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Research Paper | Human Resource Management

# Training and Development Practices- A Study of NTPC Ltd, Ramagundam

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**ABSTRACT**

*Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource management. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose.This paper aims to attempt the need of training and development programmes in respective organaization and examine the methods and evalution of training programmes was discussed.*

*In other words training improves, changes, moulds the employee's knowledge, skill, behavior, aptitude, and attitude towards the requirements of the job, and organization. Employee training is distinct from management development or executive development. While the former refers to training given it employees in the areas of operations, technical and allied areas, the latter refers to developing an employee in the areas of principles and techniques of management, administration, organization and allied areas.*

No organization can get a candidate who exactly matches with the job and the organization requirements hence, training is important to develop the employee and make him suitable to the job. The process of teaching new employees the basic skills they need to perform their jobs. So that organization needs to provide opportunities for the continuous development of employees not only in their jobs but also to develop their capabilities for other jobs for which they might late be considered.

Training refers to the teaching/ learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge and skills of and employee for doing a particular in a better and effective manner. Though it is true that unplanned learning through job experience helps development the experience of most organizations is that it is advantageous to plan systematic training programs of various types as a regular part of and adequate personnel development program.

Such program is a definite asset in helping managers to learn correct job methods, to achieve a satisfactory level of job performance and to acquire capabilities that would be valuable in possible feature jobs.

Training programmes are designed for the attainment of specific objectives i.e. skills knowledge aptitude and overall personality development. The failure or success of any training programme depends upon its effectiveness and attainment of training objectives. Effective training should contribute to growth and development of employee's competency and motivation. If training programme has to be effective it has to be needed well planned evaluated monitored and used.

Training programme designed and conducted systematically aims at positive trainee reactions. However training effectiveness can be enhanced by the attitudes, interest, values, expectations and commitment of the trines these factors influence the trainability. Trainability is described as a function of trainee's ability, motivation and environmental favorability.

Trainability = [Ability. Motivation, Environmental favorability]

Whatever the trainees required any additional on the job on off the job -training and extent of training not needed for the participant to meet job requirements evaluation leads to controlling and correcting the training - proramme. Training and Development are important parts of profitable organizations, training is an application of knowledge every organization needs to have well trained and experienced people the activities that have to be done.

**IMPORTANCE OF TRAINING:**

1) Training is the most important technique of human resource development.
2) Training is important to develop the employee and make him suitable to the job.
3) Job and organizational requirements are not static, they are changed from time to in view of technological advancement and change in the awareness of the Total Quality and Productivity Management (TQPM).
4) Organizational efficiency, productivity, progress and development to a greater extent depend on training.
5) Organizational objectives like viability, stability and growth can also be achieved through training.
6) Training is important as it constitutes significant part of management control.

**NEED OF STUDY:**

The effectiveness of the organization depends on quality of the manpower. In this globalize business environment, where changes are only the permanent feature of the organization, the need is to focus on enhancing the competencies of the employees this can be done only when the organization proved effective training development programs.

**OBJECTIVES OF THE STUDY:**

1. To study the training and development programmes of NTPC Ltd at Ramagundam.
2. To examine methods of the training adopted by the organization.
3. To understand the perceptions of employees about the training and development activities in NTPC Ltd at Ramagundam.
4. To know the performance of employee before and after the Training programme.
5. To evaluate the training and development programmes systems and practice at NTPC Ltd Ramagundam.
6. To suggest some measures for improving the effectiveness of the Methods and practices applied in training programmes.

**LIMITATION OF THE STUDY**

The scope of the study is mainly confined to NTPC Ltd,. at Ramagundam. And this data is collected from 60 responds in NTPC Ltd at Ramagundam. The respondents are given well prepared questionnaire. The

study mainly covers the satisfaction of employees towards the services provided by the NTPC Ltd at Ramagundam.

## METHODOLOGY

Research methodology is the process of systematically solving the research problem. It may be understood as a science of study how research is done scientifically. The study was undertaken in NTPC Ltd during the period of December 2011 to Feb 2012. A research design is the arrangement of condition for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure.

It is concerned with decision regarding what, where, when, how much by what means covering and inquiring for a research study constitutes a research design. Research design is needed because it facilities the smooth sailing of research operation, there by making research as efficient as possible, yielding, and most information with minimal expenditure of effort, time and money.

