SUMMARY

The current research explains the success of training activities in the reputed automobile companies located in Pune city. The main objective of the study is to find out the benefits and effects of the training course. To understand the research approaches and techniques as well as the subject of the research, adequate time was taken by the researcher. To get the finest results, it was necessary to use more than one research techniques. Therefore, sufficient time had to be dedicated to considerate the broad choice of research methods and practices. HRD basically aims at improving the knowledge of staff through systematic training. It is clear that if the issues regarding HRD are not handled correctly, then the organization may face difficulties. Attracting and retaining talent becomes a difficult task for the organization. It is also true that successful outcomes are possible only with the quality of the training provided to the staff. For the good health of the organization, it is equally important to review the necessity of the training, the nature of the training provided, the types and the selection of the training programs and eventually evaluation of the training programs. The intention of this study is to consider the training activities of the leading automobile companies located in Pune city, their benefits and effectiveness for the staff and the organizations.

The share of automobile industries in increasing the GDP of any country is noteworthy. It is important in a way that it is the sector that can provide that most employment to the people. This sector has wonderful competition and faces challenges from the market. Segmented markets, greatly diversified customers have had great impact on the customer’s choice. Therefore, to stay in the competition, employees should be trained continuously. And to build the world-class organization,
the HRD interference, in the form of constant training, is required. HRD fundamentally aims at civilizing the presentation of staff through systematic training and career development. It is apparent that, if issues regarding HRD are not correctly handled, then the association may face difficulties and may start a slow decaying. Productivity may suffer and cultural clashes may increase. Staff may suffer low skills and low knowledge. Attracting and retaining talent becomes a difficult task for the organization. It is also factual that, winning outcome is probable only by the excellence of the training provided to the staff. It is equally significant to assess the requirement of the training, the nature of the training provided; evaluation of the training programs is significant for the excellent health of the association. Training, as a main function of HRD, plays a significant role in the success of the organization.

In this age of 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 the pressures of changing environment. For this, there is no other alternative than to focus them to different training programs. Those companies with higher training investment have had a higher market capitalization. It is obvious that, the companies, implementing training programs successfully, have been able to deliver consumer goals with effective outcomes.

Like all other organizations, auto companies have to organize, develop and manage their human resources effectively in order to achieve their goals. Their major responsibility in this regard is to build up a right mix of skills and attitude among their employees. For achieving this, a continuous process of training interventions in auto companies is a must. However, auto companies in the world over, including India, are undergoing a change. They are transforming themselves into technology-based auto
companies. In the fast-changing situation, auto companies cannot afford to be away from new technology if they want to continue to be relevant in the market. Because of the globalization and the advent use of computers, automobile sector faces various challenges. There is a great impact on customer’s choice because of diversification and segmented market. The main aim of HRD is to take continuous training practices, which will lead to career development and thereby organizational development. It is proved that if the issues regarding HRD are not properly handled, then the organization may face decreased performance and may start a slow decaying in quality product. Ultimately productivity suffers and cultural clashes increase. Employees may suffer by low skills and low knowledge. Attracting and retaining talent becomes a difficult task for the organization. For the excellent health of the organization, it is equally important to assess the need of the training, the nature of the training provided, the types and the selection of the training programs and eventually evaluation of the training activities. Training, as an HRD intervention, plays an important role in the success of the organization. Hence, training expenditure should be considered as an investment not a cost.

The present research study sheds light on the effectiveness of training activities in the reputed automobile companies located in Pune city. The chief objective of the study is to find out the effect of the training on the employees who undergone training activities conducted by the organization. Pune city is the leading center for the automotive sector in India; as well as one of the top automotive centers globally. The automotive sector is a person-based industry, where the product is often produced by a number of employees together delivering the product for organization and customers. For the significance of appropriate training, activities for all businesses within the auto sector is of considerable importance. Therefore, the
purpose of this study is to analyze the critical training activities within leading automobile companies, located in Pune city.

