A Study of Issues & Challenges of Staff Training and Development in MNCs

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Abstract:
This paper evaluates issues and challenges that concern employee training and development in multinational enterprises. The article emphasizes the role of training and development practice in enterprise sustainability in a multicultural environment. The article further describes training and development activities, its select evaluation approaches. Quantitative data were collected using a well - structured questionnaire and thereafter organized and analysed by applying means and descriptive statistics. The study reveals that the majority of MNCs hold a centralized training and development approach. The study revealed that to a large extent organizational objectives and goals serves as a source of training need analysis. Majority of MNCs embrace four levels of training evaluation. The study confirms the significance of internet in the dissemination of T&D information between the head office and subsidiaries of MNCs. The study indicates that the majority of MNCs face the challenge of retraining their employees after training.

Keywords: Training and Development Issues and Challenges, ICT and T&D, MNCs

1. Introduction

The globalization has made enterprises which were operating in traditional marketplace to capitalise on the prevailing window of opportunities especially in emerging economies to diversify, increase their market share and enhance profitability. The existing opportunities are not free from challenges. One of the challenges MNCs face is maintaining a competitive advantage in the new markets with diverse social-cultural, economic, legal and political environment. One way to cope with the challenges is through effective management of the available resources categorised as physical, organization and human. The human resource is the most critical strategic asset of the three that require the human resource department to establish right policies and practices on recruiting and selecting diverse groups of best and brightest talent, improving their skills, through training, elevating their knowledge horizon by education and enhancing their flexibility and adaptability through permanent development programmes.

1.1. Training and Development in a Multicultural Environment

The concept of training and development is a process that avails skills and knowledge to the workers in order to enhance their productivity and benefit the enterprise. The process is not optional for MNCs if they are to survive in markets where competitors are aggressively innovative and creative planning to meet the constantly changing consumer needs and expectations. The process can be managed locally, regionally or globally. When designing training programmes for local human resource, sensitivity to local language and culture is critical. Knowing that there is no general road map to adjusting training programmes to local conditions and cultures, but, at minimum, HR professionals are prompted to understand local laws, practices, and employer obligations. Briscoe *et al.* (2009) highlighted this point when discussing the localized approach to global training and development. They mentioned the important role of cross-cultural differences and structural components (such as legal obligations to train, educational levels, and different approaches to education and educational systems) in the design, development and effective implementation of training and development programmes in MNCs. Briscoe *et al.* also added that while there are many cultural reasons to localize training, MNCs are bound to integrate training and development activities, not only to achieve economies of scale and scope, but to ensure that the activities are available for global employees on a just-in-time basis.

1.2. Training and Development Activities

In order to effectively evaluate training and development programme, a systematic approach relevant for individual needs and organizational gains that provide necessary guidelines on how trainers and training managers conduct training is necessary. A comprehensive training and development model firstly require planning i.e. collecting data about training; determine how training

will be delivered, who the beneficiaries are, what their needs are and how the training department hopes to conduct a successful training programme. Secondly, identify support for training and the constraints against the transfer of training whereby probable opportunities for successful performance and causes of performance problems are examined; the repertoire of managerial and organization, trainer's and trainees' pre-training strategies are identified and information flow, work procedures, equipment, reward systems or workplace learning systems that support the desired performance are considered. Thirdly, training should be considered as a means of cure for poor performance and capitalize on available window of opportunities for business. Fourthly, identify training resources such as time, finance, qualification of trainers, training materials and equipment. Fifthly, establish objectives that spell out what the organization or the trainer wants to achieve. The objectives should be specific in terms of the behaviour trainees' display at the end of the training programme. Each objective must describe the specific behavioural action; the standard of performance required, in terms of number, degree and accuracy. Sixthly, the training is designed and the best approach applied for presenting the programme. The programme is divided into various modules or meaningful units of the same duration that form a coherent whole. Seventhly, the role of the manager, trainer and trainee during training, are pre-determined in order to eliminate barriers and encourage support for effective training. Eighthly, evaluation is built into the activities of the training programme from the time of identifying training needs to its maintenance. This should not be viewed as action undertaken by the trainer at the completion of training but rather viewed in relation to the evaluation of the training content prior to presenting the programme, a continual evaluation of the presentation and progress of the programme and the comparison of the final results of the programme with a set of criteria.

