Chapter 7

Conclusion and Suggestions

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Chapter 7

Conclusion and Suggestions

The research work undertaken by the researcher is based on identifying the role of training and development activities in achieving operational excellence, in special reference to Mawana Sugar Works, Mawana, in which the researcher has already discussed the company profile of MSW, review of literature on training and development and training and development practices and operational excellence activities at MSW as well as analytical part of the research in the previous chapters of the research work.

This chapter discusses about the conclusion part of the research work. Major findings of the study based on the analysis of data discussed in chapter six, as well as chapter wise conclusion has been described in this chapter. Certain limitations being faced by the researcher while carrying out this research work have been given along with the relevance of this research work for academicians, future researchers, students, organisation has also been discussed at the end.
Conclusion

Sugar factories play a very important role in development of rural areas and in the economic upliftment of the country. This sector greatly depends upon the human resources who are related directly or indirectly to sugar manufacturing organisations. The success of these organisations depends on the performance contributed by their employees which ultimately depends on a sound training and development strategy.

This research work has contributed to analysing the importance of training and development programmes in achieving operational excellence with special focus on Mawana Sugar Works, Mawana. The entire study was structured into seven chapters. The chapter wise conclusion of the study has been summarised as below –

Chapter one, comprises of the introduction part of the topic of the present research work. This chapter highlights the role of Indian Sugar Industry for economic growth, and the role of training and development activities in the growth of Sugar factories. This chapter also covers the literature review on training and development practices in Indian organisations. The review of literature has been collected by the researcher from various research articles and research papers published in reputed national and international journals. Further, this chapter discusses the research objectives of the present study, followed by research methodology being used to carry out the present study.

Chapter two comprises of the company profile of Mawana Sugar Works, Mawana i.e. the organisation where the present research study has been conducted. The researcher has mentioned the company history based on the secondary data like
general company information, annual reports, company manuals, and monthly newsletters as well as the information gathered from interviews and discussions with the employees and higher officials of the company, during many visits to the organisation. Here, the researcher concludes that Mawana Sugars Limited is the seventh largest private sector sugar manufacturer in India and accounts for more than five percent of sugar production in Uttar Pradesh.

Chapter three discusses the theoretical background of the concept of training and development activities in the organisations. Here the researcher highlights the basic nature, objectives and importance of training and development, followed by the basic process and methods of training etc. Here the researcher presents all the details required to gain more useful insights into the field of training and development and it has provided a useful direction in carrying out the research work.

Chapter four discusses the useful informations pertaining to training and development programmes at Mawana Sugar Works, Mawana. This chapter discusses about the objectives of training and development at MSW and its implementation at MSW. The researcher also discusses a brief detail of ATD centre at MSW, as well as in-house and external training programmes being conducted by MSW. Here, the researcher concludes that Mawana Sugar Works, Mawana pays due attention on conducting the training and development programmes regularly so as to continuously improve the performance of employees.

Chapter five comprises of the details of Operational Excellence activities at Mawana Sugar Works, Mawana. Here, the researcher gives the details of various operational excellence activities like Six Sigma, SGIA (Small Group Improvement
Activity), Ankur (Kaizen) and Darpan (5S or Housekeeping) etc., which are conducted by HR Department of Mawana Sugar Works, Mawana. Further this chapter also gives the procedures of implementation of these activities at MSW. Here, the researcher concludes that Ankur (Kaizen), Darpan (5S), SGIA, DMAIC Methodology are the major operational excellence initiatives taken up by MSW in order to improve the profitability and product quality and reduce the wastes and inconsistencies from the workplace.

Chapter Six discusses the Data Analysis part of the present research work where the raw primary data collected by the researcher during field survey, has been analysed by using SPSS version 16.0. The raw primary data has been collected by the researcher by administering a well structured questionnaire containing questions based on the role of training and development programmes in achieving operational excellence in the MSW. The data is analysed and presented by using charts and tables. Here, the researcher concludes that training and development programmes are very significant in improving the performances of the employees which further helps in improving quality, productivity and profitability of the organisation.

As a whole, this research work aims at identifying and assessing the role of training and development programmes in achieving operational excellence, with special reference to Mawana Sugar Works, Mawana. The present research work undertaken by researcher has been successful in fulfilling its research objectives. The researcher has done an attempt in establishing a linkage between training and development programmes and operation excellence activities in the organisations. Various operational excellence activities have been
discussed in the present research work, like, SGIA, DMAIC Methodology, Six Sigma, Kaizen (Ankur) and 5S (Darpan) etc.

