

## Research Paper

## Management



## Training Programmes: The Key to Success and Growth of Bharat Sanchar Nigam Limited. (with Reference to Vijayawada, Krishna Dist. AP. INDIA)

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### ABSTRACT

*This study is based on primary data with 105 respondents of BSNL operating at Andhra Pradesh refereeing to Vijayawada was used to evaluate Different training programmes and its effectiveness was systematically summarized, tabulated, and analyzed with the help of statistical tools like percentage. In this research article an attempt has been made to examine the various training programmes and its effectiveness conducted at BSNL*

### Keywords : Training, HRD

#### Introduction:

Every year of the global economy as well as the telecom industry changing dramatically. The technology and services and all other connected activities also undergo changes at quicker pace than ever. This necessitates a change in the attitude of the employees, a change in the customer handling process, a change in their skills a change in their approach etc. Added to this employees try to excel at this work and advance in their carrier. This is possible only when the organization provides the state-of-the art training to their employees.

The word training has been derived from the word of "Train" which is a symbol of continuously running from one station to the other having halts at different stations. A training programme consists of different components. Training is a process of practicing different learnings again and again then only a person who has attend a training course can do his new job properly and effectively.

In the competitive business environment organizations need to conduct training programmes for new and existing employees in order to help them to acquire the facets of new and changing technology to support this personal and professional growth, BSNL company provides wide range of training to meet customer need satisfaction and expectations of the customers.

#### Review of Literature

The review of literature has been done in order to assess the importance of training companies especially in telecom companies there is few studies conducted so far in this areas however a few important studies have been presented here.

#### Ahkilesh and Mary Mathew (1991)<sup>3</sup>

identifies various issues that have emerged out of technological changes and training needs. Some of the issues are work standards, designation, career growth, surplus manpower, collective action, skill change and job security.

#### Bhatia (1981)<sup>4</sup>

observed a shift from knowledge to attitude as the main objective of the training. He identifies three areas of training – technical skills and knowledge, knowledge of organization

and external system and conceptual and interpersonal skills. He suggests that the emphasis on employee. The workers training should focus on technical skills and knowledge followed by conceptual and interpersonal skills and knowledge of organizations and external systems.

#### Subahsh C Kandu (2008)<sup>5</sup>

Training is a process that helps companies and employees to cope with the effects of changes in the business world that result from competition globalization and technological advancement. Training is a planned effort to facilitate the learning of job-related knowledge, skills and behaviour by employee.

Training is a condition for successful management of change in public service reform. It has to improve more than the individual skills of public servants motivation with the institutional needs. Training is just one of several possible solutions to organization and individual performance problems whether training is the right solution depends on the cause of the problem and cost benefit ratios of other alternatives programmes. Therefore training process is similar to problem solving process most of the problem solving processes includes the following.

- ❖ Identifying organizational problem areas
- ❖ Determining the cause of the problem
- ❖ Identifying, selecting and implementing the best solutions
- ❖ Evaluating the effectiveness of the solution
- ❖ Implementing feedback to determine next course of action.

Training faces increasing demands to demonstrate results in terms of Return on Investment (RoI). With these demands, come increased opportunities for the training funds to influence the direction and operations of the company. Changing demographics, the steadily increasing competitiveness of the market place, high demand for and short supply of knowledge. Workers and customer demands for high-quality products and services all challenge the companies and their training & development only.

#### Need for the study:

In the dynamic HR Practice a competent workforce underpins

the success of the organization. It is crucial that staff possesses the knowledge, skills and competencies required for the optimum performance recognizing the training, and learning needs necessary to equip staff with the capabilities required to contribute to business success and progress in their career. Most of the organizations improve their employees' performance through effective training and learning. BSNL is conducting number of training programmes to their employees with the following vision and mission.

#### **Vision statement of BSNL Training Division:**

To achieve Global training standards in telecom and information technology.

#### **Mission statement:**

to develop confidence, competence and commitment of HR through training in telecom technology, information technology and behavioural science to achieve the objective of BSNL

#### **Training Methods of BSNL**

BSNL is conducting mainly two types of training programmes  
1) technical 2) Non Technical.

##### **1) Induction Training:**

It is a very common in the corporate as well as government sector that the induction training's main objective is to empower every new employee with the basic tools and techniques that are required to work on a daily basis. Apart from that the induction session consists of norms and values of the company and the trainees were clearly explained by the trainers during induction. So as to facilitate employees to understand the organizational behaviour, work culture, method of working. Etc. the curriculum for this induction programme based on the employee designation the HRD team will be prepare.

