CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSIONS

The excellence of action is gained through constant upgradation of knowledge and skill. One way of obtaining the knowledge and skill is through the training and development programmes. It is a process of specialization. Not all organizations are endowed with the facilities for training and development as a specialized area. There was a time when only some organizations had training officers and they were made responsible for the apprenticeship and new entrant training schemes. But today in the modern times, the training and development has become part and parcel of managerial function.

Human Resource Development is of the recent origin and found its way in the managements priority areas. HRD is the development of human resources to match the organizational needs. The individual workers’ need of career growth and development also intrinsically move along with the process. It is a process of learning technique. The basic principle of HRD is that every individual has potential, an asset to be developed with adequate support.

FINDINGS

HRD Objectives, needs and practices

It is found that the major objective of HRD is the strengthening process of employee retention. The HRD is the source of superior subordinate relationship. It gives a fillip to the team spirit. The HRD is seen as the process of developing individual capabilities. Motivation is improved and the potential of employees are realized through HRD. The objectives of HRD help in organizational development.

It is found that the HRD is making people involve in the development of new products to counter the competition and also by improving the quality in services. The ever changing employee perception and the new concept of treating human beings as human capital further increases the role of HRD. The need to update and maintain the
workers skill data base the changing demographic characteristics of workforce, all prove the importance of HRD

Further it is observed that the HRD is a set of practices, that help in assessing the performance of employees. The career planning and development is addressed by good HRD practices. The boredom of work is removed by constant job rotation. It is a fine practice in HRD. The HRD practices help to identify the outstanding performance so that it is rewarded and recognized. It also aims at organizational development and employee welfare.

HRD practices lead to the succession planning, and better communication in the staff meetings.

The very modern concept of employee participation is well assured in HRD practices. It improves the organizational climate and the reduction in stress level. The Human Resource information systems is the off shoot of HRD practices

**Training and Development programmes**

- The training and development programmes are very much needed in manufacturing sector. It helps in the upgradation of skills and improvement of knowledge. The different types of training like induction training, non-induction training on the job training are provided. At the same time, the activities of pre, during and post training are ascertained. The perceptions of employees in the effectiveness of training is ascertained.

- The organization care for training is an important aspect in the training programmes. Without the involvement and care of the organization, the training programmes cannot achieve its objectives. The care is well ascertained and maintained for future improvements

- The training is a process and it is based on the perfect training methodologies. The training design plays an important role in the successful training programmes. The training designs are market demand oriented and customer satisfaction based.
• The fruit of training is the effectiveness of training programmes. The effectiveness is measured in the areas of acquiring better skills, improvement in the quality of delivery. The distinctive advantage of training to be shown in the competitive world. It helps in achieving the career growth of employees.

• The activities of pre-training during training and post-training are very much appreciated by the employees. These activities help in choosing the external training programmes, the briefing and de-briefing sessions of trainings are very much received by the trainees. The managers help the juniors in a free and friendly manner to develop through training. The post training activities are treated very much important since they give the space to implement new ideas, new methods, new skills acquired through training.

It is found that the process of training delivers a lot of benefits to the stakeholders, viz, the employees, employers and the customers. The employees are benefitted by acquiring new skills and knowledge. The employers are benefitted by the reduced cost on wastage. It is treated as an opportunity to assess the strengths and weaknesses of the workers. The customers are benefitted by the quality of delivery improved quality of product and good and new designs of the products.

The effectiveness of training is ascertained through the relationship of the induction training programmes, organizational care for training, non-induction training programmes the activities of pre-training programmes, the activities of pre-training, during and post training with various training processes. The benefits of training to employers, employees and customers are also considered.

The benefits of training to employees are highly related to the induction training programmes. The employees are able to acquire knowledge and skills through the well planned induction training programmes which are based on the policies and performances oriented.

The benefits of training to employees are highly established by the fact that the upgradation of technology, practical care studies and the expertise of the faculties are directly contributing to its success. The customers are also benefitted through the
better technology, socialization processes and the improvement in the business processes.

It is found that the organizational care for training programmes is another factor that contributes immensely to the effectiveness of training programmes. It is directly proportional to the effectiveness of the training programmes. It helps in the time bound delivery of project as it is based on the specific needs.

The employees are benefitted very much by the non induction training programmes. The different phases of non induction training like healthy personal hygiene environmental hygiene contribute to the benefits. Non induction training helps the trainees in yoga practices and meditation activities. They reduce the stress level and the trainees enjoy a very happy work life. Both the customers and employers are also very much benefitted by non induction training. The customers enjoy the benefit of prompt delivery accuracy in maintaining time schedules. The employers are benefitted by the healthy employees in the form of increased output, better work life and the customer satisfaction which is the sole objective of the employer.