1.3. Approaches of T&D Evaluation
There are two distinguishable types of training and development evaluation namely: process and outcome. Process evaluation concern the assessment of what occurred during the development and implementation of training. Process evaluation allows the outcomes of training to be interpreted in the light of what took place during training. It enables trainers to establish what accounted for the effects that training has on various levels of an organization. It involves recording of what occurred during the development and training through the use of training staff logs, films, video tapes, direct observation or any innovative method of recording facts. After obtaining the recorded activities and procedures, the trainer compares what took place with the ideal model activities and procedures. For the case of outcome evaluation, trainers use the summative evaluation to appraise training outcome. The process could be well manifested with the Kirkpatrick four-level evaluation framework for classifying areas of evaluation. According to Kirkpatrick (1994), the first level is reaction, which illuminates how well the trainees liked the training programme. The second measurement level, learning, is designated as the determination of what knowledge, attitudes, and skills were acquired in the training. The third measurement level is behaviour which outlines the relationship of learning to the actualisation of doing. The fourth level concern analysing the final results of training that include outcomes determined good for business, employees, and/or other stakeholders.

1.4. Adoption of ICT in T&D Practice
The current age is characterized by the development of new information and communication technologies that complement innovative workplace practices. The new technologies, equipment, communication modes and workplace practices require an increasing adaptation capacity on behalf of employees and a greater demand for competent talent in the corporate arena. Adaptation of ICT-based change results into a lasting shift in talent demand that require a new set of capabilities in project management, change management, and management of information systems. Changes in roles within HR lead to a wider range of skills in consultancy, customer service and data modelling (CIPD, 2010). As ICT advance, business enterprises apply HR information systems (HRIS) for data analytics, storage and disseminate of information to support decision making, coordination, control, modelling and visualization of training and development activities.

2. Review of Literature
The following paragraphs limelight studies conducted by earlier human resource management professionals in view of the current study, in order to identify research gaps.
Delaney and Huselid (1996) found that practices consistent with a high involvement HRM strategy, such as highly selective staffing, incentive compensation, and training, are positively linked to organizational performance. However, their efforts to establish the impact of internal consistency among such practices by considering the interaction effects on pairs of strategies were not particularly successful.
Katou and Budhwar (2006) in their study of 178 Greek manufacturing firms found support with the universalistic model and reported that HRM policies of recruitment, training, promotion, incentives, benefits, involvement and health and safety are positively related to organizational performance.
Lam and White (1998) reported that a firm's HR orientations (measured by the effective recruitment of employees, above average compensation, and extensive training and development) were related to return on assets, growth in sales, and growth in stock values.
Green, Wu, Whitten and Medlin (2006) opined that organizations that have vertically aligned and horizontally integrated HRM function and practices perform better and produce more committed and satisfied HR function employees who exhibit improved individual and organizational performance. Ngo, Turban, Lau and Lui (1998) investigated certain work practices (training and compensation techniques) with high involvement characteristics and found they increased organizational performance in Hong Kong companies.

Morishima (1998) found support for the contingency perspective in a sample of Japanese companies. Firms with well-integrated high-involvement work practices and firms with well-integrated practices consistent with more traditional Japanese employment strategies did better than firms with poorly integrated practices.

Friedmann, Holtbru¨gge and Puck (2008) applied the resource based view of the firm (which stresses the importance of internal resources over external environment for organizational success) to study HR practices that support recruitment, retention and development in foreign firms operating in India. Data from a sample of 80 firms originating from France, Germany, the Netherlands and Switzerland showed that there is a close relationship between the HR practices shaped according to resource based view of the firm and HRM efficiency.

Shipton, Fay, West, Patterson and Birdi (2005) studying manufacturing firms found HR practices, especially performance appraisal, training and reward systems, to have a role on organizational innovation and learning systems.

