CHAPTER V
FINDINGS, SUGGESTIONS AND CONCLUSION

Introduction

This chapter deals all the findings drawn from analysis and interpretations and suggestions with regard to findings and discussions with previous studies, support and contradictions with eminent scholars who done researches in same field. The managerial implications also reveals on how this study is useful for organisations and scholars, Limitations and Scope for further research also given. Finally the conclusion of the study has given this chapter.

There is no training assessment or evaluations are conducted in both the dairy plants. It is necessary to analyse after training provided by employees. While identifying research problem, the Co-operative dairy industry were not analysing training needs for the newly recruited employees. New employees are directly put into work and given on-the-job training. That makes significant mistakes for the newly recruited personnel. But experienced employees are easily coping up with management and peers. Salem and Erode districts are large amount of milk producers and the researcher chosen these Co-operative and Private dairy plants for perfect comparative study in human resource development field.

There is no comparative study on training and development at dairy plants. The Co-operative dairy units are under government undertaking units. Private dairy units are acquiring milk from farmers that decreases the procurement amount of Co-operative dairy units. Since Co-operative dairy are not providing appropriate value for the farmers who produce and supply milk to the dairy units.

5.1 Findings

OBJECTIVE 1: To study the employees’ perception towards training provided by Co-operative and Private dairy plants.

➢ It is found that dairy type shows no difference and age groups show difference towards training design. The combined effects such as dairy plants and age groups show there is a significant difference towards the training design. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs based on employees’ age.
➢ It is found that dairy type and experience groups show difference towards training design. The combined effects such as dairy plants and experience groups show there is a significant difference towards the training design. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs based on employees’ experience.

➢ It is found that dairy type shows no difference and salary group shows difference towards training design. The combined effects such as dairy plants and salary groups show there is a significant difference towards the training design. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs based on employees’ salary.

➢ It is found that dairy type shows no difference and attended training programs group shows difference towards training design. The combined effects such as dairy plants and attended training programs groups show there is a significant difference towards the training design. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs based on employees’ attended training programs.

➢ It is found that dairy type shows difference and age group shows no difference towards management and peer support. The combined effects such as dairy plants and age groups show there is no significant difference towards the management and peer support. The results indicate that better management and peer support are provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ age.

➢ It is found that dairy type and experience groups show difference towards management and peer support. The combined effects such as dairy plants and experience groups show there is significant difference towards the management and peer support. The results indicate that better management and peer support are provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ experience.

➢ It is found that dairy type and salary group show difference towards management and peer support. The combined effects such as dairy plants and salary groups show there is significant difference towards management and peer support. The results indicate that better management and peer support are provided by Co-
operative dairy rather than the Private dairy plants towards training programs based on employees’ salary.

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➢ It is found that dairy type does not differ and age group shows difference towards motivational training. The combined effects such as dairy plants and age groups show there is no significant difference towards motivational training. The results indicate that better motivational training is provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ age.

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➢ It is found that dairy type does not differ and age group shows difference towards new technology. The combined effects such as dairy plants and age groups show
there is significant difference towards new technology. The results indicate that enhanced new technology is provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ age.

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➢ It is found that dairy type and salary group show difference towards new technology. The combined effects such as dairy plants and salary groups show there is significant difference towards new technology. The results indicate that enhanced new technology is provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ salary.

➢ It is found that dairy type does not differ and attended training programs group shows difference towards new technology. The combined effects such as dairy plants and attended training programs groups show there is significant difference towards new technology. The results indicate that enhanced new technology is provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ attended training programs.

➢ It is found that dairy type and age groups show difference towards delivery style. The combined effects such as dairy plants and age groups show there is no significant difference towards the delivery style. The results indicate that enhanced delivery style is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ age.

➢ It is found that dairy type and experience groups show difference towards delivery style. The combined effects such as dairy plants and experience groups show there is significant difference towards the delivery style. The results indicate that enhanced delivery style is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ experience.

