



Impact of Training and Development Practices in an Organization: A Case Study of BHEL : HERP VARANASI

KEYWORDS

Training and Development, BHEL: HERP VARANASI

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ABSTRACT

The purpose of this study is to establish responsibilities, policies, and procedures for the Human Resources Development of BHEL: HERP VARANASI. This study examines the benefits, the satisfaction regarding training programs, and improvements in training and development of employees in an organization. The focus of current study is to understand the affect of Training and Development. The major finding of the study indicated that training and development of employees increases organizational effectiveness and enhances competitiveness. This study projects that how training and development practices could enhance to improve organizational effectiveness and retain human capital.

An introduction to Training and Development

Training refers to the instructions provided to increase the knowledge and skill for the current job. An educated and well-trained work force is considered to be essential to the maintenance of a business firm's competitive advantage in a global economy. These activities may occur in short burst or be over a longer period of time. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. Now a day's training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. Training & development refers to any activities at all through which managers and workers improve their work-related skills and knowledge. Training is considered as the process of upgrading the knowledge, developing skills, bringing about attitude and behavioral changes, and improving the ability of the trainee to perform tasks effectively and efficiently in organizations (Wills, 1994; Palo et al, 2003; Robert et al, 2004).

BHEL: HERP VARANASI (Heavy Equipment Repair Plant) – An overview

HERP is located at Shivpur, 11 Kms from main railway station and 15 Kms from Varanasi Airport. HERP is also situated at the center of the largest power belt of northern region. This power belt supplies 10650 MW of power to the country. In the line with BHEL's of providing constant service at their doorsteps, the idea of establishing repair shop in the vicinity of power station was mooted objective. Accordingly, two repair plants at Bombay & Varanasi came into existence; the foundation equipment repair plant sprawling in 29.8 acre area at Varanasi was laid on 20th September 1984 by Chief Minister of U.P. Shri Narayan Dutt Tiwari within a short span of 21 month much before the schedule. Starting a manufacturer of O&M spares for the boiler and boiler auxiliaries, repair activities got a real break in 1990 when rebarbitting of TG set bearing was taken up in the plant. Since than rebarbitting of different type of bearing including an unconventional synchronous condenser has been carried out to the entire satisfaction of the customers. Now HERP manufactures turbine spares, tools & tackles complete spares of bowl mill XRP 623,803,883 & 1003. The unit has a plan to add Constant load hanger, Variable load hanger & condensate polishing

unit in near future.

Literature review

A researcher said that training increase or develop the managerial skills (Robert T. Rosti Jr, Frank shipper, 1998). despite focusing on efficiency and cost control the spending on training should increase because organization get more efficiency, effectiveness out of the training and development (workforce special report, 2006) Formal training programmes are an effective way of directly transferring the organisational goals and values to a whole group of people simultaneously (Shen, 2006; Harzing, 2004). workforce and retention of the existing staff. Similarly, Echard and Berge (2008) stated that effective training techniques can produce significant business results especially in customer service, product development, and capability in obtaining new skill set. It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). It seems that Training design plays a very vital role in the employee as well as organizational performance. a bad training design is nothing but the loss of time and money (Tsaur and Lin, 2004). It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga, 1995).

Objectives of this paper

- To study the Training & Development in BHEL: HERP VARANASI
- To study the benefits of training in BHEL: HERP VARANASI

Research methodology

The study is based on primary data and the information is collected by supplying the questionnaire as well as interviewing the respondents. There were total 135 non-executives in the study out of which 116 were provided information and remaining were either absent or refused to respond. The analysis of the questionnaire was undertaken using Statistical Package for Social Sciences (SPSS).

Distribution of respondents opinion regarding advancement of training programmes in present in comparison to 10 years ago

Experience	Yes		No		Cant'say		Total	
	No.	%	No.	%	No.	%	No.	%
Upto 10	15	35.7	3	7.1	24	57.1	42	100.0
11-20	36	57.1	14	22.2	13	20.6	63	100.0
>20	3	27.3	6	54.5	2	18.2	11	100.0
Total	54	46.6	23	19.8	39	33.6	116	100.0

Job experience wise average satisfaction scores regarding advancement of training programmes in present in comparison to 10 years ago majority of employees 57.1% who has the experience from 11-20 years accept the given statement whereas it 35.7% and 27.3% of employees who has experience upto 10 years, and more than 20 years respectively. The given table shows that 54.5% of employees having experience more than 20 years do not accept whereas 22.2% and 7.1 of employees who has experience upto 11-20 years, and upto 10 years respectively gives the same reply and lastly 57.1% , 20.6% and 18.2% who has experience upto 10 years, 11-20 years and more than 20 years respectively have no idea. It clearly shows that statistically the opinion among different experience group of respondents were highly significant regarding advancement of training programmes.