The researcher concludes that the success of an organisation depends largely on a sound training and development strategy. There exists a strong positive relation between training development programmes and achievement of operational excellence in the organisation. Training and development programmes are very essential in making the employees more competent, skilled and knowledgeable. These programmes make the employees more competent so as to take up the challenging operational excellence activities and implement them efficiently in the organisation, which further leads to improved productivity and product quality and therefore reducing wastes, losses and inconsistencies. Therefore, training and development helps in bringing continuous improvement in the organisation which ultimately helps in achieving operational excellence.

Finally it would be worth saying that there exists a strong linkage between training development programmes and operational excellence activities in the organisation. Operational excellence can only be achieved through a well-defined, systematic and on-going training and development programmes. A sound training and development system makes the implementation of operational excellence activities more efficient and thus results in getting more success and profit to the organisation.

Thus, it is worth saying here that –

“Training and Development is an investment in HR with a promise of getting better returns in future.”
Findings

This section will discuss about the major findings of the study as based on chapter six i.e. Data Analysis part –

1) It was found that majority (75 percent) of the employees are well aware of the training and development programmes at Mawana Sugar Works (MSW), Mawana.

2) 55 percent of the employees are in favour that training and development programmes are conducted at regular intervals at Mawana Sugar Works (MSW), Mawana. It shows that the company should put some more efforts in providing regular training to the employees.

3) Majority (84 percent) of the employees believed that training programmes give skillfulness during working. It shows a positive perception of employees towards training programmes at MSW.

4) It was found that 79 percent of the employees are in favour that training and development programmes helped in upbringing of potential in them. It shows that the company provides such kind of training programmes to its employees which could enhance their potentials and talents.

5) It was found that 60 percent employees only believe that the training programmes are need-based. That means some more efforts are required to be taken in this direction by the company.

6) The study finds that 63 percent of the employees are in favour that training programmes are helpful in meeting their job requirements and job expectations, 21 percent employees are undecided and rest 16 percent employees are not in favour of it.
7) It was found that only 60 percent of the employees are in favour that training and development programmes and helpful in adopting new latest technological advancements and to cope up with the emerging job challenges.

8) Majority (74 percent) of the employees believe that training makes them more knowledgeable and thus they are better able to develop more useful ideas for their jobs.

9) It was found that 71 percent of the employees believe that training programmes improves their job deficiencies and thus it helps them in meeting their job targets.

10) 63 percent of the employees are in favour that training and development programmes are helpful and essential in bringing ongoing and continuous improvement at the workplace. 19 percent employees are neutral and 18 percent employees are not agreeing with it.

11) 76 percent of the employees are well aware of the operational excellence activities conducted at Mawana Sugar Works (MSW), Mawana. It shows that the operational excellence initiatives being taken by MSW are quite functional.

12) It was found that 60 percent of the employees believe that Darpan (5S) programmes are useful in maintaining a clean and an orderly workplace. It shows that more Darpan initiatives are required to be taken by the company so as to increase the effectiveness of Darpan Programmes at MSW.

13) Only 53 percent employees are in favour that Darpan (5S) programmes are providing a platform to work collectively in a team. 17 percent employees are neutral and 30 percent employees disagree to it. It shows that some actions are required to be taken to sort out the conflicts or the Inter-
personal problems among the employees while working together in a team.

14) It was found that 66 percent employees are aware of the meaning, concept, utility and relevance of Housekeeping (Darpan) programmes at MSW. It shows that some more knowledge is required to be given to employees on the concept and implementation of Darpan Programmes at MSW.

15) The study finds that 66 percent of the employees are well aware of the systematic procedure to implement Ankur (Kaizen) at MSW. It shows that more efforts are required to be taken by the company to increase the awareness of ‘Ankur’ programmes at MSW.

16) 69 percent of the employees are in favour that ‘Ankur’ programmes at MSW are effective in reducing strains, inconsistencies and wastes from the workplace. It shows that employees are having a positive attitude towards ‘Ankur’ programmes in making the workplace a better place to work with.

17) It was found that 74 percent of the employees are in favour that SGIA (Small Group Improvement Activity) are helpful in solving chronic business problems. It shows that SGIA programmes are quite effective at MSW.

18) Only 52 percent employees believe that SGIA offers them an opportunity to assemble together and share valuable ideas in a team. While 19 percent are neutral and rest 29 percent are not in favour of it. It shows that more efforts are required to be taken up by the company so as to sort out the inter-personal barriers among employees while working in a team.
19) The study finds that 78 percent of the employees consider that the operational excellence activities like Ankur, Darpan and SGIA are really effective and essential in improving the operational performance of the organisation and thus having a greater impact on their work performance.