➢ It is found that dairy type shows difference and salary group show no difference towards delivery style. The combined effects such as dairy plants and salary groups show there is no significant difference towards delivery style. The results
indicate that the enhanced delivery style is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ salary.

➢ It is found that dairy type and attended training programs group show no difference towards delivery style. The combined effects such as dairy plants and attended training programs groups show there is no significant difference towards the delivery style. The results indicate that enhanced delivery style is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ attended training programs.

➢ It is found that dairy type and age group show difference towards overall training. The combined effects such as dairy plants and age groups show there is significant difference towards overall training. The results indicate that enhanced overall training is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ age.

➢ It is found that dairy type and experience group show difference towards overall training. The combined effects such as dairy plants and experience groups show there is significant difference towards overall training. The results indicate that enhanced overall training is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ experience.

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➢ It is found that dairy type shows no difference and attended training programs group shows difference towards overall training. The combined effects such as dairy plants and attended training programs groups show there is significant difference towards overall training. The results indicate that enhanced overall training is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ attended training programs.
OBJECTIVE 2: To evaluate the employees’ development of Co-operative and Private dairy plants after attended training programs.

➢ It is found that dairy plants and age groups show difference towards employees’ attitude and behaviour of development. The combined effects such as dairy plants and age groups show there is no significant difference towards the employee attitude and behaviour of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards employees’ attitude and behaviour of development.

➢ It is found that dairy plants and experience groups show difference towards employees’ attitude and behaviour of development. The combined effects such as dairy plants and experience groups show there is significant difference towards employees’ attitude and behaviour of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards employees’ attitude and behaviour of development.

➢ It is found that dairy plants differ and salary groups show difference towards employees’ attitude and behaviour of development. The combined effects such as dairy plants and salary groups show there is no significant difference towards employees’ attitude and behaviour of development. It can be inferred that the training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards employees’ attitude and behaviour of development.

➢ It is found that dairy plants and attended training programs groups show no difference towards employees’ attitude and behaviour of development. The combined effects such as dairy plants and attended training programs groups show there is no significant difference towards employees’ attitude and behaviour of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards employees’ attitude and behaviour of development.

➢ It is found that dairy plants and age groups show difference towards communication development of development. The combined effects such as dairy plants and age groups show there is no significant difference towards communication development of development. It can be inferred that the training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards communication development of development.
➢ It is found that dairy plants show difference and experience groups show no difference towards communication development of development. The combined effects such as dairy plants and experience groups show there is significant difference towards communication development of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards communication development of development.

➢ It is found that dairy plants and salary groups show difference towards communication development of development. The combined effects such as dairy plants and salary groups show there is significant difference towards communication development of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards communication development of development.

➢ It is found that dairy plants show no difference and attended training programs groups show differs towards communication development of development. The combined effects such as dairy plants and attended training programs groups show there is significant difference towards communication development of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards communication development of development.

➢ It is found that dairy plants show no difference and age groups show difference towards self-efficacy of development. The combined effects such as dairy plants and age groups show there is no significant difference towards self-efficacy of development. It can be inferred that the training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards self-efficacy of development.

➢ It is found that dairy plants and experience groups show difference towards self-efficacy of development. The combined effects such as dairy plants and experience groups show there is no significant difference towards self-efficacy of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards self-efficacy of development.

➢ It is found that dairy plants shows no difference and salary groups show difference towards self-efficacy of development. The combined effects such as dairy plants and salary groups show there is significant difference towards self-
efficacy of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards self-efficacy of development.

➢ It is found that dairy plants and attended training programs groups show no difference towards self-efficacy of development. The combined effects such as dairy plants and attended training programs groups show there is significant difference towards the self-efficacy of development. It can be inferred that training programs has promoted better effect on the Private dairy rather than the Co-operative dairy plants towards self-efficacy of development.

