

**A STUDY ON TRAINING AND DEVELOPMENT AT ELCTRONICS CORPORATION OF
INDIA LIMITED**

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Abstract

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through Human Resource Development. Employee training is important subsystem of Human Resource Development. Employee training is a specialized function and is one of the fundamental operative functions for Human Resource Management.

Keywords: Organization, Survival, Mutual Goals and Human Resource Development

I. INTRODUCTION

Michael Armstrong defines Training as "The systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or a job". Training and Development encompasses three main activities: Training, Education and Development.

II. SCOPE OF THE STUDY

- This research also provides the feedback of people involved Training and development process.
- Apart from that it would provide me a great deal of exposure to interact with the high-profile managers of the company.
- The study is limited to Electronics Corporation of India Limited which covered the training process, policies and methods used for training.

III. OBJECTIVES OF THE STUDY

- The primary objective of my study at ELECTRONICS CORPORATION OF INDIA/ LIMITED is to lay down the foundation of training and development.
- The secondary objective of my study at ELECTRONICS CORPORATION OF INDIALIMITED is to study about employees training and development.

- Another objective is to apply my learning in the area of Human Resources so that I gain significant the nature and importance of training and development and identify the various inputs that should go into any programme.
- Understand the need for and the ways of training.

IV. LIMITATIONS OF THE STUDY

- Second, time and budget limitations made it impractical to assess how narrative-based processing might have influenced participants' long-term thinking over multiple months or years.
- There are two noteworthy limitations of this study: generalizability and longitudinal effects.
- The generalizability of these research findings are limited because they were generated in an exploratory qualitative inquiry.
- The research design was not intended to produce results that account for or predict the behaviour of a wide classification of people as most experimental, hypothesis-testing studies are.
- This liability was clear at the outset. However, because the inquiry generated a relatively clear and specific Grounded Theory that can be applied to practical experiences, it should be relatively easy to design a series of focused hypothesis-testing studies to experimentally verify and expand the theory generated here.

V. RESEARCH METHODOLOGY

The Research Methodology followed for further work can be primarily classified into two stages namely Exploratory and Descriptive. The stepwise details of the research are as follows:

Primary Data

Exploratory Study Since we always lack a clear idea of the problems one will meet during the study, carrying out an exploratory study is particularly useful. It helped develop my concepts more clearly, establish priorities and in improve the final research design.

Secondary Data

Secondary data analysis which included studying the website (www.ecil.co.in) of the company and also going through the various articles published in different sources (magazines, books, internet, newspapers) on Small and Medium Scale Enterprises and Training and development process.

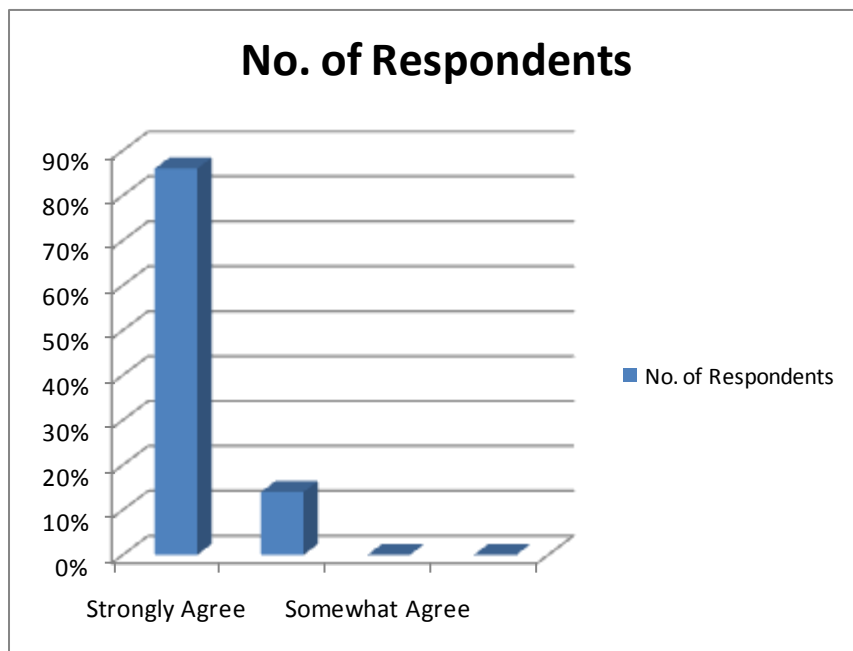
Experience surveys also conduct with Assistant-Manager Human Resources of ECIL to gain knowledge about the nature of Training and development process followed in the organization.

VI. DESCRIPTIVE STUDY

After carrying out initial Exploratory studies to bring clarity on the subject under study, Descriptive study will be carried out to know the actual Training and Development method being followed at ECIL.

- 1) Your Organization considers training as a part of organizational strategy. Do you agree with this statement?