Wang (2005) shows the importance of technological innovations supported by culture, knowledge management, person-system strategies, globally distributed engineering and HR practices.

Mathew and Jain (2008) conducted a comparative review of HRM policies and practices of Indian and foreign MNCs. The results from quantitative and qualitative analyses indicated no difference in the HRM practices. The authors attributed this finding to the nature of IT, similar levels of R&D between Indian and foreign MNCs, and similar business cultures of Indian MNCs and their foreign counterparts.

Due to the deep anchoring of HRM practices in the historical, political, social and cultural environment of a country, import or transfer of the practices from developed to developing countries may produce unexpected results (Tanure and Duarte, 2005).

Kanungo and Jaeger (1990) proposed a theoretical model of culture fit (MCF) which explicitly links culture to an organization's HRM practices. The model proposes that internal work culture is based on managerial beliefs and assumptions about the task and the employees. Managers implement HRM practices based on their perceptions of the nature of the task and of employees. These perceptions are rooted in the socio-cultural context of employees.

Nyambegera et al. (2000) used the cultural orientation framework to explore the impact of cultural orientations on individual HRM preferences in the Kenyan context. Both studies concluded that a significant relationship exists between employees' cultural orientations and their preference for particular HRM practices.

Ahmed (2001) opined about the linkage between human resource management and corporate strategy. In his study, he reveals that corporate strategies developed by Michel Porter such as cost leadership, differentiation, and focus strategies have significant impact on HR strategies, policies and practices.

Moyeen and Huq (2001) studied HRM practices of 92 medium and large business enterprises (public and private sector) located in Dhaka, Bangladesh. They found that only 62% of surveyed organizations had an HR/IR department. About 96% organizations had training programmes. 91% of organizations had performance appraisal system and similar percentage of organizations had a system of rewarding the good employees. The least prevalent practice among the surveyed organizations was employee pension plan. The researchers inferred that union status (presence of unions) was associated with some HRM practices and the firms' size was found as an important predictor of some of the HRM practices.

Mamun & Islam (2001) in their research study examined the human resource management (HRM) practices of readymade garments (RMG) enterprises. The study emphasized improving productivity of garments workers through proper HRM practices to face challenges of globalization. They discovered the reason for the low productivity of labourers such as unsystematic recruitment and selection of workers, unavailability of training facilities inadequate financial facilities, and low motivation level of workers.

In their comparative study of 137 large manufacturing firms Budhwar and Boyne (2004) differentiated HR practices in public sector and private sector companies in India. Their findings suggest that against the established notion, the gap between the Indian private and public sector HRM practices (structure of HR department, role of HR in corporate change, recruitment and selection, pay and benefits, training and development, employee relations and key HRM strategies) is not very significant but in a few functional areas (compensation, training and development), private-sector firms have adopted a more rational approach than their public sector counterparts.

Som (2007) suggested that because of increasing competition that has resulted from liberalization, Indian organizations have adopted HRM practices both critically and constructively to foster creativity and innovation among employees.

Goodman et al. (2003) revealed that there is a positive relationship between employee development and promotion, and the representation of women.

2.1. Statement of the Research Problem
As world economies continue opening up their borders as a result of the wave of liberalization, privatisation and globalization, a flood of business enterprises which were operating in traditional marketplace either in America, Europe or Asia are moving to other economic regions business opportunities. The enterprises face the challenge of adjusting in a diverse legal, economic, political and social-cultural environment. One of the ways of coping with the challenges is through effective utilisation of the human resource that plays a critical role over the rest of the resources for sustainable competitive advantage and survival since it is rare, not easily imitated and non-substitutable. One of the effective ways of utilising the human resource is through training and developing the workforce regularly based on established goals, offering motivational reward and multicultural work environment. Right T&D practices are adapted that justify effective control and coordination of activities realising that at the global business arena the practices could operate in the convergence context- a belief that T&D practices and processes move towards a single approach across borders tied up

with the notion of 'best practices' due to globalization of markets, spread of HR technologies, similarities of organizational structures and global communication; and the divergence context- a belief that T&D best practices are culture oriented and value systems, institutional and structural bound which are different between nations and organizations. In view of this T&D best practices in one context do not always translate to other contexts. Hence effective utilisation of human resources in multinational companies require eclectic balancing of the T&D practices by localising some of the practices and standardising others based on the nature of the business environment from one market to the other. It is in this justification that research on "A Study of Issues & Challenges of Staff Training and Development in MNCs" assumes great significance.