➢ It is found that dairy plants age groups show difference towards inter-relationship of development. The combined effects such as dairy plants and age groups show there is significant difference towards inter-relationship of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards inter-relationship of development.

➢ It is found that dairy plants experience groups show difference towards inter-relationship of development. The combined effects such as dairy plants and experience groups show there is no significant difference towards inter-relationship of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards inter-relationship of development.

➢ It is found that dairy plants salary groups show difference towards inter-relationship of development. The combined effects such as dairy plants and salary groups show there is no significant difference towards inter-relationship of development. It can be inferred that the training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards inter-relationship of development.

➢ It is found that dairy plants shows no difference and attended training programs groups show difference towards inter-relationship of development. The combined effects such as dairy plants and attended training programs groups show there is no significant difference towards inter-relationship of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards inter-relationship of development.
➢ It is found that dairy plants and age groups show difference towards waste minimization of development. The combined effects such as dairy plants and age groups show there is no significant difference towards waste minimization of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards waste minimization of development.

➢ It is found that dairy plants and experience groups show difference towards waste minimization of development. The combined effects such as dairy plants and experience groups show there is no significant difference towards waste minimization of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards waste minimization of development.

➢ It is found that dairy plants show no difference and salary groups show differs towards waste minimization of development. The combined effects such as dairy plants and salary groups show there is no significant difference towards waste minimization of development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards waste minimization of development.

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➢ It is found that dairy plants and age groups show difference towards overall development. The combined effects such as dairy plants and age groups show there is no significant difference towards overall development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards overall development.

➢ It is found that dairy plants and experience groups show difference towards overall development. The combined effects such as dairy plants and experience groups show there is significant difference towards the overall development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards overall development.
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It is found that dairy plants and attended training programs groups show no difference towards overall development. The combined effects such as dairy plants and attended training programs groups show there is no significant difference towards overall development. It can be inferred that training programs has promoted better effect on the Co-operative dairy rather than the Private dairy plants towards overall development.

OBJECTIVE 3: To identify the influence of training and development on employees’ performance of Co-operative and Private dairy plants.

The R² square is 0.613. This is implies that 61.3 percent of the variation on development is explained by training. The F ratio is 93.194 and p-value is 0.000, which is significant at one percent level. It shows that there is significant influence of training on development among employees in private dairy plants. It is found that there is influence of management and peer support, motivational training, new technology and delivery style on development. The analysis also found that there is no influence of training design on development with respect to Private dairy.

The R² square is 0.752. This is implies that 75.2 percent of the variation on development is explained by training. The F ratio is 56.908 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of training on development among employees in co-operative dairy plants. It is found that there is influence of training design, management and peer support, motivational training, new technology and delivery style on development with respect to Co-operative dairy.

The R² square is 0.354. This is implies that 35.4 percent of the variation on employee performance is explained by training. The F ratio is 21.281 and p-value is 0.000, which is significant at one percent level. It shows that there is significant influence of training on employee performance among employees in private dairy plants. It is found that there is influence of management and peer support and delivery style on employee performance. The analysis also found that there is no
influence of training design, motivational training and new technology on employees' performance with respect to Private dairy.

➢ The R² square is 0.655. This is implies that 65.5 percent of the variation on employee performance is explained by training. The F ratio is 73.691 and p-value is 0.000, which is significant at one percent level. It shows that there is significant influence of training on employee performance among employees in co-operative dairy plants. It is found that there is influence of management and peer support, motivational training and delivery style on employee performance. The analysis also found that there is no influence of training design and new technology on employees’ performance with respect to Co-operative dairy.

➢ The R² square is 0.675. This is implies that 67.5 percent of the variation on organizational performance is explained by training. The F ratio is 121.854 and p-value is 0.000, which is significant at one percent level. It shows that there is significant influence of training on organizational performance among employees in private dairy plants. It is found that there is influence of training design, management and peer support, motivational training and delivery style on organizational performance. The analysis also found that there is no influence of new technology on organizational performance with respect to Private dairy.