S.No.	Options	No. of Respondents	Percentage
1	Strongly agree	86	86
2	Agree	14	14
3	Somewhat Agree	0	0
4	Disagree	0	0
	Total	100	100

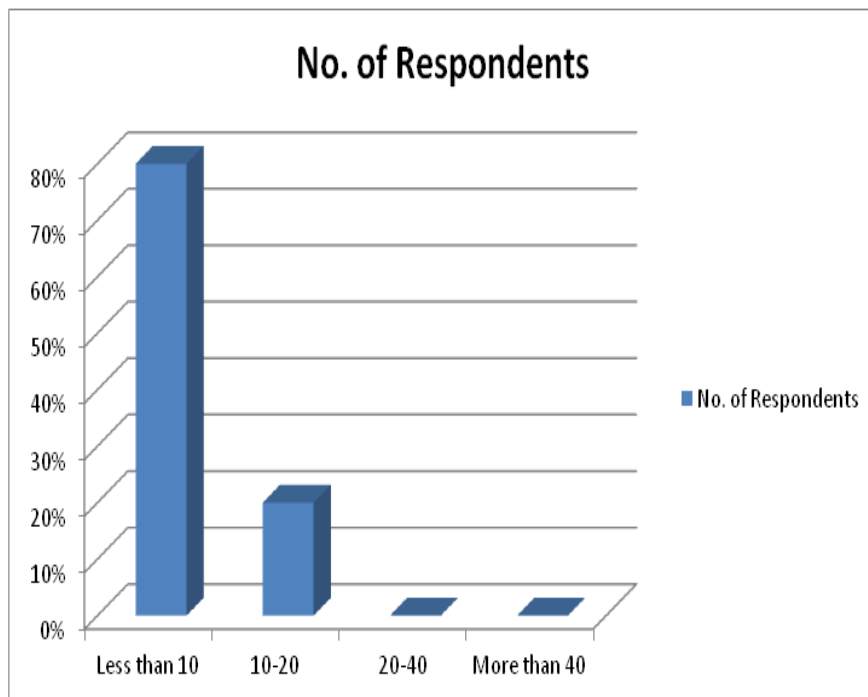


INTERPRETATION:

From the above analysis it has been observed that 86% of respondents strongly agreed are known about the training and development programmes in ECIL and 14 % of respondents agreed are unknown training and development programme in ECIL. 0% of respondents disagreed.

1) How many training programmes will you attend in a year?

S.No.	Options	No. of Respondents	Percentage
1	Less than 10	80	80
2	10-20	20	20
3	20-40	0	0
4	More than 40	0	0
	Total	100	100

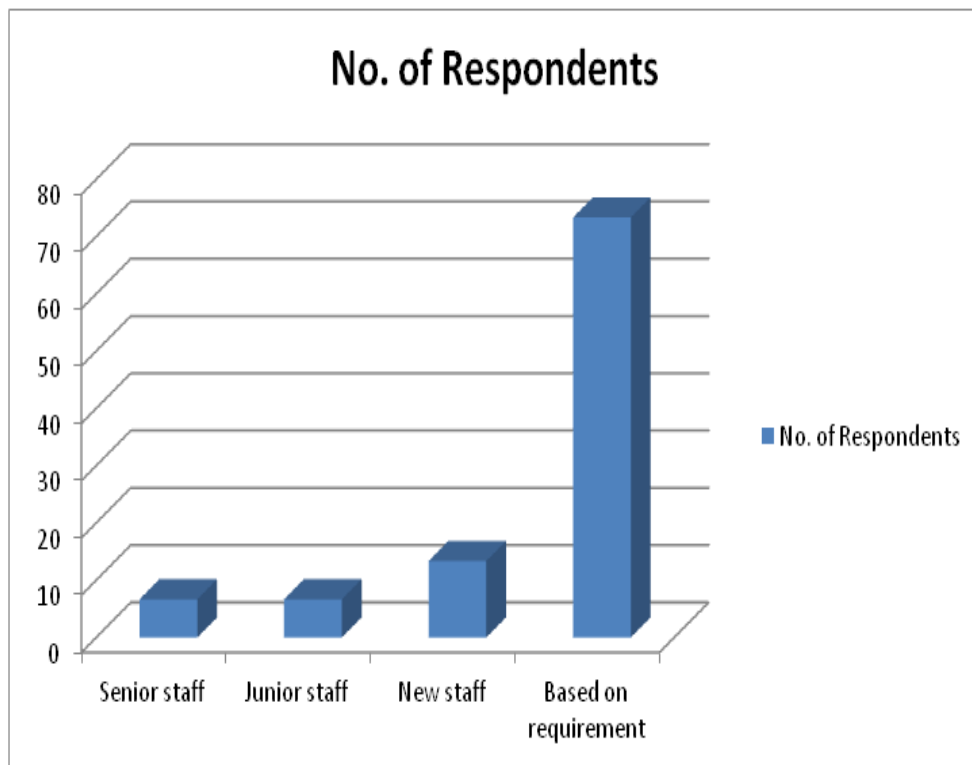


INTERPRETATION:

From the above analysis 80% of the respondents agreed Less than 10. And 20% of respondents said they agreed for 20-40%.

2) To whom the training is given more in your organization?

S.No.	Options	No. of Respondents	Percentage
1	Senior staff	7	7
2	Junior staff	6	6
3	New staff	13	13
4	Based on requirement	74	74
	Total	100	100