It is found that the pre training activities are highly related with the benefits to employees. They are able to participate in the decision making process of the organization in training needs. The trainees are aware of the knowledge and skills to be acquired / improved by training. The employees are benefitted by the careful analysis of the suitability of training programmes.

It is the training policy of the organization that help in designing the pre training activities. The briefing and debriefing sessions give confidence to the employees to undergo training in a determined way.

The pre training activities help the employers and customers in the similar manner.

The activities of during training relate to the practical activities of training. Here the training is handled by experts and the trainees are getting expert knowledge and training. The managers and other executives help the trainees to get well
developed through during phase of training. The quality of internal company programme allows only competent faculties for training. Hence the employers and employees are well benefitted.

It is found that the final outcome of training is the post training activities. The employees are the one of the major beneficiaries of post training activities. The trainees are able to make use of the acquired skills, methods and knowledge in the day today activities. The right atmosphere for implementation of new skills, new ideas and methods are created by the senior managers. The employees are able to get advancement in their career through training. The employees are benefitted not only in acquiring skills and knowledge but also benefitted through changes in their behaviour, attitude towards duty and the functioning style in the work place. The benefits to customers through post training are not immediate but it is a time bound one. The quality of product, prompt delivery etc are some of the definite benefits to customers. The employers are also benefitted by the post training activities but somewhat in future, as the employee is able to realize his potential in every aspect.

In the manufacturing sector, the quality and cost reduction is the pushing force for overcoming competition. The policies of Liberalisation, Privatisation and globalization have forced the organizations to retain people with skill and knowledge, so that they can be motivated to undertake the task of involving in making new products with innotive techniques of production. Hence the innotive competition has come to stay as a factor in HRD needs.

The conditions prevalent in manufacturing organizations have compelled them to adapt HRD practices so that the concept of treating human resource as human capital has some worthwhile contribution. These policies are classed under the organizational dynamics for adapting to emerging HRD needs.

HRD practices are thrust on manufacturing organizations due to the emerging needs and competitive atmosphere. All the organizational principles, policies are undergoing a vast change to accommodate the changing work culture and to combat competition. Hence this is concluded as the transformational practices of HRD
Owing to the innovative and modern approach in HRD practices, the status of employee is elevated by training and development, quality worklife, career planning and development practices. These HRD practices are treated as absolutely necessary for employee upgradation.

An important aspect of HRD practices is the enforcement of organizational policies, programs and values. The organizational development is achieved through the policy implementation. Hence the policy enforcement factor has become the main source for HRD practices.

Generally more than half of the employees are aware of the HRD objectives and a very minimum are not at all aware of the HRD objectives. Likewise the needs of HRD practices are felt much by majority of the employees. A meager number of employees are without any knowledge.

The employees perception of HRD practices are very significant from the point of view of organizational development. The number of employees who are well aware of HRD needs practices and who are ambitious about the same are in high majority than the slow learning group.

The different training activities for the employees like pre-training during training and post training have common perception among the employees. The organizations requirements are apparent on the expectations from the new recruits. Hence the goal congruence becomes easily achievable.

The accrued benefits of training are classified shared predominantly among the employees, employers and customers. The perceived benefits of training to all the three groups are in consistent with the real benefits. The major beneficiaries are the workers who undergo training and improve the value of the organizations.

The manufacturing companies turn the raw hands into a skilled force and the low skilled to highly skilled force. This happens due to the participation in induction training programme. The three months induction training seems to be the best suited to bring out the best from the work force through induction training.
In the same view, the non-induction training programmes bring the latest skills and technology through different systems like classroom training, lecture, video show etc.

In the area of providing training to employees, the internal training is the most preferred by the employees. A minimum of number of employees show interest in self learning. This is because the suitability of the internal training programmes.

The training provided to employees are vital in improving the skill. Majority of the work force undergo up to ten days of training each year to be abreast of the developments and accept that the organizations give same emphasis year after year.

The need for training is determined by the assessment of performance of employees. However in order to maintain a strict time schedule. The organizations find it difficult to have the performance assessment programme. Hence there is a majority of work force, yet to get trained.

The different types of training assumes importance once the performance is assessed. The combination of training is provided in areas like technical, behavioural, functional, certification and other training programmes. Technical training is the basis for training programme in manufacturing sector.

