Increased my performance, Increased my involvement with the job, Increased employee satisfaction. To find out where the difference lies we refer to ranks table, from the ranks table it can be seen that increased employee satisfaction has a mean rank of 9.5, increase my involvement with job has a mean rank of 8.43, Increased my performance has a mean rank of 7.27, Improved team work between departments has a mean rank of 6.77, Increased my motivation level has a mean rank of 6.89, Improved my communication skills has a mean rank of 5.89, Improved my confidence has a mean rank of 4.03, Improved by behavior and attitude has a mean rank of 3.07, Increased my skills has a mean rank of 2.07, Increased my work knowledge has a
mean rank of 1.05. Hence the top two benefits resulting from training courses increase employee satisfaction and employee involvement in the job.

Hence the hypothesis “increased employee satisfaction and increased involvement in job are the major benefits of training courses” is proved.

**H2. Consultation of training objectives before training activity will result in better training benefits.**

**H₀:** Benefits of training course is independent of training objectives consultation.

**H₁:** Benefits of training course dependent upon training objective consultation.

Since the p value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence, it is concluded that the benefits of training programme depend upon training objectives consultation. To know more about this relationship we refer to the cross tabulation table. From the cross tabulation table it can be seen that out of the 1092 respondents who said that they have consulted training objectives before conducting training programme all said that they have benefited from such training programme. Hence, it is proved that there is a relationship between training objective consultation and the benefits of training.
H3 Adequate training equipments and facilities will result in a positive rating of the training program.

H0: - Rating of the training program is independent of equipment and training facilities.

H1: - Rating of the training program is dependent upon training equipment and training facilities.

Since the p value (0.000) is less than the level of significance (0.05), the null hypothesis is rejected. Hence, it is concluded that rating of training program depends upon adequacy of training equipments and facilities. To know more about this relationship, we refer to cross tabulation table.

From the cross-tabulation table, it can be seen that out of 943 respondents, who said that training equipments and facilities are adequate, 100% employees rated training program as very good. Hence, rating of training program depends upon adequacy of training facilities and equipments given at the time of training.

H4. On the job training method and off the job training methods, both extensively used by automobile companies.

H0: P ≤ 0.5 (proportion of responses indicating “On the job training method and off the job training methods are both extensively used by automobile companies” is less than or equal to 50%)

H1: P > 0.5 (proportion of responses indicating “On the job training method and off the job training methods are both extensively used by automobile companies” is more than 50%).

Respondents are asked to tell whether they used on-the-job training methods or off-the-job training methods using two response options; 1 = Yes, 2 = No.
Test proportion: test proportion was taken as 0.5. Since more than 50% of favorable responses to a particular category, greater approval for this category is suggested.

From the discussion, it can be seen that both the variables have observed proportion more than 50 and ‘p’ value is less than 0.05. Hence the null hypothesis is rejected and it is concluded that proportion of responses indicating ‘on-the-job’ training method and ‘off-the-job’ training methods, are both extensively used by automobile companies is more than 50%. Hence the hypothesis on-the-job training method and off-the-job training methods are both extensively used by automobile companies is proved.

Ibrahim Mohammed in his research paper “Effectiveness of Training and Development” 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 the training program. Regression examination was used to decide the role of imaginary 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.

Herman Aguinis and Kurt Kraiger (2009) “Benefits of Training for individuals, teams, organizations, and society” focuses on the benefits of training and development for individuals and teams, organizations, and society. It also reviews the literature on needs assessment and pertaining states, training design and delivery, training evaluation, and transfer training to identify the conditions under which the benefits of training and development are maximized.
5.3. RECOMMENDATIONS

1. Employees of the organization under study are experienced and well educated. 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. 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 programs, such outside programs are must carry out.

3. 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.

4. As far as training equipments and facilities are considered, the quality should meet the modern demand and the number of aid given should be increased.

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

6. Organizational development programs need to be included in the curricula. This is possible when the outside experts analyze the company from a third party point of view. The association of external consultants, including
problem solving, mentoring, ability building and growth 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.

7. Current automobile scenes, recent advancement in the auto manufacturing technology should be made part of the curricula and knowledge of the rival organization to understand the threat and opportunities may be made known.

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

5.4. 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 discover any relationship between perceived training usefulness and the increase in the monetary performance, it is critical to examine whether HR managers and training managers are interested in finding out the relationship between training usefulness and fiscal performance of the organizations. This really needs for increased alertness 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 proportion of the training section in the general presentation of the organization can be calculated.
2. From the opinion survey, it was found out that only the Kirkpatrick model is used for the evaluation of the training program. 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 of such methods which can measure the effectiveness right from the planning and designing of the training sessions till they are delivered and finished.

3. The qualitative research method can be used to identify determining factors of quality.

4. The present study has analyzed the effectiveness of training from the viewpoint 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 the success of the organization.

5.5. CONCLUSIONS

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 returned on the investment (ROI) in training. The amount spent on the training 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 programs.

It is believed that positive relationship increase performance of employees and organizational growth. Training contributes to endorsement of services, enlarge 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 on the rigid competition is just impossible, unless the company has a 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. New strategies and new business structures have changed the business paradigms. When an 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 an 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 the organization serve as useful indicators of employee effectiveness. This supports the view that strategic training interventions positively correlate to the organizational performance.

The need to train employees to correctly respond to the customers ‘satisfaction is critical. Training activities need to be chalked out to impart knowledge and skills to the 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.

The majority of the participants has 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 the interest, attention and building motivation for the organization, it indicates that training has successfully helped in the transfer and has shown the effectiveness. When employees agreed to increase in the work performance after training it validates that the training was successful in its effectiveness.