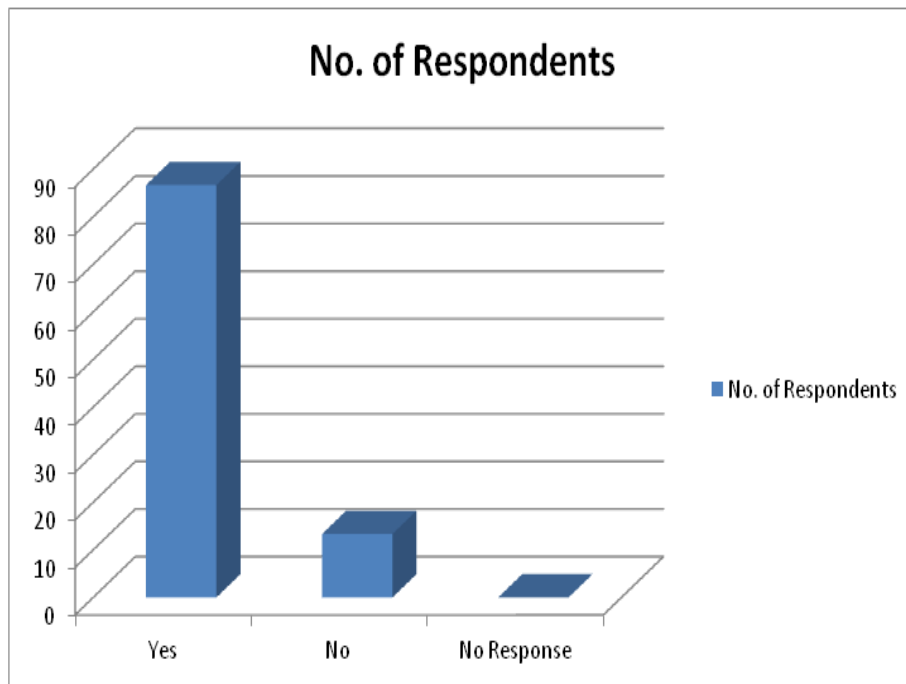


INTERPRETATION:

From the above analysis 73% of the respondents agreed that training is given more based on requirement and 13% of respondent agreed that has been given to the New staff and 14% of the respondents agreed that training is given less based on senior staff requirement.

- 3) Is there any kind of evaluation done after completing the training and development programs?

S.No.	Options	No. of Respondents	Percentage
1	Yes	87	87
2	No	13	13
3	No Response	0	0
	Total	100	100

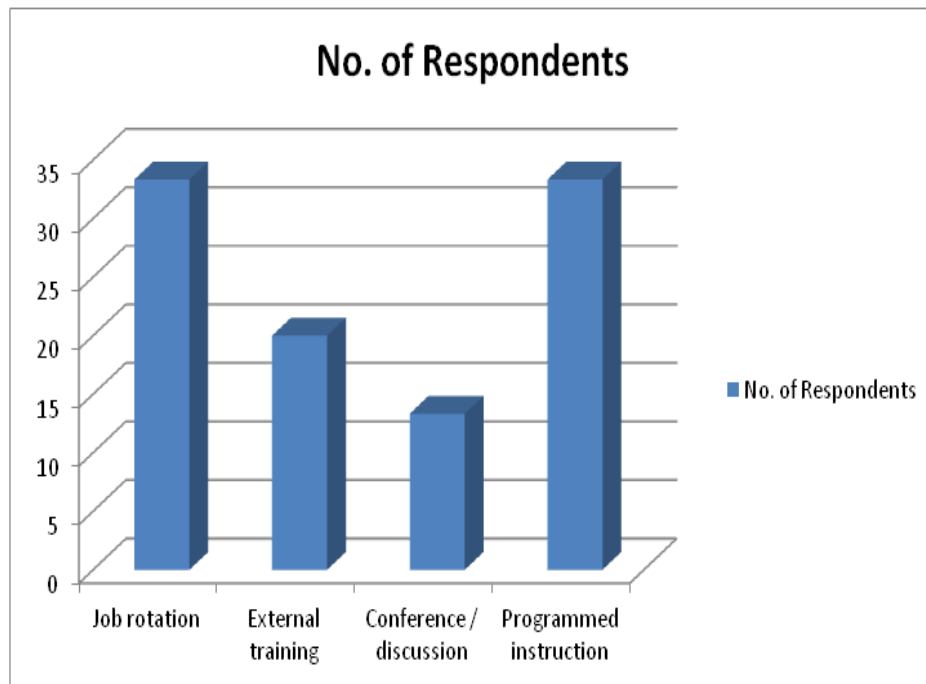


INTERPRETATION:

From the above analysis 86% of the respondents said that evaluation done after completing the training and development programs. 14% of the respondents said that evaluation done before completing the training and development programmes.

4) What mode of training method is normally used in your organization?

S.No.	Options	No. of Respondents	Percentage
1	Job rotation	34	34
2	External training	20	20
3	Conference/discussion	13	13
4	Programmed instruction	33	33
	Total	100	100