20) It was found that 73 percent of the employees are in favour that training and development programmes play an important role in effectively implementing operational excellence activities at MSW. It shows a positive attitude of the employees towards the effectiveness of training programmes in achieving operational excellence in the organisation.

Overall the finding of the study state that the training and development programmes are very essential in improving the skills, talents, potentials and competencies of the employees. These training programmes help them in meeting their job standards and job targets. Ankur, Darpan, SGIA etc. are various functional operational excellence activities at MSW. These activities have really been very significant in reducing strains, inconsistencies, and reducing wastes from the workplace. These programmes are of great importance in improving the operational efficiency of the organisation. A positive response of the employees shows that training and development programmes are really important for achieving operational excellence in the organisation. These programmes play a great role in creating and maintaining a quality workplace, in offering the best services to the customers and in increasing the profitability and growth of the organisation.
The next section will discuss about certain limitations and challenges being faced by the researcher during the course of the present study.

**Limitations**

The present research study is based on identifying the role of training and development programmes in achieving operational excellence, giving special reference to Mawana Sugar Works, Mawana. The researcher has conducted the field work by visiting the Mawana Sugar Works, Mawana many times. In order to successfully carry out the research work, both primary and secondary data were collected by the researcher. During the course of the present study, certain challenges were faced by the researcher which is as follows –

1) It was assumed that whatever information’s are being provided by the officers are truthful and reliable.
2) During the visits, the researcher had to depend upon the veracity of the data and the useful general information’s which were given by the higher officials of the company.
3) The confidential information about the organisation and other classified information could not be obtained from the employees of the company.
4) The research could be conducted only on a sample of 100 employees because many of the employees were not interested in accepting the questionnaires and discussing the issues related to it. The researcher has not covered the contractual workers for the study.
5) The employees gave only fragmented and selective information about the organisation and many of the employees showed
least interest as an excuse of time constraint. Most of the employees gave only favourable information’s about the organisation due to fear of the management.

6) Confidentiality, time and interest of the employees remained the main limiting factors of the study.

Suggestions

The researcher has discussed below some useful suggestions which, if implemented, could improve the functioning of training and development programmes in effectively implementing the operational excellence activities by the organisation. These suggestions are –

1) Training methods which involve a combination of skills and involvement of trainees with support of superior or instructor should be preferred and conducted by the company. These training programmes should be designed in such a fashion so that two way communication between trainer and trainees can be better nurtured. Further, the training which provides multi-skills apart from their basic core jobs should be promoted.

2) The organisation 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, and audio-visual training aids should also be promoted.

3) Since, training and development programmes are continuous and ongoing in nature. It has been found in the analysis that only 55 percent employees supported the regular conduct of training programmes. So, the organisation is required to make some extra efforts in providing regular training programmes to
employees so as to ensure continuous improvement in the organisation.

4) It was found during the study that only 60 percent employees believed that training programmes are need based. Therefore it is suggested that organisation should first assess the actual needs of the employees before investing a huge amount of money and other resources on training and development programmes.

5) The organisation should design its training programmes in such a fashion that they largely meet the job requirements and job expectations of the employees. Further, these programmes should also enable employees in coping up with the latest technological challenges and changes.

6) A more effective and measurable system to evaluate the effectiveness of training programmes should be created and regular and timely feedback should be given to the employees after the training programmes.

7) It is suggested that the level of awareness of operational excellence activities among employees should be increased. This could be done by using picture boards, charts, posters, signals, and also by giving the knowledge of these concepts to employees.

8) It is suggested that the management of the company should make specific rules and regulations for the employees working together in a team during Ankur, Darpan and SGIA etc. These rules should be equally binding on every member of the team and the one who violates the rules should be penalized. In this way, every team member would get an equal opportunity to contribute fully towards the activities and every member would
be free to share his valuable ideas to improve the situations. In this way, the inter-personal problems among the employees could be greatly solved.

9) It is suggested that various operational excellence activities like Ankur, Darpan, SGIA, etc. should be designed and implemented in a more innovative and interesting manner and giving more focus on the practical knowledge. It would involve greater involvement of the employees and in this way, the effectiveness of these activities would be increased.

10) It is suggested that organisation should give due importance to its employees. The HR department should design the excellent HR policies of salary, leaves, overtime payments, accidental aids etc. so that there occurs a harmonious relationship between the employer and employees.

