Discussion and Conclusion

The present study is entitled Human Resource Development: A Study of Employee Training in Selected Industries in Karnataka. It is an empirical and comparative enquiry undertaken from the social work perspective, with a view to study and understand HRD and employee training in public and private sector industries in Karnataka.

HRD is a system of developing, in a continuous and planned way, the competencies of individual employee, the group and the total organization to achieve organizational goals. Training, on the other hand, is one of the premier sub system of HRD to provide skill and knowledge to employees. Both together have a potential to convert an ordinary employee into an extraordinary. The primary objective of any organization is to have competent personnel who would work to achieve the organization goal, produce quality products or to provide quality service, which should meet the well-defined needs, satisfy customer expectations, maintain desired quality at minimum cost by efficient utilization of its technological and material resources. Most organizations are forced to face situations such as downsizing the workforce, reduction of production cost, quality improvement, enhancement of productivity, introduction of multiskill through job rotation, technique of teamwork and emphasis on quality circles, improvement of organization culture on account of recent changes.

Those previous years are gone by when employees were merely looked upon as a factor of production, and much autonomy was not given to them at work. And they were treated very badly. But in recent years the attitude of management has been more soft and considerate towards employees. Employee development has been on top priority of
corporate agenda in these days. Many progressive organizations have already responded to this cause of developing their employees through their training and development programme. The action has been manifested in the form of either setting a new HRD department, or appointing an executive with few supporting staff to carry out the function of competency building through openness of communication, encouragement given to risk taking and experimentation, feedback given to make aware of strengths and general climate of trust, faith in employees capabilities, collaborate with each other. Thus industries in India have felt the need to adapt to these practices in view of changing scenario. Industries have gained an understanding that their survival is at a stake if they view their employee in isolation unless they join hand with them, trust them and strongly believe in their potential to change and develop. These aspects have necessitated the industries to think of development of their personnel. Industries are in the quest to develop their human resource. It is this reason that has motivated researcher to take up research work in the area of HRD and employee training, to understand these practices in the different industries on a comparative basis.

So far as the Indian economy is concerned, liberalization has thrown open new challenges for Indian industry in terms of competition, both within and out side the country, necessitating production of quality goods at lowest possible cost. Needless to say, technology has a major role in changing the complexion of industry. In any case, the emerging trends have not only turned the spotlight on India, for investments in industry and technology, but have made the industries to make investment in their human resources. In addition to this customer has wonderful and plenty of choices in the market, with products easy to use, negate attempt of misleading regenerates
customers' growth and restores the beauty of business. The whole scenario makes a nice impact and pressures to pay attention to improve quality of products manufactured. Consistent imbibe of quality in the manufacture product, which will make the difference. The whole scenario a difference between good and bad organization is very simple that how it treat its employees. organization need to take care of them like how we take care of our kids at home. Moreover, organization need protect its workforce form conditions that adversely affect the production. The thought process has been gone by ever since the days of previous century to a need to consider and treat labour employed in industry as a human being.

The need to extend humane treatment to the employees at work was urged by many eminent personalities, some notable efforts begin with the attempts of Robert Owen, Elton Mayo, and Fedrick Taylor especially through his scientific approach suggested a great deal for the proper development of employee at work since last century (Ahuja 1990, Chhabra, 2000). Further approaches like human relation, behavioural and integrated approaches have influenced to a great deal for the proper development of human resource. The exclusive effort made by Nadlern of U.S.A. it was he who coined the word HRD, and thus helped it to become worldwide phenomena. Though a few years ago there was not much literature on HRD. Today there is so much written and talked about HRD. The bibliography available is a good indication to the amount of literature available in this field. Everybody would benefit a great deal by these literatures (Rao1990).

Among other some notable studies that were undertaken, Prabat (1988) has pointed out that production workers were at the focus of planning and steps were taken to boost up their productivity by application of work engineering and with due importance was to
training and development of the worker later. Morrison (1971) remarkably viewed that the basic unit of any organization is of its individuals. Menon's (1988) studies have suggested that organizational effectiveness depends upon economic utilization of four factors of production. This is a clear suggestive as to the need of caring people as most important factor in whole production system. Japanese understandably good at managing its human resource, have evolved various innovative practices of searching employees talents and successfully moulding these to organizational specification. They say very majestically that we make men before we make products: our strength is our people etc. This is a remarkable indication to the need of developing human resource.

Sharma (1988) states very clearly the reason led to HRD in lieu of Personnel management is that as it has became more and more production oriented rather people oriented to think in other way that it is people who make things happen so the emphasis has been shifted to HRD. Nair et. al (1990) recognized the HR is center of whole activity to increase the productivity and prosperity. Arunachalam (1995) opined that men need to be better utilized to face changes and challenges. Mukherji (1997) is also of similar opinion to use of human resource productively but more importantly he of the strong view to see people with changed and improved attitudes. Ian Brown (1997) states it lucidly that the current vision of most business tycoon to view more understandably people as their most valuable asset. Biswas (1988) remarkably concerned that in view of many challenges brought in by the whole changed scenario the need is to take those steps suitable to the changing conditions is desperate. Slem et.al. (1995) in his study has shown that success of the organization achieved through greater effort put in by human resource. Pattnayak (2000) carried out carried
out a study of the impact of shift and non-shift employees. Toppins (1989) research determines the current status of research in HRD, states in that research on training and development figures as largest number. Storey (1997) the research study revealed that major initiatives for change come from outside the personnel department and that line managers willing to adopt the new style of people management. Rao and Abraham (1986) study undertaken in 53 organizations have revealed that all in all HRD seems to be becoming a significant aspect of work and life in many organization. Bala Ramulu (1996) studies of 200-target group member of beneficiaries of rural employment programme revealed emphasis for people development. Halachami (1996), Prasad (1996), Arunachalam (1995), Murliddhar (2001), Rao (1997) and Sinha (1988) have moreover endorsed a common view to develop skills of employees and building up HRD links with business and structural changes.

Along with these Training is a premier subsystem of HRD relates to impart relevant skill and knowledge to employees. Training has acquired the most strategic place in the development of human resource since olden day. Bhushan (1997) opnies that training is prime means to develop human potential over the years. York (1996) point out nicely that, training is always a means to an end and not an end itself. Vardhan (1997) vision is to build up a team of talented employees in the organization this can be done through training. Sodhi (1998), Batra and Mahendru (1988), Dsouza (1991), Varma and Agarwal (1999), Tripathi (1997), Ramachandran (1990), Wadhwa (1986), Pankaj (1986), Jha and Waklu (1988) Moorothy (1992), Aradhana Krishna (2003), endorsed a view that training has been a good technique of retainment with good competencies and caliber of employees over their job.
Several studies have been made about the training practices, Pestonji (1994) in his study hold a link that training programme should be organized for creating awareness of ways and modes of overcoming stress and for updating skill and knowledge. Anandram (1996) states a practical experience of an industry where in training has improved whole performance of the organization.

Burkhard, Trish and Meigs (1986) study regarding state of employee training in the U.S.A. reveals that executives acknowledged the relevance of training for development of employees at work. Singh (1997) point out in his study regarding effective role of trainer in the whole conduct of training programme. Krishnan (1993) understood the significance of training from safety point of view. Anwar Yousuf (1996) through his research study has confirmed that, happy workforce is possibly created through imbibe relevant knowledge and skill of doing job, Yesudian (1987) shows as how remarkable changes in the workplace is alone possible through adequate training. Recent years are excellent in the sense the field of human resource development is becoming enriched with the help of amount of research work gone in, which is exhaustively stated elsewhere in this thesis, has developed field of HRD year after year.

In view of most studies touch upon one or few aspect of training and largely scattered and confined, therefore a wholeistic approach needed to study and understand entire aspects of training effectiveness such as organization initiative and preparedness, Role of Trainer, Training methods, Trainees role and evaluation aspect to be speared on wider canvas and bearing of HRD practices in the organization on employee development through the employee friendly techniques need a through examination and elaborate look in view to understand these
aspects lucidly a comprehensive research study was needed. Perhaps
the present study would be a relevant answer to that.

**Findings of the Study:**

Having made interpretation and discussion of various data
offered by the respondents in the form of responses in the foregoing
chapter, a quest is made in this final section of the thesis to summarize
and conclude the major findings of the study with a view to attempt at
a few suggestions based thereon, which if incorporated in the
formulation of HRD and training policy have been of lasting
impressions. It is hoped, it would bring, change in the HRD and
employee training in the work environment in the desired direction by
enhancing organizational effectiveness. However, the limitation of time
and space are the constraining factors in generalizing the findings of
the study.