➢ The R² square is 0.797. This is implies that 79.7 percent of the variation on organizational performance is explained by training. The F ratio is 73.622 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of training on organizational performance among employees in Co-operative dairy plants. It is found that there is influence of training design and management on organizational performance. The analysis also found that there is no influence of motivational training, new technology and delivery style on organizational performance with respect to Private dairy.

OBJECTIVE 4: To identify the influence of training and development on organizational performance of Co-operative and Private dairy plants.

➢ The R² square is 0.638. This is implies that 63.8 percent of the variation on employees' performance is explained by development. The F ratio is 103.849 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of development on employee performance among employees in private dairy plants. It is found that there is influence of employee attitude and behaviour, communication development, self-efficacy and waste
minimization on employees’ performance. The analysis also found that there is no influence of inter-relationships on employees’ performance with respect to Private dairy.

➢ The $R^2$ square is 0.663. This implies that 66.3 percent of the variation on employees’ performance is explained by development. The F ratio is 37.009 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of development on employees’ performance among employees in Co-operative dairy plants. It is found that there is influence of employees’ attitude and behaviour, communication development and waste minimization on employees’ performance. The analysis also found that there is no influence of self-efficacy and inter-relationships on employees’ performance with respect to Co-operative dairy.

➢ The $R^2$ square is 0.565. This implies that 56.5 percent of the variation on organizational performance is explained by development. The F ratio is 76.522 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of development on organizational performance among employees in Private dairy plants. It is found that there is influence of employees’ attitude and behaviour, communication development, self-efficacy, inter-relationships and waste minimization on organizational performance.

➢ The $R^2$ square is 0.551. This implies that 55.1 percent of the variation on organizational performance is explained by development. The F ratio is 23.109 and p-value is 0.001, which is significant at one percent level. It shows that there is significant influence of development on organizational performance among employees in Co-operative dairy plants. It is found that there is influence of employees’ attitude and behaviour, communication development and waste minimization on organizational performance. It is also found that there is no influence of self-efficacy and inter-relationships on organizational performance with respect to Co-operative dairy plants.
5.1.1 Path Analysis

➢ It is found that there is influence of training and development on employees’ performance with respect to Private dairy plants.
➢ It is found that there is influence of training, development and employee performance on employee performance with respect to Private dairy plants.
➢ It is found that there is relationship between training and development with respect to Private dairy plants.
➢ It is found that there is influence of training and development on employees’ performance with respect to Co-operative dairy plants.
➢ It is found that there is influence of training, development and employees’ performance on organizational performance with respect to Co-operative dairy plants.
➢ It is found that there is relationship between training and development with respect to Co-operative dairy plants.

5.2 Discussions

The analysis found that moderately perceived towards overall training programs with respect to demographic profile of the dairy employees. The results also indicate that the better training programs provided by Co-operative dairy rather than the Private dairy plants. Likewise, Li Ji, et al. (2012) additionally hypothesized that employees training should direct emphatically the connection between firms’ environmental attitude and its performance in sustainable development. Testing hypothesis among manufacturing firms in both South and North China got empirical proof supporting the connection between firms’ environment and its performance in sustainable development. Training and development programs are extremely essential for dairy plants to face with this challenging and altering world. Training and development programs are fundamentally related to employee but its ultimate effect goes to dairy plants because the end user is dairy plants itself. Co-operative dairy plants authorities should make alterations regularly in the system of training design like content of the course, training objectives, equipment and facilities to be learnt by trainees in order to meet the expectations of Private dairy plants employees.

According to Henry Ongori and Jennifer Nzonzo (2011) the significance reflected in the overall success of the organizations, transfer of organisational goals, skill set needed in the organisation, culture of quality, improved market share and retention of existing staff. The researchers recommended that, the organization to remain
strategically situated in the business environment or to be productive in giving quality yields to the society, there is requirement for both existing and new employees ought to be trained consistently. In dairy plants, whenever the new technology introduced each employees are retrained.