11) It is suggested that training and development programmes should be designed and implemented in such a manner that they should focus on the main aim of achieving the operational excellence in the organisation rather than focusing on other alternative objectives.

12) It is suggested that there should be time to time changes in the implementation of Ankur, Darpan and SGIA, depending on the circumstances. It would be helpful in maintaining disciplined, clean and an orderly workplace.

The researcher is of the opinion that if the above stated suggestions would be considered and implemented by the organisation then, the training and development programmes would have a greater impact in achieving operational excellence in the organisation. Further, it would also improve the profitability of the organisation.
Research Model developed for the Study

In the research work, the researcher has given a detailed outlook on the concept of training and development and its role in achieving operational excellence. Based on the research study and survey conducted, the researcher has developed a research model (Figure 7.1) which describes how training and development makes a path for achieving operational excellence in the organisation. The model, so developed by the researcher, would be greatly helpful to organisations, academicians, students and future researchers in various ways.

**Figure 7.1 – Research Model developed for the Study**

- Organisational goals and objectives
- Organisational growth and profitability
- Training & Development
- Improving skills, knowledge, competencies and performance of employees
- Improved productivity and product quality (reduced cost/wastes/losses/inconsistencies)
- Continuous improvement in organisation
- Achieving Operational Excellence

Source – Self Developed by Researcher
Relevance of the Research work

This research work done by the researcher was based on assessing the role and impact of training and development in achieving operational excellence. The topic was selected by the researcher keeping this thing in mind that training and development programmes play a biggest role in improving the efficiencies and capabilities of human resources in organisations in developing economy like India where a large part of human resources come from rural areas. These people are mainly semi-skilled and unskilled, therefore training and development programmes prove to be extremely helpful in upgrading their knowledge and making them suitable according to the job requirements. Especially in the manufacturing sector and that too in the sugar industry which is a seasonal industry, training and development programmes form the foundation of growth and success of the organisation and enable the organisation in achieving operational excellence. Therefore, the role of training and development towards achieving operational excellence has been studied and analysed in this research work. The primary data has been collected and survey has been conducted at Mawana Sugar Works, Mawana.

Since, very few research studies have been conducted previously which are based on training and development especially in sugar manufacturing organisations. In that case, this study undertaken by the researcher will set some new guidelines, concepts and provide some useful directions for academicians, students, organisations as well as future researchers who would be studying and pursuing their research in the similar areas Since the study highlights the importance of training and development in
Sugar manufacturing organisations (with special reference to Mawana Sugar Works, Mawana), it provides a detailed and in-depth outlook of the concept of training and development activities in manufacturing firms. The study would be helpful in the following ways –

a) **For Organisations**

The study would be helpful to the various manufacturing organisations in various ways. It would be helping in introducing new ideas to make training innovative, involvement of trainees in training need identification, providing regular feedback, setting need-based and relevant objectives, selecting the trainers objectively and choosing the training aids and methods carefully. Since the study has highlighted about various Operational Excellence activities like Kaizen (Ankur), 5S (Darpan), DMAIC methodology and SGIA etc. as well as their implementation procedure. Therefore, it would be helping the manufacturing organisations in exploring various new concepts related to Operational Excellence and finding new ways and methods to design and implement these activities in more innovative and improved manner. In this way, it would be helping in making training and development programmes more effective which would result in improved work performance and trained workplace.

b) **For Academicians**

The study would really help the academicians or teachers as it explores various new concepts related to training and development programmes, their designing and implementation. In this way the academicians would be better able to enhance their
knowledge in training-development system and operational excellence activities and its implementation in the organisations. Therefore, the study would help academicians in teaching more effectively to the students by giving practical examples from corporate sector.

c) For Researchers

The study will be equally important and significant to the future researchers also. As the researcher has conducted an in-depth study on the role of training and development in achieving operational excellence, so the research model developed by the researcher in this study would be helping the future researchers in many ways. It would help them in exploring various new concepts of training and development and conducting research studies in these areas in the related functions of training and development. Future researchers may undertake the similar studies in other kind of organisations pertaining to the corresponding issues examined in the present study. Future researchers may also concentrate on various related areas like role of training and development in improving quality leadership and innovativeness of people, which are supposed to be core issues for successful training and development implementation. The study may also be undertaken in other organisations in order to verify the various issues examined in the present study.

d) For Students

The study would be very helpful to the students also. It would help in enhancing their knowledge and awareness in the field of training and development programmes and its significance in
improving operational efficiency in the organisations. Hence, the study would be helping students in broadening the level of thinking, thought process and awareness in the field of training and development and hence they would be able to make better decisions about their career and job prospects.