**Socio Demographic Profile:** more often socio demographic profile of
the respondents of research work is a matter of greater interest; it
reveals personal aspect of the respondents. An endeavour is made in
this chapter to mention a socio demographic profile of the respondents,
this category of respondents including Employees, Supervisors, and
Executives working in Private and Public Sector Industries. It is
logically assumed that the socio demographic profile and the social
background of the respondents could have a significant bearing on the
outcomes of training and HRD practice. And this would also add the
new dimension to HRD, and related and most important aspect such as
sustainable development of employees. The Interview schedule
employed consisted of separate section with questions so framed as to
elicit the relevant data on the background of the respondents.
A prominent socio demographic data to begin with is, Age which is an important variable. Age, skills and experience are remarkably interlinked with each other. It may be observed here that, a highest number of employees the total sample of both sectors belongs to the age group 41-50 years i.e., 116(38.66%). Where as 35(11.67%) of employees of both sectors belong to the age group of 20-30 years, which consists of minimum number of employees. Quite interestingly more employees in this category belong to this age groups are working in private sector industries, than in public sector industries. The reason for lesser employment in public sector industries is understandably due to restrictions prevailed on recruitment of employees. Private sector industries are slightly better in employment of employees belonging to 20 to 30 years of age. Thus calculated statistical results shown significant difference between the groups over the matter of the age.

Education has been another independent variable. Which indicates the educational background of employees, the data thus collected and as presented already elsewhere in chapter. It may be observed here that, an overwhelming majority of employees of both the sectors were educated up to S.S.L.C. in addition to this few of them were technical qualification such as ITI or Diploma. Further, quite a few were also fortunate to have post graduation degree, and among these more belonging to private sector. Few others did not seem to have the opportunity to attend schooling. This reveals that quite understandably over the years education level was not so much high of employee. But findings reveal a paradigm shift even among working class to aspire for higher education is underway, this aptly reveals by the fact that quite an appreciable number of employees have both graduation and post graduation degrees to their credit. Statistical calculation shown significant difference between the sectors.
Skill level is always a prominent variable of socio-democratic profile of the employees. The finding reveals that, about 168(56.00%) employees of the total sample are skilled employees. Followed by this category, highly skilled employees have occupied second position and semiskilled and unskilled employees occupied rest of the positions. Thus, the statistical calculation shows the significant difference between the groups.

Experience of the employees is the last socio demographic variable of this study, the finding thus reveals that 109(36.33%) employees of total sample belong to highest working experience of 26 and above year. Quite significantly employees belong to public sector industries seen more in number under this category. This finding suggests that most of the employees working in both the sectors were senior employees. The next highest group employees of total sample size have working experience between 16-25 years. This was followed by other two categories such as 6-15 years, and lastly employees belong to the experience of 0-5 years. Therefore the experience of employees of both sectors is mixed. Thus the statistical result shows the significant difference between the groups.

The further discussion, which reveals the findings regarding the responses of employees belonging to both the sectors, relates to the aspect of Human resource development and employee training. The responses obtained exhibited good insight, which contributes to the better revamping of the whole activity of promoting HRD and training practices.

Good aspirant never been contend with short-term gain but Wiseman is one who sustain good achievement forever, a query was raised with quite a lot of interest to know satisfaction level of quantum
of training received so far. This yielded mixed responses, as many as 158(52.67%) employees feel that since training is continuous phenomena, which offer an excellent opportunity of learning and doing work perfectly therefore, training is their continuous need, opinion of other employees was otherwise, as they are satisfied with training given so far feel satisfied about. Remarkably the statistical calculation have shown significant difference between the groups. Inview of many changes in industries how much of training is decided by the HRD section of personnel division. However the responses have revealed otherwise.

As per as training to the operator category of employees is concerned technical training is always thought of, in this study maximum number of employees 268(89.33%) out of the total sample attended technical training. As this training is more significant due to the reason like, it give technical skill and knowledge and ability to do job effectively. Training calendar of the organization is supportive to this as major portion of which contain technical training. Besides technical training even behaviour improvement training programme becoming more and more relevant to the various organizations. It is in this end that query yielded the significant difference between the groups in relation to the type of training undergone. Technical training changes the entire scenario. More attention span, lesser supervision and wastage may be some of the highlights.

Another query pertaining to seek responses regarding technical training of skill improvement was only the priority for employees have revealed interesting responses. As many as 129(43.00%) employees of both the sector ascertained that technical training is the desperate priority area. But majority 171 (57.00%) employees of both the sector do not agree to this, as their expectation is that, inview of plenty of
changes round the clock, training in other than technical area is also absolute requirement for them. Thus, the statistical results show significant difference between the groups. Employees when trained in other aspects alongwith technical, emanate more mature responses about scores of subjects concerning socio psychological behaviour.

Training is always an organization initiative offered to its employees most of the employees attend training on the basis of intimation communicated to them by their organizations. Likewise an overwhelming employees 209(69.67%) of total sample have undergone training on the basis of instruction of their organization, this is common practice prevailed in every industry. Quite interestingly few of employees were sponsored to attend some other training programme. Few of the them also have undergone training on account of need base. And few volunteered in place of other who could not attend due to some reason. Statistical calculation showed significant difference between employees regarding training attended by them under different circumstances. Sometimes the circumstances play a vital role in imparting training to employees concerned. It may be at times, due to changing technical requirement, installation of new machines or at other times to overcome obsolescence. Create different avenues were prevalent of sending employees to the training.

Training is associated with improving the skill and inducing the employee for performance change. Often it is anticipation on the part of employee undergone training whether it influences change in his performance is question of great interest. As the enquiry was carried to understand the skill obtained and performance change, have revealed that majority of employees of both the sectors i.e., 285(95.33%) of the total sample have endorsed that change has occurred in their skill after the training attended, also about 263(91.96%) employees of both the
sector opined that there is a change in their performance. However, no significant difference was calculated between public and private sector industry in relation to skill learnt and performance change.

Training methods used to impart training to employees more often depends upon the type of skill and knowledge to impart. As an attempt to know which training method is suitable for employees to seek training, revealed the responses that about 147(49.00%) employees of the total sample feel that on-the-job training is suitable to them. On the other hand quite interestingly as many as 138(46.00%) employees like both on-the-job and off-the-job training methods. Although statistical calculation did not show the significant difference between the employees of public and private sector industries, but it is crystal clear that employees of public and private sector industries opined that both on and off the job training methods are suitable.

Even when it is the questions of imparting training especially to the employees concerned choice of a suitable training technique is very essential. Opinions of employees regarding training techniques they like the most elicited the following finding. As many as 253(84.33%) employees of the sample from both the sectors opined that they very much like demonstration, discussion and role play techniques which create good impression on employees than other. Significant difference was calculated between the private and public sector industries in relation to employees choice of training methods.

Training is imparted with a purpose to help employees to gain right skill, knowledge and bring a proper change in their attitude. An attempt is made to elicit responses of employees of both sectors over this issue; a response was sought from them. Thus, the finding ascertained that as many as 253(95.47%) employees of both the sectors
have endorsed that changes have taken place in their skill, knowledge and attitude. However, no significant difference was seen between the groups through statistical calculation.

Any skill and knowledge learnt is useful only when if it is properly adopted in the work. It is a valuable query to rise whether employees adopt the knowledge given to them through training in their work. This has revealed the interesting finding that 272(90.67%) employees of both sector and of the total sample admitted that they adopt skill learnt during the training in their job with positive attitude. statistical calculation show no significant difference between the groups. However, skill and knowledge learnt during training and its application in the job, which has benefited to them to perform their work properly. This has answered the research question posed.

It was also quite relevant to raise a question whether regular conduct of training programme updates employees skill and knowledge, has shown remarkable findings that most of the employees of the total sample, representing both the sectors i.e., 244 (82.00%) employees responded that regular exposure to training, helps them to update their skill and knowledge, this enables them to perform their job even better. statistical calculation has elicit the significant difference between sector. Thus, regular conduct of training programme helps them quite a lot in updating their technical skill and knowledge.

In the whole conduct of training programme a trainer has occupied a central position, he is a traditional teacher, imparting relevant knowledge. A majority of employees i.e., 260(86.67%) of both sector endorsed a statement that, training effectiveness depends on trainers thorough preparation, involvement of trainees, and adequate support of the organization. These three aspects together contribute
very immensely to the success of the training. Further, as this finding was influenced by the significant difference, which was statistically calculated between the groups in relation to training effectives, which depend upon some crucial factor.

Employees training and development is always being a responsibility for management than a liability. Training is always a management initiative. There were a good number of employees numbering 227(75.67%) of both sectors of the total sample size who revealed that their respective managements regularly undertake and support training programmes inspite of ever increasing cost of training. But quite a few interestingly negated this. Moreover, statistical calculation showed significant difference between the groups in relation to support and conduct of training by the management.

Evaluation is good technique in determining the final outcome. A significant measure would show clearly the ratio of input and output gone into an individual. Evaluation as has been always good technique to ascertain the effectiveness of training. As many as 224(74.67%) employees of both the sectors of the total sample agreed that evaluation helps to understand the effectiveness of training. Statistical calculation thus shown significant difference between groups in relation to evaluation helps to understand the training effectiveness.