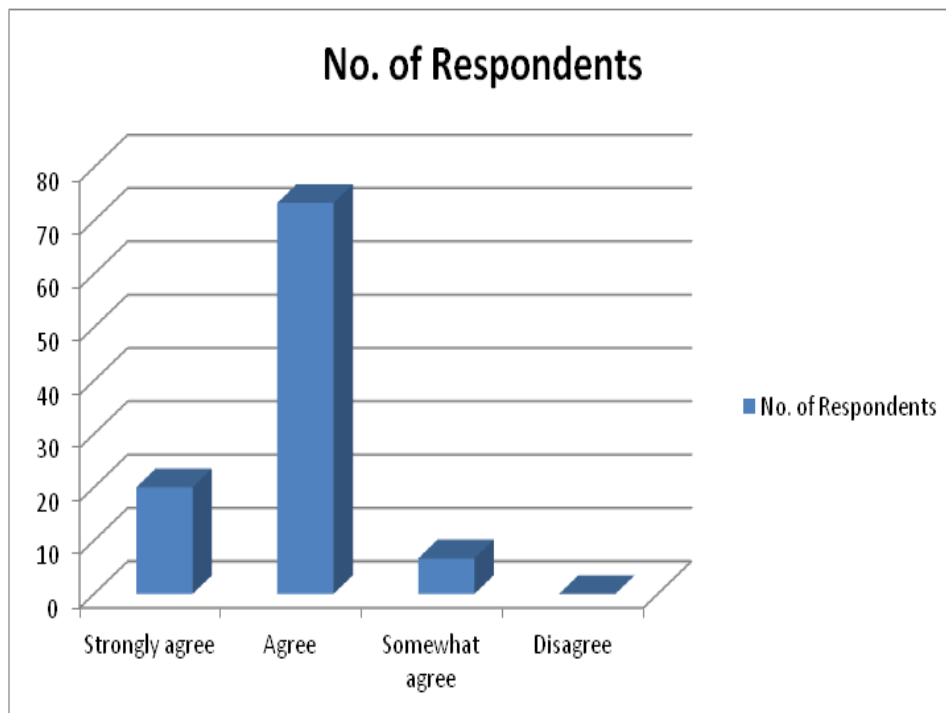


INTERPRETATION:

From the above analysis 34% respondents agreed for Job Rotation and Programmed instruction and 20% of the respondents agreed for external training and conference or discussion.

5) Enough practice is given for us during training session? Do you agree with this statement?

S.No.	Options	No. of Respondents	Percentage
1	Strongly agree	20	20
2	Agree	73	73
3	Somewhat agree	7	7
4	Disagree	0	0
	Total	100	100

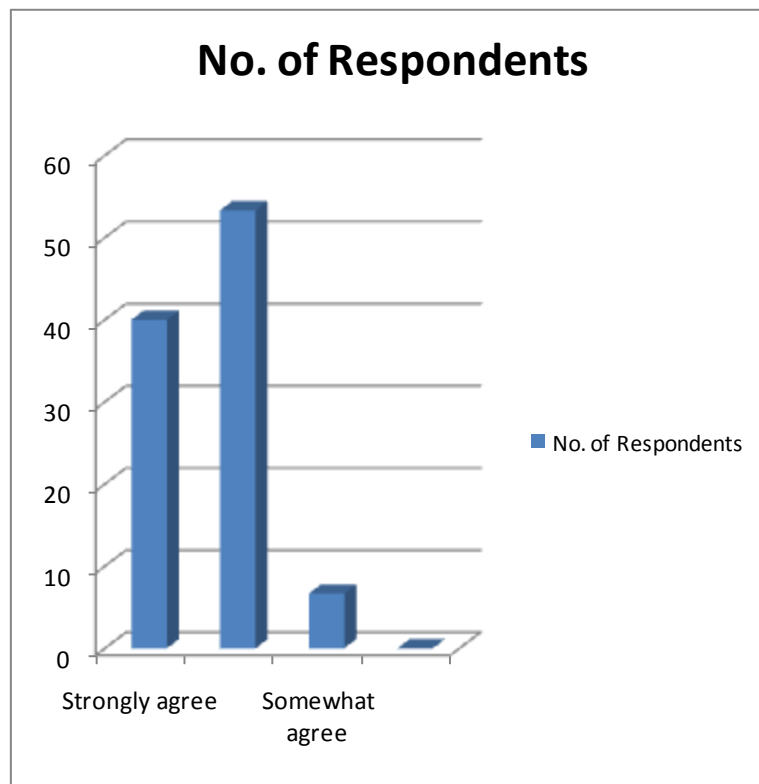


INTERPRETATION:

From the above analysis 74% of the respondents agreed that enough practice is given and 26% of respondents disagreed that enough practice is given.

- 6) The training sessions conducted in your organization is useful. Do you agree with this statement?

S.No.	Options	No. of Respondents	Percentage
1	Strongly agree	40	40
2	Agree	53	53
3	Somewhat agree	7	7
4	Disagree	0	0
	Total	100	100

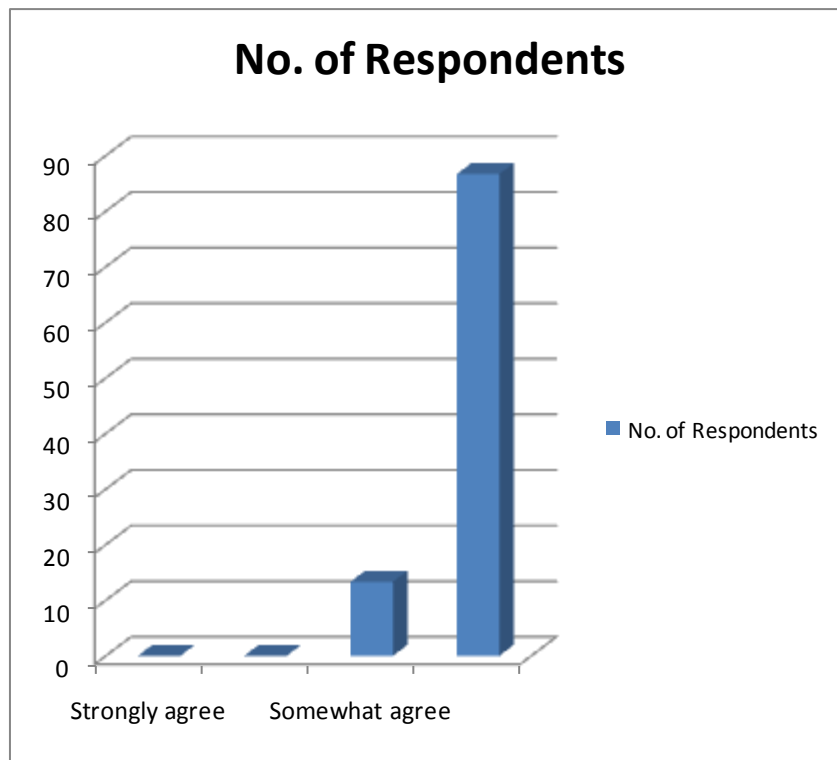


INTERPRETATION:

From the above analysis 53% of the respondents agreed that training sessions are useful, 40% of respondents strongly agreed the training sessions are useful. 7% of the respondents disagreed that training sessions are useful.

