CHAPTER VI
CONCLUSIONS AND SUGGESTIONS

In the modern and complex business environment, employee training and development is one of the reliable sources for gaining competitive edge. Training and development is beneficial to employees as well as for the organisation in general. For exploiting the employees’ capacity and enhancing the performance of the employees, it is also imperative for management to train its employees for meeting present need and develop them for future. The results of the findings indicated that Training and Development affects employees’ performance and organizational effectiveness, which implies that effort, must be made to ensure that employees’ skills and knowledge that are underutilized must be utilized through timely training design and implementation. The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage. Training and development is an aspect of human resource practices that help in enhancing employees’ skills, knowledge, and competence capable of improving employees’ ability to perform more efficiently. Training and development play a vital role in the effectiveness of an organisation. It is one of the most pervasive techniques for improving employees’ performance enhancing organisation productivity in the work place. Employees are the indispensable asset and key element of gaining competitive advantage for any organization. Present study focus on the role of training and development activities in improving the capacity of employees engaged with selected SMEs in Uttarakhand. In a survey of 500 employees, some important finding of the study is as follows:

6.1 Important Finding of the Study:

- Sample was dominated by the young category respondent ranging in the age group of 25-35 years in the sample as it contributes 60.6% in the sample.
- Sample consists of male and female respondents where majority of respondents were male and unmarried.
• Study indicates that maximum respondents were graduates and post-graduates earning up to Rs 40000PM.

• The sample is the combination of Small and Medium enterprises. Majority of respondents were from small enterprises and middle level.

• It is seen that majority of the respondents were associated with their present organizations from 1-5 years.

• The study indicates that Majority of respondents got in-house training as well as outside training by professionals and includes training for supervisory/management skills, communication skills, new equipment/method, safety, productivity enhancement, employee motivation, organization development, career planning/personal growth, technical/knowledge skill, team building.

• It is found that most of the organization imparts technical training to its employees to enrich technical skill among the employees. However the chi square test confirms that there is a significant relationship between the natures of training received in the past across the employees of various cadres in the organization.

• The study reveals that most of the employees were of the opinion that training given in them in the organization was need based and contains appropriate training content and delivery methodologies and majority of respondents have got at upto 2 training programmes during last years.

• Majority of respondents were sensitive towards training and development programmes in their organization to a considerable extent. Bivariate test analysis indicates that there is significant relationship between sensitiveness of employees towards Training and Development among the employees of various designations.

• Information pertaining to the training climate reveals that majority of employees were satisfied with the kind of climate provided by the managers to implement new ideas and methods and it is helpful in changing their attitude to a considerable extent.
Majority of respondents believed that training objectives were met during the training session to a considerable extent. Further bivariate test indicates there is significant difference in the opinion of the employees towards fulfilling the training objective during the training session across the designation of employee in organisation.

Confirmatory Factor analysis was carried out to find out the important training strategies enriching employees’ skills and competencies. Eight important strategies were identified. These are

- Outcome Oriented Training
- Objective Oriented Training
- Content focussed Training
- Succession Oriented training
- Performance Oriented Training
- Leadership oriented Training
- Problem Solving Training
- Sustainability training

The interrelatedness among the various training strategies and their contribution in HR capacity building process and impact on employees ‘efficiency was analysed using one way ANOVA and regression analysis. Study revealed that most of the respondents believe that Training and Development Strategies helps in developing human capacity building and exploiting the potential of employees to a considerable extent. Further One-way ANOVA test indicates that different training and development strategies differs significantly across the employees having different perception towards role of T&D in HR capacity building.

The study related to outcome of training and development activity reveals that better productivity is the most preferred Outcome of Training and development. It was followed by improved morale, Reduced stress, Enhanced reputation, Employer of choice, reduced compensation cases, lower legal costs, Lower staff turnover, Lower insurance premiums. Further Bivariate test analysis indicates that there is significant relationship
between Outcomes of training among the employees of different age group, experience and cadre working in SMEs of Uttarakhand.

- Study indicates that majority of respondents believed that Training and Development Strategies helps in improving Job Performance to a considerable extent. Further one way ANOVA indicated that mean of different training and development strategies differs significantly across the employee’s perception towards role of T&D in improving job performance. Further chi-square test confirms that there is significant difference in the opinion of the employees towards role of T&D in improving job performance across the employees of various cadres in organisation.

- One way ANOVA was used to test whether there is any relationship between perception of employees towards training and development for succession planning across the various SMEs of Uttarakhand. Result indicated that there is no significant difference between perception of employees towards training and development for succession planning across the various SMEs of Uttarakhand. In other words employees of small and medium enterprises have same perception towards training and development for succession planning.

- The descriptive analysis was carried out to assess the mean of different components enhancing training effectiveness. Further cross table analysis was carried out to check the mean difference across the designation of the employees in the organisation. It was found that training effectiveness has scored highest mean (3.8468) across low level employees. Further one way ANOVA analysis indicated that training effectiveness differ significantly across the different designation of employees working in some selected SMEs of Uttarakhand.

- Further it was found that factors of training effectiveness has scored highest mean for employees from age group 55 years and above. One way ANOVA analysis indicates that the mean of effectiveness of training differ significantly across the different age groups of employees working in selected SMEs of Uttarakhand. It was found that factors of training effectiveness has scored highest mean for employees who were professionally qualified. One way ANOVA analysis indicated that training effectiveness differ significantly across the different educational qualification of
employees working in some selected SMEs of Uttarakhand. It was found that mean of different factors of training effectiveness has scored highest mean for employees earning below Rs 15000 pm and one way ANOVA analysis projects that training effectiveness differ significantly across the different income groups of employees working in SMEs of Uttarakhand.
6.2 SUGGESTIONS

On the basis of study, following suggestions were drawn:

1) Over the last few decades, a significant technological change has been witnessed. In the absence of training, the productivity of the employees is significantly affected which in turn affect the organizational performance. From the study, it was found that majority of the employees have got upto two training sessions which is very insignificant in the present environment. Hence it is suggested that continuous assessment is needed and employees must be trained as and when new system or technology is introduced.