##### **2) Sales Training:**

Sales is backbone of the every organization to achieve good sales in the market the sales people required training programme, in BSNL the HRD team conducting a sales training in this training session the content is, present tariffs and present sales analysis, previous sales analysis, current customer analysis, marketing trends, and target achievement ratio etc.

##### **3) Customer Relation ship Management Training:**

Customer is the king in the market, so every individual customer is very important BSNL is more focused on the this training Programme in this training the course content is CRM in service sector, Customer Development-Acquisition and Retention, CRM –BSNL Perspective, CRM-Role of CSCs, CRM-Enterprise Customers-BSNL initiatives

##### **4) Technical training:**

technical training includes about latest software Operating system soft wares Webinar on IP Address and Routing con, Virtual class on MNP, Data Communication, Office automation and programming languages, Networks and GSM/Mobile Technology, Airconditioning, Digital communication etc. the latest software in BSNL IP version 6 (IPV 6).

#### **Objectives:**

The main purpose of this paper is to evaluate the different training programmes of BSNL in Vijayawada, to achieve the main objectives the following sub-objectives are set.

- A. To study the impact and effectiveness of training in BSNL
- B. To examine the benefit derived from the training programmes.

#### **Methodology:**

this study is based on the primary data, as it is related directly to the user (Employees). Adequate information has been collected through the questionnaire the questionnaire was served to the BSNL employees directly. And oral information is also gathered from the employees includes the middle

level management staff including the heads and staff of the functional departments like production, marketing, Human resource, Finance and systems were taken. The size of the sample was taken as 105 employees at random. The information collected for this study has been systematically tabulated, analyzed and interpreted.

#### **Limitations:**

- 1) This study has been conducted with only 105 employees of the organization
- 2) This is a partial study and has more scope for further research
- 3) This study is only focused on training activities which have been conducted at

#### **BSNL in Vijayawada.**

#### **Discussion & Results**

##### **1) Table showing Employees are satisfied with the training Programmes**

Scale	No of respondents	% to total
Strongly Agree	21	20.1
Agree	42	40.1
Neither agree nor disagree	12	11.4
Disagree	14	13.3
Strongly disagree	16	15.2
Total	105	100

#### **Source: Field survey**

Training is the act of increasing the knowledge and skills of an employee for doing a particular job, today most of the corporate companies as well as Public sector institutions looking training is the only activity to increase (KSA) knowledge, skill and attitude, through this strategy the employee will get the confidence for doing a particular job and in some cases the employee getting the promotions also it leads to employee satisfaction.

An observation is made with the help of opinions elicited from the sample respondents of selected unit that about 40.1 percent of sample respondents stated that they agree to the above view point that Employees are satisfied with the training Programmes, followed by 20.1 percent respondents stated that they strongly agree to the above view.

Against the above tendency, 13.3 percent of the respondents stated disagree and 15.2 percent of respondents are strongly disagreed.

It concluded that the extent of agreeableness is higher regarding the fact that employees are satisfied with the training programmes as compared to the extent of disagreeableness over the statement among the respondents of the BSNL.

##### **2) Table showing Training Programmes are handled by competent faculty**

Scale	No of respondents	% to total
Strongly Agree	28	26.7
Agree	34	32.3
Neither agree nor disagree	10	9.5
Disagree	23	22
Strongly disagree	10	9.5
Total	105	100

#### **Source: Field survey**

Since training is the act of enhancing the knowledge and skills of an employee for performing a particular job more effectively, and its main objective is to achieve change in the behaviour of the trainees, in order to achieve this objective, organizations recruiting more competent faculty. Most of the

companies today they strengthen their HRD department to conduct different training programmes.

An observation is made with the help of opinions extracted from the sample respondents of selected unit, it is satisfying to observe from the data that about 32.3 percent of respondents stated that they agree to the above view point that training programmes are handled by the competent faculty, followed by 26.7 percent of respondents stated that they strongly agree to the above view point.

Against the above tendency, 22 percent of respondents stated that they disagree to the above view point and a meager 9.5 percent of the respondents have strongly disagreed.

It can be concluded from the analysis that majority of the respondents stated that they agreeable to the fact that training programmes are handled by competent faculty as compared to those who disagreed and strongly disagreed.