- 7) Employees are given appraisal in order to motivate them to attend the training. Does u agree with this statement?

S.No.	Options	No. of Respondents	Percentage
1	Strongly agree	0	0
2	Agree	0	0
3	Somewhat agree	13	13
4	Disagree	87	87
	Total	100	100

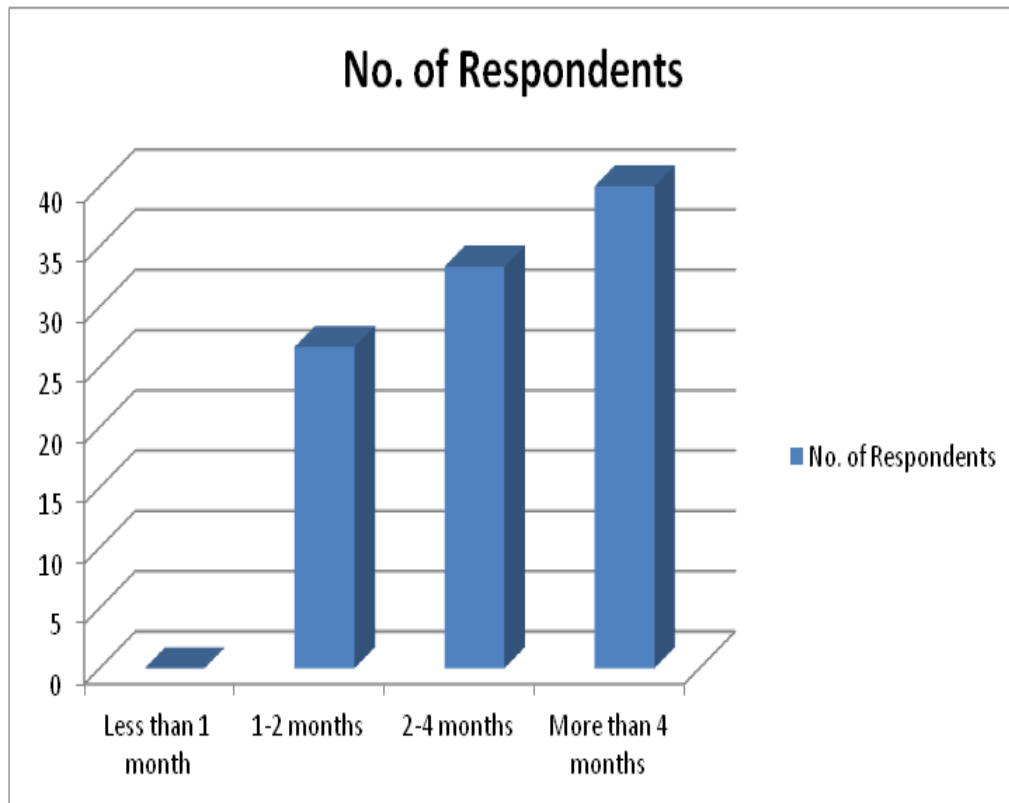


INTERPRETATION:

From the above analysis 86% of respondents disagreed for the above question. 14% of the respondents somewhat agreed the above question.

8) How long will it take to implement the trained process?

S.No.	Options	No. of Respondents	Percentage
1	Less than 1 month	0	0
2	1-2 months	27	27
3	2-4 months	33	33
4	More than 4 months	40	40
	Total	100	100

