



Effectiveness of Training Programs in Selected Organization in Gujarat: An Assessment

Parekh Vipulkumar Hasmukhbhai^{1*}, Pragya Sharma²

^{1,2}SRK University, Bhopal, India; parekhvipulh@gmail.com (P.V.H.).

Abstract. This research paper aims to study the role of electricity organizations and their training programs for its employees offered by them in selected electricity organizations in Gujarat. Study also focused to identify the factors that are substantial in determining the fields and areas for training programs. The basic concept and notion behind this study is to assess employees perception towards competencies and organizational effectiveness. Assessment of demographic factors and their role in the perception towards training programs. It is a descriptive and empirical study led by a survey method. The purpose of this research paper is to critically examine the HRM practices and activities of selected organizations. The data comprises of both primary and secondary data for this research problem and analyzed using suitable and applicable statistical tools. The study concludes with finding and conclusion.

Keywords: Employee Competencies, Organizational Effectiveness, Perception, Training Programs.

1. INTRODUCTION

Any organization without its human resources is incomplete and impossible. Human Resources are very essential and trained Human Resources contribute for the success of an organization. Training can provide employees with knowledge and skills to perform more effectively, preparing them to changing needs of their jobs. Though training provides an opportunity for

learning, learning process depends on the factors such as training design, implementation of the training programmes, motivation of trainees & their learning style and the learning climate as well. An effective training programme depends on its design considering the need for training to different categories of employees at a given point of time. Whenever changes take place under c services, electricity companies and their services, employees find difficulties in pursuing customer needs at the various level. The trainers have to provide necessary tips to the employees and this involves the need for training. Efficiency in output and services depends on its employees' performance and employees' performance depends on their knowledge and skill. Hence, employees must be motivated to learn. Many studies have stated that the primary outcome of Human Resource Development is not just learning, but learning and performance.

Training and development is a costly investment which yield rich dividends in the long-run. Hence, the role and relevance of this most important human resource management function must be recognized and valued at all levels of an organization. Accordingly, training programmes should be planned, developed, budgeted, conducted and evaluated with greater care. Each and every organization should focus on some of the imperative points like lack of systematic and comprehensive training needs assessment, absence of transfer of learning from place of training to the place of work resulting in training as expenditure, lack of a clear-cut written training and development policy, Failure to evaluate the effectiveness of the training programmes and, Weak interaction between the industry seeking training and institutions providing training.

There are many training and development programmes which are designed to progress the performance and also to bring about quantifiable changes in the understanding, skills, attitudes and social behavior of the work force to perform a certain job. Every training which is given to the employees is associated with their appraisals in their performance to bring a hike in their career. Generally the employees are trained on job or through some special in-house training programmers. A few employees may be deputed to be trained on special concerns, outside the organization to a special place or venture to develop, modernize, or build up specific skills. This is particularly importantas those training which are given from out sources are mainly to provide proficiency, tools, or allocation of experience which an individual may not be getting from an in-house training session. Intermittent assessments are made up of the training needs within the organizational structure. Various training programmers are designed and conducted by the in- house trainers or the consultants hired specially for this task. The consequence of all training programmers are monitored, analyzed and used for the betterment of the organization. Managers and employees who attend in-house or a training from outside training events or from a trainer expertise are also estimated to present suggestions relating to any changes they would like to be implement on the base of their innovative facts and data.

2. REVIEW OF LITERATURE

Jelena Vemić (2017) made an analysis on Employee training and development and the learning organization. It is argued that ever changing dynamic business scenario emphasizes on employee up gradation in knowledge,

skills and attitudes. Human capital is the best asset available to utilize for fulfilling organizational objectives. The organizations should utilize other resources prominently to train human resources. Therefore, training employees is more important to excel them in performance.

Olaniyan and Lucas. B. Ojo (2018) opined that organizations are effective only if training to workforce is considered as an important part of human resource development. Improvement in productivity of employees' leads to successful organization and this can be achieved through training. "New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination".

Leslie E. Sekerka (2009) reviewed the best practices and its application on organizational ethics education and training. The responsibility of training and development ensures the organization's climate and culture. In some of the organizations training is limited to online activities. But face-to-face interaction is very much essential for development of workforce.