2.2. Importance of the Study
The findings of the study reveal emerging issues in international T&D thereby stimulating future research. The recommendations of the study act as a tool of consolidating emerging multinational enterprises' growth and prosperity on their transitional path to true multicultural global organizations. The study also contributes information to the MNCs knowledge database from an emerging economy.

2.3. Objectives of the Study
   a) To describe the role of ICT in human resource training and development in MNCs.
   b) To appraise T&D issues and challenges in MNCs.
   c) To offer suggestions in the limelight of the findings of the study, for MNCs, to effectively engage the human asset for sustainable competitive advantage and success in emerging economies.

2.4. Research Design
The analytical research design was applied for this study in evaluating training and development issues and challenges in MNCs.

2.5. Population of the Study
A list of MNCs for this study was established by identifying ten sectors of interest through examining quarterly reports of FICCI and FKCCI on-line. Based on each sector identified, a minimum of five companies were targeted. An initial list of 88 companies was established and verified though 73 MNCs finally participated in this study. Individual MNCs websites were accessed to confirm information such as country of origin, ownership status and number of employees.

2.6. Sample Size
For the realisation of the sample respondent to investigate, stratified random sampling method was applied and respondents were selected from different sectors as viz.; Logistics 31, information technology 36, pharmaceutical 28, garments & textiles 17, automobiles 27, food processing 19, electrical equipment 18, retail 20, telecommunication 30, financial services 24. Therefore, the total sample respondents for the study are 250.

2.7. Sources of Primary and Secondary Data
Primary data were gathered through a structured questionnaire presented before the management and employees of selected multinational enterprises from ten stratified sectors in the major cities of Karnataka. In addition to primary data, secondary data sources for this study such as research articles, library and internet website resources were accessed and relevant data extracted.

2.8. Statistical Data Analysis Techniques
After collecting data we edited, classified and tabulated it ready for analysis with the help of SPSS. Frequencies were applied to confirm T&D issues and practices; F-test was applied for measuring significance of perceptual attitudes which acted as a source of inference. Mean scores were also applied in order to make an inference on the most preferred practice in MNCs.

2.9. Scope and Limitations of the Study
The study was confined to the State of Karnataka and its major cities including Bangalore the hub of most of the MNCs businesses. 73 companies were determined for this study from ten sectors as viz.; logistics, information technology, pharmaceutical, garments & textiles, automobiles, food processing, electrical equipment, retail, telecommunication and financial services. The respondents contacted were employees and managers.
Employee perceptions were studied within a specified period and since employee perceptions change in the long run, the assertion given by the respondents through the structured questionnaire may not be similar currently.

2.10. Centralization of T&D Activities
In international business the extent of centralisation of T&D activities vary based on the nature of the environment and objectives of an organization.

Sector	Response		Total
	Yes	No	
Automobiles	27(10.9%)	0(0.0%)	27(10.8%)
Pharmaceutical	28(11.3%)	0(0.0%)	28(11.2%)
Electrical Equipment	18(7.3%)	0(0.0%)	18(7.2%)
Financial Services	24(9.7%)	0(0.0%)	24(9.6%)
Food Processing	19(7.7%)	0(0.0%)	19(7.6%)
Garment &Textiles	17(6.9%)	0(0.0%)	17(6.8%)
IT	36(14.6%)	0(0.0%)	36(14.4%)
Retail	20(8.1%)	0(0.0%)	20(8.0%)
Telecommunication	27(10.9%)	3(100%)	30(12.0%)
Logistics	31(12.6%)	0(0.0%)	31(12.4%)
Total	247(98.8%)	3(1.2%)	250(100%)

