Chapter – 8

Concluding Observations and suggestion
OBSERVATIONS

On the basis of analyses and interpretations of the data /information in regard to training and development of employees of three sampled paint companies, the following observations are made.

1. It is observed from perceptions of workers, trade union personnel and management personnel that training has an impact on reduction of absenteeism. It is also observed through interaction with them that regular training makes the workers motivated and helps to change their mind-sets. It encourages them to attend work regularly and it abolishes monotony.

2. Training and development plays a predominant role in increasing productivity and production. Training helps increase efficiency and productivity depends on efficiency of workers. It is gathered from personal interaction with them that training really helps them in increasing efficiency which leads to higher productivity. All the workers, trade union personnel and management personnel have same perception that training has a role in high productivity.

3. It is observed from the perusal of analyses of the interviews administered to all three sections i.e. worker, trade union officials and management personnel and also from the observation made during the survey period that training has an important role in decreasing waste and scrap. It is seen that some training programmes like 5-S house keeping and ISO-14001 contributed much in reduction of waste and scrap which ultimately helped in reduction of cost of production.

4. From the perceptions of workers, trade union personnel and management personnel, it was observed that training and development led to up-gradation of work methods and practices. It was gathered from personal interaction with them that some training programmes like fork-lifting, zimba-kizen helped them to upgrade work methods and practices. The workers were satisfied with these training programmes and they believed that training and development measures had role to make the work methods more appropriate.
5. The survey concludes that training and development measures can reduce labour turnover. It is gathered from some personal interaction with the workers, trade union personnel and management that the workers leave the organizations for unhealthy atmosphere, low pay, lack of employee development facilities, lack of safety in working place. From the discussion with them it is known that training and development measures create healthy atmosphere, bring safety in working place, provide promotional avenues and make the workers efficient. These have an impact on reduction of labour turnover.

6. From the interaction with the workers regarding training programme and their effectiveness, it is gathered that the course contents of majority of training programmes were not effective to promote understanding, competence of the participants. Some areas were not incorporated in course contents in terms of job description, job specification prescribed for them. It is also seen that course content is not relevant to the objectives of the programme. Sometimes hand-outs on some class room topics were not prepared and delivered. So a considerable number of participants in most programmes expressed their unhappiness regarding course content.

7. From the analyses of interviews of workers, it indicates that the workers were unhappy with the trainers in majority of the programmes. From the interaction with the workers, it is gathered that trainers were not responsive to them. Trainers' presentation and delivery of the topic were not attractive and trainers' expertise in the subjects was also not up to the mark.

8. From the analysis of facility and services provided to the participants in training venues, it is gathered from the interaction with the workers that they were not happy with such facilities. There was a dearth of equipped libraries. Adequate number of books and periodicals were not available for consultation of the participants. Management manifested a feeling of indifference with regard to the provision of such facilities.

9. From the analyses of perceptions of workers regarding objective of the training programme, it is gathered that they were happy in almost all programmes. In
most of the cases, objectives were relevant to work and these were set in commensurate with environmental change.

10. It is observed from the perceptions of workers, trade union personnel and management personnel that training does not lead to higher pay of workers. All they have agreed that training is meant for enhancement of skill required to perform the job well. There is no relation of training and higher pay. Very low percentage of workers believes that training has a relation with higher pay. From the discussion with them it was known that they believed in availability of promotional benefits of trained employees. It is partially true.

11. Training has a great role in promoting skill of workers in changing scenario. In the time of globalization when the product quality should be of international standard, training plays a pivotal role in enhancing skill of workers to produce internationally acceptable quality products. From the interaction with the three parities, it is gathered that they believe in high standard skill through training and it helps them to deliver high quality goods.

12. Training and development measures have a great role in reducing accident rate. From the analysis of accidents during the period of survey in three sampled paint companies, it is gathered that rate of accidents has reduced. It is due to regular training programmes. It is also gathered from the interaction with the workers, trade union officials and management people that training leads to less accidents in work place. It is known that fork-lifting training, 5-S house keeping and fire fighting trainings have contributed a lot to reduce accident rate.