**REVIEW OF THE LITERATURE**

To understand the subject of the research, sufficient time was spent by the researcher mainly on books, magazines, journals, and published reports, published thesis, and various search engines for knowing the subject. There is very rich literature concerning training activities for the organization. Only it is needed to do training evaluation properly to avoid extra cost.

**RESEARCH METHODOLOGY**

The present research study is a descriptive and quantitative type of research for topic “A critical study of training practices followed by selected automobile industries in Pune city”. The present study is carried out within the leading automobile companies located in Pune city.

**Criteria for selection of companies are:-**

- Companies having in existence for last 10 years.
- Companies having minimum 100 employees working since last 12 months.
- Companies which provide continuous training program.
- Companies having their standard in the market.

According to MCCIA, Pune industrial directory, ten major automobile companies are present in Pune city.

**STATEMENT OF THE PROBLEM**

The study reveals the effectiveness of training programs to employees working in various automobile companies. The study intended to know which types of training practices provided by the auto companies in majority to their employees. In spite of
National policy that training has to be provided to the employees to increase their skill, knowledge, a number of organizations were not providing this type of support.

To get competitive advantage now organizations understood the importance of training. Extensive research undertaken within the human research area has found that a majority of the organizations engaging in innovative practices includes training as key elements to attain best practices.

There for the purpose of this study is to find out the benefits and effects of training practices, to study there is any relation between training objective consultations with training benefits, to study the relationship between adequacy of equipment and facilities provided at the time of the training program and rating of the training program.

The main research question in the present investigation is-

What is the attribute of training in the organization being studied and what is the level of influence that training activities have on the performance of the employees and performance of the organization as a whole and to find out the methods of training.

OBJECTIVES OF THE RESEARCH

The proposed study has to fulfill the following objectives:

1. To study the benefits of a training program.

2. To study there is any relation between training objectives consultation and training program benefits.

3. To study there is any relationship between adequacy of equipments and facilities and rating of the training program.

4. To study companies' preference for on the job and off the job of training.
HYPOTHESIS

Q. What are the benefits and effects of the training course?

Objective - To study benefits as prescribed by the employees

H1 - Major benefits of training practices increase employee satisfaction and increased employee involvement in the job.

H0 - Benefits of training courses do not differ in magnitude.

H1 - Benefits of training course significantly differ in magnitude.

Statistical test - Friedman test

Level of significance, $\alpha = 0.05$

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 program differ in magnitude. 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 increased 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.
Q. Is training objectives being consulted before training activities conducted?

Objective - To study there is any relation between training objectives consultation and training program benefits

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

H0: -Benefits of the training course is independent of training objectives consultation.

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

Statistical test: -Chi- Square test of contingency.

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 program depend upon training objective consultation. To know more about this relationship we refer to 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 programs all said that they have benefited from the training program. Hence there is a relationship between training objective consultation and the benefits of training are provided.

Q. Is equipments and facilities are adequate while providing training?

Objective - To study there is any relationship between adequacy of equipments and facilities and rating of the training program.

**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.
Statistical test - Chi-Square test of contingency

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 the 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 the 943 respondents who said that training equipments and facilities are adequate. 72.7% employees rated training program as very good. Hence the rating of training program depends upon the adequacy of training facilities and equipments.

Q. What type of training provided by the companies?

Objective- To study companies' preference for on the job and off the job 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%).

Statistical test: -Sign Binomial Test.

From the above 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.

The study used descriptive approach through field survey aims to describe the extent the application of training practices in automobile companies in Pune city and then analyze, interpret and reach the conclusion and recommendations. This study also follows the quantitative approach.

The research methodology of study consists of the following factors:

1. Sample Design.
2. Analysis
3. Sources of Data

ANALYSIS

For the analysis of data following statistical instruments were used.

