

Employees' Perception on Training and Development

Iniyavan. V

MBA, Department of Management Studies
Bharath Institute of Science and Technology,
Selaiyur, Chennai, Tamil Nadu 600 073
Bharath Institute of Higher Education and Research

ABSTRACT

Employees become efficient after the training and development. Efficient employees pave the way for the growth of the organization. Training makes employee versatile in their work. This makes the employee to get adapted to any job, when he is moved on job rotation, within or outside the department in the organization, flexibility is ensured within the workers due to proper training. Only well trained employee contributes maximum effort to their organization, training is an act of increasing the knowledge and skill of employees for doing a particular job. These have constantly stifled the growth of the industrial sector and sent negative signals to investors. Training and development helps employees in easing the stress situations and improving the morale towards the organization which brings in harmonial relationship. Hence the present study analyses the drawbacks found in the present training process implemented in NLC Ltd and also suggests significant measures to improve the existing training programmes more effectively by incorporating various technological aspect of training which leads to the development of the organization.

KEYWORDS: Training, development, NLC (Neyveli Lignite Corporation)

1. INTRODUCTION

All jobs in organizations are done through people, yet over the years, most organizations have failed to attach the necessary attention to employee training and development. Organizations particularly public institutions, in most cases do not see the need to train and develop their employees. However, in an era where public institutions are required by governments to contribute favorably to national development just like private institutions, all public institutions have realized the importance of developing the capacities of their employees in order to meet the ever increasing demands and expectations of the government and the public. This has prompted private and public institutions to institute training and development policies. Employee training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current jobs. Development in the context of human resource management is a broad ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future (McNamara, 2008)

DEFINITIONS OF TRAINING

Training is being recognized increasingly as the key to labour markets competing internationally and performing successfully. According to **Dale S. Beach** Training is the organization procedure by which people learn knowledge and /or skills for a definite purpose. The objective of training is to achieve a change in the behaviour of these trained. In the industrial situation, this means that the

trainees shall acquire new manipulative skills, technical knowledge, and problem solving ability or attitudes. It is expected that the employees apply their newly acquired knowledge and skills on the job in such a way as to aid in the achievement of organizational goals.

STATEMENT OF THE PROBLEM

The research title of the study has been stated as “Training and Development Needs of Employees in NLC-Neyveli, Tamil Nadu”. Manpower is the main resource of any organization; therefore the organization needs to know the critical areas where they can implement improvement so as to get the right candidates at the right time. After recruitment training the employee is the crucial task for the organization to shape him up to requirement for the position he has to hold in the organization.

The importance of training and development of staff as part of an overall strategy to inculcate a performance culture in Public Sector employees to better serve the citizen’s demands and raise the level of professionalism of the Public Service is highly needed. Employee unrest and strikes are a significant reason for low productivity. These have constantly stifled the growth of the industrial sector and sent negative signals to investors. Training and development helps employees in easing the stress situations and improving the morale towards the organization which brings in harmonial relationship. Hence the present study analyses the drawbacks found in the present training process implemented in NLC Ltd and also suggests significant measures to improve the existing training programmes more effectively by incorporating various technological aspect of training which leads to the development of the organization.

NEED FOR THE STUDY

Many jobs in the organization consist of the task, which are unique and peculiar. The development of high potential workers by continuous training will be become the core element in the development of the organization. Training and development program contribute efficient employee to organization. Employees become efficient after the training and development. Efficient employees pave the way for the growth of the organization. Training makes employee versatile in their work. This makes the employee to get adapted to any job, when he is moved on job rotation, within or outside the department in the organization, flexibility is ensured within the workers due to proper training. Only well trained employee contributes maximum effort to their organization, training is an act of increasing the knowledge and skill of employees for doing a particular job. It is application of knowledge. It gives people an awareness of the rules and procedure to guide their behaviour. Hence the study on effective training and development programmes needs seems to be more vital in this large public sector organization **Neyveli Lignite Corporation Ltd**, which undertakes a variety of complex job.