Opinion of employees is divided over the issue of offering feedback of the training undergone. Only a few of the total sample negated this otherwise as finding reveal it has occured as an interesting testimony to this 164(54.67%) employees of the total sample representing both sector negated this as whether they offer feedback of training undergone. Although it seems there is a system of obtaining feedback from the trained employees. Therefore the research question
posed properly answered. But certainly when this is done very systematically it helps both the individual and his organization to achieve good changes in their work even doing it better. Thus statistical calculation show the significant difference between the groups, however a sub query was raised with that of the main question as mentioned before and the query was whether offering of feedback benefits the organization 98(72.06%) employees who offered positive responses to the above query have responded that this certainly benefits the whole organization. This is being very critical part of training programme. Any success of the training programme largely depends upon this aspect only. So formulation of some best evaluation criteria is necessary both for on-the-job and off-the-job training.

Another main aspect of this research study was pertaining to human resource development. This aspect is already a few decades old both in India and in abroad. A significant query was raised with regard to HRD can make an organization prosperous and successful. This query has been raised with a purpose to understand the employees’ knowledge regarding HRD, which is new term in the management text. As many as 251(83.67%) employees of both the sector endorsed this. Although no significant difference was calculated between private and public sector industries employees in relation to whether HRD can make an organization prosperous and successful. However, it may be added here that the success of organization does depend on the trained and disciplined employees. The research question was formulated that employees do not have good understanding about HRD, as this is being new term in the field of management. Hence it was assumed that employees occupied bottom position in organization hierarchy and many of the industries resorted to HRD only in recent years. But the finding disproved the hypothesis that much against the assumption.
that many employees possess a good understanding about HRD. As this has been partly due to the HRD wing or department started in all industries again on the other hand also due to the steps taken by the industries to impart knowledge about HRD has succeeded in helping their respective employees to possess good understanding about HRD. Hence employees are of the precise view that it certainly contributes to the changes. This has remarkably disproved the hypothesis.

Any programme of development especially employee development does not happen on its own unless it is backed up by sincere efforts both by managerial and non-managerial personnel. Although employee development is the responsibility of management than a liability, even the external changes occurred outside the industries in terms of quality expectation, market competition, fast changing technology have induced the organization to show their remarkable interest in development of their most precious resource to developing them. As this is suggestive that various organizations in India have responded to the most urgent need initiating HRD either by changing the name of their personnel wing as separate department of HRD or a separate section devoting to the HRD have been opened in several organization, so also, in the organization presently under the study. In view of this it was obviously necessary and relevant to ask the question that whether HRD is properly implemented. Opinion was mixed, as 166(55.33%) employees of the total sample size endorsed this. However, as many as 134(44.67%) employees of sample negated this. Thus, it can be revealed that all organization have already responded and started paying attention predominantly to training and also seeking stimulating employees' participation. Such development pursuits boost productivity and reduce the cost of production. This answers question to the query.
As management attitude to look at their employees has been rapidly changing. The reason for this obvious changes happening over the issue of employee treatment outside India especially in a progressive country like Japan, where employees are not just treated as resource but good opportunities were offered to them to take part in the organization improvement. Similar techniques are also started in different countries even in India as well. In the background of this information a query was raised as to know whether HRD strategies were formulated. About 240(80.00%) employees of the total sample of both sector opined positively. Also a further, question was added that in which form these strategies are functioning. About 232(96.67%) employees of the total sample employees endorsed opinions to this query. Already good initiatives were made to form quality circles, small group exercises, teamwork, and the world class management techniques. Thus, statistical calculation show the significant difference between the groups in relation to the task force formulated for the effective implementation of the HRD process in their respective industries. This answers the pertinent question.

The most aspirant part of every concern is that the others should recognize them and their hidden creativity and talents, this is especially true with all in general and industrial employee in particular. In view of more and more organizations becoming very progressive interms of better handling of the their resources especially employee at work. Therefore a question raised with employees regarding whether their management has changed its attitude towards them have revealed the finding that, as many as 233(77.67%) employees of the total sample size representing both the sector have agreed to this. Likewise a further subquery was raised regarding positive responses revealed by the employees regarding whether management considers employees as vital
resource and extends humane treatment. As many as 233(95.71%) employees of the total sample of both the sector positively agreed to this query. In relation to managements consideration of them as vital resource and humane treatment.

Among the five M each stands for machinery, morale, money, material, and men, of late men have been thought of as a vital human resource than an olden days analogy as mere factor of production. The recognition to them as vital was manifested in the form of management initiative to seek their valuable suggestions through suggestion scheme. The research finding is suggestive that as many as 222(74.00%) employees of the total sample representing both sector endorsed a view that their organization have a scheme of seeking suggestion from employees. Likewise again with good interest a sub-question was raised regarding whether employees offers their suggestion; about 136(61.26%) employees of both sector offered positive responses. The statistical calculation revealed a significant difference between groups, in relation to employees involvement through offering valuable suggestions to organization development, answering the research question posed.

The further enquiry continued with employees of both sectors as to know how employees have received awards for their good and valuable suggestions. A good number i.e., 77(25.67%) employees of the total sample size of both sectors said that their suggestions were accepted and rewarded. As entire suggestion system is based upon systematic procedure thus only good and noteworthy suggestions were accepted and rewarded. This is a good indication of positive side of employees gesture of participating in developmental strides. There is a significant difference calculated between the groups of employees belonging to both sectors in relation to acceptance and rewarding of
good suggestions. There is a need for further debating totally on a new platform.

Present endeavour has been concentrating over promoting quality consciousness everywhere. Every organization is proud to declare itself a quality company and producer of quality goods. Just by displaying quality board everywhere does not serve the purpose, but quality in a product comes through the effort of every one. With this backdrop a question was raised with employees regarding quality goods produced with zero defect with durability, revealed the interesting finding that maximum number i.e. 259(86.33%) employees of total sample belong to both the sectors have endorsed this. Rest of them did not agree to this. The statistical calculation show significant difference between the groups who belong to both the sectors in relation to the production of quality goods with durability. The opinions of employees bear the testimony to this query and it also answers the research questions posed during earlier pages.

Well-planned and managed development pursuits alongwith a change in the behaviour of the participants would be very handy for change initiative. Employees of both the sector were asked to offer their responses whether improvement in the behaviour of the employees occurred due to the training. 169(56.33%) employees of total sample of both sectors were positive, however, rest of them negated this. The significant differences were noticed between the groups over this issue. Thus, present study reveals that the behaviour of employees improves quite a lot with supervisors and peers. Training really moulds the behaviour of individual employees and more so when it is aptly handled.
A good amount of personnel research is done on the aspect of employee motivation at work. Over this issue responses of the employee were sought and the finding revealed that a majority 240(80.00%) of employees of both the sectors and out of the total sample responded positively that management these days have a good intention to motivate employees at work. This is really a good indication especially in a critical period which is pessimistic to every one. Thus, significant difference was calculated between the groups. The opinion of employees bear the testimony to this query and it has answered the research questions posed in the earlier pages.

Learning and getting acquainted with various happening around is greatly supported by the written material in various forms. Provision of reading material is given to the participants during training at the initiative of the management, with this backdrop a question was raised with employees regarding supply of reading material about the other organizations. A maximum number i.e.206 (68.66%) employees of both sectors of the total sample negated this. However, the statistical calculation show significant difference between the groups. As at this juncture it seems that HRD is going to be all the more important. Therefore good work done elsewhere about HRD disseminating among their own employee would help to expand their horizon of understanding, also this would be made in the form of giving reading materials to group of participants during training as a handout in a language and in a manner understood by employees would be very important. Although reading material are offered to the participants especially to the managerial personnel but this may be also thought for the non-managerial personnel, as this is required in view of changing circumstances.
Learning is a continuous process, experts would say that learning makes life enriched. The inclination to learning is not quite balanced with employees. The reason may be their inadequate education, but learning has become all the more important now. Likewise when employees are working in the large-scale organization, which is complex organization in terms of size, product manufactured, technology used quality demand etc. The need of learning is well augmented by the organization itself by way of enabling a volunteer group of employees working for a project. A query was most warranted as to understand learning through participation at different levels and places from the employees point of view. About 239(79.67%) employees of both sector out of the sample revealed that they learnt through the quality circles, learning network and internal department meeting or form experienced workmen. These are being excellent platforms of learning most informal way the impression of which is very impressive and long lasting. This query ascertained significant difference between the groups, in relation to learning opportunities through various avenues.

Goals are better accomplished through the media of teamwork. Teamwork is one of the ways of coordinating and regulating the human contribution to work organization. As many as 265(88.33%) employees of both the sectors out of total sample, the finding revealed, gave positive responses. The calculated statistical value shows the significant difference between the employees of both the sectors in relation to the role of team work resulting in the production of quality goods.

Opinion of employees regarding HRD philosophy relating to the enhancement of enthusiasm and involvement of employees to achieve the goals of the organization was also another interesting query on
which employees responses were invited. The findings of this revealed that a major chunk of the employees i.e., 237 (79.00%) of both the sectors of the sample size endorsed this. However, statistical calculation revealed the significant difference between the groups. HRD philosophy is conducive to create enthusiasm and involvement of employees in the achievement of the organizational goal. Attempts need to be given by the competent authorities to bring more of this into reality than retaining it as confidential document.

