



A STUDY ON EMPLOYEE PERCEPTION ON TRAINING AND DEVELOPMENT AT SAIL

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Abstract

Human resource is part and parcel of any organization, which is all pervasive in nature. Employees are key drivers toward success of any organization. It is the manpower of the company, which determines or separates organizations as mediocre or outstanding in terms of performance in the industry. To ensure efficient performance of employees, it is crucial for every organization to ensure continuous development of their workforce, which is possible through effective training and development in any company. Effectiveness of T&D can be determined based on to what extent the present training program is able to help employees to improve their performance and meet their expectations. This study basically focuses on understanding employees' perception of T & D. It lays emphasis on how factors such as job promotion, applicability of skill development during training program, opportunity for new assignments and work itself may lead to employees' satisfaction or dissatisfaction toward the training program.

Key words: job promotion, employee satisfaction, employee perception, training and development.

INTRODUCTION

The level of knowledge and skills of the existing manpower and their level of commitment toward achieving corporate goals is the measure of critical distinctive competence of a firm. According to Thang (2009) human resource capital is a basic source to achieve competitive advantage. Human capital is neither duplicated nor bought in the market. Training can provide abilities, knowledge and skills that enhance individual performance and it ultimately leads to organizational performance. Prominent business leaders acknowledge that human resources are to be more carefully nurtured than ever before, just as with any other capital resources of a firm. Senyucel's (2009) sees HRM as a combination of people-centered management practices that recognize employees as assets and are geared toward creating and maintaining a skilful and committed workforce for achieving organizational goals. Contemporary progressive business philosophy advises that the expenditure of the employees' salary sheet should be considered an investment rather than a cost.

Job Promotion means elevation to a higher job accompanied by increased pay and privileges. It is an upward advancement of an employee in an organization, which commands better pay, better status, higher opportunities, higher responsibilities and better working environment. Promotion provides motivation and job satisfaction to all personnel. Quite often, industrial unrest, frustration and negative feeling among the employees are on account of matters concerned with promotion. A sound promotion policy is essential in all types of organizations. It is purely a managerial decision in which trade unions have no role to play.

REVIEW OF LITERATURE

1. Title : "Employees' Perception and Motivation towards Training and Development Programmes in Health Sector of Pakistan: A Case Study of Khyber Pakhtunkhwa"

Author : Shah Rollah Abdul Wahab, Althaf Hussain

The study basically focuses on understanding employee motivation and perception towards T & D in the company. Outcome of the study stated that objective of the training was not linked to the company's strategy and also that systematic approach was not followed during selection of training program. Company never bothered to take employee feedback about training program, due to which employees consider training program to

be a routine process and formality as T & D in the company is not related to their workplace requirements and does not add on to their performance or appraisal in the company.

2. Title : “Perception and Attitude of Employees Towards Training and Development in Public Sector Units”

Author: Dr T.N. Murthy and Faiza Fathima

Research basically focused on understanding training practices followed in the company, employee attitude toward the same and whether it is leading to employee motivation or not. Outcome of the study stated that training had a positive impact on mindset of employees for performing better at workplace. It enhanced their self confidence and helped them streamline their efforts in line with changing industrial needs.

3. Title : “Employee Perceived Training Effectiveness Relationship to Employees Attitudes”

Author: Alexandras G, Sahinidis, John Bauris

This paper basically focused on understanding employee perception about training effectiveness, motivation and how it has an impact on job satisfaction. Outcome of the study stated that it is important to design T & D for the employees based on their requirement and expectation by which they would be in a better position to implement it at the workplace, which would enhance their job satisfaction and lead to effective performance at workplace.

4. Title : “The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency”

Author: Debra , L Truitt

Study is based on incumbent on training and development professionals to design implement and evaluate the effectiveness of their programs in reducing dispute at workplace, performance. Study explores relationship between training experiences and attitude about perceived job proficiency. Outcome of the study stated that employees who attend training program had positive attitude towards the job and performed better than employees who did not undergo training program.