Chris Obisi (2011) made an observation and agenda for research on Employee Training and Development in Nigerian Organizations. He is of the opinion that the value addition to workers and work is the aim of any training programme. Skills are acquired and organizational goals are achieved through training. To enhance the skills of entire workforce, training is must. Many organizations fail to conduct before, during and after training assessment.

3. OBJECTIVE OF THE STUDY

1. To analyze the concept of training programs.
2. To study the contribution of selected organization taken under study in training programs.
3. To examine the employees' perception about training practices
4. To study the role and importance of demographic factors in training practices

4. HYPOTHESIS

H₀: Training programs do not have vital role in organizational effectiveness.

H_a: Training programs have vital role in organizational effectiveness.

5. RESEARCH METHODOLOGY

5.1. Data Collections

The data for present study have been collected from both- primary and secondary sources. This present study is based on descriptive and empirical research design, led by survey method to study employees' perception about training programs offered by Daxin Gujarat Vij Company Limited (DGVCL). The primary data have been collected by interview from employees through a well-structured questionnaire; consisting of multiple option questions (objective type), to complete this research study.

5.2. Tools Applied

The basic proforma and model of the questionnaire consisting three sections, namely- A, B and C; having multiple option questions, was developed in English to know and acknowledge views through survey with employees. The questions under the questionnaire are closely related and associated with this research study so that outcomes of the questionnaire should be analyzed for

the said purpose. The Likert Scale was chosen and adopted as the survey instrument in the questionnaire, as follows-

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

6. THE COMPLETE CHECKLIST (SET) OF QUESTIONS WAS SENT TO THE RESPONDENTS OF DAXIN GUJARAT VIJ COMPANY LIMITED (DGVCL) FOR THE SURVEY PURPOSE. RESPONDENTS INCLUDED VARIOUS GROUPS OF INDIVIDUAL BELONGS TO DIFFERENT BACKGROUND.

6.1. Analysis of Respondents' Profile on Demographical Factors

Table 1: Breakup of sample size of respondents' on demographical factors in DGVCL

Demographic Factors	Data	Frequency (200)	Percentage
Gender	Male	111	55.5
	Female	89	44.5
	20 & Below	24	12
Age	21-30	38	19
	31-40	72	36
	41-50	44	22
	Above 51	22	11
Designation	Top Level	26	13

Education	Middle Level	66	33
	Lower Level	108	54
	ITI Holder	82	41
	Diploma Holder	47	23.5
	Graduate	44	22
	Post Graduate	15	7.5
	Professional	12	6
Work Experience	5 years and below	68	34
	6-10 years	64	32
	11-15 years	18	9
	16 years and more	50	25
Annual Income	Less than 2lacs	110	55
	2.01-4lacs	47	23.5
	4.01- 6lacs	22	11
	6.01- 8lacs	14	7
	More than 8lacs	07	3.5

Gender

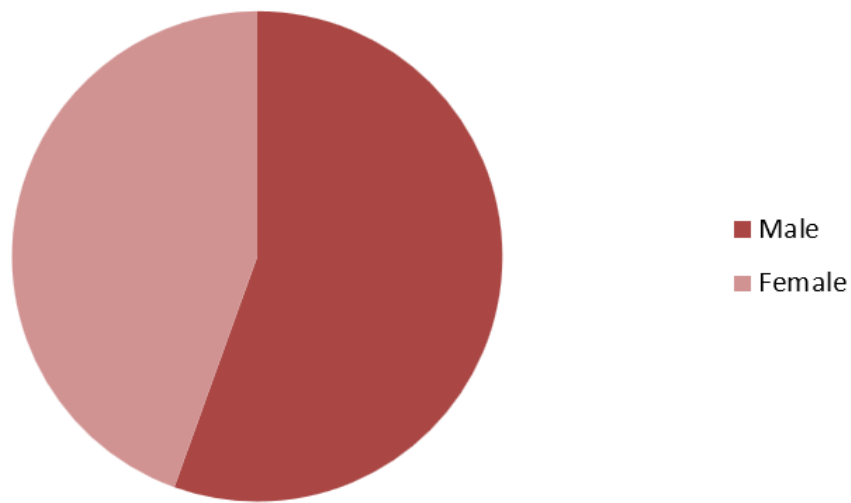


Figure 1: Classification of the Respondents on the Basis of Gender, DGVCL.