## DATA COLLECTION

The research had adopted two types of data namely

**1) Primary data**

Primary data was collected from responds through a well structured questionnaire schedule by interviewing them.

**2) Secondary data**

Secondary data was used in the introduction part of the company profile and collected from the house journals, company records and company website.

## SCOPE OF STUDY

1. The study is an attempt to study the training and development process related Executive level, supervisory level, workmen level, employees.
2. It's aimed at analyzing the current trends in Training & Development process and their influence on implementation of an appropriate system to suit to needs of the organization.
3. The study is confined to opinions of the trainees and trainees of staff center.

## EXISITING PRACTICE ON TRAINING AND DEVELOPMENT AT NTPC:

NTPC Ltd. is one of the best organizations to serve. It fulfils the needs of their employees and is one of the best employers to work. NTPC Limited understands the pulse their employees in a better manner and cares its employees a lot and considers their employees as a great asset. NTPC Ltd., is a great organization and motivates their employees by participation in various management programmes by their involvement in QC, PC, 5SC. for its continual improvement. NTPC Ltd provides their employees with beautiful infrastructure, handsome salary and other welfare facilities.

For continual development of their employees, NTPC Ltd, establishes an employee development centre (EDC) at all its units. One among the core competencies of NTPC Ltd is "Training and Development". Training is being given at the employee development centers. NTPC Ltd, gives utmost importance in Training their employees.

In NTPC Ltd, training has become mandatory for the past two years. Each employee needs to attend seven days of compulsory training. Those seven days are called seven man days.

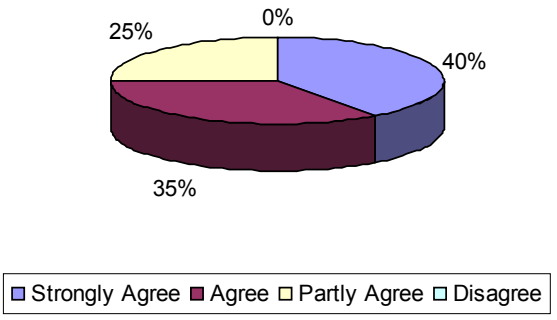
Training is given to the employees based on the needs expressed by the employees. NTPC Ltd has its own method of training need analysis. Training needs of each employee is collected three months before the starting of the training calendar (April 1st to March 31st). All the executives and Non-Executives submit their training needs through on line. The training needs submitted through online shall be scrutinized by the department training co-coordinator which shall in turn forward the same for validation of the respective Head of the Department.

After receiving the training needs, Hr- EDC shall prepare the training programmes and takes active care in formulating the training progrmmes. Hr-EDC looks forward for the employee development for which they hire good faculty for the training programmes. E.Ts shall be trained by the in-house faculty.

After the completion of the programme, the employees are given feed back from which will be filled by the employee and through this feedback Hr-EDC come to a conclusion that what sort of training is still need to the employee. Here we conduct survey research methodology through Structured Questionnaire to find out various Training and Development Practices in NTPC limited and its evaluation in the organization.

1Q: Is the knowledge/skill learned through training is use full to your work

| Category | Strongl1y Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 11 | 4 | 0 | 0 | 15 |
| Supervisor | 8 | 5 | 5 | 0 | 18 |
| Workmen | 5 | 12 | 10 | 0 | 27 |
| Total | 24 | 21 | 15 | 0 | 60 |

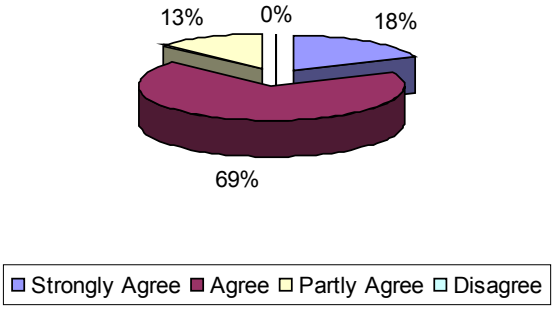



**INFERENCE:**

Almost 75% of the employees strongly agree that the training is uses full to their work 27% of the employees are clear.