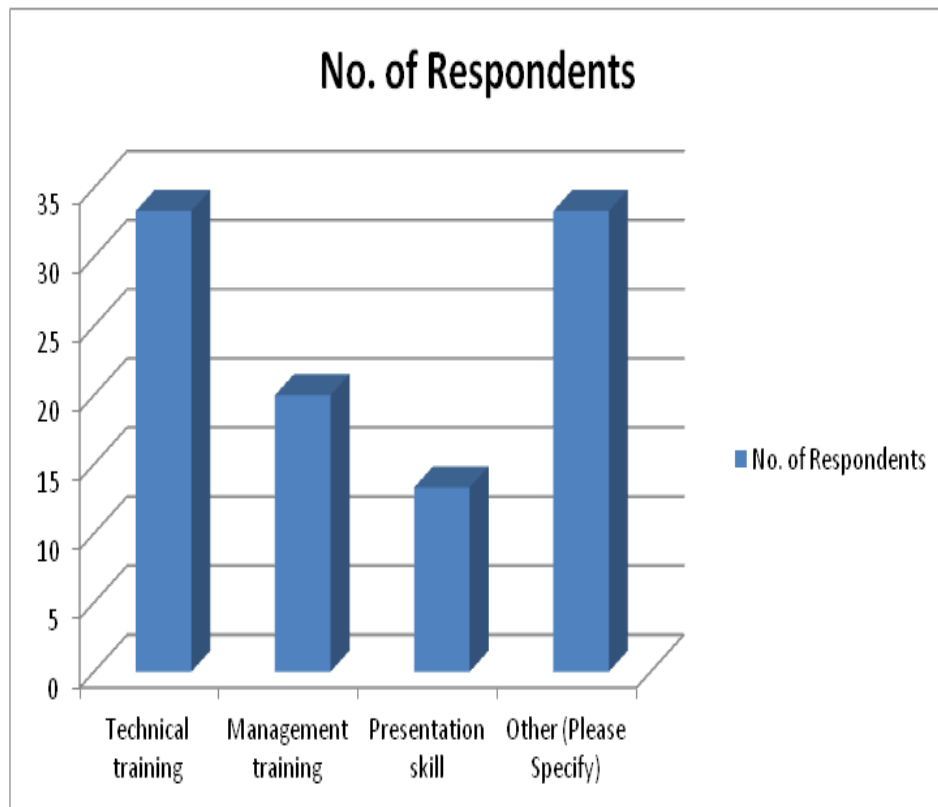


INTERPRETATION:

From the above analysis 40% of the respondents said that it would take more than 4 Months to implement the trained process. 33% of the respondent said that it would take 2 to 4 months to implement the trained process. 27% of the respondents said that it would take 1 to 2 months to implement the trained process.

9) What type of training is being imparted for new recruitments in your organization?

S.No.	Options	No. of Respondents	Percentage
1	Technical training	33	33
2	Management training	20	20
3	Presentation skill	13	13
4	Other (Please Specify)	34	34
	Total	100	100

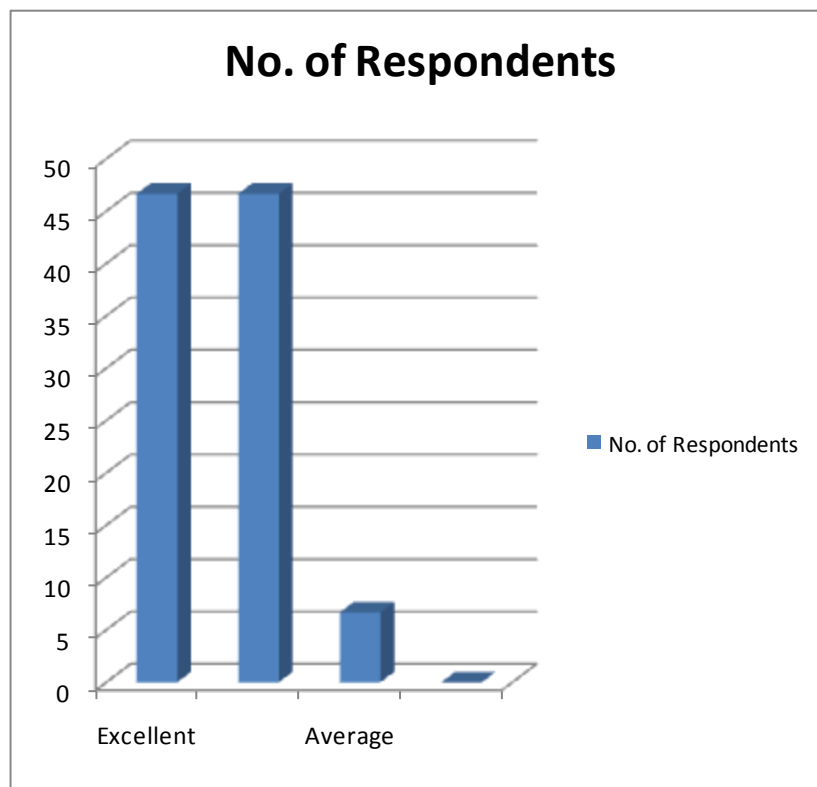


INTERPRETATION:

From the above analysis 33% of the respondents said that Technical training is imparted. 20% of the respondents said that management training is imparted and 13% of the respondents said that presentation skills are imparted. 34% of the respondents said that other skills are imparted.

11) How well the workplace of the training is physically organized?

S.No.	Options	No. of Respondents	Percentage
1	Excellent	47	47
2	Good	47	47
3	Average	6	6
4	Bad	0	0
	Total	100	100