The first demographic factor found the details of the respondents on the basis of gender status that belongs to DGVCL in Gujarat state. In which it has 111, (55.5%) male out of 200 and 89 respondents (44.5 %) female.

Age

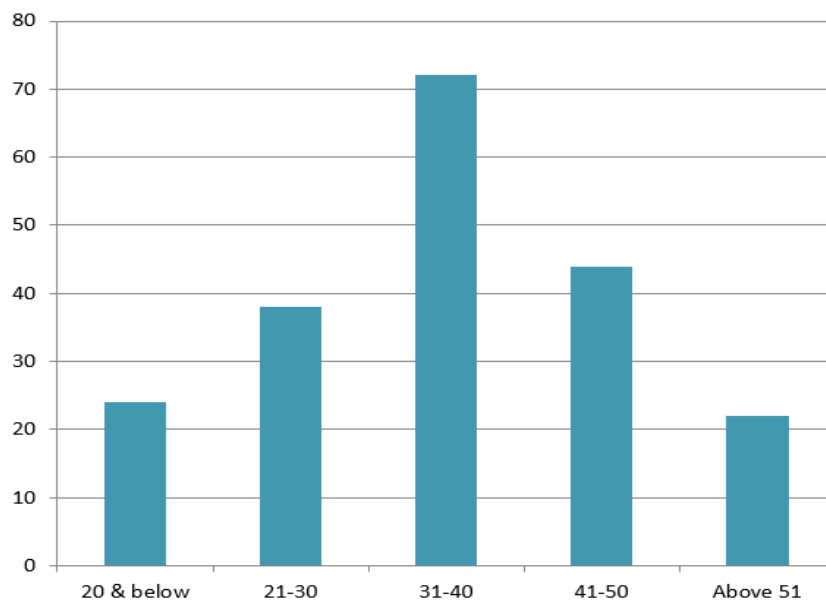


Figure 2: Respondents' Age Group Classification, DGVCL.

The sample size of DGVCL’s respondents for age group variable constitutes five categories - in which 20 and below category has 24 respondents (12 %), 21-30 years old category has 38 respondents (19%), 31-40 years old category has 72 respondents (36 %), 41-50 years old category has 44 respondents (22%), and 51 Yrs. & above old category has 22 respondents (11%).

Designation

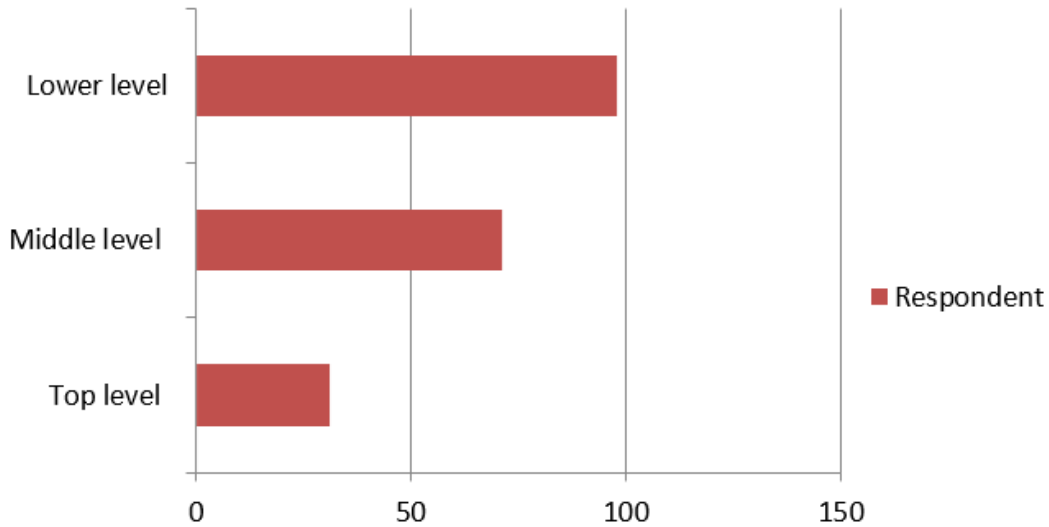


Figure 3: Classification of the Respondents on the Basis of Designation, DGVCL.