2Q: People here get an opportunity to develop their skills further to do their jobs

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 4 | 9 | 2 | 0 | 15 |
| Supervisor | 2 | 15 | 1 | 0 | 18 |
| Workmen | 6 | 16 | 5 | 0 | 27 |
| Total | 12 | 40 | 8 | 0 | 60 |

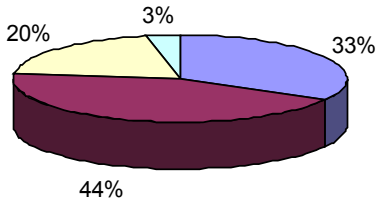


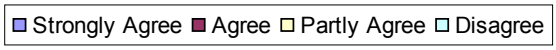

**Inference:**

From the above graph it is evident that more than half(80%) of the employees agree that people here get an opportunity to develop their skills to do their jobs further it is clear that 13% of the employees partly agreed that people here get an opportunity to develop their skills further to do their jobs.

3Q: Is the training given in your organization are need based.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 12 | 3 | 0 | 0 | 15 |
| Supervisor | 4 | 10 | 4 | 0 | 18 |
| Workmen | 4 | 13 | 8 | 2 | 27 |
| Total | 20 | 26 | 12 | 2 | 60 |

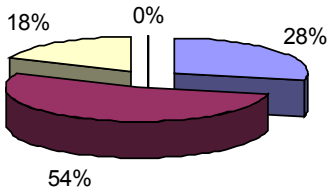


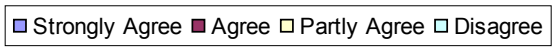




**Inference:**
From the above graph it is evident that more than half (77%) of the employees agree that the training is given need based further it is clear 3% of the employees are disagreed.

4Q: The trainers are given feedback after the training period

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 8 | 7 | 0 | 0 | 15 |
| Supervisor | 4 | 11 | 3 | 0 | 18 |
| Workmen | 5 | 14 | 8 | 0 | 27 |
| Total | 17 | 32 | 11 | 0 | 60 |

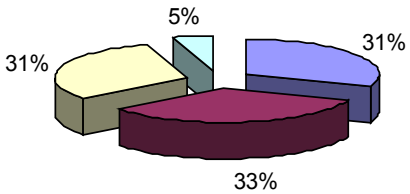


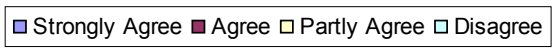




**Inference:**
From the above graph evident that it is more than half (54%) of the employees strongly agreed that the trainers are given feedback after the training period further it is clear that18% of the employees have partly agreed that trainers are given feedback after the training period.

5Q: In your opinion, training will motivate the employees.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 10 | 5 | 0 | 0 | 15 |
| Supervisor | 3 | 6 | 8 | 1 | 18 |
| Workmen | 5 | 9 | 10 | 3 | 27 |
| Total | 18 | 20 | 18 | 4 | 60 |

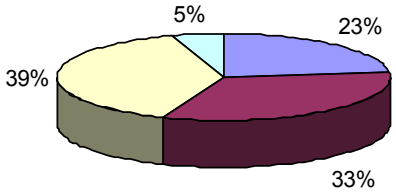


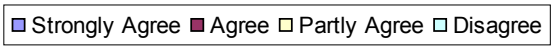




**Inference:**
From the above table and graph evident that it is more than (60%) of the employees agreed that the training is motivates employees further it is clear.5% of the employees are disagreed with this

6Q: Experimental, action oriented techniques including games are used in Training programmes.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 10 | 5 | 0 | 0 | 15 |
| Supervisor | 3 | 6 | 9 | 0 | 18 |
| Workmen | 1 | 8 | 15 | 3 | 27 |
| Total | 14 | 19 | 24 | 3 | 60 |



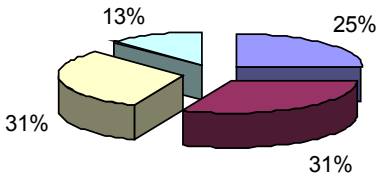



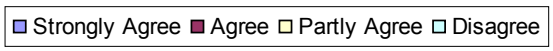

**Inference:**
More than half (55%) of the employees agreed that Experimental, action oriented techniques including games are used in training Programmes further it is clear that (5%) of the employees disagreed that Experimental, action oriented techniques including games are used in training programmes.

