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CONTENTS

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

www.ijrcm.org.in   167

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT
A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
www.ijrcm.org.in

168

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www.ijrcm.org.in   169

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●   Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill

●   Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

●   Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

●   Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

●   Kiran Ravi, Kaur Manpreet (2008), Global Competitiveness and Total Factor Productivity in Indian Manufacturing, International Journal of Indian Culture and Business Management, Vol. 1, No.4 pp. 434-449.

Conference papers

●   Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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●   Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University.

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INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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www.ijrcm.org.in

170

A STUDY OF FACTORS AFFECTING TRAINING DECISIONS OF EMPLOYEES IN SERVICE INDUSTRY: A STUDY WITH REFERENCE TO SELECTED SERVICE INDUSTRY IN NCR

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ABSTRACT

The role of service industry in development of economy is imperative. With the rapid expansion in this field followed by LPG the sector demands talented workforce to sustain development .Thus the role effective training in retaining the intellectual and knowledge capital in its different sub-sectors is worth noting. Since there is severe dearth of trained manpower in varied sub sectors and seeing the cut-throat competition the role of suitable trainers and utilizing training as a tool for effective retention seems to be a safe pill.

The purpose of this study is to focus on factors affecting training decision in service industry with reference to selected organization like few selected banks, insurance and educational institutions in Faridabad. It attempts to cover areas covered under training for different levels, most preferred method for training, preference of trainees for type of training and also areas suggested by trainees for bringing improvement in training program Also an effort is made to understand role of trainer and other factors that affect good learning.

On the basis of data collected chi square test was applied to determine the association between different factors thus drawing conclusion. The results revealed that the type of training objectives, resulting implications ,off the job methods ,method which focuses on inculcating multi-skills are more preferred by employees .Also certain areas like involvement of trainees, 2-way feedback, suitable selection of training method were focused. The present result will help in improving training as a learning function in service industry.

KEY WORDS
Training methods, training implication, training and learning, service industry.

INTRODUCTION
The rate at which service industry is growing is tremendous .it accounts for almost 50% of our GDP and according to sources in the next 5 years it would cover almost 60% of contribution to growth of our country. Since 1990's it has grown at the rate of 9%

In different sectors this growth is tremendous whether retailing , tourism , insurance , IT and ITES, BPO'S, hospitality , media , education , health care etc .All these sources have tremendous scope for growth and can generate innumerable opportunities for growth and development of country.

Thus, the type of workforce required in these developing sectors huge demand of skilled and trained work force which can convert plans to actions bringing a holistic development for all The role of training and development thus becomes imperative to shape the future trained workforce with the help of suitable training and development methods .Since there is a imbalance between the skills demanded

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT
A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
www.ijrcm.org.in

171

by the industry and the skills provided by different institutions through which these young graduates pass ,the need of providing need based and corporate helpful training is compulsory.

The term training refers to planned activities matched with suitable techniques and material to impart required skills, competencies and develop such attitude and behavior that assists in quick achievement of goals with maximum efficiency and effectiveness.

Training is amongst the most important component that decides the future of any organization. With the increased focus on better nurturing of Human capital and managing this intellectual capital of any organization training plays central role .It helps in carving workforce in such a way so that both organization and individual success is achieved.

LITERATURE REVIEW
Andrews (1999) stated the training is a systematic modification of behavior through learning, which occurs as a result of education, instruction, development and planned experience. Training needs exists when there is a gap between the present performance of employee or group of employees and the desired performance.

Reid et.al. (1993) stated that training is necessary within the organization because it helps in gaining maximum performance from its employees at all levels. It can also be explained in terms of "To develop human potential to assist organizations and individuals to achieve their objectives". For managers to start a training programs, certain conditions are laid, which is normally seeing the climate of the work environment, management.

It is now almost axiomatic that strategic goal of almost all commercial organization is to create more intelligent and flexible firms than their competitors by hiring and developing more talented human resource and by extending their skill base. it is imperative in the context of new business realities that organization should be able to continuously innovate , be customer focused and remain cost competitive to survive , grow and excel in long run. During the 1980 Japanese management practices clearly indicated that business success is based on high standards of performance which in turn depends on highly trained and developed work force (Brown and Read 1984).

