A STUDY ON TRAINING AND DEVELOPMENT WITH REFERENCE TO BHEL – HPVP. LTD, VISAKHAPATNAM

Kothapalli Saikumar[1], D. Pranaya[2] and Dr Budumuru Rajesh[3]

1. Student, Department of MBA, Aditya Institute of Technology and Management, Tekkali, Srikakulam
2. Assistant Professor, Department of MBA, Aditya Institute of Technology and Management, Tekkali, Srikakulam
3. Associate Professor, Department of MBA, Aditya Institute of Technology and Management, Tekkali, Srikakulam

Abstract: *Employees are back bone of the in any organization, as they are the assets of the company, thus the company's success depending on the employees' activeness and their performance. As it is obvious that the company or the organization must invest on effective training on their employees in order to grow up the job performance. The Human Resource Management is the research area, which inducted many research and surveys especially on the factors of training and developing programs on Employees performance. The purpose of this study is to investigate and measure the effects of training programs on Employees performance in BHEL-HPVP Ltd Visakhapatnam. This study is based on research in BHEL-HPVP Ltd, which currently they are operating in Visakhapatnam. A quantitative research was implemented which the data are collected through the questionnaires by approaching 20 questions that distributed to 100 respondents with in BHEL-HPVP company employees. With respect to Training and development results with optimal utilization of resources in a company or organization. Accidents are also reduced during working. All the machines and resources are used economically, reducing expenditure. The research was conducted within 45 days period. The questionnaires were distributed to the 100 active employees. Mostly the respondents of the questionnaire were from HR, Admin, Training Development teams and technical departments.*

Keywords: Employee, Productivity, Training and Development Programs, Performance..

I.   INTRODUCTION

Training makes a very important contribution to development of the organization's human resource s and hence to the achievement of its aims and objectives. After the newly appointed employees have joined the organization, the next phase of the personnel program e is to impart necessary training to them to make them fully fit for the jobs they are expected to handle.

Executive or management development consists of all activities through which exec- utives learn to improve their behavior and performance. It is designed to improve the effectiveness of managers in their present jobs and to prepare them for higher jobs in future.

Identification of training needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake. Identification of training needs is important from both the organizational point of view well as from an individual's point of view.

The objective of training is to achieve a change in the behaviour of those trained, in the industrial situation, this means that the trainees shall acquire new techniques, skills, and problems solving abilities and develop work attitude. Development on the word is a long term educational process utilizing a systematic and organized procedure by which managerial personal learns conceptual and theoretical knowledge for general purpose.

Training and development of is one of the fundamental operative functions of personnel management and the process whereby people learn the skills,

knowledge, attitudes and behaviors needed in order to perform their job effectively.

Benefits of the Training and Development

- **Induce new employees**: Induce employee is the main aim of training and this is the most essential for a company.

- **Gain knowledge on a new method**: Training and development help to gain knowledge on a new method.

- **Obtain knowledge of company policy**: Employee should have sufficient knowledge about company policy for best performance. Training and development help employee to obtain knowledge of company policy.

- **Earn knowledge on customer relations**: Gather information about customer relations is the major objectives of training and development

- **Change attitude**: It helps to change attitude so, that an employee can give their best to the organization.

- **Ensure personal growth**: Training and development give an employee everything which needed to be a good professional. And when he becomes a good employee it ensures his personal growth.

- **Ensure ensuring loyalty**: Aim of training and development is to make an employee loyal to his / her company.

- **Reduce labor turnover**: Another objective of training and development is to reduce labor turnover.

- **Increase productivity**: Training develop a person's skill to a professional level so, it is easy to say obviously training and development process increase productivity.

- **Improve quality**: Improve the quality of employee is the main objective of training and development.

- **Help Company to fulfill future growth**: Growth of a company depends on their employee. So, the development process helps the company to fulfill future growth.

- **Improve organizational climate**: Improving organizational climate is the greatest objective of training and development.

- **Improve health care**: Without good health, the employee can't serve properly to his / her company. So, training and development improve health care.

- **Prevent obsolesce**: Prevent obsolesce is one the most important objectives of training and development.