2. OBJECTIVES OF THE STUDY

- To analyze the various methods of training provided by Neyveli Corporation Limited to the employees.
- To evaluate the effectiveness of training among the executive level employees.
- To offer suggestion to improve the employees performance through training and development.

HYPOTHESES TESTED

- H0: There is no correlation between the respondents' opinion about overall performance of training programmes and demographic variables.
- H0: There is no correlation between the respondents' training needs and demographic variables.
- H0: There is no correlation between the respondents' faculty and material quality and demographic variables.

RESEARCH DESIGN

Research design is purely and simply the frame work or plan for a research studies that guides the collection and analysis of the data. The research design indicates the methods of research i.e., the method of gathering information from the industry and the method of sampling.

DATA COLLECTION

Primary data collected by distributing structured questionnaire.

All the respondents were asked the same questions in the same fashion and they were informed the purpose of research study.

RESEARCH INSTRUMENT

The data required for the research study was collected through a questionnaire. The questionnaire contains two main sections. The first section solicits personal data about the respondents. The second section solicits the questionnaire about the training and development needs of employees of Neyveli Lignite Corporation, Neyveli.

AREA OF STUDY

The area of study for the present research has been a public sector organization namely NLC – Neyveli Lignite Corporation. Neyveli, Tamil Nadu, India. In this organization there are nearly 18,000 employees are working in various categories such as unskilled, semi skilled, skilled, technician, engineers, officers and clerk. From these groups the sample was chosen randomly. Among the different groups of employees only the workers related training is chosen for the study.

SAMPLING DESIGN

The researcher selected simple random sampling for selecting the respondents. For this research study the samples were drawn using the simple random sampling method. Total estimated sample size is 125 employees working in Neyveli Lignite Corporation, Neyveli. The numbers of executive employees in the company were 4259 out of which the researcher has taken 125 employees for bringing in more credible results.

STATISTICAL TOOLS APPLIED

The following tools and techniques have been for the analysis of the data. One way Anova, t-test. Correlation and multiple regressions were used to test the characteristics of the data.

VALIDITY

The inventory was validated in two ways. The content validity of the scale is borne out by the method of collecting items within the universe of study habit. Interviews with various person like, teachers, parents, experts, literature study of Indian and foreign were taken into account to maintain content validity.

ANALYSIS OF THE DATA

The data collected through questionnaires have been tabulated. By using the above mentioned statistical tools, the data have been analyzed. Present investigations have been drawn based on the analysis. The finding and observation are the result and outcome of the present investigation made during the coursesof analysis.

LIMITATIONS OF THE STUDY

- The responses from the respondents could be casual in nature. This may be due to lack of interest or time on their part.
- The correctness of information provided by the respondents in the personal data could not be established.
- Some of the information provided by the respondents might not be correct.
- Getting timely responses from the respondents was a difficult task.
- The reason for this may be attributed to their busy schedules.

RESPONDENTS PROFILE

RESPONDENTS PROFILE		NUMBER OF RESPONDENTS	PERCENTAGE
Gender	Male	117	93.60
	Female	08	06.40
	Total	125	100.00
Age Group (in years)	25-35	58	46.4
	36-45	38	30.4
	46 and above	29	23.2
	Total	125	100.00
Marital Status	Married	95	76.00
	Un-Married	30	24.00
	Total	125	100.00
Educational Qualification	Diploma or below	24	19.20
	Graduate	30	24.00
	Post Graduate	35	28.00
	Professional	36	28.80
	Total	125	100.00
Designation	Skilled	21	16.80
	Technician	49	39.20
	Executive	55	44.00
	Total	125	100.00
Department	Mechanical	41	32.80

	Electrical	29	23.20
	Civil	25	20.00
	Personnel	30	24.00
	Total	125	100.00
Years of service	0-5 Years	25	20.00
	6-10 Years	32	25.60
	11-15 Years	38	30.40
	Above 15 Years	30	24.00
	Total	125	100.00

From the above table it is inferred that 93.6 percent of the respondents are male and 6.4 percent of them are female. More than two fifth (46.4%) of the respondent are age group between 25-35 years. This age group is the big segment of this age group is the big segment of this study. 30.4 percent of the respondents are in between the age 36 to 45. Vast majority 76%) of the respondents are married and 24 percent of them are un-married. So, Majority of respondents are married group.