Recent researches also indicate a casual link between high commitment practices (including training and development) and improvements in establishment's performance and competitive advantage .organization learning in small business organization(Harry Matlay,2000)

Similar approach regarding advantage of training to employees all over the service industry is suggested by TV Rao (2009) suggesting the emerging role of training in enhancing performance. Several factors like training environment , trainer, outcomes of training play a significant role in training , but what is of utmost importance is that whether the organization is going to be benefited by it or not..

Christina Williams (2006) focused on role of training in improving service quality. It is seen that high performance team could be better prepared under planned training .Service quality training decision are highly affected by training resources, implications and role of other department in securing betterment from training.

Waight, C. L., & Egan, T. M. (2005). Also focused on role of evaluation of training as an important aspect that needs to be focused while designing and delivering a training program. It was generally observed

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT
A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
www.ijrcm.org.in
172

that each training program to be effective demands creativity on part of trainers. The trainee's performance is deeply affected by creativity used in imparting training and difference which it would make in performance or behavior of trainees .Thus, while designing training program equal focus needs to be given to all aspects of training.

Angle, H. L. (1989) also emphasized on role of innovation in effective training. It is proven by several studies that the more innovative the training methods are the high level of learning happens. The trainees are highly affected by how innovative the trainer as been to train, this creates interest in minds of trainees to acquire maximum out of training.

Edwin Thwaites (2003) in the need for focusing on international and comparative dimensions of corporate training and development policies have been increasingly felt since different nations of world have liberalized and globalize their economies like Latin America. China, India, East and Central Europe etc. The various aspects of training and development sector are as follows:-

Table -1
Different aspects of training and development

Parameter	Indictor
Percentage of payroll spent in training	1.2%
Training money pent per employee	253.3%
Average training hours per employee	4.7
Percentage of employees trained per year	55.3%
HRD or training employee per 1000 employees	2.3

Source – Black well publishing Ltd., 2003, corporate training and development

The key responsibility of training and development is of the following department as sown in table -2

Table -2
Key responsibility training

Position	Percentage
Personnel /HR/Training specialist	71%
Line manager/Supervisor /Foreman	11%

Source – Black well publishing Ltd., 2003, corporate training and development

Table -3 The driving forces for training and development
Table -3

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

www.ijrcm.org.in

173

Driving force	Percentage
Pressure to increase quality , innovation and creativity	79%%
Need to enhance efficiency and effectiveness of employee	65%
Need to change corporate culture	62%
To achieve better ROI	54%
To achieve better IR	27
To fulfill needs , wishes and demands of employees	30%

Source - Black well publishing Ltd. ,2003, corporate training and development

Regarding banking sector across the globe there had been many studies show the significance of training and development function in these organizations. Over the years banks all over the world have continuously increased their training, budgets and expense In US average expenditure on education and training was around $720 per employee in 2003which was spent on salaries for training staff, tuition reimbursements and payments to outside vendor and other expenses .On an average training budget increased by 7% from 2002 to 2003) (Angela Hills, 2002)

Also there are different studies that proof that there is a big attrition rate due to lack of training and suitable skill development and that suitable training process is not suitable. Attrition rate is around 30-35% highest in any industry .The expenditure incurred by BPO on training is 1-2 % of the total revenues pf this organization .According to Business world report around 60,000 people have changes their job incurring a huge amount around 300 crore .to the industry.

OBJECTIVES OF STUDY
1) To determine training objective or purpose of providing training and its relation with training decision
2) To determine major attributes or features which affect training decision of employees
3) To identify most preferred topic of training by trainees.
4) To identify most preferred method for training by employees
5) To identify areas suggested by trainees for improvement in training program

NEED OF STUDY
The present study focuses on training in service industry. The basic problem undertaken in this study is to investigate the impact of various training factors that are considered important in training and its impact on trainee's decision to attend training program. .Since in service industry especially at middle level employees, training is mandatory for this level since there are other employees working under them, thus not only technical but other behavioral, managerial and imbibing good leadership skills is a must So, the training decision of trainees to attend and learn from the trainees depends on how far

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

www.ijrcm.org.in

174

factors that attract trainees to attend training program are been designed so that in true terms learning resulting from training can be made.