Table 1: Sector and Opinion of Respondents towards Centralization of T&D Activities
Source: Field Survey (Value in parenthesis indicate percentage)

Table 1 reveals the sector and opinion of respondents towards centralization of T&D activities. Out of 250 respondents; 247 opined that T&D activities were centralized. It led with the response of 14.6% followed by logistics, pharmaceutical, telecommunication, financial services and automobiles with respective response of 12.6%, 11.3%, 10.9% and 9.7%. The rest of the sector response ranged between 8.1% and 6.9%; 3 respondents from the telecommunication sector opined that T&D activities were decentralized.
In view of the above analysis, it is inferred that T&D activities are centralized in majority of MNCs.

2.11. T&D Need Analysis
This is a process that prompts an organization determine the kind of skills and talent adequacy required to handle particular tasks in an enterprise. The extent of the selected sources for need analysis was examined:

Sector	Response					Total
	Not at All	To a Small Extent	To a Moderate Extent	To a Large Extent	To a Very Large Extent	
Automobiles	0(0.0%)	0(0.0%)	19(10.4%)	8(15.4%)	0(0.0%)	27(10.8%)
Pharmaceutical	1(16.7%)	0(0.0%)	25(13.7%)	2(3.8%)	0(0.0%)	28(11.2%)
Electrical Equipment	0(0.0%)	0(0.0%)	17(9.3%)	1(1.9%)	0(0.0%)	18(7.2%)
Financial Services	0(0.0%)	4(66.7%)	15(8.2%)	5(9.6%)	0(0.0%)	24(9.6%)
Food Processing	1(16.7%)	0(0.0%)	13(7.1%)	5(9.6%)	0(0.0%)	19(7.6%)
IT	0(0.0%)	0(0.0%)	30(16.4%)	3(5.8%)	3(100.0%)	17(6.8%)
Retail	1(16.7%)	0(0.0%)	16(8.7%)	3(5.8%)	0(0.0%)	36(14.4%)
Telecommunication	3(50.0%)	2(33.3%)	10(5.5%)	15(28.8%)	0(0.0%)	20(8.0%)
Logistics	0(0.0%)	0(0.0%)	24(13.1%)	7(13.5%)	0(0.0%)	30(12.0%)
Total	6 (2.4%)	6 (2.4%)	183 (73.2%)	52 (20.8%)	3 (1.2%)	250 (100%)

Table 2: Extent of Organizational Goals and Objectives as a Source of T&D Need Analysis
Source: Field Survey (Value in parenthesis indicate percentage)

Table 2 reveals the extent of organizational goals and objectives as a source of T&D need analysis. Out of 250 respondents; 183 respondents opined that organizational objectives and goals, to a moderate extent, were a source of TNA. It led, in this case, with the response of 16.4% followed by pharmaceutical and logistics with second and third response of 13.7% and 13.1% respectively and automobiles with the response of 10.4%. Electrical equipment ranked fifth with the response of 9.3%. The rest of the sector response ranged between 8.7% and 5.5%; 52 respondents opined that to a large extent organizational objectives and goals were a source of TNA. Telecommunication sector led with the response of 28.8% followed by automobiles with the response of 15.4%. Logistics took the third rank response of 13.5%. Financial services and food processing took the next rank with an equal threshold of 9.6%. It and retail took another equal threshold of 5.8%. The rest of the sector response ranged between 3.8% and 1.9%; 6 respondents opined that organizational objectives and goals were not a source of TNA. Telecommunication took the response of 50.0% followed by pharmaceutical, food processing, retail, with an equal threshold of 16.7%; 6 respondents opined that organizational objectives and goals to a small extent were a source of TNA. Financial services took the lead response of 66.7% followed by telecommunication with the response of 33.3%; 3 respondents from it opined that organizational objectives and goals to a very extent were a source of TNA.

In view of the above analysis it is concluded that, to a large extent, organizational objectives and goals is a source of TNA in majority of MNCs.