Performance appraisal system presently called performance management helps organization to choose the best from the available employees. Performance appraisal solves many issues at one go. And if the performance appraisal is development oriented it comes quite handy in handling relevant process by the management. With regard to the query whether appraisal system is development oriented the responses of employees of both sectors were that 194 (64.67%) employees of the total sample endorsed that performance appraisal system is progressive and development oriented. The statistical calculation has shown significant difference between the groups.

In the present context securing multiskill by the employees has became more important, than earlier. Prominent reason for this is policy of downsizing the manpower resorted by the organizations. The question was asked to employees regarding organization whether they have a system of job rotation. About 187 (62.33%) employees of both sectors out of the sample size, opined positively. The statistical calculation show no significant difference between the groups, in relation to system of job rotation which organization have.

Every employee aspires to scale to the new heights in his personal career. This alone is not possible without the help of the
employed organization. Opinion of employees regarding whether management prepares career paths and career development plans for employees have revealed the finding that as many as 188 (62.67%) employees of both sector have positively agreed to this. Rest negated this. Thus, statistical calculation show significant difference between the groups. Some managements were quite progressive in this regard.

**Supervisor Category:** supervisor is another prominent category of respondents to this research study. The purpose of including of supervisor for this study is to elicit responses of them against various queries, which aptly serve as supportive material to the responses, revealed by employees as main source of respondents to this study.

The relevance and the need of seeking responses of supervisor is that in management, supervision means overseeing the subordinates at work with authority and with an aim to guide the employee, if he is doing wrong. Overseeing is to be done at all levels of management from top to toe. Lower level management or first line supervisors oversee the work of operative staff. It is concerned with directing and guiding non-management members of the organization. He is a leader for his subordinates because he guides them in the performance of their job. Supervisor has a direct link with the operative personnel and leads them to work hard to accomplish the organizational goals. He is accountable to the management for the performance of the work. Thus, he occupies an important position in the organization structure.

This research study has elicited various finding based upon the queries raised over relevant issues. As stated in the foregone chapter in this thesis a total of 50 supervisors representing in equal number belong to both the sectors for this study thus, following prominent findings were elicited.
**Socio Demographic Profile:** An attempt is made in this section to reveal the finding of socio demographic profile of the respondents. The interview schedule employed consisted of separate part with questions so framed as to elicit the relevant data on the backgrounds of the respondents.

A prominent socio demographic data of respondents was Age: as per age wise distribution of the respondents were concerned. The finding revealed that a large number of supervisors, fall in the age group of 41-50 years, which comprises of a total of 18(36.00%) belong to public and private sector industries, the age group 20-30 years of age which comprises a very minimum i.e., 9 (18%) supervisors of the total sample of both the sector fall in this age group. The finding reveals that large number of supervisors belong to the age group of 41-50 years.

Education has been another prominent independent variable, which lucidly depicts the educational background of the supervisors. A maximum number of supervisor of the sample 36(72.00%) belonging to both sector were educated upto graduation. Quite interestingly each of the supervisor from both the sector had done their post graduation. Rest of them had technical qualification of ITI/Diploma. And also quite a few others are also have studied upto S.S.L.C. Thus, it was found through the foregone analysis that most of the supervisors were qualified upto graduation.

Experience of the supervisors is the last socio-demographic variable of this study. The finding reveals that a large number of supervisors out of the sample 19(38.00%) were quite senior and experienced i.e. 16-25 years of experience. The other two categories of
the respondents belonged to 6-15 years and 26+ years respectively. The last category of experience comprises of 0-5 years of experience.

The further discussion, shows the findings regarding the responses of supervisors of belong to both the sectors, the questions relate to seek supportive materials to the aspect of human resource development and also relating to the aspects of training.

The first ever attempt of understanding views of supervisors begin with a issue whether training is crucial for operative personnel the findings were quite interesting that a maximum 46(92.00%) supervisors of the sample belong to both the sector positively agreed to this. However, no significant difference was found between the groups. This clearly reveals that training is desperate requirement for operators.

Another prominent query was raised with regard to adequacy of training facilities was for all. The finding suggests the mixed responses. 26(52.00%) supervisors of total sample representing both the sector have endorsed this, however, quite significantly rest of the supervisors negated this. Thus, significant difference was seen between the groups. This indicates that, whatever, training facilities so far offered by the organization are inadequate. But in view of changes around more and more training is required for employees, this aspect is truly a matter of consideration.

As training is associated with imparting skill and knowledge a trained person associated with using this knowledge in his work. Supervisors responses on this aspect revealed that a major chunk of supervisors 49(98.00%) endorsed it. Although no significant difference between groups was seen. Training promotes work efficiency, this aspect needs good attention.
Before training is imparted it is necessary to arrive at its need, whether assessment was fairly made to arrive at training need was asked to the supervisors. Over this mixed responses were obtained. 27(54.00%) supervisors of the total sample representing both the sector have positively agreed that assessment is made fairly and it certainly creates future training need. However, rest of them strongly negated this. The significant difference was calculated between the groups. Thus, in the larger interest of developing employees and the organization there is a need to give adequate attention to this initial activity pertaining to the assessment of training need.

Again when training assessment is made certain crucial aspect are need to be considered such as assessment has to be carried according to the need of the organization, capacities of the employees and requirement of job. On this point responses obtained from supervisors were also mixed i.e. as many as 26(52.00%) supervisors of total sample representing both the sectors have positively agreed. But the others i.e., 24(48.00%) of supervisors from both the sectors of the total sample negated this. Significant difference was seen between the group. However, casual approach does not help much to serve the purpose which is attempted through training it is no wonder, training is means to an end but not an end in itself.

The view of supervisors taken to another prominent aspects of training, which is having, considerable bearing on employee, regarding training methods. The finding however, reveal that, the present training methods seem to be quite suitable. Almost all supervisors have endorsed this, with no significant difference between the groups.

Further, with regard to question of place of training within the organization is more suitable for employees than otherwise. About
40(80.00%) endorsed the view that training within the organization is appropriate than otherwise. Alongwith this training outside the organization is also a prominent thing to be considered.

Better job performance brings happiness to both the performer himself and to others. Training enhances job performance, and job satisfaction. On this issue about 40(80.00%) supervisors of both sector of the total sample size have positively endorsed that training enhances job satisfaction as this has been associated with giving right skill and knowledge to the concerned. Therefore training is better remedy for slow, low and defective performer. The statistical calculation has show no significant difference between the groups.

In addition to this it was apparently an apt issue to discuss with supervisors that they are link between managerial and non-managerial personnel, and employee as well as production centered. This aspect was very crucial to obtain their responses regarding training increases job performance and productivity. About 39(78.00%) supervisors of both the sector have agreed to this that change do occur in job performance so also in productivity of trained employees. as quite interestingly quite a few negated this and thus statistical calculation show no-significant difference between the groups.

Precisely another aspect is associated with training and on that supervisors' responses were taken, i.e., whether training improves employees behaviour, action and attitudes. As many as 36(72.00%) supervisors of both the sectors of the total sample size agreed to this. However, quite a few denied it. Thus, no significant difference was seen between the groups. This reveals that qualitative changes in all especially among employees are very hard to come by because
unionized employees do not wish but like to go by strict norm of their workload.

Trainee, trainer, and organization are the three prominent aspect of the training programme. Opinion of supervisors were sought on this vital issue to know their responses. The finding reveal that almost all supervisors endorsed that effective conduct of training programme would depend upon adequate preparation of trainers, involvement of trainees and adequate support of the organization. Therefore attention needs to be paid to all these premier aspects of the training.

Evaluation is an important aspect of training programme, query was raised with regard to whether evaluation for every training is necessary and supervisors involvement in evaluation of training programme. On this important question about 38(70.60%) supervisors of both the sector of total sample have agreed to this, further, upon enquiry regarding positive responses offered to the question, supervisors were asked whether they involved in evaluation of training programme it was revealed that about 21(40.50%) supervisors of both sector have positively endorsed this, however, rest of them opined negatively to this. Thus statistical calculation show significant difference between the group. As this indicates the lesser scope for evaluation and follow-up, ascertaining that training effectiveness is quite significantly required.

In view of many strategies which HRD symbolically folded under its purview as its instruments or strategies of training have their own significant position. An opinion was invited from supervisors regarding training as an oldest but still the most effective method of developing employees competencies have revealed the following findings. 35(70.00%) supervisors of both the sector of the total sample agreed to
this. This suggests that amongst several good methods of training remain as most strategic and striking. The statistical calculation revealed no-significant difference between the groups.

Organizations these days have many challenges such as mounting competition, increasing cost of production, issue of downsizing of personnel etc. On these situation a question was raised with supervisors that is it feasible whether training should become part of the development effort. A good number 38(76.00%) of the sample size endorsed this and statistical calculation clearly show significant difference between the groups. Thus, it may be revealed that, an ongoing training only keeps helping employees as developed. Training should become part of development effort inspite of increasing cost.

A part of query is also raised over the issue of HRD. As many in the organization possess good knowledge of HRD in industry. A question raised regarding whether HRD is a systematic and planned way of developing human resource. A maximum number i.e. 37(74.00%) of supervisors of both the sectors opined positively. Rest did not agree to this. The statistical calculations show significant difference between the groups. It appears that the most supervisors agree that HRD results in systematically moulding employees in the organization frame.