RESEARCH DESIGN

In this study service industry in Faridabad was selected on random basis .Around 6 service industry were selected (including bank, insurance and educational institutions) in which around 270 questionnaire were distributed at middle level employees(in school at lecturer level) .Total 215 questionnaire were received making the response rate 79.62 Amongst the received questionnaire about 65 were incomplete leaving the number of filled questionnaire to 150..Thus, all interpretations were made for150 questionnaire. Structured questionnaire method was used to collect response of employees. Initially an exploratory pilot testing was conducted on 50 middle level employees in selected units of service industry to identify factors which could be used in structured questionnaire 1-5 in final questionnaire.

Q.1 deals with most important objective of imparting training by organization and decision regarding attending training and also to determine if there is any association between objective of training and attending the training. Q.2 deals with selected attributes or features that affect training decision of employees. Q.3 deals with preferred training areas of employees.Q.4 deals with training methods most preferred by employees and which make them to attend training program Q.5 deals with areas which trainees feel needs improvement in training program.

Also in this association between areas that need improvement and attending training program is been found by chi-square method to calculate response on a 3-point interval scale The rest question were based on nominal scale .Thus questionnaire was used as a tool for data collection and final descriptive research. The response for research was collected through restricted stratified sampling. In order to validate the authenticity of factors selected in first and fifth question chi-square test was run.

ANALYSIS AND INTERPRETATION

In the first question 6 factors were identified in exploratory pilot testing to identify the impact of training objective on training decision of employees .These factors were –
1) To improve knowledge level of employees
2) To enhance work performance
3) To increase retention rate
4) For preparing trained work force for future
5) To improve learning environment
6) To build a positive brand image

Ho = There is no significant relation between the objectives of training and the training decision
H1 = There is significant relation between training objectives and training decision of trainees

Now to determine whether these factors are significantly related with training decision of employees or not, a chi-square test was run**.** The chi-square test value was 118.365 at 0.05 level of significance and 10 degree of freedom, the critical value was 18.307 which is lesser than the tabulated value thus rejecting the null hypothesis. Thus, it can be concluded that there is significant relationship between objectives of training and training decision of employees. (Table -3)

<div align="center">

Table -1
Observed frequencies

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www.ijrcm.org.in

175

Factors	L	M	H	Total
A	20	50	70	140
B	10	45	84	139
C	20	40	60	120
D	10	62	30	102
E	90	40	20	150
F	10	46	28	84
	160	283	292	735

Table-2
Expected frequencies

Factors	L	M	H	Total
A	30.47	53.90	55.61	140
B	30.25	53.51	55.22	139
C	26.12	46.20	47.67	120
D	22.20	39.27	40.52	102
E	32.65	57.75	59.59	150
F	18.28	32.34	33.37	84
	160	283	292	735

Table – 3
Cross classification of reasons to attend training program

Level of significance	0.05
No. of rows	6
No. of columns	3
Degree of freedom	10

Test Results

Chi-square test statistics	118.365

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A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

www.ijrcm.org.in

176

Critical value	18.307

REJECTS THE NULL HYPOTHESIS

In the second question which is based on nominal scale trainees were asked that which attribute or feature of the training program attracts those most to take decision to attend the training. For this based on the response of employees in terms of % analysis (Percentage analysis) the areas preferred were analyzed. The responses given on the basis of different attributes chosen were (Table -4). Also preference is shown in form of bar chart (Figure -1) –

Table-4
Response of trainees on essential attribute of training

Factor	Total no. of respondents	% of response	Rank
Relevance	39	26%	III
Practical implications	63	42%	I
Easy to learn	40	26.66%	II
Helps in improving performance	8	5.33%	IV
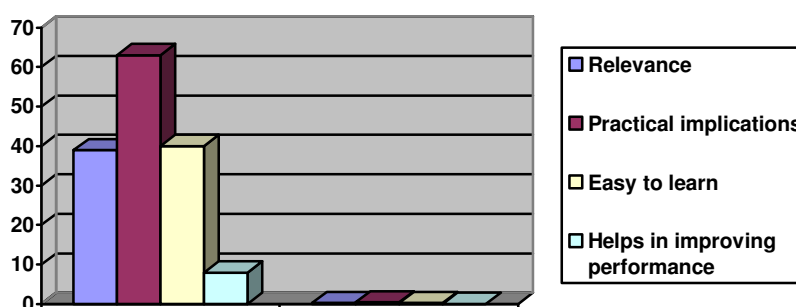
Figure 1 Preference of attribute of training