To reduce the ambiguity in the results pertaining to designation and to maintain the uniformity of findings the classification regarding designation and its level of respondents have been broadly categorized as lower level employees, middle level employees and top level employees. Whereas 26 respondents (13%) are top level employees, 66 respondents (33%) are middle level employees and 108 respondents (54%) are lower level employees.

Education

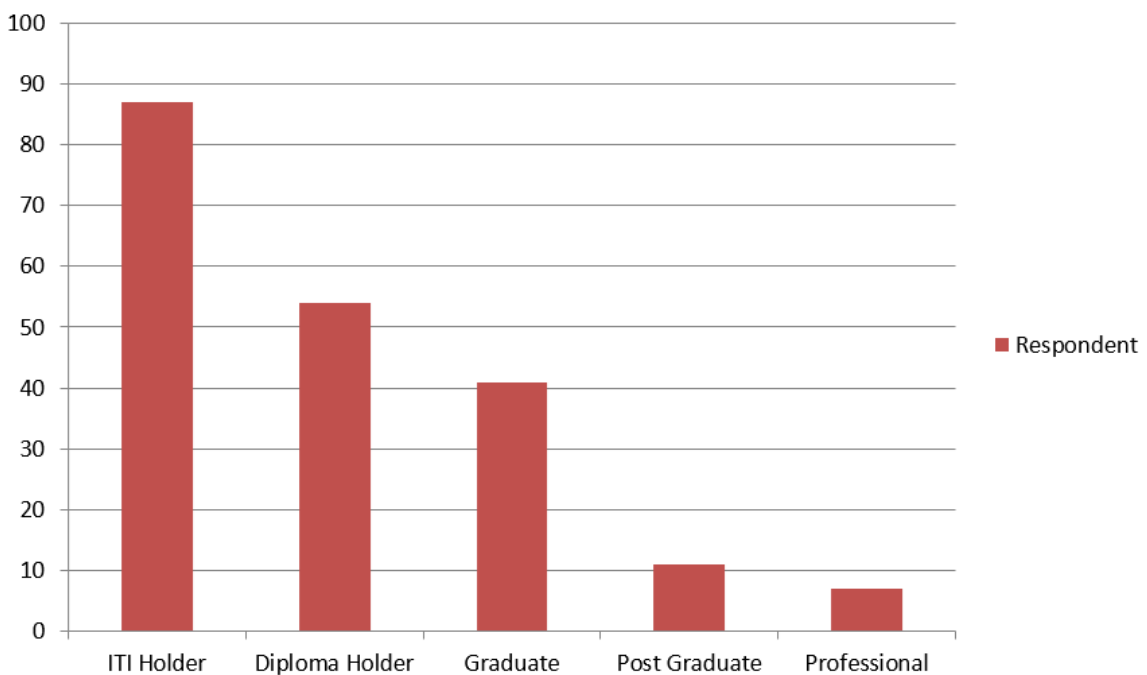


Figure 4: Classification of the Respondents on the Educational Level, DGVCL

Another variable in demographic classification of electricity companies’ respondents is level of education of respondents. It was categorized as ITI holder, diploma holder, graduate, post graduate and professionals. They are respectively 82 (41%), 47 (23.5%), 44 (22%), 15 (7.5%), and 12 (6%).