5. Title: “Employees Perception Towards Training on E Banking Services, an Empirical Study”

Author: S. Thanga Helina, Dr R Rathiha

Study basically focused on understanding importance of training and development in helping employees to cope with technological changes and gear them up to meet industry requirements. Outcome of the study stated that training and development had a major impact on effectiveness of employee performance at workplace and that it helped them gain self confidence to perform better at workplace. Study stated that every organization should have separate training and development department which will help and guide employees to get accustomed to technological and social changes in the industry.

6. Title: “The Impact of Training and Development on Employee Performance and Productivity; A Case Study of United Bank Limited Peshawar City KPK Pakistan”

Author: Neelam Thair, Israr Khan Yousafzai, Dr Shahid Jan, Muhammad Hashim

The study focused on understanding relationship between training and development and employee performance and productivity at workplace. Outcome of the study stated that there is a significant relationship between T & D and employees’ performance and productivity at workplace. As employees are valuable resources to the company their development through training will not only lead to their career development, but also improve their efficiency directed towards profitability of the organization.

7. Title : “Employee Perception Towards Effective Training Program : A Study on Some Selective Private Commercial Bank”

Author: Mehedi Hassan, Md Hefzur Rahman, Md Arifur Rahman

Study laid emphasis on understanding employees’ perception about training program practiced in their organization. Outcome of the study stated that objectives of the program were not communicated in advance to the employees, methods used during the training program were obsolete which would not help employees to update their knowledge with recent trends in the industry, if similar practices would continue in the company it may lead to lack of motivation among the employees about the concept of training program and scope of T & D would be just confined to routine process in the company. So study states that modern techniques and methods should be used while imparting knowledge to employees during T & D process and that it should help employees update their knowledge and provide competitive edge to the company.

RESEARCH METHODOLOGY AND INSTRUMENTS:

Methodology: Secondary research followed by quantitative research using Training Need Analysis questionnaire, was utilized to collect primary data and it was analyzed using SPSS 16. Secondary data was collected from magazines, Journals, Research articles.

Research type: Descriptive research is the type adopted for the survey

DATA SOURCE:

- **Primary Data:** The primary data was collected from the respondents by using questionnaire
- **Secondary Data:** Apart from primary data the secondary data is being collected through text books, research papers, journals from library, academic reports and articles used for this study.

SAMPLING:

- **Sample size:** 100 respondents.
- **Respondents:** employees at SAIL.
- **Sample method:** The convenience sampling is the sampling method adopted for the research.

OBJECTIVE

- To understand employees' perception about present T & D practices in the company.
- To understand employees opinion about training programs held in the organization and understand scope for updating of training program. .

SCOPE OF THE STUDY

- Study is based on the topic of employee perception about T & D and is confined to the employees working at SAIL. Study intends to understand training practices prevailing in the organization and to what extent it is in line with employees' perceptions about expected training practices. Study tries to understand various factors such as job promotion, career opportunities, applicability of skill set at workplace etc and how these factors have impact on employees' satisfaction towards present training program. Study will basically provide gist to the organization about various factors to be included or considered while designing the content of training program.

LIMITATIONS

1. The study is restricted to employees working at SAIL only.
2. Study was conducted for short duration due to time constraint
3. Study was limited only to 100 employees working at SAIL.