In the third question, it was attempted to find out area or topic which affects training decision of trainees for attending program .Based on response collected composite ratio was determined with the help of standard deviation to find the ranking of factors as per trainee's choice. The area or topic chosen were:

1) Technical skills
2) Conceptual skills
3) Behavioral skills
4) Communication skills
5) Personality Development
6) Team building

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www.ijrcm.org.in

177

Formula used for estimating composite ratio-
Composite ratio = M /σ
Where ,M = Σ FX / N
The following table explains the calculated composite ratio and resulting ranks of the different factors (areas or topics) preferred in training (table-5) -

Table-5
Preferred areas of training

Factors	Weighted average	Std. deviation	Composite ratio	Rank
Technical skills	4.013	1.1830	3.392	I
Conceptual skills	2.7	1.79	1.50	VI
Behavioral skills	3.533	1.49	2.371	III
Communication skills	3.05	1.526	1.99	V
Personality development	3.766	1.11	3.192	II
Team building	3.13	1.53	2.045	IV

Thus from the table and the rank calculated it can be estimated that technical skills are most preferred areas whether for banks, insurance or educational institutes since it is required for better performance every trainee wants to excel in this most preferred area.

Surprisingly, followed by this next preferred area is personality development which indicates that apart form craving to conceptual skills, as an emerging trend trainee's focus and understand the role of personality in better management. Thus it can be a good input for trainers to include such content that focus on developing personality of middle level managers so that effective management can be done.

Followed by this is preference of behavioral skills , which shows that trainees understand the role of behavior in getting work done by individuals .Thus if such training is provided to trainees where behavioral improvement is taught the learning would result in better relation , less conflicts and sound industrial relations.

The next preference was for team building skills which is a positive indication that team working is amongst employees preference ,thus if training on such team boosting and team working is promoted it will result in better team management , higher performance and better results .

Followed by team building was communication skills, it is due to the fact that due to lack of proper communication channels either in form of unclear instructions, untimely directions and delayed dissemination of information and differences in opinion may happen Thus, training in such topics that may help in building 2-way communication which will help in providing better role and goal clarity and also in better customer retention.

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT
A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
www.ijrcm.org.in

178

The last preferred factor was conceptual skills, it indicates that trainees are attracted by such learning that have practical implications and that can help in improving their work performance instead of imbibing theories which have no practical values.

The fourth question attempted to find the most preferred method for training by the trainees. For this based on composite ratio and standard deviation ranks were determined to assess preference of trainees. The preferred training methods included were –
1) On –the job training
2) Off-The job training
3) Mixed method
After calculating M (weighted average) and standard deviation composite ratio was calculated by the formula –
 M= Std. deviation / Total sample size
 Further composite ratio was calculated with the help of C.R = M / Std deviation
Thus, based on this composite ratio ranking on the basis of trainees preference is calculated as shown in table – 6

Table -6
Preferred training method

Factor	Weighted mean	Std. deviation	Composite ratio	Rank
On-the Job	3.886	0.853	4.532	III
Off-the Job	3.36	0.38	8.84	I
Combined	4.11	0.468	8.78	II

Thus, it is seen that the trainees prefer off-the job methods much more than on –the job methods, also preference for off-the job methods are equally higher, but surprisingly on-the job methods are preferred less. This may be because of the reason that on the job methods like classroom lectures or job instruction training are quite monotonous .It does not involves trainees resulting into loss of interest and lack of interest thus resulting into less learning . On the other hand off the job methods provide exposure as well as break the monotony of same trainer, work environment and work pressure. Thus, it is an important finding with relevance to designing effective training methods by inculcating off-the job methods along with on-the job methods to sustain trainees interest, creativity and learning in a continuous way.
Apart from this employees were asked to respond on most preferred method among on the job and off-the –job training .Percentage analysis was done to find the most preferred method amongst different method as shown in Table- also preference of on-the job training is shown in figure -2