7Q: The induction training programmes is well planned exercise and f sufficient duration

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 4 | 5 | 5 | 2 | 16 |
| Supervisor | 1 | 4 | 7 | 6 | 18 |
| Workmen | 2 | 3 | 11 | 11 | 27 |
| Total | 7 | 12 | 23 | 19 | 60 |

Executive

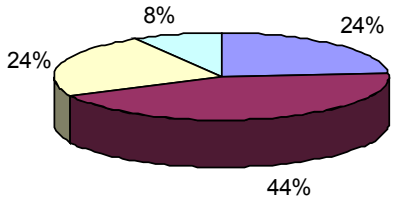


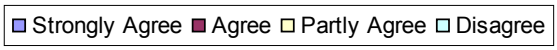




**Inference:**
From the above table and graph it is evident that (31%) of the employees agreed that induction training programmes is a well planned exercise and is of sufficient duration further it is clear that (13%) of the employees disagreed that induction training programmes is well planned exercise and is of sufficient duration.

8Q: Employees are sponsored for training programmes on the basis of carefully identified needs.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 7 | 3 | 3 | 2 | 15 |
| Supervisor | 2 | 11 | 4 | 1 | 18 |
| Workmen | 5 | 12 | 7 | 3 | 27 |
| Total | 14 | 26 | 14 | 6 | 60 |

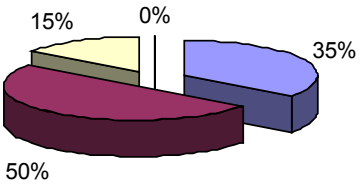


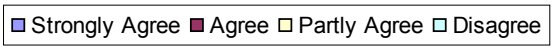




**Inference:**
From the above table and graph evident it is more than half (60%) of the employees agreed that employees have been sponsored for training programmes on the basis of carefully identified needs. Further it is clear that 8% of the employees disagreed that employees are sponsored for training programmes on the basis of carefully identified needs.

9Q: Training programmes of the organization helps to gain some information at the same time receive solutions for the problems

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 8 | 6 | 1 | 0 | 15 |
| Supervisor | 5 | 8 | 5 | 0 | 18 |
| Workmen | 8 | 16 | 3 | 0 | 27 |
| Total | 21 | 30 | 9 | 0 | 60 |

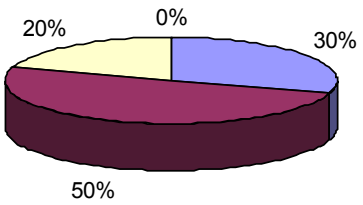


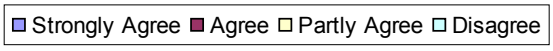




**Inference:**
From the above table and graph it is evident that majority of the employees agreed that training programmes of the organization helps to gain some information and at the same time receive solutions for the problems. Further it is clear that.

10Q: Training sessions are helpful for narrowing the gap between the management and employees.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 5 | 7 | 3 | 0 | 15 |
| Supervisor | 5 | 12 | 1 | 0 | 18 |
| Workmen | 8 | 11 | 8 | 0 | 27 |
| Total | 18 | 30 | 12 | 0 | 60 |

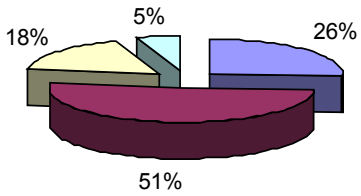


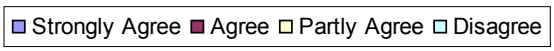




**Inference:**
From the above table and graph evident it is clear more than half (57%) of the employees agreed that training sessions are helpful for narrowing the gap between the management and employees further it is clear that 20% of the employees partly agreed training sessions are helpful for narrowing the gap between the management and employees.

11Q: Training is necessary to enhance individual suitability to changing environment

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 3 | 6 | 3 | 3 | 15 |
| Supervisor | 6 | 10 | 2 | 0 | 18 |
| Workmen | 6 | 12 | 6 | 3 | 27 |
| Total | 15 | 28 | 11 | 6 | 60 |

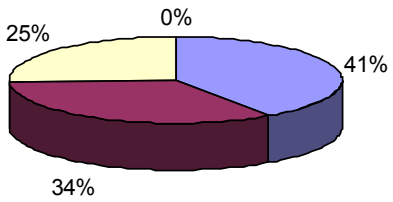


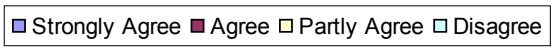




**Inference:**
From the above table and graph evident it is clear that more than (70%) of the employees agreed that training is necessary to enhance individual suitability for changing environment further it is clear that 5% of the employees disagreed training is necessary to enhance individual suitability for changing environment

