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A study on training and development practices in Singareni Collieries Company limited

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Abstract
This paper aims at examining the training and development practices in Singareni Collieries Company limited. For the present study exploratory research design has been adopted along with a touch of descriptive research design. The sample is 150 out of which 50 respondents are from the Executive cadre and 100 respondents are from Non-Executive cadre. 'Stratified Random Sampling' method was adopted for selecting the sample respondents from the total population of the study. The collected data was analyzed by using Statistical tools and techniques like percentages, weighted averages and F-test were used to interpret the data. Hence, Power sector are expected to act in bringing about the desired social change. Training and development practices of the Power sector are receiving substantial attention both from policies and practices of the Power sector are receiving substantial attention both from the academic and in-house research.

Keywords: Training, Singareni, examining, Collieries Company

Introduction

Training is a systematic programme of the organization which aims at increasing the aptitude, skills, problem solving ability or attitudes etc. Edwin B. Flippo defines training as the act of increasing the knowledge and skills of an employee for doing particular job. According to Michael J. Jucivs, The term is used here to indicate only process by which the attitude, skills and abilities of employees to perform specific job are increased.

All types of jobs require some type of training for their efficient performance and therefore all the employees new or old should be trained or retrained. It is an attempt to improve current or future employee performance by increasing employee's ability to perform through learning usually by changing the employee's attitude or increasing his or her skills and knowledge. The deficiency is computed as follows:

Training need = Standard performance - Actual performance

Developing individuals, dyads, teams, inter unit collaboration and organizational health involves developing a variety of knowledge attitudes and skills in individuals. These may deal with technology goals, structure, strategy, systems and people. Some management scientists have classified the capability requirements as technical, managerial, human and conceptual. Training programmes largely focus on developing the persons by increasing his technical knowledge and skills by giving him managerial knowledge and attitudes and by attempting to acquaint him with human processes information.

Training is usually needed where there are special problems interfering with production such as excessive turnover among new employees, high rate of absenteeism, high rate of accidents and spoilage of work etc, and management feels that such problems would be solved if proper training program is organized. In order to assess the training needs, following steps may be taken.

1. Jobs and worth of the men should be analyzed if there is an imbalance between the man and job. It should be corrected through organizing training programmes.
2. Production problems like low productivity, poor quality, high cost, high rate of absenteeism and labour turnover, indiscipline etc., should be identified to indicate the need the need for training.

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3. Opinions may be obtained from the management and the employees through questionnaire regarding training programmes.

Importance of training and development

As workers are the backbone of any industry or organization, it must be of prime concern for every organization to train and develop skills of the workers to derive optimum utilization of their services.

"Employee training can be defined as a planned attempt by an organization to facilitate employee learning of job related knowledge, skills, and behaviors." Michael Armstrong defined training as "the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". Training is "the act of increasing knowledge and skill of an employee for doing a particular job" (P. Subba Rao). As and when a worker is recruited by the management, the person should be given necessary job related training. In day-to-day mutable technology workers training and development is not only a formal programme but also indispensable for an industry. The organisation has to provide adequate funds to the training programmes in order to prosper and develop skilled and well experienced workforce to achieve the organizations goal. Infusion of specialised job related training is most vital requirement for H.R.D. Also training system is no doubt capable of developing and surviving successfully. Apprenticeship programs are available in a number of crafts like electricians, machinists, plumbers (pipefitters) welder's carpenters, tinners and millwrights, after completion of specified duration of the certified courses. Even though apprenticeship knowledge is considered to some extent, the organization's needs cannot be achieved. With the advent of automation and consequent upgrading of skill levels, special courses and class room instruction are being run in almost every major organization. "Training is the process of increasing the knowledge and skill of an employee for doing a particular job". Workers must be well trained to operate machinery, reduce wastage of time and wealth, to avoid accidents that cause loss of property and most valuable lives. "Planned development programs will return values to the organization in terms of increased productivity, heightened morale, reduced costs, and greater organizational stability and flexibility to adopt to changing external requirements". Bennis defines Organization Development (OD) as "a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself".

"The use of the terms training and development in to-days employment setting is far more appropriate than training alone since human resource can exert their full potential only when the learning process goes far beyond simple routine"(Dale Yoder). "No organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is important to develop the employee and make him suitable to the job". Training is very vital since the same comprises important aspect *viz.*, authority over its workforce.