Table -5
Preference for on-the –job training

Training method	No. of respondents	%
Vestibule	18	12
Instructor led training	42	28

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT
A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
www.ijrcm.org.in
179

Job instruction technique	34	22.6
Lecture method	16	10
Job rotation	40	26.66
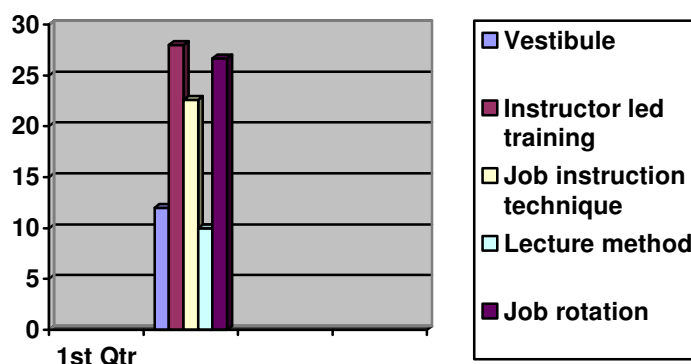
Figure 2- - Preference of on-the job training methods

It is clear from above that lecture method is amongst the least preferred method due to monotonous mode and non-involvement of trainee's .Amongst the most preferred method is. instructor led training followed by job rotation since in the first there is a feeling of support and clarity when training is under supervisor .Followed by this is job rotation which helps in giving a broader perspective to learning and developing understanding in different other areas thus making the workforce in form of trainees more efficient Also as suggested by trainees that vestibule method is also preferred but if done under an expert can give far fruitful results.

Amongst the preference of off-the –job training methods the following results were obtained (table-7) followed by preference in bar chart (figure -3)–

Table-7
Preference for off-the –job training

Factors	No. of respondents	%
Business games	39	26
Role plays	42	28
Simulations	28	18.61
Conferences	29	19.33
Case study	12	8

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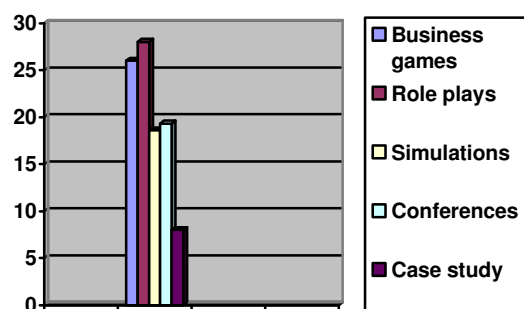
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180

Figure 3- Preference for off-the job training method

It is clear from above that among the off-the-job methods role plays are most preferred as a training method of training, since by this better coordination, empathy and understanding towards each other role can be developed. It helps at different managerial across and within departments to understand each other problem, strength, limitation and thus learn in a real sense. Followed by this are business games which help in providing multitudinal skills in employees to make them better skilled and competent and strengthen different skills like decision making, problem solving, better forecasting and leading. Further conferences and simulation are also preferred by trainees since they provide new information and also a better understanding towards new concepts can be developed.

The fifth objective was aimed to find areas of improvement in the training program as suggested by trainees to make training a better learning experience In connection with this certain areas that were identified in which improvements were suggested were as follows –
1) Involvement of trainees in training need assessment
2) Providing feedback during and after training
3) Improvement in training methods
4) Selection of trainer
5) Correlating training content directly with work
6)   Introduction of e-learning
7) Designing suitable training environment
8) Duration of training

ON THE BASIS OF THIS FOLLOWING HYPOTHESIS WAS FORMULATED –
H0 – There is no significant association between factors identified and scope for improvement .in training program.
H1- There is significant association between factors identified and scope for improvement in training program.

To determine the significant relation between these factors chi-square test was run .as is clear from table-10 the calculated value of chi-square is 50.175at 0.05 level of significance and 14 degree of freedom .the critical value is 23.685 .since the critical value is lesser than the tabulated value the null hypothesis is rejected .Thus, it can be said that there is a significant relation between the factors identified and scope for improvement in training program .