Analysis and interpretation

Sl. no	Particulars	SA	A	N	D	DA
1.	My organization has a training and development policy applicable to all employees	57%	20%	20%	3%	0
2.	Supervisors tell employees whether they are doing their job as per the training imparted or not	12%	10%	62%	14%	2%
3.	When employees arrive from training, supervisors encourage them to share what they have learned with other employees	10%	15%	30%	36%	9%
4.	My organization links training and development with our company business strategy	0%	3%	18%	59%	20%
5.	My organization has a full-fledged training and development department manned with competent professionals	2%	28%	69%	3%	0%
6	Supervisors support the use of techniques learned in training that employees bring back to their jobs	0%	2%	32%	48%	18%
7	Supervisors give employees the chance to tryout their training on the job immediately	2%	20%	38%	22%	8%
8	Supervisors help employees set realistic goals for performing their work as a result of their training	5%	10%	62%	13%	10%
9	Supervisors assign an experienced co employee to help employees coming back after getting training as needed back on the job	12%	25%	42%	9%	12%
10	Supervisors ease the pressure of work for a short time so employees have a chance to practice new skills that are taught in training.	7%	23%	26%	44%	0%
11	Job aids(resources or technology) are available on the job to support what employees learned in training	8%	17%	53%	12%	10%
12	Supervisors make sure that employees have the opportunity to use their training immediately	0%	2%	21%	17%	61%
13	The equipment used in training is similar to the equipment found on the job	2%	26%	32%	20%	10%
14	I am able to apply skill set possessed during training program at workplace	0%	2%	29%	21%	48%
15	Employees who use their training are given preference for new	2%	23%	51%	24%	0%

	assignments					
16	I am satisfied with training program provided to employees in company	1%	1%	25%	26%	47%

Indicator: Strongly disagree -5, disagree -4, neutral – 3, agree – 2, strongly agree – 1

FINDINGS

1. 57% of employees strongly agree about company having policy of training and development for all the employees in the company.
2. 62 % of employees have neutral opinion about their supervisors giving their input about them doing their job as per training imparted or not.
3. 36% of employees disagree about their supervisors encouraging them to share their experience after returning from training program.
4. 59% of employees disagree about their training and development with company strategy
5. 69% of employees have neutral opinion about company having separate department for T & D and manned with competent professionals.
6. 48% of employees disagree about their supervisors giving them an opportunity to implement techniques learned during the training program at workplace.
7. 38% of employees have neutral opinion about immediate implementation of skills developed during training.
8. 62% of employees have neutral opinion about setting realistic goals at workplace after attending training program.
9. 92% of employees have neutral opinion about Co employee being assigned for them at work after returning from training program.
10. 44% of employees disagree about their work being eased after attending training program to implement skills learned during training program.
11. 53% of employees have neutral opinion about job aids used during training program available at workplace as well.
12. 61% of employees strongly disagree about training program being related to job promotion at workplace.
13. 32% of employees have neutral opinion about training program being related to their job promotion.
14. 48% of employees strongly disagree about being able to apply skill set developed during training program at workplace.
15. 51 % of employees have neutral opinion about them being give preference for new assignment after attending training program.
16. 47% of employees strongly disagree about being satisfied with training program.

SUGGESTIONS AND RECOMMENDATIONS

1. Company should adopt proper screening process in terms of experience, nature of work and employee expectation before putting employee for training program.
2. Supervisors should provide timely feedback to employees once they are back from training on how they can go about implementing skill possessed during training program.
3. Employees should be given an opportunity to share their experience from training program as it is one of the methods to understand effectiveness of the of training program attended by employees and program and expectation of the employee.
4. Before conducting training program company should conduct a demo session regarding importance of and how it will be beneficial for the employees at their work place.
5. Company should have training and development department in the company as they will be in a better position to interrelate training session along with skill requirement as they are more aware about nature of business of organization.
6. Trainers should be given chance to interact with employees before designing content of training program so that they can understand skill sets possessed by employees, nature of work and its demands and accordingly plan content of training program.
7. Employees should be communicated as thought what is expected from them at work after attending training program.
8. Employees performing efficiently after attending training program should be given chance to learn new things, which help them to update their knowledge and career development.

Conclusion

Training program calls in for huge investment for an organization, which will be fruitful only when employees are able to perform well after attending training program. It is important that employees should take interest in training program, for which training program content should be streamlined with employee's nature of work, company objective and also help in employee career development. Therefore decentralized system should be followed before deciding content of training program, so that skills possessed during the training program will have higher level of applicability.

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