Employee Training & Development (T&D) in Small Medium Enterprises (SME's) in Pakistan

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Abstract
Training and development in small medium enterprises is an emerging concept so the organizations should be objective driven to properly take control of their Training and Development (T&D) activities. Increasing competition and globalization means intense competition which requires skilled and trained staff which should be equally competitor of large scale firms. Managers have to work with experts to develop extensive T&D plans to drive the objectives of organization perfectly to save money and work effectively.

Introduction
Small Medium Enterprise (SME's) of Pakistan is considered as solution for many economic problems. SME's have survived even in the struggling economy of Pakistan. The concept of SME's is widely in use in Pakistan. There is no single official definition of SMEs in use in different organizations of Pakistan. Since the official statistics in Pakistan do not have information on the medium enterprises, therefore it is not possible to know about their real size. The SMEs Policy (2005) recommended adoption of a unified legal definition, which would define an SME in terms of either "employment size" or "assets (excluding land and building) (SMEDA, 2005) It lays down separate bench marks for the small and medium enterprises and would hopefully clear the existing clutter in the policies of various institutions like Federal Bureau of Statistics, Small and Medium Enterprise Development Authority (SMEDA), SMEs serve as a resource base for skill acquisition in multinationals, thereby replacing existing foreign sources. SMEDA defines Small & Medium Enterprises, as approved in SME Policy 2007, as an enterprise that has up to 250 employees, or a paid up capital of 25 Million PK Rupees,
The SME sector is the engine of growth for economies worldwide. According to the State Bank of Pakistan, 99% of enterprises in Pakistan are SMEs and SMEs account for 30% of Pakistan's GDP. As yet the sector's full potential is far from realized. Pakistan rely mostly on SME's so the Research focuses on Training and development activities in SME's and traditional techniques are adopted to measure T & D activates in SME's of Pakistan Hence, a series of PMS frameworks have been introduced during last two decades, such as the Balanced Scorecard (Kaplan and Norton 1996), the Performance Prism (Neely, Adams et al. 2001), the EFQM Business Excellence Model (Shergold and Reed 1996; EFQM 2003), and Integrated Performance Measurement (Nanni, Dixon et al. 1992), among others. Other than these holistic performance models, many performance tools, such as the TQM, KPIs, Benchmarking, etc., were also used in practice. However, most of these were designed for large organizations.

Problem Statement
To identify and investigate the critical factors that influence Training & development in SME's of Pakistan furthermore, seeks to develop a new T & D framework that is able to measure employee's performance in SME's. Finally, this research will add to the PMS (Performance Management System) framework by also developing comprehensive performance planning tools.

The Purpose of the Study
The research focuses on the Training & Development in SMEs in Pakistan to explore in the field of Human Resources. The emphasis of this study is placed on addressing the issue of how to measure and enhance training and development (T&D) activities in small medium enterprises (SME's) of Pakistan and to decide what specific training each employee needs and what will improve his or her job performance.

The objectives of the study
The primary objective is to lay down the foundation of Training & development for small medium enterprises (SME's) of Pakistan and to empower the employees to be productive. To improve the current process of Employee T&D and to develop a framework for effective implementation of T & D process to empower employee and to oversee the obstacles faced by Small medium enterprises in Pakistan i.e. financial, management, Training, corporation and technological issues(Syed kamran sherazi et.al, 2013).

Literature Review
Organizational performance and its growth depend upon the skills and knowledge of the employees which considered as the assets of the firm. The knowledge, development, abilities and skills are the dimensions of the process of training and development. However, the results of training impart major contribution in the better performance therefore, considered at strategic level in the organizations. To understand the training and development the literature review is carried out in facets one is to understand the organizational performance,

second to elaborate the strategic training and developments and its process and the last is training need in employees and its implementation.

Performance is a widely used concept in many areas.

Hussey (1985) suggested that training of the organization should base on the strategy of the corporation. The empirical finding concluded that management training in UK is rarely relevant with the organization's objectives and the employee of the organization relates the training with their promotion or with individual skills. Collins et al. (2003) supported that the development in the employee's skills via training also reduced the employees turn over in the firm.