2.12. Skills Inventory

The examination of the available skill buffer could be a vital source of determining the need of realising particular skills through training and development.

Sector	Response					Total
	Not at All	To a Small Extent	To a Moderate Extent	To a Large Extent	To a Very Large Extent	
Logistics	0(0.0%)	0(0.0%)	28(17.8%)	3(6.5%)	0(0.0%)	31(12.4%)
IT	0(0.0%)	14(41.2%)	18(11.5%)	4(8.7%)	0(0.0%)	36(14.4%)
Pharmaceutical	0(0.0%)	6(17.6%)	21(13.4%)	1(2.2%)	0(0.0%)	28(11.2%)
Garment &Textiles	0(0.0%)	2(5.9%)	12(7.6%)	3(6.5%)	0(0.0%)	17(6.8%)
Automobiles	0(0.0%)	1(2.9%)	13(8.3%)	13(28.3%)	0(0.0%)	27(10.8%)
Food Processing	1(8.3%)	0(0.0%)	6(3.8%)	12(26.1%)	0(0.0%)	19(7.6%)
Electrical Equipment	0(0.0%)	2(5.9%)	15(9.6%)	1(2.2%)	0(0.0%)	18(7.2%)
Retail	1(8.3%)	2(5.9%)	17(10.8%)	0(0.0%)	0(0.0%)	20(8.0%)
Telecommunication	9(75.0%)	3(8.8%)	12(7.6%)	5(10.9%)	1(100.0%)	30(12.0%)
Financial Services	1(8.3%)	4(11.8%)	15(9.6%)	4(8.7%)	0(0.0%)	24(9.6%)
Total	12(4.8%)	34(13.6%)	157(62.8%)	46(18.4%)	1(4.4%)	250(100%)

Table 3: Extent of Skills Inventory as a Source of T&D Need Analysis
Source: Field Survey (Value in parenthesis indicate percentage)

Table 3 shows the extent skills inventory is a source of TNA. Out of 250 respondents; 157 respondents opined that skills inventory was a source of TNA moderately. Logistics led with the response of 17.8% followed by pharmaceutical with the response of 13.4%. It and retail took third and fourth rank with the respective response of 11.5% and 10.8%. Electrical equipment and financial services ranked fifth with an equal response of 9.6%. The rest of the sector response ranged between 8.3% and 3.8%; 46 respondents opined that to a large extent skills inventory was a source of TNA. Automobiles led with the response of 28.3% followed by food processing and telecommunication with the respective response of 26.1% and 10.9%. It and financial services took fourth equal response with the response of 8.7% and logistics and garment & textiles took fifth equal response of 6.5%. The rest of the sector response was with the mean of 1.1%; 34 sector respondents opined that to small extent skills inventory was a source of TNA. It led with the response of 41.2% followed by pharmaceutical and financial services in second and third ranks with the response of 17.6% and 11.8% respectively. Garment & textiles, electrical equipment and retail took an equal rank response of 5.9%. Automobiles took the fifth rank response of 2.9%; 12 sector respondents suggested that skills inventory was not a source of T&D need analysis. Telecommunication led with the response of 75.0% followed by food processing, retail and financial services with an equal response of 8.3%; 1 respondent opined that skills inventory was a source of TNA to a very large extent from telecommunication.

In view of the above analysis, it is inferred that majority of MNCs regard skills inventory to a moderate extent as the source of TNA.

2.13. Levels of T&D Evaluation

Evaluation of T&D levels vary especially when tasks are accomplished by employees as a team or on individual basis.