An organization would not become people oriented just by declaring but related activities should go into that. A query quite apt and relevant was put before the supervisor to seek their opinion regarding HRD if it conveys its message of treating employee with humane approach. Most of the supervisors agreed to this query. However, no significant difference was seen between the groups. Although it appears as change may be taking place, but this need to be
continuous and on-going then only people feel confident in such efforts, otherwise pretending as people friendly has no relevance.

Also another issue was raised whether HRD philosophy relates to enhanced commitment and involvement of employees. The finding thus, revealed that as many as 38(76.00%) supervisors endorsed this and no significant was found between groups. This answers research question that proper HRD philosophy enhances employees involvement and commitment.

Employees involvement in running firm is most viable issue; management offers an opportunity in this regard, supervisor opined that suggestion and reward system where that management has developed a good system of accepting valuable suggestions from the employees. These suggestions are treated on its merit and implement the relevant ones and reward the best suggestion. 31(62.00%) supervisors of the sample, representing both the sector have stated this. However, rest opined negatively. the statistical calculation show no significant difference between the group.

Training also has admirable capacity to reduce personal and work related problems. Supervisor endorsed a view that HRD and training help to reduce labour problems. However, opinion on this is mixed about 26(52.00%) endorsed this, rest of them negated. However, there is no significant difference between the groups.

Finally very important two queries were placed before supervisors. The first query related to whether management has created a career development path for all employees revealed the interesting mixed finding i.e., 26(52.00%) supervisors endorsed this. Thus, a significant difference was seen between the groups which
confirms that there is a need for planning career path of each employees.

And lastly the question was asked whether HRD creates smooth and cordial industrial relationship. A major number i.e., 33(66.00%) supervisors of both the sector have endorsed this but there was no significant difference seen between the groups.

**Executive Category:** Executive is another prominent category of respondents for this study, the purposes of including of executives for this study is to elicit responses from them to research question for the study which aptly serve as supporting material to responses revealed by employees as main source of the respondents to this study. The main objective of HRD executives is to create a learning environment and developing climate in the organization. Also to inculcate a culture where employees continuously learn from their own experience and provide various learning opportunities. The HR executive must be very sensitive to the motivational patterns and try to develop motivation. An HRD manager needs to be positive person with positive thinking, optimist, respects other people, should have faith in the potential and capability of people to make things happen, should have an attitude to approach problem and issues with an open mind and hopes of success and belief that people can be developed at any stage of their life. Executive has to have an ability to design and coordinate training programme for managers, supervisor and workers.

This research study has elicited various findings based upon the queries raised. As stated earlier a total of Ten executives representing equal sample of both sectors for this study were included. Thus, the following prominent findings from the executives’ point of view were revealed. Socio demographic profile: an attempt is made in this section
to reveal the finding of socio demographic profile of the respondents. The interview schedule was structured in such way as to elicit the apt responses relating to all the issues

The finding begins from the prominent socio demographic data of the respondents such as age: as per as age wise distribution of the respondents were concerned. The finding revealed that a large number of executives fall in the age group of 41-50 years. Like wise the age group 20-30 years of age, which comprises minimum executives. The finding reveals that most number of executives belonging to the age group of 41-50 years.

Education has been another prominent independent variable, which lucidly mention the educational background of the executives. An equal number of executives of the sample, half of them educated upto post graduation. And remaining executives have done their graduation. Thus it has been found through analysis that equal numbers of the executives of both sectors were well qualified. Alongwith this many of them also had relevant additional qualifications, which helps them to function very effectively, and competently as human resource executives.

Experience of the executives is the last socio-demographic variable of this study. The finding reveals that. A large number of executives out of the sample 5(50.00%) were quite senior and experienced, representing both sector belonged to the experience of 16-25 years of experience. The other two categories of the respondents belong to 26+years and 6-15 years respectively. One executive belonged the last category of experience comprises of 0-5 years.

The further discussion, shows the findings regarding the responses of executives who belong to both the sectors, the queries
relate to seek supportive materials for human resource development and relating to the aspects of training.

With regard to the query training whether required to all employees irrespective of their age has revealed that the most of the executive positively opined that it is most essential for every employees irrespective of their age, this however, suggests the relevance of training for all.

Further, again most executives negated a query regarding training only required on when new technology, new product or new machine installed. Thus the finding emerged out of the endorsement of them that training is not only just essential on account of above stated situations but also inevitable even on regular circumstances. The responses of employees, supervisors and executives are in agreement.

Policy is a sacred document, which determine course of action, and streamlines the activities to happen in the expected way. Organization whether have a well-formulated training policy ? the finding revealed a positive agreement to this by the majority of the respondents. This suggests that HR executive must posses an ability to design and coordinate training programme for managers, supervisor and workers.

Competent employees can build good organization, this is remarkably required for organization, and competencies can be successfully built through training and development programme. In this regard a query was raised about quality and quantum of training offered to the employee and its adequacy. The finding that come out of this query were: most of them expressed a satisfaction over this. But this certainly has created room for not: only design some adequate training programme but also to conducting them regularly.
The true intention of every management is to see that their human resource works with perfection. Training is extended to employees with an intention to support their quest of learning and gaining skill, knowledge and working experience. A relevant question was raised whether employee deputed to training wish to acquire these. Majority of executives opined positively.

Every organization would like to excel and boost job performance and productivity of all employees. Training whether, it contributes to promote these factors have obtained the responses, thus: executive in a large number seem to disagree to this concept, however, certainly a change of miniature note takes place as no attempt of developing employee even including training is not a waste, but input and output is amazingly a subjective aspect. In view of negative observation this area certainly need further critical check up.

Training is imparted with the help of two prominent methods. Regarding the query that which method is used for imparting training to the workforce. On this point executives offered their opinions, the findings are: although on-the-job training is the prominent method since long it has been resorted to as the major method of training. But of late even other method such as off- the job training is also used to impart the training. Thus, it can be understood through this enquiry that both methods are prominently used to impart training to the workforce, this indicates the paradigm shift in the use of training methods.

Training is imparted to the employees within and outside the organization; training within the organization is more suitable to employees than otherwise, on this almost all the executives gave their positive opinions. However, learning need not be only confined to the
organizations alone even outside exposure where learning the business from those who have made it an art is also required.

The ultimate motto of every organization is to see that work is perfectly carried and which yields good satisfaction to the employees. Training is exactly having this prominent objective, therefore whether it promotes job satisfaction was a query. Executive opined quite positively.

Trainer plays a very important role in the conduct of training programme; his active involvement makes lasting impression over the trainees. Majority of the executives of both sector of the total sample size endorsed that training effectiveness depends upon adequate preparation of trainer, involvement of trainees and adequate support of the organization, thus, success of training largely depend upon this.

Training once imparted needs to be properly evaluated. This will reveal the fact about an understanding between input and output to participants. Whether every training programme needs to be evaluated revealed the responses that major chunk of respondents agreed to this.

Further, upon enquiry regarding training evaluation is it a regular practice in their respective industry except a few, most of them were negative about this. Thus, it is a good indication as to evaluate every training programme. All the three categories of respondents namely employees, supervisors and executives were in common agreement over this issue.

Employees development is a continuous obligation than a liability. Inspite of high cost of training does management undertake the training programme. Majority of the executives of both sector of the total sample size opined that top management supports the training activities inspite of high cost of training, thus, it indicates that majority
of organizations are having concern and commitment to support the training and development activities inspite escalating cost.

Every organization endeavors to have competent workforce and wishes to gain prosperity and success through the efforts of its human resource. Can organization achieve prosperity and success through HRD? A maximum number of executives endorsed this as HRD is a systematic and planned way of developing employees at work, systematic and planned approach of this kind is helpful both to the personnel employed and to the organization.

An important document that every organization wishes to have is suitable policies likewise such document is inevitable in case of HRD. Can HRD contain a message of treating every employee with human approach, most executive agreed to this. This indicates that keeping workforce at distance is not a wiser move but working together is better.

It is said these days, as organization needs to evolve a learning environment within the organization this is a most desperate need. This builds mutual trust and sincerity between the groups. The query was raised whether voluntary fora of employees were made and relevant literature produced. The executives were very optimistic about these forums as this remarkable helps both individual and organization. Also supply of relevant literatures keeps their workforce well informed about the organization.

Every employee has caliber and hidden talents of his own, it comes to the notice of others only when he gets the opportunity to express. Many progressive organizations have evolved programme of seeking good and innovative suggestion from the employees. Executives endorsed that management accepts and implements good suggestions
of employees. Thus this innovative act suggests that, of late, organizations are accepting employees as competent personnel and seeking their valuable suggestions for the betterment of the organizations.

Always in the larger interest of the organization it is inevitable to groom employees to shoulder the future responsibility. This will avoid the possible crisis and difficulty. Therefore a wise personnel policy would be to groom the youngsters to shoulder the future responsibilities. Does management groom such employees to shoulder the future responsibilities; the executives ascertained this. Thus, finding revealed that managements have the system of recognizing and preparing employees for future responsibilities. And there is a need of preparing second line employees to shoulder the future responsibility of the organization.