Work Experience

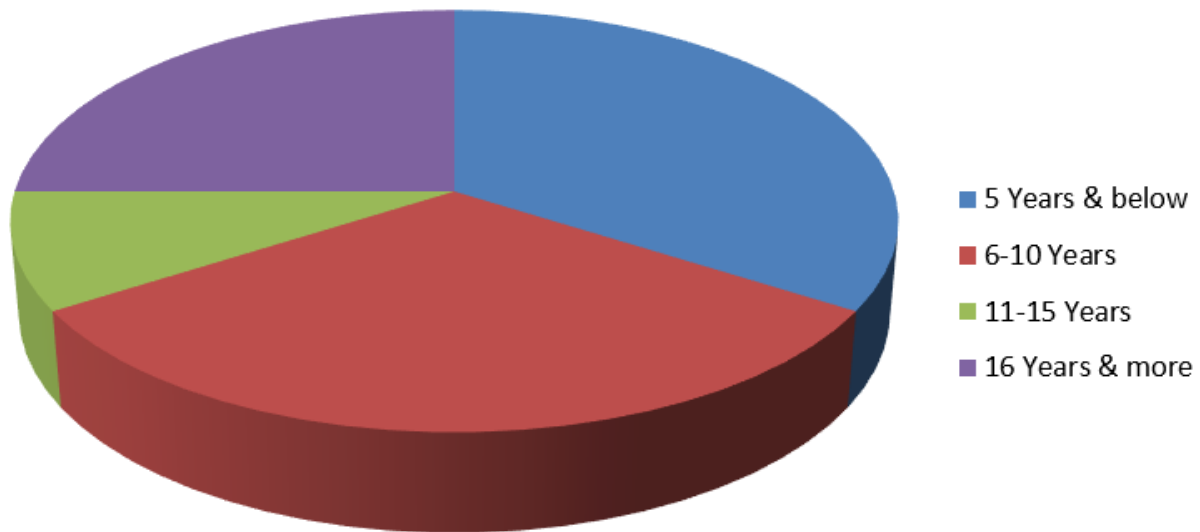


Figure 5: Classification of the Respondents on the Basis of Work Experience, DGVCL.

The variable in demographic classification of electricity companies in Gujarat, work experience of respondents. It was categorized as 5 years and below, 6–10 Years, 11–15 Years, and 16 Years and more. They are respectively 68 (34%), 64 (32%), 18 (9%), and 50 (25%).

Annual Income

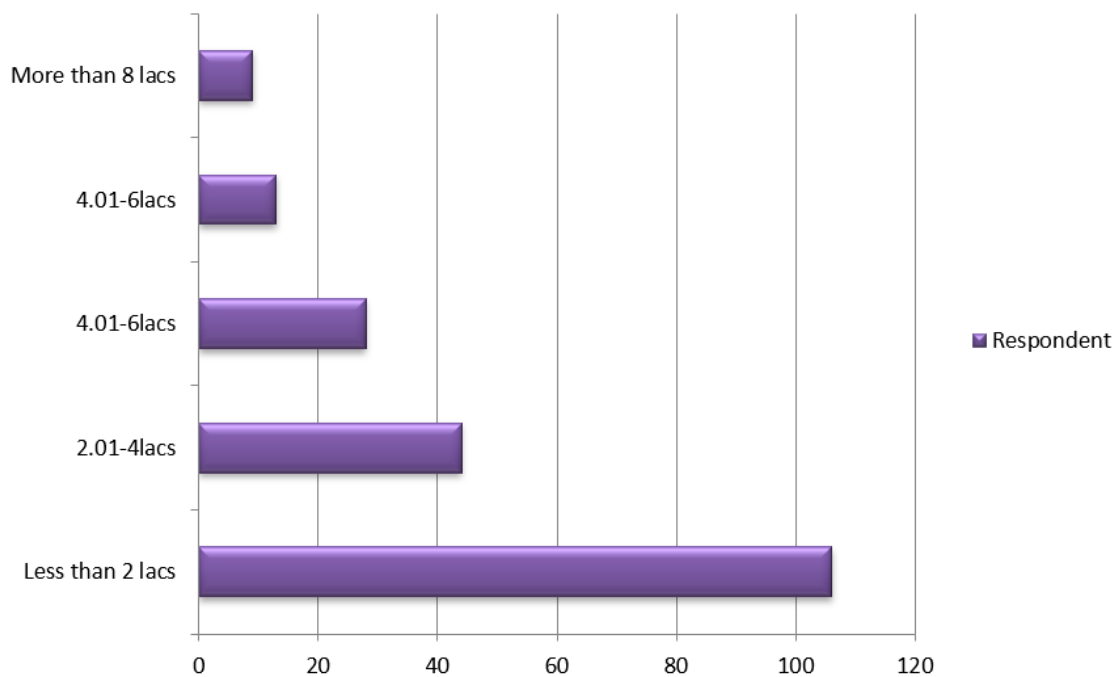


Figure 6: Classification of the Respondents on the Basis of Annual Income, DGVCL.

This variable is annual income of the respondents. They are categorized as- less than 2 lacs, 2.01-4 lacs, 4.01-6 lacs, 6.01-8 lacs, and more than 8 lacs. 110 respondents (55%) lie under first category, 47 respondents (23.5%) lie under second category, 22 respondents (11%) lie under third category, 14 respondents (7%) lie under fourth category, and 7 respondents (3.5%) lie under fifth category.