- Dichotomous scale
- Friedman test
- Chi-Square test of contingency
- Sign Binomial test
- Multiple analysis response option in IBMSPSS 21
- Pie, bar graphs used wherever necessary
- Microsoft Excel, average, mean, percentage were used.

SOURCES OF DATA

Like any social science research, the study is also based upon both primary and secondary data.

PRIMARY DATA
In fact, it is basically depending upon primary sources of data collected through questionnaires. Analytical descriptive method was used to cover the practical side of the study through developing a questionnaire. The questionnaire designed with the assistance of the research guide who examined, corrected and developed a number of suggested questionnaires prepared by the researcher through many meetings and discussions.

During the designing of the questionnaire three things were kept in mind:
1. Translate real object in to specific question so that respondent can give answers
2. Avoiding ambiguous questions
3. Simple and easy use of language

**TYPES OF QUESTIONS USED**

a. Yes, no types of question
b. Rating types questions
c. Multiple choice questions
d. Ranking types questions

**SECONDARY DATA**

Analysis depends on already existing data that may be either published or unpublished. To cover the hypothesis and the theoretical side of the study, a survey was conducted of books, periodicals, journals, instructions, previous literature.

**Area of getting data**

- From the records made available by the authorities.
- “Training policy for the automobile sector” was referred as a basic document.
- The “Training Manual “prepared by the various organizations has given insight of the training program implementation strategy of selected automotive industries of the Pune city.
MCCIA, industrial directory(auto) Pune 8\textsuperscript{th} edition

Jaykar library Savitribai Phule Pune University

Internet

Indian Citation Index

Proquest Dissertation and thesis

**SCOPE AND LIMITATIONS**

The study was conducted with a view the extent of application of training practices followed by selected automobile companies in Pune city. As per MCCIA industrial directory 8\textsuperscript{th} edition, there are ten major automobile companied situated in Pune city. Out of these ten companies five companies were selected for study.

**THE TIME COVERED BY THE STUDY:**

The study covered the period from 2006 -2016.

**LIMITATIONS OF THE STUDY**

The study is limited to automobile companies located in Pune city. However the finding of the study is representative of the study. Maximum care has been taken to see that sample recover the universe. Within India, the labor force is highly mobile and they move from one place to another place with ease and may move in auto sector only in search of greener pastures. This feature makes us draw the implication that the sample of the employees selected for research represents the group well beyond the geographical limits.
**HYPOTHESIS TESTING**

**Q. What are the major benefits of training?**

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

**H0:** Benefits of training courses do not differ in magnitude.

**H1:** Benefits of training course significantly differ in magnitude.

Level of significance $\alpha = 0.05$

Statistical test: - Friedman Test

<table>
<thead>
<tr>
<th>Test Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>Chi-Square</td>
</tr>
<tr>
<td>D f</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
</tr>
</tbody>
</table>

Observation:

$$\chi^2(9) = 10482.6, \quad p = 0.000, \quad n = 1350$$

**INTERPRETATION**

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 benefits of training program differ in magnitude. To find out where the difference lies we refer to ranks table.
<table>
<thead>
<tr>
<th>Ranks Table</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased my work knowledge</td>
<td>1.05</td>
</tr>
<tr>
<td>Increased my skills</td>
<td>2.07</td>
</tr>
<tr>
<td>Improved by behavior and attitude</td>
<td>3.07</td>
</tr>
<tr>
<td>Improved my confidence</td>
<td>4.03</td>
</tr>
<tr>
<td>Improved my communication skills</td>
<td>5.89</td>
</tr>
<tr>
<td>Increased my motivation level</td>
<td>6.89</td>
</tr>
<tr>
<td>Improved team work between departments</td>
<td>6.77</td>
</tr>
<tr>
<td>Increased my performance</td>
<td>7.27</td>
</tr>
<tr>
<td>Increased my involvement with the job</td>
<td>8.43</td>
</tr>
<tr>
<td>Increased employee satisfaction</td>
<td>9.51</td>
</tr>
</tbody>
</table>

**CONCLUSION**

From the ranks table it can be seen that increased employee satisfaction has a mean rank of 9.5, increased 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 increased employee satisfaction and employee involvement in 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 the training course is independent of training objectives consultation.