Sector	Response				Total
	One	Two	Three	Four	
Logistics	0(0.0%)	3(3.6%)	2(10.5%)	26(19.4%)	31(12.4%)
IT	0(0.0%)	17(20.2%)	2(10.5%)	17(12.7%)	36(14.4%)
Pharmaceutical	1(7.7%)	5(6.0%)	1(5.3%)	21(15.7%)	28(11.2%)
Garment &Textiles	6(46.2%)	8(9.5%)	0(0.0%)	3(2.2%)	17(6.8%)
Automobiles	1(7.7%)	8(9.5%)	0(0.0%)	18(13.4%)	27(10.8%)
Food Processing	0(0.0%)	12(14.3%)	0(0.0%)	7(5.2%)	19(7.6%)
Electrical Equipment	0(0.0%)	3(3.6%)	0(0.0%)	15(11.2%)	18(7.2%)
Retail	1(7.7%)	12(14.3%)	0(0.0%)	7(5.2%)	20(8.0%)
Telecommunication	1(7.7%)	12(14.3%)	13(68.4%)	4(3.0%)	30(12.0%)
Financial Services	3(23.1%)	4(4.8%)	1(5.3%)	16(11.9%)	24(9.6%)
Total	13(5.2%)	84(33.6%)	19(7.6%)	134(53.2%	250(100%)

Table 4: Levels of T&D Evaluation
Source: Field Survey (Value in parenthesis indicate percentage)

Table 4 reveals the sector and opinion of respondents towards levels of T&D evaluation. Out of 250 respondents; 134 respondents opined that there were four levels of evaluation. Logistics led with the response of 19.4% followed by pharmaceutical, automobiles, it and financial services took the respectively response of 15.7%, 13.4%, 12.7% and 11.9%. The rest of the sector response ranged between 11.2% and 2.2%; 84 respondents opined that there were two levels of T&D evaluation. It sector led with the response of 20.2% followed by food processing, retail and telecommunication with an equal threshold of 14.3%: Garment & textiles and automobiles ranked third with an equal threshold of 9.5%. Pharmaceutical and financial services took fourth and fifth threshold of 6.0% and 4.8% respectively; 19 respondents opined that there were three levels of T&D evaluation whereby telecommunication led with the response of 68.4%. Logistics and it ranked second with an equal response of 10.5%. Pharmaceutical and financial services ranked third with an equal threshold of 5.3%; 13 respondents revealed that there was one level of T&D evaluation in their enterprise. Garment & textiles led with the response of 46.2% followed by financial services with the response of 23.1%. Pharmaceutical, retail and telecommunication took an equal response of 7.7%.

In view of the above analysis, it is inferred that majority of MNCs utilise four levels of T&D evaluation.

2.14. Internet and T&D
Internet is a platform that links the head office of an MNC and its affiliates' T&D activities especially when T&D techniques are standardised.

Sector	Response		Total
	Yes	No	
Automobiles	26(10.9%)	1(8.3%)	27(10.8%)
Pharmaceutical	28(11.8%)	0(0.0%)	28(11.2%)
Electrical Equipment	18(7.6%)	0(0.0%)	18(7.2%)
Financial Services	20(8.4%)	4(33.3%)	24(9.6%)
Food Processing	19(8.0%)	0(0.0%)	19(7.6%)
Garment &Textiles	17(7.1%)	0(0.0%)	17(6.8%)
IT	34(14.3%)	2(16.7%)	36(14.4%)
Retail	20(8.4%)	0(0.0%)	20(8.0%)
Telecommunication	25(10.5%)	5(41.7%)	30(12.0%)
Logistics	31(13.0%)	0(0.0%)	31(12.4%)
Total	238(95.2%)	12(4.8%)	250(100%)

Table 5: Sector and Opinion of Respondents towards Sharing T&D Information through Internet
Source: Field Survey (Value in parenthesis indicate percentage)

Table 5 indicates the sector and opinion of respondents towards application of internet in sharing T&D information. Out of 250 respondents; 238 respondents revealed that internet was the backbone of allowing corporations to share T&D information whereby it led with the response 14.3% followed by logistics, pharmaceutical, automobiles and telecommunication with the response of 13.0%, 11.8%, 10.9% and 10.5% respectively. The rest of the sector response ranged between 8.4% and 7.1%; 12 respondents opined that internet was not a tool for sharing T&D information. Telecommunication led with the response of 41.7%, followed by financial services, it and automobiles with the response of 33.3%, 16.7% and 8.3% respectively.