Result reveals that 19.2 percent of the respondents are qualified Diploma or below and more than one fifth (28%) are post graduates and professional respectively. It shows that majority of respondents are belongs to either post- graduate degree or professional degree holders. More than two fifth (44%) are executives and 39. percent are technician. It shows that majority of respondents are technician.

The above table also inferred that nearly one third (32.80%) of the respondents are belong to mechanical department. And 24 percent of them are personnel. So the majority of the respondents are belonging to mechanical and personnel departments. Nearly one third (30.4%) of the respondents are having 11-15 years of experience, 25.60 percent of the respondents are having 6-10 years of experience. So the majority of the respondents are 11 to 15 years of experience.

CORRELATION BETWEEN THE RESPONDENTS OPINION ABOUT OVERALL PERFORMANCE OF TRAINING PROGRAMMES AND DEMOGRAPHIC VARIABLES

DEMOGRAPHIC VARIABLES	CORE ONLINE SERVICES
Age	0.398**
Gender	-0.054
Educational qualification	0.578**
Designation	0.474**
Experience	0.459*
Department	0.525**
Monthly income	0.347**
Marital status	-0.087

*Significant at 0.01 level

**Significant at 0.05 level

The opinion about the overall training programme is positively and significantly related to age (0.398), educational qualification (0.578), designation (0.474) , experience (0.459) , department (0.525) and monthly income (0.347). This indicates that there is a direct relationship between these variables and opinion about the training programme. But marital status and gender are negatively correlated with opinion about the training programmes. Therefore it is concluded that employee's

education, designation, experience, department and monthly are significantly related with their opinion about the training programmes.

CORRELATION BETWEEN THE FACULTY AND MATERIAL QUALITY AND DEMOGRAPHIC VARIABLES

DEMOGRAPHIC VARIABLES	SERVICE QUALITY
Age	0.178**
Gender	0.189**
Educational qualification	0.448**
Designation	0.529**
Experience	0.405**
Department	0.314*
Monthly income	0.277**
Marital status	0.245**

*Significant at 0.01 level

**Significant at 0.05 level

It is inferred from the above correlation table that respondents Demographic variables are positively and significantly correlated with respondents' opinion about the faculty and materials quality in the training programme. Among the various demographic variables Educational qualification, designation and experience are high correlation and also positively significantly correlated with their opinion about the faculties and material quality. Other variables are also positively and significantly related with their opinion. Therefore it is concluded that there is a direct relationship between respondents' opinion about material and faculty qualities and their demographic variables.

CORRELATION BETWEEN TRAINING NEEDS AND DEMOGRAPHIC VARIABLES

Demographic Variables	Customer interaction management
Age	0.148**
Gender	0.139**
Educational qualification	0.312**
Designation	0.338*
Experience	-0.494**
Department	0.424*
Monthly income	0.386**
Marital status	0.079**

*Significant at 0.01 level

**Significant at 0.05 level

It is observed from the above correlation result that respondents' demographic variables except marital status are positively and significantly correlated with training needs. It is clearly seen that their training needs are related with their demographic variables. Also among the variables experience and department are high correlation and also positively significantly correlated with

training needs. Therefore it is concluded that based on the department and experience their training needs are related.

FINDINGS

- The employee's education, designation, experience, department and monthly are significantly related with their opinion about the training programmes.
- There is a direct relationship between respondents' opinion about material and faculty qualities and their demographic variables.
- Based on the department and experience their training needs are related.

3. CONCLUSION

The importance of training and development of staff as part of an overall strategy to inculcate a performance culture in Public Sector employees to better serve the citizen's demands and raise the level of professionalism of the Public Service is highly needed. Employee unrest and strikes are a significant reason for low productivity. These have constantly stifled the growth of the industrial sector and sent negative signals to investors. Training and development helps employees in easing the stress situations and improving the morale towards the organization which brings in harmonial relationship. In order to increase the efficiency of the employees the organization has to arrange proper training program for the employees as in service training.

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