The employees feel that the manufacturing companies where they are also working, are good examples of labour relations and hence recommend the companies to their friends job.

The workers formally discuss the career growth through training with friends as such they find that organizations arranging for training by much emphasis on knowledge sharing and transparent policy. The employees prefer to discuss informally the training and career growth with friends who work in organizations which follow similar training programmes

The career plan in an organization makes the employees to know more about career growth there. However the employees with minimum information on training
have no detailed plan for career growth. Hence the training, makes employees understand the strengths and weaknesses that exist in them.

The performance leads to position in the hierarchy. The employees feel that those who have a very good knowledge about training activities, performance are better placed in the hierarchy than others. It is the training which increases the morale and motivation of employees.

The organizational involvement in training and development programme has got a profound influence on the positive relationship between the HRD objectives, needs and practices.

The competitive situation leads to excel technically to challenge the competition. Hence the organizations motivate the employees through training to increase the efficiency of all the areas of HRD.

The HRD practices result in the form of adopting new techniques of training to suit the market demands. The organizations make all out efforts in updating and upgrading the training courses to improve the HRD practices.

The training element of Induction training, the variables of performance evaluation, adequate importance, policies and practices, norms and values determine the HRD objectives. The element organization care for training depends upon variables like course contents, case studies, live examples and relevance to work area to determine the objectives of HRD. The element of non-induction training has got variables like achievement of career growth, differentiating the company in competitive space to determine the HRD objectives. The variables of well designed training policy and the briefing and debriefing sessions by HRD department are leading the element pertaining in determining the objective.

In the elements of during training and post training, the variables like managers helping the trainees to develop, the quality of internal programme, managers utilizing the benefits of training and providing right climate for implementation of new ideas play the vital role in determining the HRD objectives.
The elements of training benefits to employees got variables like the superiors efforts to identify the strengths and weaknesses of workers, the quality of orientation and training received, and the managements support to improve upon the weaknesses and the managements support to improve upon the weaknesses are the basis for determining the HRD objectives needs and practices with respect to benefits to employers, the variables like building loyalty and less cost of training are determining the objectives etc. and with respect to the element of training benefits to customers, the elements like timely delivers and smooth interaction are the determinants.

In the case of the canonical correlation coefficient of elements of training and objectives of HRD, the variables under the element induction training play a significant role in formation of objectives of HRD.

The element of organization care for training has got the significant canonical correlation, in the course content, case studies and live examples determine the objectives of HRD to maximize the effectiveness in the current job.

The main objective of HRD in manufacturing is the skill development and achieving career growth which is the dominant variables in effectiveness of training to determine the objectives.

In the case of pre-training activities are concerned, the well designed and widely shared training policy are the determinants of HRD objectives in the canonical correlation.

The during training programme promote interpersonal relationship for development through the help of managers in enhancing the capabilities of juniors determines the objectives.

The post training activities of providing the opportunity for using the benefits of training in real time projects is the main point in determining the objective.

The variables in the benefits of training to employees are the impact of training in career development, the orientation given to current and future positions determine the HRD objectives in canonical correlation.
In the case of benefits to employers the variable of loyalty building, is the main thrust area to succeed in the long run for challenging the competition. In the training benefits to customers it is the variable timely delivery is the main concern or employees. The HRD objectives provide for improving the business by regular training programmes.

In the organizational care for training, the employees opinion that industry contacts widens though socialization. The HRD needs is determined by the organization care in formulating course content.

In the training element of non-induction training, the HRD needs, must include the employees strong desire and enhancing the skill of employees, the performance and upward shift in hierarchy.

In the effectiveness of training programme, it is expected that employees reach higher position in a fast manner and hence HRD needs should provide for such an upward elevation.

The pre-training activities of briefing and debriefing sessions dominate the HRD needs in this element of training. In the during training, the managers helping the juniors to develop through training is the basis for HRD needs. In the post training activities, the HRD needs are based on the skill and knowledge improved through training and the practical usage of such skills by managers.

The benefits of training to employees has got the improvement of potential through training forms basis for the HRD needs. The employer employee relationship built on training and development and employee retention is the basic variable in identifying the HRD needs.

In the benefits of training to customer the timely delivery and quantity forms part of the needs of HRD. Practices of HRD in the canonical relationship with elements of training the four variables viz, the periodical review, policies, sufficient duration and treatment of non-performers under the Induction training form the basis for HRD practices.
In the case of organization care, the socialization process, and the relevance to current segment of work are the basis for HRD practices. In the effectiveness of training programme, differentiation of organization is the competitive ambience and achieving career growth are considered the basis for HRD practices.