In view of the above analysis, it is inferred that internet is an important platform of sharing T&D information in majority of MNCs.

2.15. Deficiencies and Challenges of T&D System
Organizational T&D system deficiency and challenges especially in MNCs could be due to social-economic and legal environment where the enterprises operate.

Deficiency	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Non-systematic & comprehensive training needs analysis	250	1.29	0.05	0.786	0.617
No transfer of learning	250	1.22	0.045	0.718	0.515
Lack of clear written policy	250	1.23	0.05	0.792	0.627
Failure to evaluate effectiveness of T&D programmes	250	1.32	0.047	0.736	0.541
Weak interaction between industries seeking training and institutions providing training	250	1.35	0.043	0.68	0.462

Table 6: Perceived Deficiencies of T&D System (Descriptive)
Source: Field Survey

Table 6 shows the descriptive statistics of the perceived deficiencies of T&D system. 250 respondents gave their view in this case. 'Weak interaction between industries seeking training and institutions providing training' was the most serious deficiency with a mean of 1.35 followed by 'Failure to evaluate effectiveness of T&D programmes' with a mean of 1.32. 'Non-systematic and comprehensive training needs analyses' ranked third with the mean of 1.29, 'Lack of a clear written policy and no transfer of learning' ranked fourth and fifth with the mean of 1.23 and 1.22 respectively.

In view of the above descriptive statistics on perceived deficiencies of T&D system, it is inferred that majority of MNCs lack sufficient interaction between industries seeking training and institutions providing training and development. In view of this, there is need for MNCs to link with training institutions through industry-based learning programme.

Challenge	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Create systems of more valid reliable and operationally viable measures to evaluate T&D	250	2.82	0.044	0.693	0.48
Making learning one of the fundamental values of the company	250	2.84	0.048	0.752	0.566
Improving past poor performance	250	2.83	0.046	0.725	0.526
Prepare employees for future assignments	250	2.98	0.042	0.667	0.445
Integrate T&D into initiatives for change management	250	2.92	0.047	0.738	0.544
Commit major resources and adequate time to T&D	250	2.96	0.04	0.635	0.404
Gain willing cooperation and support to the line manager	250	2.86	0.043	0.685	0.469
Link organizational operational and individual training needs	250	2.91	0.044	0.697	0.485
Retaining employees after training	250	3.22	0.044	0.698	0.488
Use T&D as a developmental tool for individual and teams	250	3.02	0.034	0.545	0.297
Allowing soft skills to develop through T&D	250	2.97	0.037	0.58	0.336

Table 7: T & D Challenges (Descriptive)
Source: Field Survey

Table 7 reveals the opinion of respondents towards T&D challenges. 250 respondents gave their view whereby 'retraining employees after training' ranked first with the mean of 3.22 followed by 'use of T&D as a development tool for individuals and teams', 'prepare employees for future assignments', 'allowing soft skills to develop through T&D', 'commit major resources and adequate time for T&D' with the mean of 3.02, 2.98, 2.97 and 2.96 respectively. The rest of the sector response took the mean of   between 2.92 and 2.82.

In the limelight of the above analysis, it is inferred that majority of MNCs face the challenge of retraining employees after training.

3. Conclusion

MNCs face the challenge of adjusting operations in the changing legal, economic, social-cultural environment in highly competitive markets. The sure way of surviving is through effective utilisation of human resources which is possible through strategically determined career development initiatives such as training and development on a regular basis. Since there are no universally accepted HR best practices (for this study T&D is borne in mind) MNCs are prompted to adapt and/or adopt the practices in the market they operate. Some practices effectively working in one business unit could be determined and applied over time in another business unit e.g. training and development methods. Based on this backdrop, MNCs require balancing T&D practices in an eclectic manner based on the existing business environment.

Internet and databases technologies serve as an effective tool of managing T&D through disseminating information between the head-office and subsidiaries synchronously. New technologies such as data mining, e-learning, cloud computing, teleconferencing could be embraced to iron out or minimize the deficiencies and challenges MNCs face in training and developing the desired sustainable workforce in emerging markets.

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