12Q: Training is helpful to increase decision-making ability

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 10 | 5 | 0 | 0 | 15 |
| Supervisor | 8 | 6 | 4 | 0 | 18 |
| Workmen | 6 | 9 | 12 | 0 | 27 |
| Total | 24 | 20 | 16 | 0 | 60 |

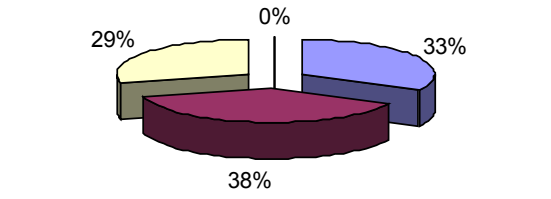



**Inference:**
From the above table and graph it is evident that more than half (75%) of the employees agreed that training is helpful to increase decision-making ability. Further it is clear.

13Q: Total cost incurred in training programmes is justified.

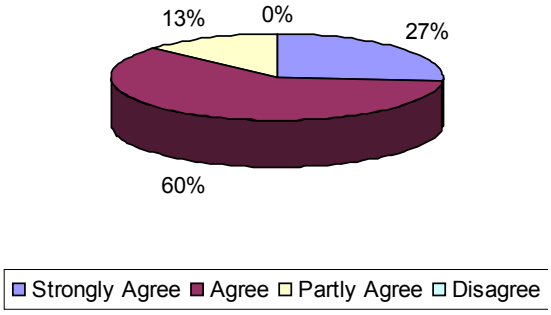
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 5 | 7 | 3 | 0 | 15 |
| Supervisor | 3 | 6 | 9 | 0 | 18 |
| Workmen | 10 | 13 | 4 | 0 | 27 |
| Total | 18 | 21 | 16 | 0 | 60 |




**Inference:**
From the above table and graph it is clear that (71%) of the employees agreed that total cost incurred in training programmes is justified. Further it is clear that 29% of the employees partly agreed that total cost incurred in training programmes is justified.

14Q: Every one in the organization is informed about the training programmes conducted.

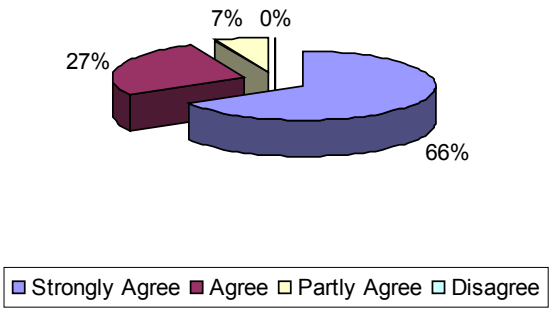
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 6 | 8 | 1 | 0 | 15 |
| Supervisor | 3 | 13 | 2 | 0 | 18 |
| Workmen | 7 | 15 | 5 | 0 | 27 |
| Total | 16 | 36 | 8 | 0 | 60 |




**Inference:**
From the above table and graph it is evident that less than half (60%) of the employees agreed that every one in the organization is informed about the training programmes conducted.27% of the employees are strongly agreed with this but 13% of the employees are partly agreed with this one.

15Q: Training need analysis will enable the employee to attend programmes necessary for them.

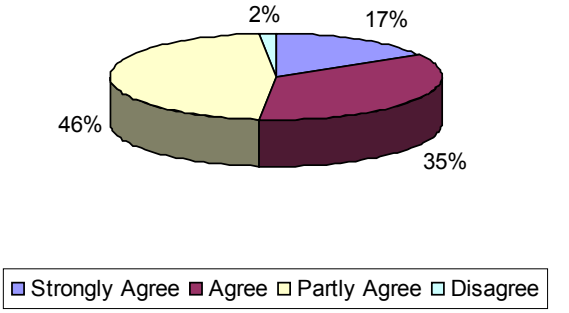
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 10 | 4 | 1 | 0 | 15 |
| Supervisor | 9 | 7 | 2 | 0 | 18 |
| Workmen | 11 | 9 | 7 | 0 | 27 |
| Total | 30 | 20 | 10 | 0 | 60 |




**Inference:**
From the above table and graph it is clear that (66%) of the employees strongly agreed that training need analysis will enable the employee to attend programmes necessary for them. 27% of the employees are agreed further employees are says not bad.

16: To what extent participants change their attitude towards their job as a result of training.