### 3) Table showing the employees find training a very useful experience getting

Acquaintance to the work environment of the organization

Scale	No of respondents	% to total
Strongly Agree	27	25.7
Agree	37	35.2
Neither agree nor disagree	17	16.2
Disagree	20	19.1
Strongly disagree	4	3.8
Total	105	100

#### Source : Field survey

Training is very important Programme to the new recruits as well as existing employees, because training programme empowers the employees basic roles to be played and responsibilities to be discharged in the day to day functioning of the organization and it also facilitates the acquaintance of company policies and procedures and benefits, so that the employees get acquainted with the organization.

It is interesting to observe from the data, that the opinions elicited by the sample respondents of selected unit, that 35.2 percent of respondents stated that they agree to the view that employees found training is very useful experience in getting acquaintance to the work environment of the organization, followed by 25.7 percent of respondents stated that strongly agree to the above view point.

Against the above tendency, 19.1 percent of respondents disagree to the above view point, a meager 3.8 percent of the respondents are strongly disagreed. It can be concluded from the above analysis that majority of respondents have agreed to the view point that the training is a very useful experience in getting acquaintance to the work environment as compared to meager respondents who disagreed.

### 4) Table Showing Identification of training needs is done on a systematic basis.

Scale	No of respondents	% to total
Strongly Agree	26	24.8
Agree	30	28.5
Neither agree nor disagree	13	12.4
Disagree	26	24.8
Strongly disagree	10	9.5
Total	105	100

#### Source: Field survey

It is necessary to find out the critical gaps between expectations and the realities of the employees job performance, unless these are not found, it is very difficult to design the training programme, today technology is changing rapidly and

the human resources should keep pace with the changes in technology. If the same is not kept on equal footing necessary tools and techniques related to training should be created to maintain the employees on the right and fast track. As a result identification of training needs in systematically is vital in the organization.

An observation is made with the help of employees opinions extracted from the selected unit. It is interesting to observe from the data that about 28.5 percent of respondents stated that they agree to the above view point that identification of training needs is done on a systematic basis, followed by 24.8 percent of respondents stated that strongly agree to the above view point.

Against the above tendency, 24.8 percent of sample respondents stated that they disagree to the above view point, a meager 9.5 percent of sample respondents stated that they strongly disagree.

It can be concluded that the extent of agreeableness is higher regarding the fact that identification of training needs has to be done on a systematic basis as compared to the extent of disagreeableness over the statement among the respondents of the selected unit.

### 5) Table showing sufficient allocation of funds is there in budget to conduct Training Programmes.

Scale	No of respondents	% to total
Strongly Agree	18	17.1
Agree	20	19
Neither agree nor disagree	14	13.3
Disagree	31	29.6
Strongly disagree	22	21
Total	105	100

#### Source. Field Survey

It is very important for smooth running of any training, organizations required budget for conduct training programmes, generally every training program should be based on the result of training needs analysis, in reality the budget may be determined by the decision maker's allocating good amount, and some cases based on the project case they decide.

Here an observation is made with the help of employees opinions extracted from the selected unit. It is interesting to observe from the data that 19 percent of respondents stated that they agree to the above view, followed by 17.1 percent of respondents stated that they strongly agree to the above view.

Against the above tendency, it is dissatisfying to observe from the above data that about 29.6 percent of respondents stated that they disagree to the view that sufficient allocation of funds in budget, followed by 21 percent of respondents stated that they strongly disagree to the above view.

It can be concluded from the above analysis that the extent of disagreeableness respondents are higher fact that sufficient allocation of funds is there in budget to conduct training programmes as compared to the extent of agreeableness.

### 6) Table showing the results of training Programmes are monitored

Scale	No of respondents	% to total
Strongly Agree	24	22.8
Agree	37	35.3
Neither agree nor disagree	16	15.2
Disagree	18	17.2
Strongly disagree	10	9.5
Total	105	100

#### Source: Field survey

Today there is greater significance to the training in the corporate companies as well as public sector units, training managers and specialists conduct and supervise training programs for employees. Increasingly management recognizes and monitored that training offers a way of developing skills, enhancing productivity and quality of work, and also monitoring output.

Here an observation is made opinions extracted from the employees of selected unit. It is satisfying to observe from the data that about 35.3 percent of sample respondents stated that they agree to the above view point that the results of training programmes are monitored, followed by 22.8 percent of sample respondents stated that they strongly agree to the above view.

Against the above tendency 17.2 percent of respondents stated that they disagree to the above view, followed by a meager 9.5 percent of sample respondents stated that they strongly disagree.

