

An Empirical Analysis of Training and Development Interventions at one of the Government Organization of Uttar Pradesh

Abstract

The research paper examines the views of 50 personnel serving in a government organization of repute in Uttar Pradesh (U.P.) on training and development interventions prevailing in their organization through a primary survey done on the basis of random sampling procedure. The paper also depicts the company's view on the survey done, which is positive. The management of the organization has decided to notice the problems and challenges regarding training and developments of employees. The management of the company is willing to follow the suggestions given in the paper and make the training sessions even more effective by considering the demands of the employees regarding their training and development in the organization.

Keywords: Training, Development, Govt. Organization, Interventions etc.

Introduction

In the words of Campbell, "training courses are typically designed for a short – term stated set purpose, such as the operation of some pieces of machinery while development involves a broader education for long – term purposes."

Every organization needs to have a well-trained, developed and experienced workforce to perform the activities that have to be accomplished in the concerned organization. Employee training is distinct from management development. Training is a short – term process utilizing a systematic and organized procedure by which managerial or non-managerial personnel learn technical knowledge and skills for a definite purpose. It is designed primarily for non – managers. It is for a short duration and for a specific job – related purpose. On the other hand, development is a long –term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. It involves philosophical and theoretical, educational concepts and it is designed for managers. It involves broader education and its purpose is long – term development.

Review of Literature

Literature Review with special reference to the Training and Development Process in the Organization under Study,

Training

Training shall include a training programme, seminar, convention, workshop, symposium, e-learning, virtual classroom training or any other structured learning or developmental programme, based on organizational needs/or training need analysis.

Training Year

Training Year shall mean a period of one year commencing from 1st January till 31st December of the subsequent year for non-executives and executives up to the middle level. For executives at the top level it will be from 1st April to 31st March of the subsequent year as per the training calendar.

In-House Training Programme

A training programme designed, developed and conducted within the company, exclusively for the regular employees of the company, with or without the assistance of external agencies.

External Training Programme

A Training programme designed developed and conducted within India, by an outside agency, not exclusively for the employees of the



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company, and to which one or more employees of the company may be nominated.

Need-Based Programme

A training programme designed, developed and conducted on the basis of developmental needs felt and identified for the employees concerned in the training needs form.

Specified Intervention

An external training programme or an in-house training programme conducted to improve certain specified competencies, as felt necessary by the organization (at plant, region or company level).

Planned Intervention

A grade/level/category-wise in-house training programme, normally based on a template course design, and conducted to improve the competency base of employees as felt necessary by the organization.

Classification of Training Needs

1. Organizational Level Need: Training inputs arising out of organization requirement like business strategy, leadership development, market trends, legislative and regulatory framework or company performance etc.
2. Developmental Level Need: Training inputs intended for a group of employees for solving specific concern areas.
3. Individual Level Need: Training inputs arising out of developmental needs of an employee, which, if not, met, may affect immediate or future job performance.

Training Target

It shall be the endeavor of the company to provide seven man days of training in a training year to every employee. Employees shall make full use of the training systems to support this endeavor to create a learning organization.

Agencies of Training:

The agencies that shall deal with the training function in the company shall include:

Power Management Institute

PMI shall be the apex-training institute and the nodal agency for training for the company. It shall cater to the advanced training needs of all executives of the company. In case of employees of corporate center, it shall specialize in management development and advanced technical areas including information technology and shall serve as knowledge dissemination centre for the company as a whole. It will also engage in research and consultancy.

Employee Development Centers (EDCs)

Employee Development Centers shall cater to the training and development needs of the employees of the respective units.

Simulator Training Centers

They will cater the needs of the corporation depending on the availability of resources; the simulator training centers would also provide training under simulated conditions to external agencies / organizations, on commercial terms.

Regional HR Group

The Regional HR group shall cater to the training and development needs of the employees of the respective region. It would also take an active and

proactive part in finalization of the training calendars of each unit with in the region.

Departmental Training Co-ordinates

The head of each department shall nominate an executive who shall, besides his normal functional assignment, co-ordinate the training and related matters for the employees of the department.