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

Level of significance α = 0.05

Statistical test: - Chi-square test of contingency

Variables and measurements:

Consultation of training objectives is a categorical variable with two response options. (1= yes, 2= no) response options. Benefits of the training programme are also a two categorical benefits with two response options (1= yes, 2= no).

Chi-square test

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>116.611&lt;sup&gt;a&lt;/sup&gt;</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
<td>116.611&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Continuity Correction</td>
<td>111.333</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
<td>111.333</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>91.751</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
<td>91.751</td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td></td>
<td></td>
<td></td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>116.525</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
<td>116.525</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>1350</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1350</td>
</tr>
</tbody>
</table>

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.16

b. Computed only for a 2x2 table
Observation:

\[ \chi^2 (1) = 116.6, \quad p = 0.000 \]

**INTERPRETATION**

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 benefits of training program depend upon training objectives consultation. To know more about this relationship we refer to the cross tabulation table.

**The cross Tabulation Table**

<table>
<thead>
<tr>
<th>Are you benefiting from training objectives and training program?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>1092</td>
<td>0</td>
</tr>
<tr>
<td>Expected Count</td>
<td>1070.2</td>
<td>21.8</td>
</tr>
<tr>
<td>% within Is Training objectives being consulted before training activities conducted?</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Count</td>
<td>231</td>
<td>27</td>
</tr>
<tr>
<td>Expected Count</td>
<td>252.8</td>
<td>5.2</td>
</tr>
<tr>
<td>% within Is Training objectives being consulted before training activities conducted?</td>
<td>89.5%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Count</td>
<td>1323</td>
<td>27</td>
</tr>
<tr>
<td>Expected Count</td>
<td>1323.0</td>
<td>27.0</td>
</tr>
<tr>
<td>% within Is Training objectives being consulted before training activities conducted?</td>
<td>98.0%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>
The cross Tabulation Table

<table>
<thead>
<tr>
<th>Is Training objectives being consulted before training activities conducted?</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>1092</td>
<td>258</td>
<td>1350</td>
</tr>
<tr>
<td>Expected Count</td>
<td>1092.0</td>
<td>258.0</td>
<td>1350.0</td>
</tr>
<tr>
<td>% within Is Training objectives being consulted before training activities conducted?</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**CONCLUSION**

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 there is a relationship between training objectives consultation and benefits of training.
H3 Adequate training equipments and facilities will result in a positive rating of the training program.

H\(_0\): Rating of the training program is independent of equipment and training facilities.

H\(_1\): Rating of the training program is dependent upon training equipment and training facilities.

Level of significance \( \alpha = (0.05) \)

Statistical test: - Chi-square test of contingency

Variables and measurements:

Adequate training equipments and facilities is a categorical variable with two response options (1 = Yes, 2 = No). Rating of the training program is an ordinal variable with four response options (1 = Poor, 2 = Fair, 3 = Good, 4 = Very Good).

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>63.834a</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuity correction(^b)</td>
<td>60.495</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>66.037</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td></td>
<td></td>
<td></td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>63.787</td>
<td>1</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N of Valid Cases 1350

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.14.

b. Computed only for a 2x2 table

Observation:

\[ \chi^2 (1) = 64.2, \quad p = 0.000 \]
Conclusion:

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 the adequacy of training equipments and facilities.