Table-8
Observed frequencies

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A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

www.ijrcm.org.in

181

Factors	L	M	H	Total
Involvement of trainees in training need assessment	30	40	60	130
Providing feedback during and after training	10	32	70	112
Improvement in training methods	25	40	50	115
Selection of trainer	10	60	30	100
Correlating training content directly with work	20	40	50	110
Introduction of e-learning	10	46	28	84
Designing suitable training environment	25	40	55	120
Duration of training	30	40	50	120
	160	338	393	891

Table-9
Expected frequencies

Factors	L	M	H	Total
Involvement of trainees in training need assessment	22.34	49.31	57.39	130
Providing feedback during and after training	20.11	42.48	49.40	112
Improvement in training methods	20.65	43.625	50.72	115
Selection of trainer	17.95	37.93	44.10	100
Correlating training content directly with work	19.75	41.72	48.51	110
Introduction of e-learning	15.08	31.86	37.08	84

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182

Designing suitable training environment	21.54	45.52	52.92	120
Duration of training	21.54	45.52	52.92	120
				891

Table -10
Cross classification of areas of scope for improvement and test results

Level of significance	0.05
No. of rows	8
No. of columns	3
Degree of freedom	14

Test Results	
Chi-square test statistics	50.175
Critical value	23.685

Since the critical value is less than the tabulated value **null hypothesis is rejected**

Also in order to determine the priority of trainees in terms of area of improvement percentage analysis followed by ranking was used to find the preference of trainees (Table-11)

Table -11

Factor	No. of respondent	% preference	Preference rank
Involvement of trainees in training need assessment	41	27.34	I
Providing feedback during and after training	26	17.34	II
Improvement in training methods	17	11.34	V
Selection of trainer	12	8	V
Correlating training content directly with work	25	16.67	III
Introduction of e-learning	18	12	IV
Designing suitable training environment	6	4	VI

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183

Duration of training program	5	3.34	VII

It is clear form the above that amongst the highly preferred area involvement of trainees in assessing training need to make training need based and providing feedback throughout training program to keep track with their learning consistently should be practiced.

CONCLUSION

Thus from above factors following conclusions can be made –

1) It is clear that there is a significant relationship between the objectives of training and training decision of employees .Thus , while designing the training content or defining the purpose of training, focus should be on needs of trainees thus making the program more useful with wide implications

2) Since from the response of the trainees it is clear that their decision regarding attending training program depends largely on practical implication of the leaning from training so that improved work performance can be brought. Thus for trainer it is important to consider this factor along with ease of understanding and use of appropriate aids in making learning a quick and interesting job

3) It is also seen that technical skill are preferred more since the first objective of middle level employees in automobile sector is to have low rejection and high productivity .Thus they all focus on such training programs that can enhance their technical skills Also as an emerging perspective trainees prefer to be trained into behavioral and personality development, this they consider important for effective management and maintaining good work environment.

4) Off the job training method is more preferred than on the job training, it indicates that trainers should include such methods which can give them feel of a change by way of changing environment, breaking monotony and enjoying the training resulting in better learning. Thus, a combination of methods both of on the job as well as off the job should be designed to impart multi-facet skills to employees

5) Training methods which involve a combination of skills and involvement of trainees with support of superior or instructor is preferred, so training programs should be designed in such a fashion so that 2-way communication between trainers and trainees can be better nurtured. Similarly, training which provides multi-skills apart form their basic core job should be promoted.

6) The organization should also focus on certain improvement areas like involving trainees in need assessment, providing consistent feedback to trainees, linking training with learning, improvement in selection of trainer , training aids and introduction of e-learning should be introduced

IMPLICATIONS OF STUDY

The study will help in introducing new ideas to make training innovative like involvement of trainees in training need identification, providing feedback, deciding need based and relevant objectives, selecting the trainer objectively, choosing the training aids and method carefully. With introduction of e-learning methods and bringing improvement in identified areas that are essential in making training effective, the resulting learning will ensure improved work performance and trained workforce.

LIMITATIONS OF STUDY

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184

The study had following limitations –

1) It included only selected service industry for collecting data and analysis
2) Only middle level employees were included in the sample
3) Only factors affecting training decision of employees were basically focused in the study. Similarly, other topics which impact training decision of employees can be studied for further research.

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186