6.2. Testing of Research Hypothesis

H₀: Training programs do not have vital role in organizational effectiveness.

H_a: Training programs have vital role in organizational effectiveness.

The linear regression was used to test the research hypothesis. Regression analysis was conducted through SPSS version 21.0 and the significance of the coefficients and t-values were examined in order to accept or reject the hypotheses. We have t-value is significant when the calculated value of t is more than the table value of t = 2.58 based on two-tailed test for $p < 0.01$.

Table 2 presents the regression estimation to check the role of demographic factors towards awareness about the training programs among employees. The study considered age (11), education (12), income (13), work experience (15) and Designation (17) as independent variables and demographic factors have vital role in training programs and organizational effectiveness (21) as a dependent variable from the survey questionnaire. The statement is statistically significant because calculated value of t is greater than the table value (t-value = 25.484, $p < 0.01$). Thus, we reject the null hypothesis and accept the alternative one i.e. demographic factor have vital role in training programs and organizational effectiveness. Among the independents variables, Education (0.61) has a major impact on training programs, followed by Designation (0.58), Work experience (0.52) and age (0.44).

Table 2: Regression estimation for demographic factors and its role in training programs.

Independent Variables	Standardised Coefficients (Beta)	t-value	Sig.
Constant		25.484*	0.000
Age (11)	0.44		
Income (13)	0.09		
Education (12)	0.61		
Work experience (15)	0.52		
Designation (17)	0.58		

Note: *t-value is significant for $p < 0.01$

7. FINDINGS AND CONCLUSION

The study provides major findings as per the views, perception, data analysis and results of the study. We have also reached on some conclusion after conducting this research study. The study reveals that employees have less awareness about training practices offered by electricity organization as HRM practices in Gujarat. The analysis of the study accomplishes that majority of the respondents belong to lower management. As study is based on the demographic factors it is found that designation plays vital role in the understanding and awareness about training programs because employees who are on top and middle management are highly qualified so they can easily understand the concept of training programs and organizational effectiveness in an organization in a better way. The ultimately demographic factor narrates about education in this study education makes employees able to recognize the notion of training programs. Study reveals that respondents who have been found more experienced shown greater insight in training practices.

8. CONCLUSION

The present study implies descriptive and empirical research design, based on the survey method. The primary data required in the study was collected from the employees and respondents belong to electricity organization in Gujarat. The study basically comprises of 200 respondents through a structured questionnaire. The qualitative variables were measured on five point Liker Scale. The demographic factor have vital role in training programs and organizational effectiveness as human resource management practices. Among the independents variables, education has a major impact on these practices, followed by designation work experience and age.

REFERENCES

- [1] Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, 49(1), 192-221.
- [2] Ahmad, S., Schroeder, R.G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of operations Management*, 21(1), 19-43.
- [3] Arthur, J.B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670-687.
- [4] Armstrong, M., (2006). *A Handbook of Human Resource Management Practice* (10th edition), London & Philadelphia, Kogan Page Ltd.
- [5] Boselie, P., Dietz, G., Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94.
- [6] Brown, P.B. (2005). The evolving role of Strategic Management Development, *Journal of Management Development*, 24, 209-222.
- [7] Brown, M.P., Sturman, M.C., Simmering, M.J. (2003). Compensation policy and organizational performance: The efficiency, operational, and financial implications of pay levels and pay structure. *Academy of Management Journal*, 46(6), 752-762.
- [8] Collins, C. J., Clark, K.D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of management Journal*, 46(6), 740-751.
- [9] Cook, C.W., Hunsaker, P.L. (2001). *Management and organizational behavior*. McGraw-Hill/Irwin.
- [10] Delery, J.E., Doty, D.H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), 802-835.
- [11] Dessler, G. (2008). *Human Resource Management* (11th edition), New Delhi, Prentice Hall, of India Private Ltd.
- [12] Dobson, P.C., Tosh, M. (1998). *Creating a learning organization: Training and development in British Steel's universal beam*

mill. Total Quality Management, 9(4-5), 66-70.

- [13] Frye, M.B. (2004). Equity-based compensation for employees: firm performance and determinants. *Journal of Financial Research*, 27(1), 31-54.
- [14] Gardner, T. M., Wright, P.M., Moynihan, L.M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel psychology*, 64(2), 315-350.