- **Change behavior**: Training and development have a great impact on employee behavior. It polishes employee's behavior so, that he/she can fit with the internal and external environment.

BHPV's beginning was humble; it had a turnover of just Rs 1.95 cr in 1971-72 when commercial production first commenced. Since then, BHPV has come a long way and exceeded a turnover of Rs 300 cores expanding its product line to include high technology equipment and systems

After coming as a manufacturing plant in 1966 at Visakhapatnam, Andhra Pradesh as a Public Sector Undertaking under the Department of Heavy industry (DHI) to manufacture and supply custom built process plant equipment for Core Sector Industries like Fertilizers, Oil Refineries, Petrochemicals, Steel Plants, Nuclear, Space, Difference and Power Sectors with the technical collaboration of SKODA Export, Czechoslovakia. The Company is located on NH-5 near to Airport, Railway Station and Sea Port in Visakhapatnam, Andhra Pradesh. The Company is spread over a total area of 386 Acres.

II.   OBJECTIVES

1. To understand the training facilities provided in BHEL – HPVP.Ltd, Visakhapatnam

2. To know the satisfaction level of employees on the training programmes provided by BHEL – HPVP.Ltd, Visakhapatnam.

III.   METHODOLOGY

Descriptive designs have been adopted because they described phenomena without establishment associations between factors. The research went through with both primary and secondary data collection method. Mixed approach of qualitative and quantitative research was followed. Random sampling method is adopted. The data analysis is done using weighted average method and likert's-5-scale method. Sample size: A simple size of 100 employees have been selected.

IV.   LITERATURE REVIEW

Kuldeep Sing (2000) has selected 84 organization from business representing all the major domestic industries to examine the relationship between training and organizational performance which shows that Indian organizations are still not convinced of the fact that investments in human resources can result in higher performance.

Alphonsa V.K. (2000) studied that the analysis of training climate as perceived by the supervisors" Covered various aspects such as corporate philosophy policies superior,, subordinate relationships, valued performance features and behaviours, interpersonal and group relationship. The results showed that reasonably good training-climate is prevailing in this organization but the supervisors' perception about training-climate differs according to their respective departments.

A study conducted by Shiv Kumar Singh and Subhash Banerjee (2000) on "Trainer roles in Cement industry", involves identifying training courses, choosing appropriate Training methods, evaluation of Training activities, and helping the Trainer to deliver good Training to the Cement Industry.

A study on "HRD strategies at various levels in construction organizations" by Singh, S. K. and Banerjee, S. (2000), reveals that there are not many professionals imparting training in construction - related aspects, refreshers training is essential and some concrete efforts in imparting systematic technical training is necessary.

Binna Kandola (2000) has discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness particularly in

the department of soft skills which include skills relating to people management. The author highlights some existing training evaluation techniques and then outlines a model of training evaluation which currently is found to be successful in the United Kingdom.

Moses (2000) observed that companies can no longer guarantee employees promotions to the top, it is important that training and development help employees with career planning and skills development.

Logan, J.K (2000) illustrated that retention is a complex concept and there is no single recipe for keeping employees with a company. Many companies have discovered, however, that one of the factors that helps retain employees is the opportunity to learn and try new things. The Gallup Organization also supports this contention, as they found "the opportunity to learn and grow" as one of the critical factors for employee retention.

Wagner S (2000) in his study on "Employees Speak out on Job Training: Findings of New Nationwide Study," highlighted employee development programs are experiencing higher employees satisfaction with lower turnover rates although salary and benefits play a role in recruiting and retaining employees, people are also looking for opportunities to learn new things, the challenge of new responsibilities, and the prospect of personal nd professional growth.

Lance Gray and Judy Mc Gregor (2001) exposed that the congruence of attitudes among older workers and employers regarding the efficiency was negative as Training stereotypes is a feature of the study. Older workers are in some agreements that

there is difficult to train less willing to lean and afraid of new technology older workers saw provision of training as a concern.

Olea et al (2001) is concerned with bow MNCs differ from indigenous organization in relation to their training needs and whether this relationship changes across countries. The question is whether local isomorphism is apparent in the training needs of MNC or whether MNCS share more in common with their counterparts in the countries.