Distribution of respondents opinion regarding the training getting according to the requirement of job

Status of respondent			
Satisfaction level		No.	%
2	Low	2	1.7
3	Satisfactory	48	41.4
4	High	60	51.7
5	Very good	6	5.2
Total		116	100.0

As for respondents' satisfaction with the access for training opportunities the majority (51.7%, n=60) of the respondents agree upto high extent that they are getting training according to the requirement of job, and 41.4% of respondents are satisfied with the statement.

Average satisfaction score of non executive regarding the training getting according to the requirement of job

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance (Anova)
Upto 10	42	3.48	0.59	F=2.38 P>0.05
11-20	63	3.63	0.65	
>20	11	3.91	0.30	
Total	116	3.60	0.62	

Job experience wise average satisfaction scores regarding the training getting according to the requirement of job is observed mean to be 3.48 ,3.63 and 3.91 whereas S.D is 0.59, 0.65 and 0.30 who has experience upto 10 years, 11-20 years and more than 20 years respectively. It is observed that the average satisfaction score is statistically not significant among different experience group of respondents regarding the training getting according to the requirement of job

Distribution of respondents opinion on reducing of job stress because of training

Status of respondent			
Satisfaction level		No.	%
2	Low	6	5.2
3	Satisfactory	61	52.6
4	High	46	39.7
5	Strongly agree	3	2.6
Total		116	100.0

When asked to the BHEL officials that job stress reduces because of training majority of 52.6 % people agreed and 39.7 % of them were agreed up to high extent while only 5.2 % and 2.6 % were disagree and strongly agreed about it.

Average satisfaction score of non executive regarding reducing of job stress because of training

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.40	0.54	F=0.72 P>0.05
11-20	63	3.43	0.61	
>20	11	3.18	0.98	
Total	116	3.40	0.63	

Job experience wise average satisfaction scores regarding the training getting according to the requirement of job is observed mean to be 3.40 ,3.43 and 3.18 whereas S.D is 0.54, 0.61 and 0.98 who has experience upto 10 years, 11-20 years and more than 20 years respectively. It is observed that the average satisfaction score among different experience groups is statistically not significant regarding the opinion of reducing of job stress because of training.

Distribution of respondents opinion regarding work performance increases after training

Status of respondent			
Satisfaction level		No.	%
3	Nuetral	44	37.9
4	Agree	69	59.5
5	Strongly agree	3	2.6
Total		116	100.0

As it is clearly seen in the above figure that majority of the respondent agree with the statements that work performance increases after training .Majority 59.5%, (n=69) of respondents reply positively with the statement, 37.9%,(n=44) of the respondents of them are indifferent with the idea and 2.6%,(n=3) strongly agreed to the statement .

Average satisfaction score of non executive regarding work performance increases after training

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.57	0.50	F=3.20 P<0.05 Significant pairs 2 vs 3
11-20	63	3.75	0.54	
>20	11	3.36	0.51	
Total	116	3.65	0.53	

Job experience wise average satisfaction scores regarding the training getting according to the requirement of job

is observed mean to be 3.57 ,3.75 and 3.36 whereas S.D is 0.50, 0.54 and 0.51 who has experience upto 10 years, 11-20 years and more than 20 years respectively. It is observed that the average satisfaction score is statistically significant among non executive regarding the opinion of work performance increases after training.

Distribution of respondents opinion regarding role of training in reducing accidents

Status of respondent			
	Satisfaction level	No.	%
2	Disagree	4	3.4
3	Nuetral	51	44.0
4	Agree	59	50.9
5	Strongly agree	2	1.7
Total		116	100.0

The above figure shows that majority of the respondent agree with the opinion regarding role of training in reducing accidents .Majority 50.9%, (n=59) of respondents reply positively with the statement, 44.0%,(n=51) of the respondents of them are indifferent with the idea, 1.7%,(n=2) strongly agreed to the statement and 3.4%,(n=4) disagree with the given opinion.