Leicester (1988) identified three means for designing and aligning the strategy of training and development. The focus of the study was on the line manager development. The three phases included the employee's performance appraisal, development of the workers and creation of balance between the tasks and training that is further creating a link between the training and its requirement. However, Burney (1991) offered a theory of Resource based view in which the organization can achieve the competitive edge only on the base of its internal resources which included skills of the employees and knowledge etc. Usually, performance is a measure of how well a mechanism/process achieves its purpose. In enterprise management, Moullin (2003) defines an organization's performance as "how well the organization is managed" and "the value the organization delivers for customers and other stakeholders." For the purposes of this research, 'performance' is related to achieving stockholder/investor interests

 The organizations can maintain its performance by implementing the training at strategic level, and if they failed to implement strategies their internal capabilities will be exploited (Barney, 2001). Dessler (2006) defined the training as giving new and different skills to the employees for performing their jobs. Armstrong (2009) suggests that" training can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organizational capabilities and increasing increase organizational performance". There are different approaches to the training which linked the learning in the organization with the strategic T&D like Proactive Approach In which learning activities with the corporate business strategy and its focus is on developing competencies.

The Proposed Methodology

An intensive and extensive literature survey has been carried out for the development of the proposed model.
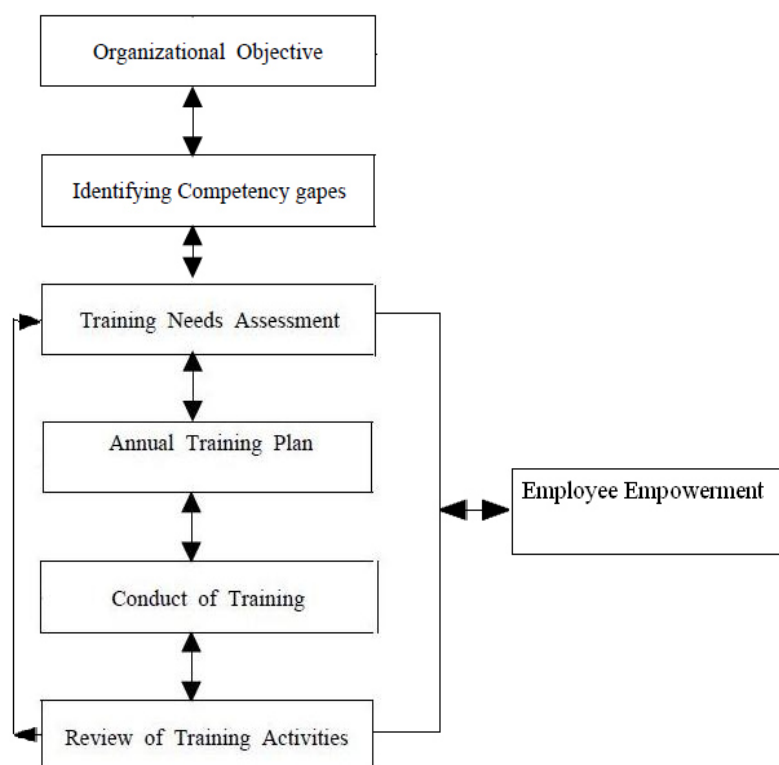
Elaboration:
Training
Training is concerned with imparting developing specific skills for a particular purpose. Training is the act of

increasing the skills of employees for doing a particular job. Training is the process of learning a sequence of programmed behavior.

Development

Management development is all those activities and program when recognized and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments.

Training Need Identification/Assessment

Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. It emphasizes on individual as well as organizational goals to pin point the training needs that what sort of training is required for specific individual. It is important for both views from organization and from individual's perspective, from organization's point of view the organization has set objectives to maximize its profits while keeping in mind the shareholders and stakeholders and objectives can be achieved only by its people by giving them proper training and setting targets for individuals and organization

Conclusion and Recommendation

Training and development in small medium enterprises is an emerging concept so the organizations should be objective driven to properly take control of their Training and Development (T&D) activities. Increasing competition and globalization means intense competition which requires skilled and trained staff which should be equally competitor of large scale firms. Managers have to work with experts to develop extensive T&D plans to drive the objectives of organization perfectly to save money and work effectively.

Objectives of the training should be strategy driven which should support the policies, structure and systems to effectively respond to TNA and it should be a continuous learning process and should work as transferability of knowledge and skills back to the job.

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