13. Regular training enhances skill of workers and development measures help them to hold a key position in the organization in the near future. In the interaction with the three parities, it is gathered that training and development is the most important way of developing quality human resources. A trained worker can yield only good production. A trained and developed worker can readily accept any future position.

14. From the perceptions of workers, trade union officials and management
people, it is observed that training has no relation with promotion. From the interaction with them, it is gathered that they participate in training as a necessity for enhancement of skill and not for promotion. It is also known from interaction with them that sometimes trained workers get preference in getting promotion. But training has no direct relation with promotion and training is not meant for promotion.

15. Training helps to bring behavioural change of employees. From the perceptions of workers, trade union officials and management personnel, it is observed that training leads to change in behavioural attitude of employees. Training helps to change the mind-set and it helps to develop confidence level. All these changes have an impact on behavioural attitude of the workers.

16. Training has an impact on increasing efficiency of workers. From the perceptions of workers, trade union officials and management personnel, it is gathered that training leads to increase in skill level of workers and ultimately it leads to increase in efficiency. It is known from personal interaction with them that training plays a great role in increasing efficiency. All the three parties have agreed that training and efficiency is highly related.

17. Training and development has an impact on promoting industrial relations. Training plays a great role in motivating the workers, reducing labour turnover, increasing productivity, curbing absenteeism, reducing waste and scrap. The factors like indifferent attitude of management, low production, less expenditure on training are responsible for creating unhealthy industrial relations in the paint industry.

18. Training has a great role in low cost of production. From the perceptions of workers, trade union personnel and management personnel, it is observed that training leads to low cost of production. Training enhances skill, it creates efficiency and enhances productivity. All these factors lead to low production cost because productivity of workers increases due to training only.

19. Training and development have a great impact on higher job satisfaction. From the perceptions of workers, trade union officials and management personnel, it
is observed that training creates job satisfaction. From the personal interaction with them, it is gathered that training helps to perform the job satisfactorily. It creates satisfaction among workers while they do the job. The workers get satisfaction in work provided they are well-trained.

20. It is observed that the existing number of training per year in the sampled paint companies is found to be inadequate. From the interaction with the workers, it is gathered that there should be more number of training programmes in the context of changing scenario.

21. The facilities and services are lacking in some paint companies for imparting training. It happens that training is imparted at places available in establishment in the plant. No fixed training establishment is set up for the purpose of giving training.

22. There is no proper system maintained by sampled companies for identification of training needs of employees. Though all the companies have introduced performance appraisal system for the purpose of identification of training needs, these are not strictly used for such purpose.

23. Transfer of learning to work-place is a necessity to judge the effectiveness of the programme. But the paint companies have not given requisite weightage in this specific parameter.

24. From the analysis of training programmes, it is observed that the number of training programmes on human skill development is not sufficient. Training on motivation is a training programme on human skill development. It is seen that much importance on motivational programme is not given by all the sampled paint companies. But for moulding the mindset of employees and to accept changes behavioural skill enhancement is required to make through training process.

25. It is observed that there does not exist a practice of inter-company exchange of views on some technical aspects like formation of conducive chemical question, reduction of scraps, wastes, increase in quality and quantity. In the interaction with the workers, trade union officials and management personnel,
it is known that exchange of ideas is necessary to produce quality product of international standard.

26. It is very much remarkable to reveal that training expenses of all the three sampled companies are very much low in relation to profit earned by the sampled companies. The rate of increase in profit is very high but rate of training expenses is very low.
SUGGESTIONS

On the basis of the findings and observations of the present research study, the following suggestions are made:

1. Companies should establish own corporate training establishments to conduct their own employee training and learning. It was gathered from interview with the workers that the companies did not have any fixed establishment for imparting training. They try to find out a vacant place within the plant for this purpose. Sometimes canteens or libraries are chosen. Every company should put emphasis in establishing own corporate training establishment, so that the training facilities can be provided to identified workers under a planned and continuous manner under training system.