Training Needs Analysis

The objectives of Training Need Analysis are to: Systematically identify developmental needs of the employees, integrate so-identified individual needs with organizational needs and enhance relevance and acceptance of training programmes.

Training Code Directory

A training code directory, listing out codes for various training courses/ programmes shall be evolved, maintained and uploaded by PMI for uniform compilation and classification and classification of training needs identified and training programmes attended by employees.

Categorization of Programmes

On the basis of duration, training programmes would be categorized as

1. Short-duration - Up to four days
2. Medium-duration - Five days to ten training days
3. Long-duration - Above ten training days

Training Database

A centralized database of training details of all employees should be maintained. All EDCs/ PMI shall upload their employees training details. Training details will shall be automatically updated in the personal bio data of the employees from the system as soon as the concerned EDCs/ PMI uploads training details of employees in the database.

Training Evaluation

The objective of training evaluation is to enhance value addition by building on the strengths and modifying/improving the training programmes and measures the impact of training programmes on job behavior. The training evaluation is based on measurement of three key metrics, which require three level of program feedback, based on "Kirkpatrick model" of training effectiveness. i.e. -

- (a.) Pre-Training Evaluation
- (b.) Programme Feedback
- (c.) Impact Assessment

Objectives of the Study

1. To understand the methods of training and development practices used in the organization.
2. To understand the important barriers of training and development practices in the organization.
3. To understand the expectation of employees in terms of training programmes which they feel are important for their career progression.
4. To know about the conditions that should be improved during the training sessions.

Research Methodology

Research design is the planned structured questions for investigation conceived, so as to obtain answers to research questions and to control variance.

Descriptive Research

In this research work the ideas concepts and procedures far or less are taken from descriptive research.

Data Collection Method

This survey has been done through primary and secondary data collection. For primary data questionnaire method has been adopted for employees. For secondary data manuals, magazines and website of the company has been explored.

Sampling Design

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. The sample size was decided to be within the range which is assumed to be adequate.

Sample size 50
 Sample respondent Executives
 Sampling type Random Sampling

Data Analysis and Findings

Your Organization considers training as a part of organizational strategy. Do you agree with this statement?

Choices	No. of Respondents (%)
Strongly Agree	32
Agree	60
Neutral	8
Disagree	0
Strongly Disagree	0

Finding

As per the data the majority of the respondents are agreed with the statement that organization considers training as a part of organizational strategy and provides developmental input for individual's and organization's future growth.

5.2: How many training programmes you attend in a year?

Choices	No. of Respondents (%)
2 -- 3	10
4 -- 6	85
6 --7	5
8 and Above	0

Finding

According to the above data it was found the organization provides enough training to their employees within a year to enhance their skills and knowledge and build on weak areas.

5. 3: To whom the training is given more in your organization?

Choices	No. of Respondents (%)
Senior Level	8
Middle Level	0
Junior Level	5
Entry Level	60

Finding

According to the above data we may interpret that the training policy of organization takes care of training needs of the employees whether they would be newly recruited employees or experienced employees working at various levels.

5.4: What are the important barriers to training and development practices in your organization?

Choices	No. of Respondents (%)
Time	36
Money	8
Lack of Interest by the Staff	52
Non-Availability of Skilled Trainer	4

Finding

We may infer that lack of interest by the staff and time scarcity are the important barriers in the training and development practices of organization.

5.5: What mode of training method is normally used in your organization?

Choices	No. of Respondents (%)
In-House Training	9
External Training	3
Planned Intervention	5
Need-Based Programme	10
All of The Above	73

Finding

We may conclude that in organization different training methods like in-house training, external training, planned intervention, need-based programme and specified intervention are used as per the job requirement.

5.6: Enough practice is given for us during training session? Do you agree with this statement?

Choices	No. of Respondents (%)
Strongy Agree	35
Agree	55
Neutral	6
Disagree	4
Strongly Disagree	0

Finding

Many of the employees have said that organization provides them opportunity to practice what they have learnt in training programme, so that it may get transferred to workplace effectively and results in performance improvement.