An executive have tremendous responsibilities to lead his team to success. The destiny depends so much on executives of HRD department to mould the behaviour according to the organization specification. It is quite interesting to understand about the role and involvement of HR executives of their personal pursuit to develop their team. On this issue executives offered their positive responses that they by the virtue of interactions with their colleagues in other organization understand the innovative practices of employee development which also contribute to the effective development of members of the team. Thus this effort of improving employees motivation must always be on his personal agenda.

Industrial arena has been witnessing remarkable changes; these changes have influenced everybody. Employee, too, in an industry is influenced by the changes. An enquiry was made with regard to
understand whether employees behaviour and interactions with their peers and supervisors have changed revealed responses that changes have taken place in the behaviour and interaction in employee with his supervisor and peers. Thus, there is an optimistic view that change has been happening in this area.

Further a query was raised with regard to the initiative of the employee and support of management to form the voluntary fora such as quality circles etc, most of the executives remarked that such innovative attempts are happening in their respective industries. Thus, it can be said that such fora are gradually popularized within the industry and are spreading as learning example to other organization as well.

Finally a query relating to the issue of giving multiskill to employees was raised with the executives most of them endorsed that job rotation technique is there in their organization which relate to an attempt of securing multiskill to the employees and making them competent overall. Thus, the finding revealed is exhaustive which culls out the most important aspects which would need proper consideration in a quest of reorganising the whole system of employee training and development as well.
Conclusion

Conclusion have been drawn in this chapter to provide an account of HRD and Training practices with a purpose of contributing to the attempt of making improvement and making those of as effective and suitable from the organization point of view. Along with these in the tail end of this chapter some important workable solutions in the form of suggestions are also made.

As pointed out earlier in the foregone chapters that most of the previous studies relevant apt and related to the topic focused on different aspects of HRD and training. The present attempt is very comprehensive and ideal as various queries have been raised from the point of view to study and to probe into different aspects like place of training in the organization, determination of training need, deputation of employees training, suitable training techniques and methods, Role of trainer in the whole conduct of training programme, Evaluation of training techniques etc. And regarding HRD, its implementation, creating development motivation, HRD philosophy and also enquires on some vital aspects of HRD strategies which have direct bearing on employees to promote employees involvement and participation in development pursuits.

As stated earlier, most of the enquiry relevant and pertaining to the topic focused on different aspects. But the present study has made an elaborate attempt to probe various aspects of training concentrating more on organization, trainee, trainers, and evaluation aspects. Also regarding useful aspects with regard to concept of HRD, implementation, and strategies formulated, employee motivation etc are attempted. Along with this social work back drop is relevant, a quest has been made in this chapter to provide such avenues, which could
augment the need of HR Executives to develop their internal resources to suit the changing conditions.

In line with apt objectives and research questions formulated accordingly to the present study, explorative-cum descriptive design was considered. The sample for the present study has been drawn form 10 industries, equal number of which belong to both public and private sector industries by using apt techniques. Interviews schedule formulated based on many aspects related to the research problem under study, and even tested thoroughly through pilot study. Personal interview, discussions and observation methods were mainly used to collect relevant data from respondents.

Apart from the information gathered socio demographic profile of the respondents, similar attempt was made to study HRD and training in the elaborate sense. This enquiry has yielded many remarkable responses and valuable insights; a quest is made in this regard to conclude them.

With regard to whether training is required for all employees irrespective of their age. It may be concluded that all the three categories of respondents opined positively to this. This indicates that training is not piecemeal but blanket approach, cross sectoral to integrated one, unipurpose to multipurpose. In view of this there is a need of undertaking training and development programmes on sustainable basis in to build competent workforce at work.

As per as training to operative category of employees are concerned, skill development technical training is always a major emphasis. Although this would give them confidence and functional ability to perform their job better, but even behaviour improvement-training programme is taking a pervasive shape. Majority of the
respondents endorsed their view of undertaking such non-technical training programme. As this would help to serf the inner net of an individual to seek himself and change his attitude and feel positive about development pursuits which is the present requirement.

With regard to satisfaction about quantum of training received by the employees so far responses revealed by many employees indicate that they were not satisfied with quantum of training received by them so far. It may be concluded that in view of rapid technological change and its influence on production of quality goods and minimization of production cost. There is need of regular conduct of more and more training programme which essentially will empower employees to do their job much better.

Training methods are used to impart training to employees, choices of training method available to the organizations is that of on the job and off-the job training. Majority of employees endorsed that both the methods training is useful while imparting training to them. On the job training give them functional skill of doing a job, whereas off-the-job training expand their horizon of understanding. A good combination of these two methods is aptly required in the present circumstances.

With regard to choice of suitable training technique, it may be concluded that, most of the employees liked a training technique such as, demonstration, discussion, and role-play which create good impression on employee than otherwise. As employees are mainly related to the production, therefore these techniques would be very handy which give better knowledge of working, However the other techniques are to be used on its merits and relevant to this context.
Trainer plays a magnificent role in the whole conduct of training programme. He relates to impart relevant knowledge to learners, which is required in all situations. It may be concluded that since training is also relating to improve the morale of the workforce, it helps employees to adjust to the changing condition to remove performance deficiencies in employees such of those augmented by the trainer. Many respondents opined as training effectiveness depends upon trainer's thorough preparation, involvement of trainees and adequate support of the organization. As per role of trainer is concerned while imparting training especially to the operator category of employees are concerned, that in view of low education of employees and technical matters were complex, complicated and very hard to understand, he should go down to the level of employees and impart training in a language and manner understood by them. Language plays very important part in case when participants belong to mixed group, commonly spoken language is essential which helps better understanding of information.

It is a human tendency not to be able to sustain the same sort of attention on particular aspect for very long time this may also be true with trainees, even most of trainees listen to those which is appealing and understanding. Problem of keeping attention over aspects for longer duration is that they loose their concentration and locked them internally and go in silence. To retrieve the trainees the trainer has to make his training educative and interesting. The organization support to the whole conduct of training programme is basic and fundamental. There is an urgency to place over understanding that employee development is more responsibility of the hours than a liability.

Another important aspect is application of learnt skill and knowledge in the work. It may be concluded that an overwhelming majority of employees admitted that they adopt their learnt skill and
knowledge in their work. Majority of employees of the both sectors endorsed this, that they apply the learnt skill knowledge in their work. This was also ascertained to certain extent by the supervisors. Executives negated this. Thus, there is need of developing an eagerness by the employees to apply their learnt skill and knowledge in their work. However, application of learnt skill and knowledge in the work needs proper help from the supervisors, executives and peers. Supervisors and executives encourage the employees to apply their knowledge and skill in their job provided such attempts do not cause any extra burden over the organization. But, there must be a system to encourage trained employees to apply their skill and knowledge in the job.

With regard to management support to conduct training programme, responses of employees are that management conducts training fairly well inspite of ever increasing cost. It may be concluded that sincerity and openness of organization is necessary to train all employees but not necessarily focusing mainly on slow and low performers, but even understanding of modern days is that in view of remarkable changes in the technology of manufacturing, training is even required to every such employees who is good at work, with a simple reason that this would help him to better expose to changes around and to inculcate overall learning environment in the organisation.

Evaluation is good technique to determine the final outcome of training. Alongwith these the relevant technique of evaluations would help to understand in terms training effectiveness. Majority of the employees agreed to this. Evaluation in case of off the job training is concerned feedback is obtained from the participants immediately at end of training programme. But seriousness of adaptation of learnt
knowledge in the work speaks of the true success of the training programme. Therefore there is a need to ascertain the application of learnt knowledge in the work, this needs to be more stringently monitored. It is appropriate to formulate some excellent criteria as to measure training effectiveness. For instance interms of observing safety norms, handling of tools and equipments, maintenance and cleaning of machines, attending minor breakdown, minimization of waste, precious save of oil and lubricants, precious save of the other valuable materials, scrap minimization, work performance within possible minimum time, attention to contribute to maintain house keeping, and good and improved behaviour with fellow workman and also with supervisors etc, the list is so exhaustive that even some other aspects need to be arranged in chronological order to bring possibility of best evaluation of training programme.

Yet another main aspect of this research study was pertaining to HRD. Human resource development although related with both employee betterment and better harnessing employees effort to enhance productivity for the whole benefit of organization. Often it is being understood with regard to HRD policies it appears to be rather top centered with relatively low participation from levels both in the formulation and implementation as well as monitoring the same. The vision of HRD is focused upon greater participation and involvement of lower levels of operatives in the process of formulation, implementation and monitoring of HRD strategies and techniques. It appears that industries have realized a greater degree of participation and must originate it from shop floor level from where whole thing begins.