In the case of pertaining activities, conducting briefing and debriefing sessions by the HR Dept and the selection of external training programmes forms the basis for HRD practices. The managers enthusiasm in helping the employees develop through training and the quality of internal company programme are the basis for HRD practices in During training.

In the post training, the utilization of the skill gained in training, and the identifications of strengths and weakness through training form the basis for HRD practices. Retention of employees and loyalty building is the identified basis for HRD practices in benefits of training to employees. The benefits of training transferred to customers is the timely delivery which forms the basis for HRD practices.

In the organization care for training in manufacturing companies, the main thrust is the training programme to upgrade performance lending to organizational efficiency.

The promotional avenues, work life balance and the timeliness in project completion are the dominant factors in Non-induction training programme to determine the HRD objectives, needs and practices.

The effectiveness of training programme strongly depends upon the easier career growth and attaining competitive edge. In the pre training activities, the employees are fully aware of the training programmes and the training course.

In the During training activities, the help of managers in development of juniors through training and utilizing the skills attained are the dominant factors. The post training activities are known for making use of the gains of training by providing opportunities for implementation.
In the case of training benefits to employees, the elevation of juniors to higher positions are insisted. In the training benefits to employers, the loyalty building, retention through which the cost of recruitment is curtailed are seen as the major gains. The reputation of the organization in delivery schedule is the major benefit of training transferred to customers. Hence HRD practices improve the business through training and other related activities.

SUGGESTIONS

The findings of the research study lead to some suggestive measure to be adopted by the organizations in the overall development of the organization as well as its human resource for the realization of the objectives.

The grievance settlement machinery is an urgent requirement. Even though there exist some method to communicate the grievance of the workers to the management, it lacks certain assurances in the form of action to remedy the situation.

The hierarchical ladder may be simplified and the time bound action oriented grievance settlement is suggested to improve the confidence of the workers. Employees must be encouraged to express their feelings, grievance, so that it may lead to the building process of human resources.

Employees going to the union to settle their grievance may be avoided since the unionized activity in simple grievance procedures lead to a situation of enemity among the managerial staff and the workers.

The settlement of grievances through the unions is a double edged sword as on the one side it strengthens the management workers relationship and on the other hand is always looked upon as a victory for unions and defeat to the management. This ego building process can be avoided by properly functioning grievance settlement machinery without much interference from the unions.

The communication process between the workers and the management needs to be improved as the workers sometimes have no access to the management. The training programmes must include the communication process also. Much of the
misunderstanding happens due to the inability of expression, misconception, reluctance to get clarified. This is the root cause of miscommunication or defective communication process. A clearly defined communication channel will provide ample scope to improve the process and the workers may be benefitted through the free flow of two way communication.

Periodical review of the assessment for training needs must be undertaken. In the eagerness to meet the stiff dead line to delivery of projects, the need for constant review of training needs should not be lost sight of. Even in the hectic production schedule, it must be seen that a small no. of workers undergo the periodical training to improve the efficiency. The orientation, refresher and sandwich training courses will lead to the elimination of boredom of repeated work.

The workers participation in management may be encouraged to bring out the leadership qualities of the employees. Workers may be roped in, in rotations to participate in managerial processes. This rotation policy will pave a level playing field for all the workers to express themselves in the meetings with convictions.

The steady progress made in the workers participation in management will lead to reduced conflicts better understandings and minimum interference of unions in managerial processes.

Another aspect which needs greater consideration is the time bound promotion to all. The workers stagnate in their positions as there is no openings for promotional opportunities. The middle level managers also face the same condition as the promotional grid is in a pyramid shape. Hence a time bound ie. On completion of certain years of service like 5, 10 the workers may be classified into grades like grade I, II, III etc. This will act as a motivational factor apart from other aspects.

It may be considered in all the hierarchies to simply create an elated feeling among the employees. Recreational facilities are to be improved much. Since there is not much time in the campus for such activities, the monthly or once in two months get together for all employees along with their families will provide the required bondness between the organization and employees. The vacation, which may be
made compulsory for a minimum period of at least 2 weeks will act as an energizer for the employees.

The financial help in the form of education loan, social and religious functions will go a long way in improving the employee loyalty towards the organization. The scheme of housing loan, vehicle loan, marriage loan etc. which are in vogue in some big organizations can be extended to all organizations. This will improve the employee retention and minimum attrition.