5.7: The training sessions conducted in your organization is useful. Do you agree with this statement?

Choices	No. of Respondents (%)
Strongy Agree	28
Agree	60
Neutral	12
Disagree	0
Strongly Disagree	0

Finding

As most of the respondents have said that training sessions are useful for them through which they can increase their skills and knowledge.

5. 8: Employees are given appraisal in order to motivate them to attend the training. Do you agree with this statement?

Choices	No. of Respondents (%)
Strongly Agree	25
Agree	70
Neutral	5
Disagree	0
Strongly Disagree	0

Finding

According to the data given above, most of the respondents have said that organization provides appraisal to their employees to motivate them to attend the training and development programmes.

5. 9: What type of training is being imparted for new recruitments in your organization?

Choices	No. of Respondents (%)
Technical Training	6
Management Training	5
Presentation Skill	4
All of These	85
Other	0

Finding

We may infer that organization provides comprehensive training in all the relevant fields to their employees.

5.10: How well the workplace of the training is physically organized?

Choices	No. of Respondents (%)
Excellent	40
Good	60
Average	0
Bad	0

Finding

We may interpret that the workplace of the training and development programmes are well organized, where different kinds of training and development programmes can be easily carried out.

5.11: What training and development do you need to make your career aspirations to come true?

Choices	No. of Respondents (%)
Leadership Training	64
External Degree Study	12
Formal Meeting Procedures	8
All of These	8
Other	8

Finding

According to the data given above, most of the respondents have said that they need leadership training programmes in particular which are important for their career progression.

5.12: What are the conditions that have to be improved during the training sessions?

Choices	No. of Respondents (%)
Re-Design The Job	8
Remove Interference	32
Re-Organise The Workplace	0
Upgrade Information Given During Training	60

Finding

Data says that organization should improve the conditions during training sessions so that employees may update their knowledge according to the changing environment.

5.13: What are the skills that the trainer should possess to make the training effective?

Choices	No. of Respondents (%)
Should Possess Only Soft Skills	10
Should Possess Only Technical Skills	11
Should Possess Both The Skills	75
Fond of Talking To People	4

Finding

Data emphasizes that the trainer should possess soft and technical skills both to make the training programme more effective.

5.14: What are the general complaints about the training sessions?

Choices	No. of Respondents (%)
Takes Away Precious Time	8
Too Many Gaps Between Sessions	12
Training Sessions are Planned	36
Boring Not Useful	20
None of These	24

Finding

According to the data given above, we infer that different employees have their different complaints regarding the training and development practices of organization like most of the respondents have said that they take away their precious time and there are too many gaps between the sessions.

5.15: How effective is the time duration given for the training period?

Choices	No. of Respondents (%)
Sufficient	10
To Be Extended	32
To Be Shortened	45
Mangable	5

Finding

Subjects said that most of them in organization think that the training duration should be shortened, but some think that it should be increased.

Conclusion

Training and Development programmes in the organization (under research) is carried out with short term and long term objectives to impart skills required to carry out various jobs and provide developmental inputs for individual's and organization's future growth. It has its own training infrastructure for providing technical and managerial training which comprises of the Power Management Institute (PMI) at apex level, Employee Development Centers (EDCs) at all locations, and Simulator Centers for providing training in operating power plants. It also sponsors employees to external training facilities in India and abroad.

Suggestions

The organization should try to update the various information's given during training and development practices according to the changing environment. Employees should be motivated to take active participation in different kinds of training and development programmes. This can be done by increasing the self-motivation levels of employees through organizing classes on personality development, self-realization, communication development, career counseling, yoga & meditation. This will also improve efficiency of the overall company. It should increase on the job training and development programmes so that employees may get practical knowledge through various techniques like- Modern simulation techniques, Sensitivity training, In-Basket techniques etc.

Organization should try to remove the complaints of the employees about the training sessions like training sessions should be made interesting, by bringing up certain modern techniques like various games and simulation exercises such as

role plays, business games, equipment simulators and other practical tools to provide training to employees. The company should provide opportunities to the employees to implement what they have learnt in training and development programmes by giving special assignments based on techniques learnt.

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