As analysing the perception of employees towards their performance and organizational performance, training and development influences employees’ performance and that leads to organizational performance. The combined effects such as dairy plants and salary groups show there is no significant difference towards waste minimization of development. It can be inferred that training programs have promoted better effect on the Co-operative dairy rather than the Private dairy plants towards waste minimization of development. In dairy plant waste minimization is very essential with the record to raw material and finished products. Water, fuel, and power are consumed relevant to milk processing. Dairy plants are keen on waste reduction, by maintaining notice board records every month can create alarm among the employees. It indicates per month per litre of milk processing. Excess of water wastage creates sludge and sludge is the main problem for the plant as they create microbes and odour smells around the dairy plants. Each employee need to be trained during on the job each and every year. Research and Development team seems to be satisfied with enough training and equipments.

Extension officers works in expanding farmers to produce more cows and quality milk. The biggest milk makers don't have their own dairies. They obtain milk from littler farms and farmers. FSSAI rules direct that the milk needs just be looked into for fat and solids, not fat (SNF) and that's it. Stunning, there isn't sufficient foundation to separate A1 or A2 drain or test for pathogens. Extension officers’ performance is based on increased milk procurement from farmers. Most of the time farmers would not follow all the practices up to the mark that lead to low-quality milk. So these officers should train more and equip with all the requirements. The local native breeds create A2 milk. In any case, these breeds have been artificially inseminated by a high-yielding crossbreed, prevalently known as HF or Holstein Friesian in India, which gives generally twofold the measure of A1 milk. Consumers spend more money on buying A1 milk. Extension officers can be trained to native breeds’ artificial insemination (AI) to increase native milk production. Finally, the prospect for improvement is a measure of the developmental opportunities available for employees to grow in the organization.

Yadapadithaya and Stewart (2003), stated future research needs to investigate the conceivable linkages between hierarchical qualities and patterns in corporate T&D. For
example, ISO-licensed firms in India and might be more probable than non-certified firms to be engaged with the T&D developments. Besides, the limit of any individual firm to start and support human resource developments is obliged by the degree to which innovations are correspondingly adopted by different firms in its industry in a given nation. This research would fill or support their work of doing a comparative study on training and development practices in manufacturing or food and dairy industry.

It is found that dairy type shows no difference and salary group shows difference towards training design. The combined effects such as dairy plants and salary groups show that there is a significant difference towards training design. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs based on employees’ salary. According to Amina Hameed and Shehla Amjad (2009) explained the Impact of Office Design on Employees’ Productivity in the study area increased personal control and comfort needs of employees triggered the concern among organizations to provide them with an environment and office design, which fulfils the employees’ needs and helps to boost their productivity. The main objective of this study is to find out the relationship between office design and productivity. For this purpose, 31 bank branches of 13 banks were contacted and studied. The findings of this study show that office design is very vital in terms of increasing employees’ productivity. Comfortable and ergonomic office design motivates the employees and increases their performance substantially.

From the DMRT result, it is found that 3 to 4 times attended program training groups has obtained highest mean score and when compared other three attended training programs groups. Based on Marilena et al (2011) investigated age as moderator of the relationship of proactive personality with training motivation, perceived career development from training, and training behavioural intentions. A survey was finished by 252 city government employees. As guessed, members’ age directed the connection between proactive personality and these results utilizing various hierarchical regressions. The effects of this investigation propose that age might be a vital thought in understanding the importance of pro-activity to work outcomes. In particular, it proposes that proactive personality may prompt diverse work results for employees of various ages. As the principal concentrate to look at the directing impact of age on the connection between proactive personality and training and development related results, this investigation adds to and broadens the literatures on personality, training and
development, older workers, and work motivation. In this study it is found that dairy type does not differ and attended training programs group shows difference towards motivational training. The combined effects such as dairy plants and attended training programs groups show there is significant difference towards motivational training. The results indicate that better motivational is training provided by Co-operative dairy rather than the Private dairy plants towards training programs based on employees’ attended training programs.