The Cross Tabulation

<table>
<thead>
<tr>
<th>Is Equipments and facilities are adequate while providing training?</th>
<th>Are you benefiting from training objectives and training program?</th>
<th>Count</th>
<th>Expected Count</th>
<th>% within Is Equipments and facilities are adequate while providing training?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>943</td>
<td>924.1</td>
<td>18.9 100.0% 0.0%</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td>380</td>
<td>398.9</td>
<td>8.1  93.4% 6.6%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>1323</td>
<td>1323.0</td>
<td>27 98.0% 2.0%</td>
</tr>
</tbody>
</table>
The Cross Tabulation

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
<th>Expected Count</th>
<th>% within Is Equipments and facilities are adequate while providing training?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Is Equipments and facilities are adequate while providing training?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>943</td>
<td>943.0</td>
<td>100.0%</td>
</tr>
<tr>
<td>No</td>
<td>407</td>
<td>407.0</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1350</td>
<td>1350.0</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**INTERPRETATION**

To know more about this relationship we refer to cross tabulation table. From the cross tabulation table it can be seen that out of the 943 respondents who said that training equipments and facilities are adequate. 100% employees rated training programme as very good. Hence the rating of training programme depends upon the adequacy of training facilities and equipments.
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, 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, both extensively used by automobile companies” is more than 50%).

Level of significance α = 0.05

Statistical test: Sign Binomial Test

Variable and measurements

Respondents were 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.

Hence p= 0.5

<table>
<thead>
<tr>
<th>Binomial Tests</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td><strong>On-the-job</strong></td>
</tr>
<tr>
<td>Group 1</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Off-the-job</strong></td>
</tr>
<tr>
<td>Group 1</td>
</tr>
<tr>
<td>Group 2</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
**On-the-job training:**

Observe proportion = 1

Test proportion = 0.5

P = 0.000

Hence, more than 50% respondents were agreeing that on the job training methods are provided in the companies.

**Off-the-job training:**

Observed proportion = 0.91%

Test proportion = 0.5

P = 0.000

Hence, more than 50% respondents were agreed that on the job training methods are also provided in the companies. Hence the hypothesis on the job training method and off the job training methods, both extensively used by automobile companies is proved.

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.

**FINDINGS**

1. Male employees are in larger number than female.

2. From collected data it can be interpreted that the workforce of the organization consists of very experienced people.
3. Senior level employees are in majority than junior level and others.

4. Postgraduates are more in number than graduates and technical employees.

5. As per employee responses it is clear that companies adopt a systematic approach towards its training program.

6. The majority of employees agree that training practices are very useful to them.

7. Maximum employees agree that the effectiveness of training is determined by comparing the actual score with standard score.

8. 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.

9. 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.

10. 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 auto sector to achieve high success rates.

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

12. Preference concerning the training environment differs from employee to employee. Maximum employees like to resort or hotel for delivering training rather than in company.
13. Since training need identification employee satisfaction survey was conducted in the majority, then competency mapping and the least motivational index is used as per the responses.

14. The majority of employees responded that training objectives have consulted with them before conducting training programs.

15. The content of the training program is proving very effective to employees and companies too.

All the employees have agreed to the fact that training course has a practical application to their job. 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.

16. Maximum employees agree that equipment and facilities were adequate while providing training.

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

18. The maximum benefit of training courses is increasing employee satisfaction and increased employee involvement in the job.

19. Most of employees suggest various advanced training methods with regular yoga and meditation practices.
CONCLUSION:

The workforce profile indicated that the organization has well educated and experienced employees. The number of male employees exceeds female. This is a common phenomenon in the automobile sector. It is also observed that training activities are conducted effectively and they deliver well for value addition in the organization. Moreover, training program did have a positive effect on employees ‘involvement and satisfaction with these organizations.

The results showed that the training program can be used to enhance overall organizational performance and productivity. This indicates that training outcomes benefited employees and the organization.

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.

2. On the job and off the job training sessions are mostly held in the organization. Training on behavioral aspects, Basic computer knowledge, soft skills, and communication skills must be conducted.

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 on the job program, such outside program 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 because this will affect rating of training program.