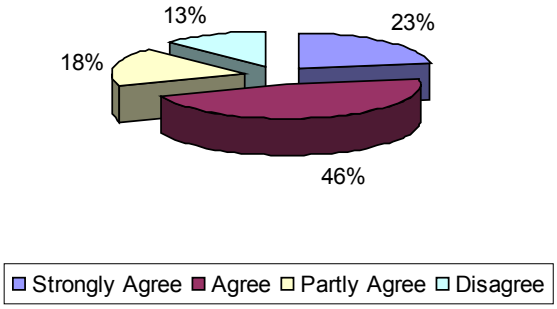
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 03 | 6 | 6 | 0 | 15 |
| Supervisor | 2 | 6 | 10 | 0 | 18 |
| Workmen | 5 | 9 | 12 | 1 | 27 |
| Total | 10 | 21 | 28 | 1 | 60 |




**Inference:**
From the above table and graph it is clear that (17%) of the employees strongly agreed that training need analysis will enable the employee to attend programmes necessary for them.40% of the employees are agreed further employees are partly agreeing with this2% of the employees are not agreed.

17: Managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.

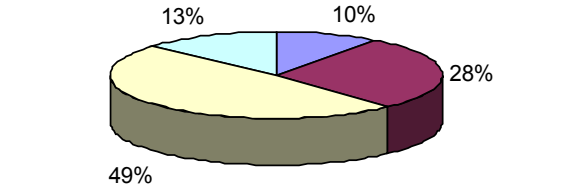
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 6 | 7 | 2 | 0 | 15 |
| Supervisor | 5 | 8 | 2 | 5 | 18 |
| Workmen | 3 | 14 | 8 | 2 | 27 |
| Total | 14 | 29 | 12 | 7 | 60 |




**Inference:**
From the above table and graph it is evident that (23%) of the employees strongly agreed that managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life. Further it is clear that 13% of the employees disagreed that managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.

18Q: To what extent do you think managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training?

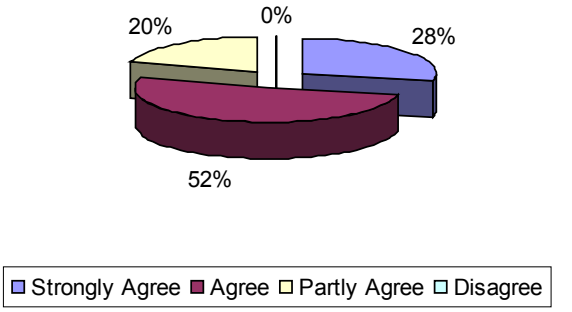
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 1 | 4 | 8 | 2 | 15 |
| Supervisor | 0 | 4 | 11 | 3 | 18 |
| Workmen | 5 | 9 | 10 | 3 | 27 |
| Total | 6 | 17 | 29 | 8 | 60 |




**Inference:**
From the above table and graph it is evident that (10%) of the employees strongly agreed that managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training. 50% of the employees are partly agreed with this and 13% of the employees are disagreed

19Q: Employees are guided to upgrade through their technical knowledge &skills through training.

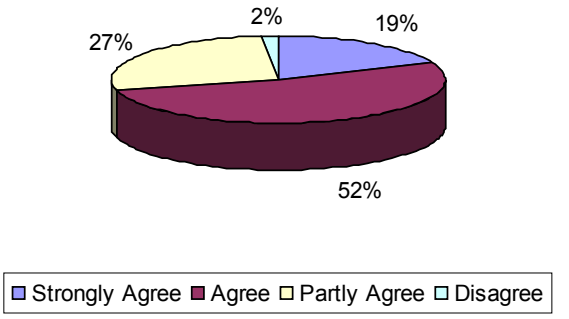
| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 6 | 8 | 1 | 0 | 15 |
| Supervisor | 5 | 10 | 3 | 0 | 18 |
| Workmen | 6 | 13 | 8 | 0 | 27 |
| Total | 17 | 31 | 12 | 0 | 60 |




**Inference:**
From the above table and graph evident that it is more than (28%) of the employees strongly agreed that employees are guided to upgrade their technical knowledge & skills through training further it is clear that53% of the employees agreed that employees are guided to upgrade their technical knowledge & skills through training remaining 20% of the employees are says ok.