2. Integration of training programmes with career development programmes of employees is essential so that all training programmes and career development programmes remain consistent with the organisation's mission. Every employee has ambition to go to higher level through promotional opportunities. The companies also make plans for workers' future development. Every worker has a specific field of activities. So his career development should be made in terms of his expertise. While training programmes are designed, the paint companies should see all these factors so that worker's participation in training is linked with his/her future prospect. During the interview with the workers, it was gathered that the paint companies were not much interested in aligning training with career development plan of employees. So the companies should ensure that training and development measures had linkage to present performance and also future performance.

3. Companies should invest sufficient amount for training and development. It is seen that the companies were reluctant in investing reasonable amount for employee training. During the personal interview with the workers, it
was gathered that on many occasions companies offer training for few hours duration, not even for days. It signifies that they don't want to spend much money for training, though it is most important factor for improving quality of product and productivity. The paint companies do not spend much money for bringing resource persons as trainers from outside. They are reluctant too in giving training at regular intervals to avoid training expenditure. The companies do not spend much amount to prepare quality hand-outs as course materials for training. These factors discourage employees. It is also observed that training expenditure is only 0.09% (approx) of total employee cost. It is very minimal amount. It is suggested that companies should invest more amount in training and development for good trainers, course materials and facilities and services.

4. Successful training depends on various factors of which identification of training needs of employees is the most important. It is suggested that proper identification be made through skill test and performance appraisal. Companies should introduce systematic methods to appraise performance and also skill level of the employees. During the interview with the workers, it was gathered that training need identification system which was in vogue was not based on any scientific method. The paint companies choose the trainees at random in most of the cases. There are no proper systems of person analysis, task analysis and organisation analysis which are the prerequisites of training need identification of employees.

5. A development centre may be set up through participation of various companies to develop “Knowledge, Skill and Ability” (KSA) of the employees. The employees’ knowledge, skill and ability are the key factors for producing quality goods and services. There should be continuous culture for improvement of these factors. All the paint companies should set up such centres on regional/zonal basis so that their employees can participate in different learning courses for enhancement of KSA.

6. Every company should conduct training programmes in a systematic way to make the employee aware of company's policies, rules, rights and responsibilities, maintenance of discipline and also contribution of
employees to achieve the organizational goals.

7. Competent and dynamic management may be able to act as change agents to provide necessary inputs to the employees for their development of KSA through moulding process. So, companies should give priority for recruitment of such talented line management personnel. It is the responsibility of line managers to develop a talented workforce through developing KSA of employees. A worker’s mind-set should be moulded to convert him a dynamic, committed and loyal worker. To achieve this mission, competent and responsible line management personnel are necessary. It was gathered at the time of interview with the management that companies lack such talented managers. The company should give emphasis on recruitment of such qualified, dynamic and committed line management personnel who will be responsible for moulding employees through development of KSA.

8. In the changing environment of stiff and fierce competition, every company needs to produce goods and services at a comparatively lesser cost through its quality manpower. For this the companies should prepare such workforce which is committed, contented, loyal and dynamic. Training and development measures help to prepare such force. So, the companies should have a systematic and planned process to make the people effective, competitive through designing a training and development programme suitable to the job requirement.

9. Performance appraisal system needs a thorough modification particularly in the identification of Key Result Areas (KRAs) KRAS (Key Results Areas) and also the emphasis on the objectivity of the assessment.

10. The scope of promotion of workers is limited in the paint companies. The skilled and trained workers may suffer from deprivation of elevational opportunities that could result in deterioration in quality/standard of products. The management should launch a scheme for such workers to promote their mental set up and paradigmal framework to boost up their psychological needs.
11. In the process of finding out the effectiveness of training programme, it was revealed that the training imparted in the areas of KSA made a tremendous effect on the quality of products produced by the workers. This was also corroborated by the opinion of management and workers during the personal survey conducted by the researcher. It is now greatly felt that some training programmes can be arranged where trainers from all the sampled paint companies can participate and have interface discussion/interaction on their job roles, success stories, methods of tackling problems, ways and means of developing quality products etc. through exchange of views, ideas amongst themselves. Such training with the heterogeneous group of trainers can promote understanding on different areas of paints activities undertaken by the companies.