Training and development processes must be integrated with ‘Research and Development activities to enable innovation in workplace to take place. The coordination helps to improve the overall performance of the organization.

The training and development processes must be well supported by budgetary allocations in order to help in employee retention with goal skills. The human capital theory products that workers will be more likely to invest in job training the longer they expect to remain working in the same organization.

The training must focus attention on the new technologies especially e-learning. The increasing use of new technologies to deliver training, to store and communicate knowledge means that trainers must be technologically literate to new challenges.

The training needs of an employee and the cross training opportunities are vital to the development of an employee with acquired skill and knowledge. The important issues are how to decide the skills which are most desirable to workers and how to coordinate. The skill chaining strategies go a long way in making the workforce agile and prepared.

The major aspect of training which escapes the attention of many organizations is the safety training. It is an important aspect in general training. A lot of industrial accidents takes place due to slackness in implementing safety training. Safety and health training enable the workers understand the operating procedure, potential hazards, proper protective measures and the responses to undesired events.
Training workers is a public good and there is dilemma on the part of organization and workers. The non training of workers affects the productivity and directly the economy is also affected. Hence the organizational dilemma must be removed with an eye on the economy. The workers, regardless of their share in the contribution, must strive hard to contribute to the productivity through training.

**Scope for further Research**

Besides the present research, the findings and conclusions induce the energetic future researchers to venture on the following titles.

1. Effectiveness of training in IT, Heavy Engineering, Process and other industries can be conducted to measure the training and development scenario

2. The relationship among performance appraisal, career growth and training development would throw light on the factors directly linked with training and development

3. The innovative HR practices and the contribution of training and development can also be ventured to explain the need and importance of HRD

**CONCLUSION**

Human resource has come to be treated as human capital at the present juncture. The talents, attitude, skills, knowledge etc. of the human resources are to be utilized for the benefits of society at large. Hence the well motivated, committed, joyous, highly trained, confident work force is a need for the overall development of the organization and society as well.

The different training designs methods, and programmes attempt to enhance the overall quality of the work force so that the efficiency of the employees is improved. The training and development has become a must for all in any sector and it is very essential in manufacturing sector. No manufacturing sector organization has got untrained or raw hands. It is the truth of the situation which speaks volumes about the importance of training.
A cautious approach is needed where the cross training and multi skill development requires a lot of expenditure, a thorough needs assessment must be made to ascertain that the workers have the pre-requisite knowledge, motivation drive to master the new multi skills.

The activities of training and development cannot reach its full bloom if it is not well supported and appreciated by the trade unions. If the unions understand the training activities like another attempt to make workers work hard, without sharing the gains, then the whole programme will be a failure. Hence the joint union management programmes must be designed to make an understanding that the training programmes are beneficial to all concerned. It is the trade unions which can make or mar any organizational programme. Hence the organizations need to realize the importance of making the trade union a party in all its developmental activities.

The success of the training and development depends on the motivational level of employees. Training is inhibited by many factors like personal characteristics and environment. The employees must be made aware of their skill strengths, weaknesses and the link between training and the overcoming of weaknesses. Once the inhibition is removed then the performance is assured.

The training and development programme must involve all concerned viz, the managers, employees and the specialized staff. In determining the training needs the role of managers is very significant and valuable. The managers commitment to make the training effective is more important.

Training and development produces effective managers who help in the retention of employees and reduction of labour turnover. A well trained manager is a good communicator who helps employee develop through the organizational programmes and make them work collaboratively.

New technologies in training and development have reduced the costs associated with delivering training to employees. It also increases the effectiveness of training which helps in accomplishing the business objectives.
The training and development help an organisation’s competitiveness by directly increasing the value of its intangible assets. The intangible assets include the human capital which is developed by the systematics, training programmes. It is the sum of the activities, life experiences, knowledge, skills, inventiveness, energy and enthusiasm the employees gained in training and invest in their work.

The training and development of future trends are going to be impacted by the new technology. The trends are related to training delivery and training function. The new technology will have a growing impact on the training delivery. The emphasis is going to be on the integration of training with other functions that help in human resource development. Hence the training and development will not be viewed in isolation but an encompassing activity of the human resource development.

Providing training and learning opportunities for growth are the best practices to retain and develop the employees. Workers look for opportunity to update knowledge and skills to stay as highly trained work force. The organizations have to increase investment in training to retain employees in the competitive atmosphere.

The overall development of the organization is rest assured by the training and development programmes witnessed in the current scenario. Therefore it is concluded that the trained work force marches ahead to achieve greater laurels in their journey.