Anastasios and Prodromos (2014) found Employee post-training behaviour and performance: evaluating the results of the training process. The study test well educated respondents (64.2 for every penny are graduates) with a recognizable level of professional experience (10 years). Besides, 38.8 for every penny of the trainees are administrative personnel, though 19 for every penny and 42.2 for each penny technical and support workers. The transfer factors picked are training design, trainee self-efficacy and workplace. Normal time since going to training is 2.4 years. A confirmatory factor analysis was at first led to evaluate the validity of the constructs incorporated into the research model. To measure sampling adequacy Kaiser-Mayer-Olkin (KMO) and Bartlett's trial of sphericity were utilized. The legitimacy of this model is tried by applying the auxiliary condition demonstrating way to deal with information from 126 workers who have taken an interest in different training programs in various Greek organizations. The outcomes demonstrate that the manner by which the training process is composed and sorted out is the reason for accomplishing positive outcomes for both the member students and their organizations. The impact of transfer design on training comes about is reinforced by some different components (for the most part self-efficacy, behaviour and training transfer) incorporated into the proposed model. Transfer design has a solid direct as well as backhanded effect on every one of these factors, showing that there is a high level of reliance between these elements and the transfer design. Likewise in this study, it is found that below 30 years of age group has obtained highest mean score and above 50, 30-40 and 41-50 years of age groups obtained same level of opinion and lowest mean scores. It is found that dairy type and age group show difference towards overall training. The combined effects such as dairy plants and age groups show there is significant difference towards the overall training. The results indicate that enhanced overall training is perceived by Co-operative dairy employees rather than the Private dairy plants employees towards training programs based on employees’ age.
In light of Richard Miller (2012) in path analysis approach, two primary effects were gotten. Culmination of the Officer’s Advanced Training Course and nearness to gather in the midst of the commanders’ previous improved performance effectiveness. Transition exercises were found to influence most on a basic level moment after progress with some degree less impact over the long run. Different factors found to influence early performance were training, particularly the culmination of the Officer’s Advanced Course, and the proximity to command of the officer’s previous assignment. Thus, it is concluded that there is influence of training, development and employees’ performance on organizational performance with respect to Co-operative and Private dairy plants.

5.3 Suggestions

Objective: 1

➢ From the analysis, it is identified that they moderately perceived towards overall training programs with respect to demographic profile of the dairy employees. The results indicate that the enhanced overall training programs provided by Co-operative dairy rather than the Private dairy plants. Hence, it is recommended that dairy authorities should take required action in such a way that employees should think training is essential to enhance employees’ performance and to manage the present competitor challenges.

➢ The analysis found that employees moderately perceived towards training design with respect to demographic profile of the dairy employees. The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs. Hence, it is recommended that Co-operative dairy plants authorities should make alterations regularly in the system of training design like content of the course, training objectives, equipment and facilities to be learnt by trainees in order to meet the expectations of dairy plants employee’s belongings to above 40 years of age group, above 15 years of experience group, above Rs. 30000 of salary group, above 6 attended training programs and co-operatives dairy plants employees.

➢ From the two way ANOVA analysis, it is found that they moderately perceived towards management and peer support with respect to demographic profile of the dairy employees. The results indicate that the better management and peer support provided by Co-operative dairy rather than the Private dairy plants towards training programs. Hence, it is recommended that the dairy plants
management should increase job happiness of employees when we create good relationship with employees, good atmospheric working condition, and provide better waste management skill development training programs.

➢ It is found that they moderately perceived towards motivational training with respect to demographic profile of the dairy employees. The results indicate that good motivational training is provided by Co-operative dairy rather than the Private dairy plants towards training programs. Hence it is suggested that the higher the employee inspiration the greater is the possibility to learn and apply the new knowledge on the job. The reasons for such an interest are to be identified. It will help the dairy plants to make additional interest among the dairy employees in relation to training.