Coming to the HRD practices, an attempt was made to ascertain empirically regarding understanding prevailing among employees at shop floor. It may be concluded that, most employees ascertained that
HRD could make an organization prosperous and successful. However, this could be backed up by the sincere efforts, it many also be added here that the success of organization does depend on the trained and disciplined employees. Merely opining of HRD department or a section named as HRD, would not serve much purpose unless different strategies formulated relating to motivation of all employees in general and operative category in particular are taken care. Even supervisory and executives also strongly felt that HRD can make organization successful.

HRD is mainly employee oriented catering to their development at various levels of organization. HRD need to properly implemented through adopting various techniques, which calls for the participation in this pursuit by all, especially of employees at the grass root level i.e., from shop floor levels. Different techniques of stimulating democratic participation of employees were attempted. Most of the respondents from the employee category ascertained that seeking employee's participation in quality circles, team work etc, provides better avenues for the expression of their talents by floating such idea, which remarkably help them and their organization. The practice evolved need sustenance. Supervisor and executive although endorsed that they have evolved such practices in their industries but it needs a lot of goading and motivation.

With regard to managements changed its attitude towards them. Majority of employees ascertained that a change in the approach of management and even also asserted that management considers them as vital and very important resource and extends a proper treatment. But this whole approach required to be bought in beautiful frame, which is completely transparent within.
The remarkable efforts to view employees as vital resource is on, they too have hidden talents of their own given the opportunity they can exhibits themselves what they look to be as ordinary may not be so but it is other way round. Suggestion scheme brought such remarkable swift changes and success stories, which benefited the organization in its entire work operation. It may be revealed that it is good to have an employee friendly programme to give a nice pat on their back through recognizing their talents that serves wonderfully as a great source of motivation. It may also be concluded that suggestions of few of them are accepted and rewarded this may serve as good role model to others to stimulate them to come forward to think in such a way which would serve common good of all and to show their talents.

As most industries were doing an excellent work on the front to snatch customer to their side, this would be possible not just through verbal communication but achieving it practicably. With regard to whether product possesses requisite quality in that, majority of employees have endorsed this. This reveals the need for filling quality in product manufactured became mandatory in the present circumstances.

With regard to employee motivation many endorsed a view and it may be concluded that this is happening in true sense, Although money is the better motivator, But even an attempt of mutual trust, openness, good communication, transparency can also do this.

Organizations need to create a learning environment internally this is a best supportive step of change, it is possible through the option like learning through reading, understanding, digesting and reproducing of relevant literature relating to development and organization prosperity. Another significant option of learning which
takes place in the company of near and dears through informal learning network such as teamwork is a major breakthrough etc, is another significantly initiative of development agenda of the organization. Most of the employees, supervisors ascertained that this would provide good opportunity of working together and mutual learning. Goals are better accomplished through the media of teamwork. Teamwork is one of the ways of co-coordinating and regulating the human contribution to work organization. The finding revealed that many respondents from employee category have acknowledged good advantage of this. Thus, this is marvelous attempt of seeking active participation of employees in development pursuits through teamwork is taking place in the wider sense.

Multiskill technique is more in vogue in recent years. Prominent reason for this is policy of downsizing the manpower resorted by various organizations. Most of the employees agreed to job rotation, which kills boredom, provides a change and make them competent in multiskill this is an excellent initiative in the direction to recognition of people and reducing the production cost.

Organization survival and continuity largely depends upon active functioning of its human resources, if they adequately looked after and properly nourished. One avenue of proper nourishment is concerned to building sound career planning and development of its employees through career planning and development. Opinion of employees are mixed on this as this is vital area which needs to be given attention by the organization.

Thus, the present study of HRD: A study of employee training in selected industries in Karnataka, may be viewed as an empirical endeavours to provide analytical intellectual and scientific insights into
the socio cultural realities pertaining to the HRD and Training aspects and its implications in the Indigenous context. It certainly has the limitations that are inherent to a research programme. Moreover, inspite of these short comings it may be viewed as minute attempt to seek insights and understanding of HRD and Training practices from employees point of view with social work perspective in the mind. The finding and suggestions would be considerate handy to streamline both the aspects viable through incorporating good aspect. Training and HRD oriented participating approaches from employees point of view have aptly found a place in this research work and yielded many insights. Inaddition to this the supporting material gathered from another two prominent categories of respondents from supervisor and executives has made research work as more apt to development of human resource at work. Thus, it is an attempt of a meager contribution to revival and rejuvenation effort of effective development of human resource at work.
Suggestions

1) Training has universal value; therefore there is a need to undertake measures of revamping existing training programmes and make it more relevant from the employee development point of view. Although some interesting observation and an older analogy of training was that it was meant for slow and low performer and problematic employees who have personal or work related problem. Under the changed scenario training and retraining need to be imparted to every one including both good and bad performer.

2) In view of desire expressed by very many respondents under this study there is a need for more and more training programmes to make employees as competent as possible.

3) Training is related to impart the skills and knowledge to boost the capacity of working, but it is also considered as relevant to give an understanding regarding maintenance of the machine. As breakdown and stoppage of work and production is very common in the shop floor. It is set right and put back in order and functioning is by the maintenance department of the organization. But so much of time is lost, and also in view of scarcity of manpower which most of the organizations are facing on account of down sizing policy. Therefore there is a need to expose employees even to this crucial aspect is necessary.

4) Trainer assumes a central part in the whole conduct of training programme. Therefore as far as imparting training to the workman is concerned through off-the-job training method the necessary attention should be given to such aspects that it is apt to go down to the level of employees and impart training in a language and
manner understood by them. This would be very effective and useful.

5) All may not possess similar interest and enthusiasm in training and few of them lack interest and appears less attentive during their training. This possibility is more in the afternoon session than in the forenoon. Therefore programme relating to skill development and programmes of attitudinal change, if held in the forenoon it would be more beneficial especially theoretical part. Demonstration and practical work goes well in the afternoon. As most of employees not wish to stay back after their time is up, and even training in the morning helps for better receipt of information and promotes knowledge.

6) Encouragement of trained employees to apply their skill and knowledge in their work is very important. The possible support in this regard is essential from immediate supervisors, and proper support of the executives concerned. This will stimulate employee morale and motivation.

7) The attempt of getting the work done is basic priority area of most progressive managements. In this regard achievement of suitable match between human resource and the job is very essential. A suitable match of HR to work has always been of a greater complexity. In view of this suitable choices are to be made as to identify the apt trainees, at the time of identification of training need, and impart relevant knowledge.

8) In view of skill improvement and expanding the horizons of understanding of employees a balanced use of both the methods of training is very essential.
9) Regarding imparting training especially to employees the techniques like demonstration, discussion, and role-play would make good impression on employees. As other techniques may be used based upon their relevance and suitability.

10) Though training is oldest but one of the effective method of developing competencies of employees, it is responsibility than a liability of the organization. Training and retraining would be of immense utility.

11) Although benefits of training cannot be obtained immediately but can be obtained in long run. Therefore training and development activity needs to be undertaken inspite of increasing cost.

12) An appropriate technique of evaluation of training is required with a good attention from all the concerned. Both on-the-job and off-the-job training evaluation on the basis of well thought out criteria's is essential. Training evaluation would help in knowing the strong and weak points.

13) It is true that the top authorities evolve HRD policies. But implementation and monitoring is not the lone responsibility of the management. Everybody should shoulder this responsibility and contribute to achieve the goals envisaged.

14) Common belief prevails among employees that HRD can make organization prosperous and successful. In view of this different strategies of HRD require sincere formulation, implementation and monitoring.

15) The wholestic effort of viewing employees as vital resources of the organization may be made completely transparent. This approach need not just remain in the pages of document but in practice.
Then anything, which is talked about employee development, would become more relevant and significant.

16) Suggestion scheme has proved as an excellent opportunity given to the employees to exhibit their hidden talents. It should sustain for a longer period tuned in the direction to receive suggestions for promoting quality, serving customer better, reducing production cost and enhancing productivity.

17) Satisfaction is basically inbuilt human mechanism. It varies from man to man but the internal urge of recognition may be made through motivation. Along with better monetary even supportive non-monetary aspects may serve as good motivators.

18) Creating Learning environment within the organization is a desperate need. Learning can be augmented through provision of relevant literatures to employees, and also by taking steps by forming voluntary democratic participatory forums like teamwork which may help bring group talents to surface and contribute to organization success.

19) Mutual or collective functioning has more advantage than individual function. Teamwork proves good advantages in view of downsizing policies resorted by many organizations, this could be thought of and introduced on priority bases.

20) Performance appraisal management system needs to be tuned in the direction to identity slow and low performers. Also to give true feedback to employee and use of this sort to promote employees recognition.

21) In view of policy of downsizing workforce resorted to it by many organizations, an attempt of giving multiskill Training to employee
through job rotation would be good remedy to provide a change and break monotony and boredom.

22) A growth of both employee and organization together is essential. This is especially true with large scale-organization in view of their complexity in terms of population and size. A well planned career and growth opportunities will rebuild the assurance and employees certainly would feel confident, secure and may make honest and sincere attempt towards their development careerwise.