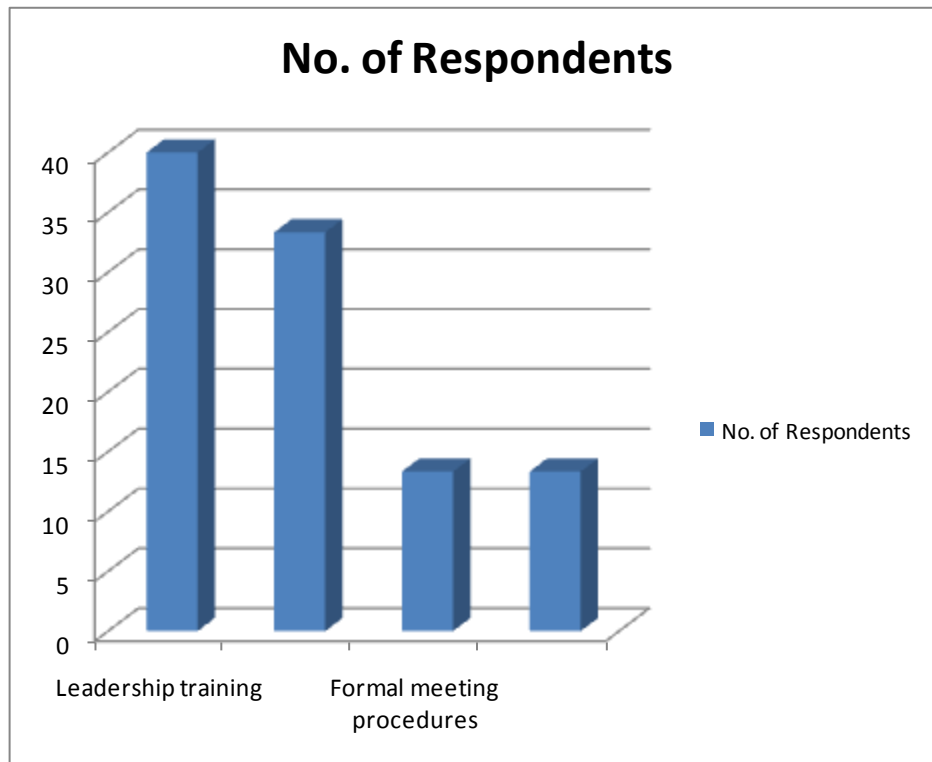


INTERPRETATION:

The above analysis 47% of the respondents expressed that the work place was excellently organized and 47% of the respondents expressed that the work place was good organized, 6% of the respondents expressed that the work place was average.

12) What Training and Development do you need to make your career aspirations to come true?

S.No.	Options	No. of Respondents	Percentage
1	Leadership training	40	40
2	External Degree Study	34	34
3	Formal meeting procedures	13	13
4	Other (Please Specify)	13	13
	Total	100	100

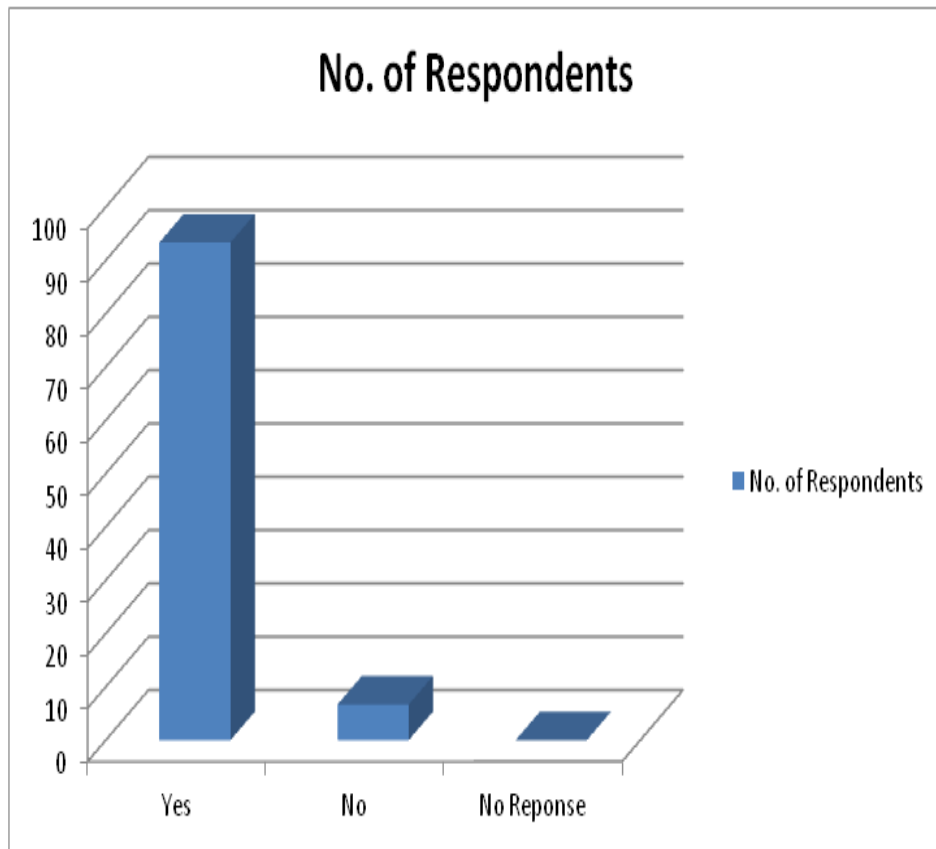


INTERPRETATION:

From the above analysis 40% of the respondents agreed for Leadership training. 33% of respondents agreed for External Degree Study and remaining 26% agreed for formal meeting procedures.

13) Do you feel that the annual training plan is required?

S.No.	Options	No. of Respondents	Percentage
1	Yes	93	93
2	No	7	7
3	No Response	0	0
	Total	100	100