The training is not only required for the workers, but also to the supervisory staff and executives. They are required to undergo training in the concerned fields to facilitate workers to develop, grasp greater knowledge to utilise at the work points. The training programme process identifies the group of learners, the trainers, the venue where the training has to be imparted and the required resources. Training is often referred to as importing specific skills and behaviour. The specific skills are in terms of learning specific course content or skill like a computer language, machine operations, safety measures to be undertaken at work places etc,. The focus is on improvement in performance after training along with a perceptible behavioral change. In that sense, they differ slightly from conceptual or intellectual ones. Training often caters to the needs of the organization concerned. Hence the impact of training may be experienced and assessed by the organization immediately. Usually administrative, supervisory, and technical workforce may be exposed to the training programmes. "In order to survive and flourish in the present day corporate world, companies are essentially required to invest time and money in upgrading the knowledge and skills of their employees constantly".

Every training method has certain learning principles associated within itself. With regard to learning principles, Andrew F. Sikula defined "Learning as that human process by which skills, knowledge, habits and attitudes are acquired and utilized in such a way that behaviour is modified". The companies which choose to compete and expand their markets by increasing their production rate should train their employees on creativity and lateral thinking. Throughout the world the importance of training is now increasingly felt for stabilizing the work force to withstand the technological changes and for making the organization dynamic in the changing processes.

The importance of training depends on the industry, the nature of business which the industry is undertaking, the job on which the employees are engaged. Every training method has certain learning principles associated with it. H.R. professionals need to have thorough principles of the various methods and learning principles. On the quality platform, companies will have to impart training to their workforce in developing their mindset and culture for quality without which the whole effort may fail. The first and foremost need for manpower training is to renew and update knowledge and skills of employees to sustain their effective performance and also develop them to future positions of higher grades and responsibilities.

Development envisages the employees improved job related production outcome as well as individual skills, development in all walks of life in respect of both male and female employees. "Training is not the end itself but a means to an end. In most cases the trainee is sponsored by an organization and it is assumed that this training will cater to the needs of the individuals development in consistence with the organizational needs"

Thus the training is imparted to operative, whereas development is a process of grooming mainly used for executives. The impact of training programme ends with learning skills, while that of a development programme is a continuous and on-going process. Nevertheless, in both instances organization gain in terms of increased or effective performance. Yet, another distinction that may be brought about is that training serves immediate Organizational requirements while development is futuristic and aims at growth of both individual and Organization. Finally trainees are encouraged to apply their new skills, derived from the training programme, when they return to their respective jobs.

Review of literature

Training and development is an important instrument in organization to improve performance of its workforce and develop their competencies. It is one of the fastest growing fields and has attracted the attention of eminent scholars, researchers, practitioners and consultants who work in this field. They have discussed this subject from various angles. Training has played crucial role in all ages. With the changing requirements of time, training has passed through process of change. Various studies have been conducted at national and international level. Thousands of books and journals have discussed about training.

Biswajeet Pattanayak (1998) [10], conducted large survey on Training Effectiveness among executives in Indian industries which revealed that 72 per cent people felt training program are successful in making employees understand their job requirement and responsibilities, 50 per cent agreed that training helps in development skills required for interaction in the group, 62 per cent believed that training program change the attitude about their job. Whereas 70 per cent opined negative to practice what one learns in day-to-day job.

Saiyadain (1996) [11] in his study on the problems of training in public enterprises states that training cannot be a substitute for effectiveness. It generates necessary pre-condition for it. According to him organization should make extra attempts to see how training has been utilized. Adding to this Jack Phillips focuses on the increased interest in making sure that the training and development programs are on target in terms of efficiency, effectiveness and desired results. He emphasized on a result-based approach.

T.V. Rao and Udai Pareek (1981) [12] in their book on "Designing and Managing Human Resource Systems" advocate that correct training plays a critical role in promoting efficiency, changing attitudes of official and in inculcating a better sense and probity in them. In a nut-shell, training is an important tool for organizational growth.