23) The world has entered a new economic order and there is a total shift of paradigm in the style of working, buyers and customers are increasing and more demanding. In view of this training relating to skill development, along with this emphasis on behavioural development is desperate, to change the mindset of employees who have earlier worked long enough under closed environment training would be very handy to change this perception.
Social Work – A Profession of Concern

An inevitable implication of this rapid industrial development has been the neglect of human beings and undue importance given to the technology, sophisticated machines, increasing automation, modernization, product diversification, quality management, leading to untold suffering for many and the material benefits to a few have widen the gulf between employee and employer.

The better handling and extension of humane approach to employees have been forcefully advocated since the previous century. An attempt at micro and macro level of helping them have been manifested in the form of various approaches. In addition to this the structure of the state administration of modern days is that of welfare state. The true intension of progressive states is to aspire for securing social welfare to all its citizens. Advocacy of securing social welfare to employees in industries has also become necessary. The relevance of social welfare to the field of industry is manifested thus first, arrangements are already gone by through different enactments which relate to govern the activities relating to condition of work, working condition, social security, social insurance and industrial relations. These together endeavour to contribute to promote industrial health, welfare, and safety in the plants, mines and in the shops and commercial establishment. The basic philosophy of enactments are to see that both employee in industries and his family are benefited.

Secondly industries have social obligations to function as the good institution of the society, in this regard they have a function to offer the employment opportunity to people and employ them in the industry. Seeking employment opportunity is the part of this great welfare measures.
Thirdly when the industrial and commercial undertakings are established it is the desired that these organizations function without any frictions. There is the requirement to man these jobs by the competent personnel. There is the requirement of professional social workers in industrial and commercial establishment, in order to help the employees and their dependents at home in personal, health, financial problems, worries and difficulties.

Lastly efforts put in for the betterment of community life of the employees who are working for the industries by provision of community betterment service and required infrastructure to the employees community.

This research study bears a social work perspective. For this social work backdrop is essential, and as the finding of this research study would become more relevant to carry the application. Social work as a profession is based upon the scientific skill and knowledge to help the people to help themselves. The basic philosophy of this professional intervention is to help the ‘client’ and wish for the change initiated in him, which empowers him to lead a self reliant dignified life.

Social Work intervention into the industrial setting has been there since many decades. Over the years this intervention is initiated at micro and macro levels. Social Workers at the micro level, work as catalyst between the employer and employees, even his appointment in industry is backed up by the enactment therefore it has created opportunity for him to work in industries. This function attempts to provide proper treatment to the client, his family, employer, union and coworkers. The focus of helping relate to personal and work related problems, self and other. Macro level intervention is pervasive relate to providing individual and group consultation to supervisors and
managers at all levels regarding understanding human behaviour. Macro approach is comprehensive in nature.

Even the social workers have demonstrated their utilities both to the employer and to the employees that they have knowledge and accessories in their armoury which enables them to work very successfully to work primary, secondary, and tertiary levels to find remedies to various personal and work related problems. Systematic study, diagnosis and proper treatment would help resolve conflicts, adjustmental problems related to coping stress, family and marital strife, anxiety, depression. And alleviation of these may benefit so many so many times.

Human being is potentially a divine creature, inspite of this he came across with problems at the individual, family and at community level. People employed in industry have to work in structured situation for mutual benefits to them and to their employer, both are having need to work together with responsibility but not as a liability. If he starts facing his problems it is not only problem of his own but it is the problem of entire family, his problem affects his family and similarly it reflects at his work place also. This affects on his personal motivation and lowers his morale. He needs helping hand to tide over the crisis situation. This helping hand extended to him by the professional social worker. Social Worker works with employee, family, management, and community in providing healing touch to affected person and solves his problem. And contribute to improvement of quality of good life.

**Social Worker Within the Organization**

The Indian Factories Act, 1948. And even the Karnataka State Factories Rules, 1969, provide the appointment of the welfare officer, in an industry where stipulated numbers of employees are employed.
Person who gets this appointment must be postgraduate degree holder in social work. M.A. (Social Work). The justification for this education qualification for the appointment of welfare officer in industry is that he has obtained proper training regarding how to work effectively with individuals, groups and community at large by appropriately understanding the human needs and problems and successfully working as change agent. The rule formulated prescribe the qualification, the recruitment procedure, the condition of service and the duties to be performed by welfare officer.

Welfare officer in industry has a wonderful opportunity to work in close cooperation with very many people within and outside the organization. He works very closely with workers at the shopfloor level, supervisors, and other managerial personnel and unions. He aptly understands employees feeling, attitudes and behaviour at work and induces them to work for the mutual benefit.

Problems of varied nature confront every one even to an industrial employees, this sometimes cripples and paralyses his effectiveness at work. On such critical occasions he is more prone even to the accidents. Professional social worker can rescue and solve his problems and safeguards his interest through scientifically undertaking social work process such as study diagnosis, treatment, evaluation etc. He can act as laision between employee and management to help them to work better for the whole organization. In addition to this it is often heard that people are different is the most basic and fundamental fact every personnel/HR manager needs to admit, to start with. All managers are personnel manager first and technical managers next. Thus, there is a dire need for every manager to understand the six fundamental operative personnel function, i.e., Procurement, Development Compensation, Integration, Maintenance and Separation.
Social work can lead to an increased understanding and improvement of HRM practices besides providing insights to managers to deal with day-to-day issues. It helps managers to introspect, improve upon or correct themselves or ascertain successfulness of the programme launched. Today HR manager has a challenging role to play in dispelling the general feeling that personnel field is either bankrupt or can be taken for granted. He must strive for recognition of employees as vital assets of the organization, reduction of their alienation at the same time ensuing a rise in human and organizational creativity and productivity. He has social obligation to fulfill and to provide a smooth conduit for change. He has to understand business process and has to have a vision, zeal and enthusiasm, to make HR function to obtain and retain the status of a legitimate management field. In fact the HR executives of the future will be a multi-specialist rather than a single specialization manager.

Even the HR Managers have wonderful opportunity to adapt basic and supportive methods of social work very successfully like case work, group work, community organization, research and the like, contribute to change process initiated and mould employees to specification.

**Social Worker Outside the Organization**

Social worker has an opportunity to apply his knowledge outside industry. The life of an employee does not end at the factory but with his family. Both positive and negative events have their own implications on his work performance. Even when the situation arise in which it is inevitable to undertake a family visit he must do with permission of the higher authority. During such visit he has to meet the client and his family members, relatives and also make collateral
contacts if necessary with neighbours, and collect the true informations about the client situation, and find remedies to his problem.

**Social Work in the Present Context**

Ever since social work has emerged as a helping profession it has demonstrated very successfully its utilities in every field including industries. It has grown up very successfully by utilizing the knowledge of related social sciences. The problem solving process adopted in this profession is truly scientific. The social work profession continuously strives for the betterment of society and its citizens including industry, in years to come. It is an enabling process, has an inherent capacity to bring smile and cheer on every face. Long live professional social work.
Avenues of Future Research

The purpose of doing research is to contribute to make the field rich, innovative and good to look at, hence every endeavour must sail in a direction to make field enriched with knowledge. Systematic and purposeful research is the key to progress and it has achieved increasing recognition as a way of life in modern societies. Practically, every field of management has been drawing its strengths from this goal oriented activity. Be it in developing new products, improving the existing, or finding cheaper ways of producing and distributing order lines. Surprisingly not much takes place in the field of personnel research inspite of the many slogans like employees are our assets. The people's participation is overwhelming in the field of Industry. More and more organization are interested in doing personnel research but still there is a lot to be done in this area.

Based on this discussion, some suggestions may be given for future research in this field.

1) An attempt may be made on a wider canvas, to study HRD from various important points like: social, economic, psychological, environment, physical etc. in view of small amount of personnel research carried.

2) Special study or project work need to be undertaken by the management on its own or associating with consultants to study relevance of aligning HRD with business with other causative factor Age, shift, overtime, action taken etc.

3) Study at both micro and macro level may be undertaken to know the spirit of competitiveness and pursuance of ethical management practice towards employee development in private and public sector undertakings.
4) People respond to proper care and concern, social relation is apt at work. An attempt to study relevance of these towards HRD and employee training may help in long run to solving many work related problems.

5) Role of Intermediaries, especially supervisors and enforcing authorities may be related to study of effectiveness of training.

6) Psycho-socio-biological rhythm always influences and regulates human behaviour. An attempt may be made to undertake a comprehensive study by involving larger sample to study its relevance with moulding employee attitudes to development pursuits.

7) Employees self-motivation and involvement in voluntary forums of discussing work related problems may be studied, and generalization of results would serve as replica elsewhere and everywhere.

8) Experimental studies may be undertaken on a wider perspective to compare groups regarding relevant aspects of HRD suitable to Indian context. This may help suggest apt measure of indegenisation of HRD to our situation rather than imitating others.

9) Trained and professional social workers have a legacy to act as change agents especially to achieve social and behavioural adjustment of people at work. Social workers may thus, be involved both as researcher and employees to counteract problems and to counsel the affected.

10) Prevention is better than cure, research studies at identifying work and person related problem, may help a great deal.

However the humble efforts that have gone into accomplish this work would be of some utility to someone, somewhere and sometime!!