2) In common parlance, training is a continuous process for improving job related skill, knowledge and competence which in turn help in developing the capacity. In the study it was found that training effectiveness differs significantly across the demographic characteristics of employees. Hence it is suggested that management should give due care on this factor so as to reap maximum outcome with limited resources.

3) It was found in the study that sensitiveness of employees towards Training and Development differs significantly across the designation of employee in organisation. Therefore, to avoid wastages of human, material, financial and time resources and the duplication of efforts, in the organization, Training and development needs assessment has to be carried out in a systematically and scientifically so that training and development programs could meet their intended objectives through systematic training and development needs assessment.

4) In the study it was found that majority of respondents believed that training objectives were met during the training session. Further chi square test reveals that there is significant difference in the opinion regarding meeting of training objectives across the designation of employee in organisation. Hence it is suggested that management should explore the reasons of difference of opinion and make suitable strategies to meet end objectives.

5) To achieve the desired goals of the training and development programs, the objectives should be clear and precise to indicate the expected outcomes and these
objectives should have presented in a systematic way to the trainees. Therefore, in delivering the training and development programs, training objectives should be clear and precise to indicate the expected outcomes and should be based on the objective of the organization.

6) Training and development programmes cannot meet their intended objectives in the absence of evaluation practices towards their effectiveness and outcomes. Therefore, it is recommended that the organizations should have a scheme to evaluate the Training and development programmes at different stages.

6.3 CONCLUSION

Indian Small and Medium Enterprises (SMEs) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. SMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural areas. SMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country. The Sector consisting of 36 million units, as of today, provides employment to over 80 million persons. The Sector through more than 6,000 products contributes about 8% to GDP besides 45% to the total manufacturing output and 40% to the exports from the country. The SME sector has the potential to spread industrial growth across the country and can be a major partner in the process of inclusive growth.

SMEs also play a significant role in Nation development through high contribution to Domestic Production, Significant Export Earnings, Low Investment Requirements, Operational Flexibility, Location Wise Mobility, Low Intensive Imports, Capacities to Develop Appropriate Indigenous Technology, Import Substitution, Contribution towards Defence Production, Technology – Oriented Industries, Competitiveness in Domestic and Export Markets thereby generating new entrepreneurs by providing knowledge and training.
Despite their high enthusiasm and inherent capabilities to grow, SMEs in India are also facing a number of problems like sub-optimal scale of operation, technological obsolescence, supply chain inefficiencies, increasing domestic & global competition, working capital shortages, not getting trade receivables from large and multinational companies on time, insufficient skilled manpower, change in manufacturing strategies and turbulent and uncertain market scenario. To survive with such issues and compete with large and global enterprises, SMEs need to adopt innovative approaches in their operations. SMEs that are innovative, inventive, international in their business outlook, have a strong technological base, competitive spirit and a willingness to restructure themselves can withstand the present challenges that affect their performance and limit their capacity to contribute effectively to sustainable development.

The challenge is to develop human capacities at all levels in order to provide adequate, equitable and sustainable services. Human capacity development therefore must include the capacity of the community as well as the organisations that work with them. Thus Training and Development is considered a tool to build Human Resources capacity and equip employees to achieve organizational goals.

Gone are the days, when training was considered to be futile, waste of time, resources and money. Now-a-days, training is an investment because the departments such as, marketing & sales, HR, production, finance, etc. depends on training for its survival. If training is not considered as a priority or not seen as a vital part in the organization, then it is difficult to accept that such a company has effectively carried out HRM. Training actually provides the opportunity to raise the profile development activities in the organization. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only brings high return on investment but also supports to achieve competitive advantage. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, i.e. gap between desired performance and actual employee performance. Particularly
training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity. Training programs are the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm’s specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance at every level.

There is a significant relationship between training and development programme with the performance of employees of various cadres. It is found that Training and development programme in the organization is linked to succession planning of organization and employees are guided to upgrade their technical knowledge &skills through training and prepared for succession planning. The study also reveals that there is significant impact of level of employees on perception towards effectiveness of training and development. The employees of some selected SMEs of Uttarakhand were provided with both in-house training and outside training by professionals. The nature of training programme received by the employees in the past includes supervisory/management skills, communication skills, new equipment /method, safety, productivity enhancement, employee motivation, organization development, career planning/personal growth, technical /knowledge skill, team building. The current training provided by their organization contains appropriate training content and delivery methodologies. Eight Training and Development strategies were identified according to its importance given by the employees engaged in the SMEs. The Training and development strategies includes Outcome Oriented Training, Objective Oriented Training, Content focussed Training, Succession Oriented training, Performance Oriented Training, Leadership oriented Training, Problem Solving Training, Sustainability training. Above all, it becomes imperative to state that without training, there will be no development. Therefore, for every organization to survive, training must be seen by management as "a means to an end".
6.4 FUTURE SCOPE OF THE STUDY

Training and development of employees is a critical issue before HR manager. The HR managers must assist the organization in adopting the strategic mix and values for meeting global competition. Training and development programmes could not meet their intended objectives in the absence of evaluation practices towards their effectiveness and outcomes. Therefore, the organizations should have a scheme to evaluate the Training and development programmes at different stages. It is hoped that future researcher should take these issues in developing the scale for effective evaluation process of training and development practices. This will enable organization to understand which factors are important to keep in mind during the training and how a good training can be delivered to their employees.