Average satisfaction score of non executive regarding role of training in reducing accidents

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.45	0.63	F=0.86 P>0.05
11-20	63	3.57	0.59	
>20	11	3.36	0.50	
Total	116	3.51	0.60	

Job experience wise average satisfaction scores regarding the role of training in reducing accidents is observed mean to be 3.45 ,3.57 and 3.36 whereas S.D is 0.63, 0.59 and 0.50 who has experience upto 10 years, 11-20 years and more than 20 years respectively. Statistically the average satisfaction score is not significant regarding the role of training in reducing accidents.

Distribution of respondents opinion regarding the extent that training promotes team spirit among employees

Status of respondent			
	Satisfaction level	No.	%
2	Low	9	7.8
3	Satisfactory	67	57.8
4	High	40	34.5
Total		116	100.0

When asked to the BHEL officials that training promotes team spirit among employees majority of 57.8 % people shows satisfactory opinion and 34.5 % of them were agreed up to high extent while only 7.8 % agreed up to low extent.

Average satisfaction score of respondents on promoting team spirit among employees

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.43	0.59	F=3.91 P<0.05 Significant pairs 1 vs 3
11-20	63	3.22	0.52	
>20	11	2.91	0.83	
Total	116	3.27	0.59	

Job experience wise average satisfaction scores regarding the training getting according to the requirement of job is observed mean to be 3.48 ,3.63 and 3.91 whereas S.D is 0.59, 0.65 and 0.30 who has experience upto 10 years, 11-20 years and more than 20 years respectively. It is observed that the average satisfaction score is statistically significant among different experience wise non executive groups.

Distribution of respondents opinion regarding feeling comfortable in expressing problems/views during training

Status of respondent			
	Satisfaction level	No.	%
2	Low	4	3.4
3	Satisfactory	29	25.0
4	High	80	69.0
5	Strongly agree	3	2.6
Total		116	100.0

The given table shows that majority of 69.0 % of respondents agreed upto high extent that they feel comfortable in expressing problems/views during training and 25.0 % of them gave satisfactory opinion and 3.4 % and 2.6 % were agreed to low extent and strongly agreed about it.

Average satisfaction score of non executive regarding feeling comfortable in expressing problems/views during training

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.79	0.42	F=2.42 P>0.05
11-20	63	3.71	0.63	
>20	11	3.36	0.67	
Total	116	3.71	0.58	

Job experience wise average satisfaction scores regarding feeling comfortable in expressing problems/ views during training is observed mean to be 3.79 ,3.71 and 3.36 whereas S.D is 0.42, 0.63 and 0.67 who has experience upto 10 years, 11-20 years and more than 20 years respectively. The given table shows that the average satisfaction score is statistically not significant regarding the opinion of feeling comfortable in expressing problems/ views during training.

Distribution of respondents opinion regarding satisfaction with the training organized by bhel

Status of respondent			
	Satisfaction level	No.	%
2	Low	1	0.9
3	Satisfactory	37	31.9
4	High	78	67.2
Total		116	100.0

The given table shows that majority of 67.2 % of respondents agreed upto high extent that they are satisfied with the training organized by bhel whereas 31.9 % of them gave satisfactory opinion and 0.9 % were agreed to low extent .

Average satisfaction score of respondents opinion regarding satisfaction with the training organized by bhel

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Upto 10	42	3.69	0.47	F=1.94 P>0.05
11-20	63	3.60	0.52	
>20	11	3.91	0.30	
Total	116	3.66	0.49	

Job experience wise average satisfaction scores regarding satisfaction with the training organized by bhel is observed mean to be 3.69 ,3.60 and 3.91 whereas S.D is 0.47, 0.52 and 0.30 who has experience upto 10 years, 11-20 years and more than 20 years respectively. It is observed that the average satisfaction score is statistically not significant.

Conclusion

Training and Development has positive effect on Organizational Performance. Training and development have advantages not only for employee but the ultimate benefit is for the organization itself. If the performance of the employee is not good it will affect the whole organization. It was found that the HRD programmes are undertaken sincerely and employees were satisfied with all the facilities provided by the BHEL company, the study also results that training plays an important role in reducing the accidents, enhances team spirit among the employees and increases the performance of the employee.

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