➢ From the analysis, it is found that employees moderately perceived towards new technology with respect to demographic profile of the dairy employees. The results indicate that new technology is provided by Co-operative dairy rather than the Private dairy plants towards training programs. Hence, it is important for the dairy plants management to make sure that suitable steps like vestibule, external training for improving new technology based training.

Objective: 2

➢ It is found that, better level of employees’ attitude and behaviour perceived after training programs. It is also found that the training programs have promoted better effect on the Co-operative dairy rather than the Private dairy employees towards employees’ attitude and behaviour of development. Hence, it is recommended that dairy plants management should maintain and focus on behavioural training programs like food safety training exercises and games. However, follow up and impact of such training is still to be evaluated in future.

➢ From the two way ANOVA analysis, it is found that employees moderately perceived towards communication development with respect to demographic profile of the dairy employees. It is also found that the training programs have promoted better effect on the Private dairy rather than the Co-operative dairy plants towards communication development. In order to increase communication skills training programs may be planned for a better development of communication skills among the dairy employees.

➢ It is found that the training programs have promoted better effect on the Private dairy rather than the Co-operative dairy plants towards self-efficacy. Self-
efficacy among the employees shows moderate level. Hence, management should conduct training and development programs and reward dairy man of the month to develop self-efficacy to a higher level.

➢ It is found that the training programs have promoted better effect on the Private dairy rather than the Co-operative dairy plants towards inter-relationships. Inter-relationships among the employees show moderate level. Hence, it is recommended to develop the inter-relationships skill by group activities, employee-employer games among the employees.

➢ It is found that the training programs have promoted better effect on the Co-operative dairy rather than the Private dairy plants towards waste minimization of development. Waste minimization skill among the employees shows moderate level. Hence, the waste minimization skill can be well developed to increase the status of employees’ performance and also organizational performance.

➢ It is found that the training programs have promoted better effect on the Co-operative dairy rather than the Private dairy plants towards overall development. Overall employees’ development mean scores are only to a moderate level after attending training programs. Proper performance appraisal should be made to all the training and development team. So, they can identify where they are strong and in which areas they are lacking.

Objective: 3

➢ From the multiple regression analysis, it is found that there is influence of training design on development in Private dairy but there is no influence of training design perceived in Co-operative plants. Hence, it is recommended that Co-operative plants authorities should make alterations regularly in the system of training design like content of the course, training objectives, equipment and facilities to be learnt by trainees in order to meet the expectations of Private dairy plants employees.

➢ Motivational training does not influence Private dairy employees’ development when compared with Co-operative dairy plants. Hence, it is suggested that the higher the employee inspiration the greater is the possibility to learn and apply the new knowledge on the job. The reasons for such an interest are to be identified. It will help the dairy plants to make additional interest among the dairy employees in relation to training.
Delivery style does not influence Co-operative dairy employees’ development when compared with Private dairy plants. Hence, it is recommended that dairy management should provide essential printouts, program details and storage devices related to training programs to the trainees before the launch of the training programs. Trainees should be communicated at least one week previous to the training program. All these methods and systems increase the quality of delivery style towards training programs.

**Objective: 4**

- Self-efficacy does not influence Co-operative dairy employees’ development when compared with Private dairy plants. Self-efficacy among the employees shows the moderate level. Hence, management should conduct external training and development programs towards developing the self-efficacy to a higher level.
- Inter-relationships and self-efficacy do not influence on Co-operative dairy employees’ development when compared to Private dairy plants. Self-efficacy among the employees shows the moderate level. Hence, it is recommended that inter-relationships and self-efficacy are indirectly related to the organization in fixing an individual to a job. Proper abilities both in Inter-relationships and self-efficacy aspects are to be lifted up.