20Q: The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.

| Category | Strongly Agree | Agree | Partly Agee | Disagree | Total |
|---|---|---|---|---|---|
| Executive | 3 | 10 | 2 | 0 | 15 |
| Supervisor | 3 | 11 | 4 | 0 | 18 |
| Workmen | 5 | 10 | 10 | 2 | 27 |
| Total | 11 | 31 | 16 | 2 | 60 |




**Inference:**
From the above graph it is evident that more than half 52%of the employees have agreed that the top management is willing to invest a considerable part of their time and other resources to ensure the development of employees further it is clear that 20% of the employees strongly agreed that top management is willing to invest a considerable part of their time and other resources to ensure the development of employees. And 27%of employees are partly agreed. Remaining employees are disagreeing with this policy.

**Findings:**
From the study of" Assessment of Training Needs programs" at NTPC Ltd., Ramagundam it was found that for all the 20 items chosen the more than half of the respondents were agreeing to the fact that the training and development programs were effective and added value to the job.

1 It was found that 50% 0f employees agreed that the induction training program is a well planned exercise and is of sufficient duration
2 It was found that 50% 0f employees agreed that the induction training program is a well planned exercise and is of sufficient duration
3 It was found that 64% of employees agreed that employees are guided to upgrade their technical knowledge & skills through training.
4 It was found that 54% of employees agreed that employees are encouraged to take initiative and do things on their own
1 It was found that 54% of employees agreed that there was emphasis on developing leadership skills down the line through training programmes
2 It was found that 57% of employees agreed that training programmes of the organization helps to gain some information and at the same time receive solutions for the problems
3 It was found that 64% of employees agreed that the training programmes of the organization help them to know and exhibits their hidden talents, capabilities and potentials.
4 It was found that 57% of employees agreed that the training sessions are helpful for narrowing the gap between the management and employees.
5 It was found that 50% of employees agreed that the total cost incurred in training programmes is justified.

**Suggestions**
1 Training should be more of on-job-training live but not in class room.
2 The training needs should also take care of individual requirements of the employees a part from the departments.
3 More technical trainings required.
4 Off-the job training programs are to be conducted.
5 Employee should attend the training porgrammes religiously and should not feel training is a burden.
6 The Head of the department should explain on the training programmes.

**CONCLUSIONS**

1. In the Training program process; the identification of the needs is a crucial aspect. Hence the needs are identified according to the organizational analysis as well as task analysis.
2. The employee's performance is assessed by the PA systems & Merit-rating system. Most of the employees are satisfied by the above systems as the employees training needs are assessed effectively.

3. The employees are very much satisfied by the support given by the management to improve the employees competencies as the, skills and attitudes.
4. Everyone in the organization is informed about the programs that are conducted. Though some of them are not informed, this can be overcome by proper communication.
6. For the training program to be successful the superior has to theoretically and practically explain his expectations with respect to the skills of the employees before sending them for training.
7. Employees agreed that the objectives of the training courses are clear.
9. The trainers who conduct the training programs are qualified and experienced.
10. Employees get clear answers to their questions from the trainer during/after the training program.

**QUESTIONNAIRE FOR EMPLOYEES**

Name: Department:
Designation: Experience:

1Q: Is the knowledge/skill learned through training is use full to your work
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

2Q: People here get an opportunity to develop their skills further to do their jobs.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

3Q: Is the training given in your organization are need based.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

4Q: The trainers are given feedback after the training period
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

5Q: In your opinion, training will motivate the employees.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

6Q: Experimental, action oriented techniques including games are used in training programmes
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

7Q: The induction training programmes is well planned exercise and isof sufficient duration
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

8Q: Employees are sponsored for training programmes on the basis of
carefully identified needs.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

9Q: Training programmes of the organization helps to gain some information at the same time receive solutions for the problems
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

10Q: Training sessions are helpful for narrowing the gap between the management and employees.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

11Q: Training is necessary to enhance individual suitability to changing environment
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

12Q: Training is helpful to increase decision-making ability
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

13Q: Total cost incurred in training programmes is justified.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

14Q: Every one in the organization is informed about the training programmes conducted.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

15Q: Training need analysis will enable the employee to attend programmes necessary for them.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

16: To what extent participants change their attitude towards their job as a result of training.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

17: Managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

18Q: To what extent do you think managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

19Q: Employees are guided to upgrade through their technical knowledge &skills through training.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

20Q: The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.
a) Strongly Agree b) Agree c) Partly Agree d) Disagree

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