12. A spontaneous culture of ‘we-feeling’, ‘sense of belongingness’, ‘togetherness’ needs to be generated among the employees of the organisation. This is possible when a strong superior-subordinate relationship, team work and collaboration amongst employees of all departments have their solid foundation in company. This will contribute to professional well being, motivation and pride of employees in the organisations. In order to establish such culture, companies should design and develop various monetary and non-monetary schemes to make the employees committed, loyal and contented.

13. During the personal survey in the sampled paint companies, it was gathered that people want authority, power with responsibility and also job redesign in a continuous basis. So, necessary steps are required to introduce employee empowerment and job redesign in a planned and systematic manner to increase employee morale, job satisfaction and quality product.

14. The rate of absenteeism affects activities of production. It is observed in earlier discussion that training and development measures make the people aware of the consequences of absenteeism and reduces the rate of absenteeism. It is felt that some motivational techniques like introducing a scheme of awarding incentives/attendance allowance may make the
people regular in their attendance. During the personnel survey, most workers and trade union personnel expressed their feeling of introducing some motivational measures of making linkage to attendance.

15. In the hyper-competitive market, customer delightment contributes to the achievement of organisational goals. And this is possible if quality goods at competitively lesser price are provided to the customers. It happens that because of lack of KSA to perform the job-role and also biased paradigmal state of employee, quality products are not produced. And in such situation there may not have any control on scraps and wastes of products. This situation may be overcome through introduction of quality circles in different departments as an innovative challenging measures to face global market players.

16. Companies need to change its policies and system related to training of workers. It is gathered from interaction with workers and trade union officials that some trainers do not have expertise to perform excellence in deliberation of the topics for the trainees resulting in not having requisite input by their trainees to fill in the vacuum/gap of KSA required and KSA possessed by them. So, companies should have proper training policies to train the trainers to enable them to deliver the topics in the language understandable to the trainees. It is also necessary to ensure that transfer of learning of trainees to the work place is made. For this a clear policy should be framed so that design of training programme (tailor made training programme) is made looking to requirement of KSA of the participants.

17. Supervisor has an important role to make the people accept the changes through developing dyadic relationship (i.e. relationship between subordinate and supervisor). For this, subordinate should spontaneously accept the supervisor as own men. But in reality, it happens some of the supervisors because of contamination in ego-state can not come close to the subordinate to establish healthy interpersonal relationship. So, for promoting healthy boss-subordinate relationship it is a necessity that a supervisor should have balanced ego-state and which is possible, at best to a grater extent through participation / involvement of such supervisor in
various training / exercises like Johari Window, Transactional Analysis. The paint companies should design a suitable training scheme to prepare and develop proper mind-set of such supervisors.

18. Leadership effectiveness is a pre-requisite for quality production and services through management of organisational activities and administration. The junior management and middle management people who are greatly involved with problem-solution and problem-prevention activities need to have a thorough exposure to knowledge and understanding of individual behaviour and group dynamics. So, for growth and well being of individuals and also organizations, companies should introduce a systematic method to prepare the executives who can work as effective leaders of the companies.

19. Job training method becomes effective only when the first line management people are dynamic, well-trained and have expertise in the subject. So, in order to make the job training reliable, the company's training activities / departments should be strong to prepare a reservoir of talented and groomed executives / management.

20. Looking to the cost and time saving perspectives, job-training method is comparatively an effective method in respect of competency and development of workers. So, the paint companies should have well-found method to identify the job-skill / technical skill required for employees for performing their present role and develop them suitably for their excellent performance.