Raghaviah (1983) [13] in his paper on "Training Organization for Public Enterprise Managers-Problem and Prospects" emphasizes that training in developing society has to be research based to be of practical utility. According to him, over a decade of training experience in the Osmania University, Department of Public Administration has shown that research based training is the most efficacious and productive proportion. As per the training policy a decision

to impart training to target group was followed by extensive field research in the subject area, prolong interviews with officers similarly placed, problem identification as of constraints analysis plus preparation of study report formed necessary elements for subsequent course designing.

Significance of the study

In the fast developing economy like India, power sector have come to be known as an instrument of social and economic change. Power sector themselves have also realized the importance of their role as agents of social change and their human resources. Hence, Power sector are expected to act in bringing about the desired social change. Training and development policies and practices of the Power sector are receiving substantial attention both from policies and practices of the Power sector are receiving substantial attention both from the academic and in-house research.

Objectives of the study

1. To study the various types of training and development programmes in the organization.
2. To analysis the perceptions of Executive cadre and Non-Executive cadre employees with regard to T&D policies and practices.

Methodology of the study

In view of the objectives of the study, an exploratory research design has been adopted along with a touch of descriptive research design and casual analysis in order to relate between different variables/factors. The present study is based on both primary and secondary data. The primary data is collected by using questionnaire methods and interview methods. The secondary data is collected from the internal records of the organization. In selecting the samples from the population, 'Stratified Random Sampling' method was adopted. Sample size for the present study is 150 out of which 50 respondents are from the Executive cadre and 100 respondents are from Non-Executive cadre. The collected data was analyzed by using Statistical tools and techniques like percentages, weighted averages and F-test were used to interpret the data.

Data analysis and Interpretation

Table 1: Table showing the values of F-test

Table No.	Statement	Calculated value	Table value	Hypothesis at 5% level of significance accepted/rejected
5.1	There is a widely shared training and development policy in the organization.	11.13	9.28	Rejected
5.2	Induction training is given adequate importance and to explain norms and values of the SCCL.	2.33	6.39	Accepted
5.3	There is process for assessing the organizations immediate training needs and individuals development needs.	8.25	6.39	
5.4	Training programmes are designed after considering need and requirements of the employees.	7.18	9.28	Rejected
5.5	The individuals job related skills knowledge and ability were considered in assessing training needs.	7.14	9.28	
5.6	Training calendar provides in detail the number of training programmes to be provided to the employees in that year.	9.13	9.28	Accepted
5.7	Allocation of funds is made in the budget to conduct training programmes.	3.81	6.39	Accepted
	Training programmes organised to help to improve one's capability and potentials.	6.17	6.39	Accepted
5.8	Employees are given training before they are placed on new jobs/assignment.	5.46	6.39	Accepted
5.9	Development of workers is given adequate importance in the organization.	5.90	6.39	Accepted

5.10	There is strong supportive climate for training.	4.74	6.39	Accepted
5.11	Employees training is congruent with career plans.	6.86	9.28	Accepted
5.12	The employees are helped to acquire technical knowledge and skills through training.	8.23	9.28	Accepted
5.13	Employees returning from training are given adequate free time to reflect and plan improvements in the organization.	8.56	19.00	Accepted
5.14	Line managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.	4.11	6.39	Accepted
5.15	The results of training programmes are monitored.	6.80	9.28	Accepted
5.16	The organisation measures the return on investment in training	2.21	9.28	Accepted

F-test

As per the requirements of the study F-test has been conducted. In this regard, the researcher has found out the calculated values and also the table values for each of the 17 statements. It is to be noted that the level of significance is 5 per cent only. Table 1 presents the calculated F-values and table values. It is to be noted that if the calculated values are less than table values. In the study, there is no significant difference in the views of executives and non-executives towards various aspects of Training and Development policies & practices. However there is a divergence of views between executives and non-executives in the opinions on the statements depicted in statements like 5.1 and 5.3.

Conclusion

Training constitutes a significant step in the reduction of the individual into the company's way of life. Training is essential for the employees when there is change in the production process or when the employees are deputed for new assignment for survival of the organization. In order to avoid monetary aspects and make the employees to participate in the training with real zeal, they have to identify various ways to conduct training effectively. SCCL has to train their employees to synchronize with the present challenging conditions.

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