### 5.4 Conclusion

This research entitled “A COMPARATIVE STUDY OF TRAINING AND DEVELOPMENT PRACTICES ADOPTED IN CO-OPERATIVE AND PRIVATE DAIRY PLANTS” has so far discussed the important findings and recommendations. Descriptive research design was adopted in this study. This researcher has adopted simple random sampling technique to collect data from Co-operative and Private employees in Erode and Salem districts. The sample size consisted of 400 employees. The questionnaire re-constructed based on the pilot study. In this study, training and development were considered as dependent variables. Employees’ performance and organizational performance were considered as outcome variables. Further these variables were taken to statistical analysis with respect to demographic profiles of the dairy employees. Descriptive statistics, factor analysis, two way ANOVA, multiple regression and path analysis were used for data analysis. The results indicate that better training design provided by Private dairy rather than Co-operative dairy plants. The
result shows that better self-efficacy and communication development occurred in Private dairy plants than Co-operative dairy units. It is also found that the training programs have promoted better effect on the Co-operative dairy plants compared with Private dairy plants towards overall development. Inter-relationships do not influence Co-operative dairy employees’ development when compared with Private dairy plants. Path analysis found that there is influence of training and development on organizational performance with respect to employees’ performance based on Co-operative and Private dairy plants. Hence, it is concluded that, Co-operative and Private dairy plants should provide external training to their employees. Both internal and external training and development programs have advantages not only for employees’ development but also for the organization (Dairy plants) itself. If the performance of the employees is not good, it will affect the whole business organization.

5.5 Limitations of the Study

Though the research has been properly planned and well executed, there are certain limitations, which are inherent in nature and which are out of the researcher’s control. The effectiveness of the research is felt only when the results are read along with the limitations and constraints faced during the course of the study. Such important limitations of the study are stated below;

➢ There may be changes in training in future which in turn may influence the outcomes of employees and organizational performance. The result of present study may differ, if we conduct same research with larger sample.

➢ Collecting data from the employees of Co-operative and Private dairy plants is difficult, because they are very busy with their life styles, occupational busy and also with their family dedications. The resistance of the employees of Co-operative dairy plants due to fear, lack of interest and time is a major constraint.

5.6 Managerial Implications

➢ This research will assist dairy plants to appreciate the importance of Training and Development programs. Training and Development programs help them to understand that it is very necessary for them to give training to their employees so that they could achieve the assign task in a better way. Dairy plants authorities should take required action in such a way that employees should think training is essential to enhance employees’ performance and to manage the present
competitor challenges. Co-operative dairy plants should evaluate the training to know the impact of employees’ performance on training provided.

➢ The results indicate that better training design is provided by Private dairy rather than the Co-operative dairy plants towards training programs. Co-operative dairy plants authorities should make alterations regularly in the system of training design like content of the course, training objectives, equipment and facilities to be learnt by trainees in order to meet the expectations of dairy plants’ employees. Only Erode Co-operative dairy plant is providing external training by sending their technical employees to Anand, Gujarat. Both dairy plants should conduct external training so as to enhance new technical skills to the employees.

5.7 Further Research Scope of the Study

Though the research has been accurately planned and well executed, there are certain gaps, which are intrinsic in nature and are out of the researcher’s control.

➢ A comparative study could be conducted in various sectors in India based on cost benefits and return on investments from training programmes can be carried out.

➢ Only two outcome variables have been identified in this study, but training and development are influenced by several variables which can be probed in future.

5.8 Chapter Summary

This chapter dealt findings, discussions and suggestions based on the research undergone analysis and interpretations. It is found that better training design provided by the Private dairy plants compared with Co-operative dairy plants. But better overall training and development is provided by Co-operative dairy plants compared with Private dairy plants. Conclusion part the researcher put forward the thesis and submit the views of overall research progress. Then limitations and managerial implications of this study were discussed. Future scope of the study implied dimension for upcoming research.