Yadapadithaya (2001) studied the current practices of evaluating training and development programmes in the Indian corporate includes High pressure for increased quality, innovation and productivity acts as a major driving force for the Indian corporate training and development programmes.

V.   ANALYSIS   AND INTERPRTATION

1. 21% of employees feel that the duration of training is sufficient, 20% employees responded insufficient, 59% of employees said to increase the duration of training programme.

2. 23% of employees agreed on performance appraisal, 23% of employees disagreed on performance appraisal, 54% of employees opted can't say in performance appraisal.

3. 48% of employees preferred On-the-job Training and 52% of employees preferred Off-the-job Training.

4. 24% of employees are interested in job rotation, 31% of employees are interested in coaching, 23% of employees are interested in job instrugtion and 22% of employees are interested

in committee assignments.

5. 25% of employees are interested in role playing, 36% of employees are interest in lecture methods, 18% of employees are interested in discussions and 21% of employees are interested in programmed instruction.

6. 27%of employees felt that evaluation is correct. 25% of employees felt that evaluation is not correct and 48% of employees can't say about evaluation

7. 84% of employees are satisfied with superior behaviour and 16% of employees are not satisfied with superior behavior

8. 32% of employees are highly satisfied with the training and 68% of employees are satisfied with the training programmed given by the company

9. 24% employees response on training facilities is good, 56% employees response is better, 20% employees response is average.

10. As far as the motivational cue to attend the training programme is concerned, 20% employees preferred to update job knowledge, 14% employees preferred to enhance skills, 46% employees preferred to contribute more on the job and 20% employees preferred because I was asked to attend.

11. As regards to the Policy of the nomination for the training course in the company, 28% employees General policy of the company, 26% Set by the company for the preparation of higher responsibility, 40% By virtue of seniority you need to be

trained before promotion, 6% Other options.

12. While interpreting the employee satisfaction on learning environment, it is found that 18% employees favored Class room arrangement, 20% employees chosen Practical facilities/ hands on practice, 40% employees preferred Performance faculty and 22% opted effectiveness of audio visuals

13. When it comes to Influence of pre-training and post-training tests in the learning process, 50% employees To some extent, 30% employees To the extent possible, 16% employees To full extent and 4% employees Not at all.

14. Opinion on effectiveness of methodologies being adopted in the training programs have been observed as 4% employees are low, 24% employees are fair , 54% employees are good and 18% employees are excellent

15. In collection of total opinion o training programmes, 22% employees felt Feeling high responsibility, 20% employees opted getting more recognition, 58% employees chosen Able to gain better performance, 0% employees opted other.

VI.   **FINDINGS AND SUGGESTIONS**

6.1 FINDINGS

✓ Due to change in the present generation training is to have good productivity and improvement in the work, which finally results in the development of the organization productivity through satisfying the

customer.

✓ By the above analysis I find that the employees said that, training and development is very important and they are very much satisfied.

✓ Effective planning and its implementation is very important for the growth of the company.

✓ The infrastructure of the company is in a place where it satisfies economically, biologically, technologically and eco-friendly as well.

✓ The company is supported by its satisfied manpower and it is one of the secrets of its growth.

6.2 SUGGESTIONS

The training program carried out at BHPV.ltd is very much effective for the employees which will make them more jobs specialized and also at the same time make them more versatile. So the training and development program at levels among employees is very well planned and very properly carried out, step by step. Still every program has certain defects or certain lope holes which can be overcome by the following suggestions, they are as follows.

➢ Proper awareness about the training and development system at BHPV. ltd. should be given to the employees. They need to analyze what they exactly need to enhance their professional life

➢ Focus should be put on making the employees familiar with the advanced technology and training and

development system of BHPV.ltd. should be proper relevance between the training provided and the need as per the profession of the employees

➢ T & D should be as accordance of the employees need that will simplify the work and make them more productive

➢ Satisfaction is very essential as they should learn things that will help them in future in their job

➢ The training needs should be properly identified, what employees need and then implement them systematically.

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