It can be concluded that the extent of agreeableness is higher regarding the fact that the results of training Programmes are monitored as compared to the extent of disagreeableness over the statement among the respondents of the selected unit.

#### 7) Table showing Employee training is congruent with career Plans

Scale	No of respondents	% to total
Strongly Agree	24	22.9
Agree	39	37.2
Neither agree nor disagree	21	20
Disagree	13	12.3
Strongly disagree	8	7.6
Total	105	100

Source: Field Survey

Today the corporate companies are facing a serious problem "employee retention" this could be overcome through the proper career planning implementation in the organization, most of the employees want to know the possibilities for their growth of career opportunities with in the organization, keeping this today most of the top level management is sharing the information about career paths during the training programmes.

Here an observation is made with the help of opinions extracted from the sample respondents that about 37.2 percent of sample respondents stated that they agree to the above view point that employee training is congruent with career plans, followed by 22.9 percent of sample respondents stated that they strongly agree to the above view.

Against the above tendency, 12.3 percent of sample respondents stated that they disagree to the above view a meager 7.6 percent of respondents stated that they strongly disagree to the above view.

It can be concluded that the extent of agreeableness is higher regarding the fact that Employee training is congruent with career Plans as compared to the extent of disagreeableness over the statement among the respondents of the selected unit.

#### Findings of the study:

- It is found from the above study that out of the sample respondents about 40.1 percent respondents opined that they agree to the view that employees are satisfied with the training programmes, followed by 20.1 percent stated that they strongly agree. Against the least percent 13.3, 15.2 percent stated that they disagree and strongly

disagree. It can be concluded that the extent of agreeableness is higher regarding the fact that Employees are satisfied with the training programmes as compared to the extent of disagreeableness over the statement among the respondents of the selected unit.

- It was found that in training programmes handled by the competent faculty out of total respondents 32.3 percent of respondents stated that they agree, followed by 26.7 percent of respondents opined that they strongly agree. Against 22 percent of respondents stated that disagree, a meager 9.5 percent of respondents stated that they strongly disagree. It can be concluded that the extent of agreeableness is higher as compared to the extent of disagreeableness of the statement.
- It was found that regarding employees find training a very useful experience in getting Acquaintance to the work environment of the organization about 35.2 percent of sample respondents stated that they agree, followed by 25.7 percent of respondents stated they strongly agree, against 19.1 percent of respondents stated that they disagree, a very little 3.8 percent of respondents stated they strongly disagree. It can be concluded that the extent of agreeableness is higher as compared to the extent of disagreeableness over the statement among the respondents of the BSNL.
- Regarding Identification of training needs is done on a systematic basis. It was found that out of total respondents 28.5 percent of responds stated that they agree to the above view, followed by 24.8 percent of respondents stated that they strongly agree, against 24.8 percent of respondents stated that they disagree to the view, a meager 9.5 percent of respondents stated that they strongly disagree.
- It was found that regarding the sufficient allocation of funds is there in budget to conduct Training Programmes out of total sample respondents 19 percent of the respondents stated that they agree to the above view, followed by 17.1 percent of respondents stated that they strongly agree. Against the above view 29.6 percent stated that they disagree, followed by 21 percent stated that they strongly disagree. It can be concluded that the extent of disagreeableness is higher as compared to the extent of agreeableness over the statement among the respondents of sample unit.
- It is found that in the total respondents 35.3 percent of respondents stated that they agreeable to the view that result of training programmes are monitored, followed by 22.8 percent of respondents stated that they strongly agree, against 17.2 percent stated that they disagree to the view, a meager 9.5 percent of respondents stated that they strongly disagree.
- It is found regarding employee training is congruent with career plans out of total respondents 37.2 percent of respondents stated that they agreeable, followed by 22.9 percent stated that they strongly agree. Against 12.3 percent of respondents stated that they disagree and 7.6 percent of respondents stated that they strongly disagreed.

#### Conclusions and Suggestions:

In the modern HRM, the evaluation of effectiveness of the training programmes is having much of complexities. But it is necessary for the organization to concentrate towards the performance of the employee and organization growth

- Duration of sales training Programme can be increased from 2 days to at least 7 days.
- Regarding the training needs on systematic basis that about 24.8 percent of respondents are disagree so the HRD team should concentrate and identify the training needs in very systematic manner.
- Regarding the sufficient allocation of funds is there in budget to conduct Training Programmes that about 29.6 percent stated that they disagree, and 21 percent stated that they strongly disagree.

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