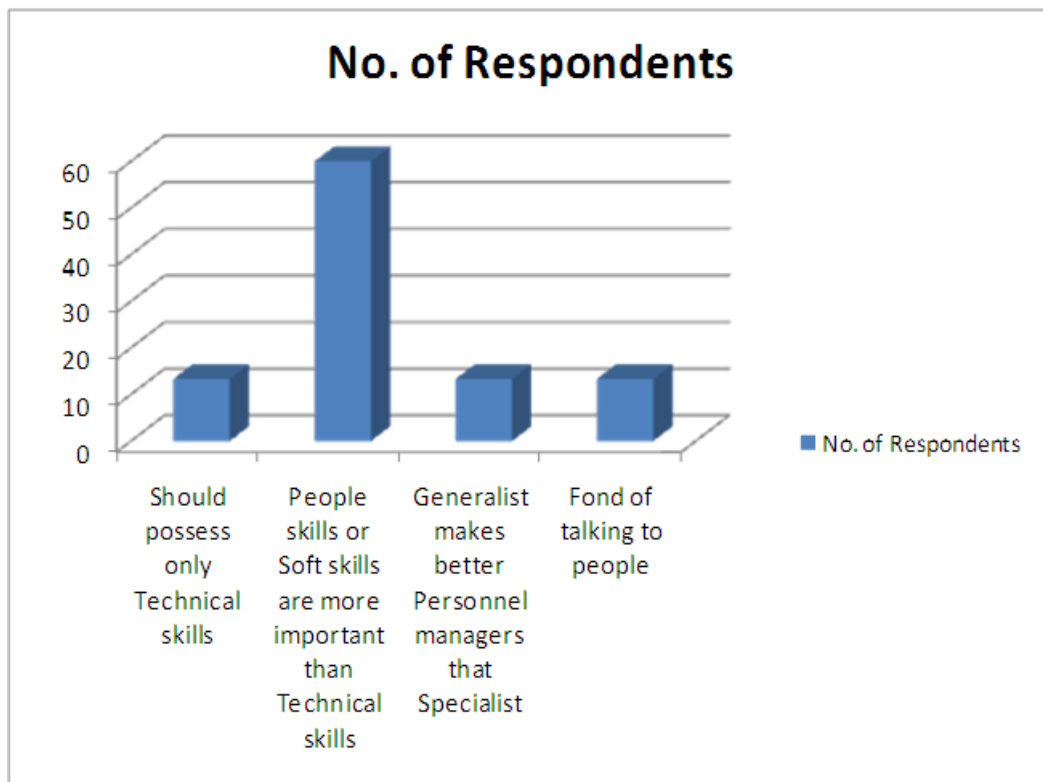


INTERPRETATION:

From the above analysis 93% of the respondents said that annual training is required. 7% of the respondents said that annual training is not required.

14) What are the skills that the trainer should possess to make the training effective?

S.No.	Options	No. of Respondents	Percentage
1	Should possess only Technical skills	14	14
2	People skills or Soft skills are more important than Technical skills	60	60
3	Generalist makes better Personnel managers that Specialist	13	13
4	Fond of talking to people	13	13
	Total	100	100

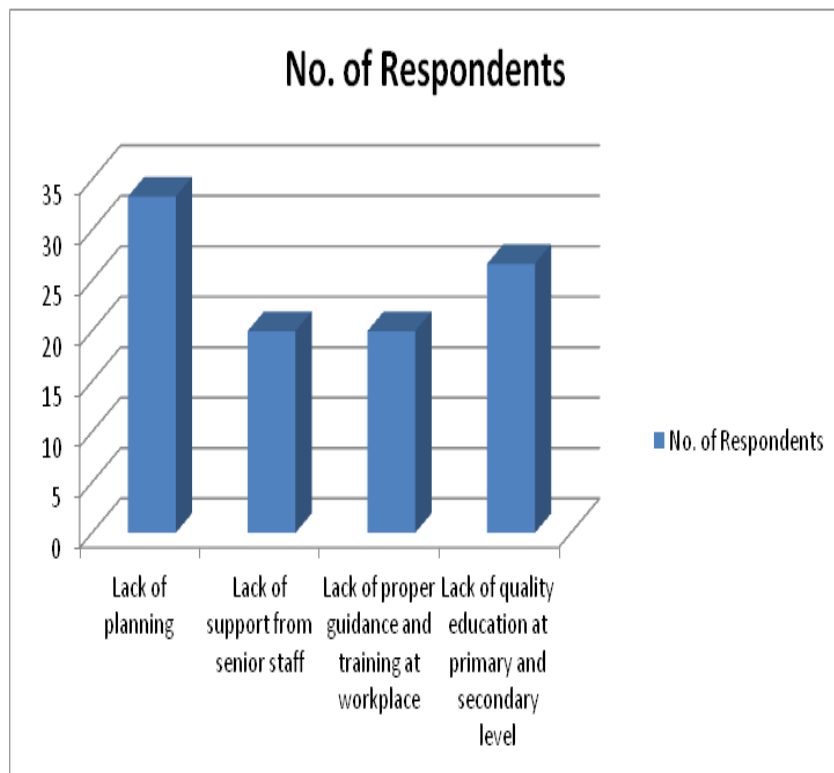


INTERPRETATION:

From the above analysis 60% of the respondents said that People skills or Soft skills are more important than Technical skills. 13% of the respondents said that should possess only technical skills, remaining 27% of the respondents said that generalist makes better personnel managers that specialist and Fond of talking to people.

15) Reason for shortage of skilled man power at workplace are:

S.No.	Options	No. of Respondents	Percentage
1	Lack of planning	33	33
2	Lack of support from senior staff	20	20
3	Lack of proper guidance and training at workplace	20	20
4	Lack of quality education at primary and secondary level	27	27
	Total	100	100



INTERPRETATION:

From the above analysis 33% of the respondents agreed for lack of planning. 40% of the respondents agreed that lack of support from senior staff and lack of proper guidance and training at work place.

VII. FINDINGS

- Determine the training needs through job description, performance appraisal, potential appraisal and discussion with employees.
- Prepare a training calendar in discussion with the managers concerned.
- Define the training objectives specifically.
- Determine the criteria of need for nomination of employees for training.
- Select the efficient faculty.

VIII. SUGGESTIONS

- Management should commit itself to allocate major resources and adequate time to training.
- Ensure that training contributes to competitive strategies of the firm. Different strategies need different HR skills for implementation. Let training help employees at all levels and acquire the needed skills.
- A comprehensive and systematic approach is there but training and re-training are for all levels of employees to be conducted.
- Make learning one of the fundamental values of the company. Let this philosophy percolate down to all employees in the organization.
- Ensure that there is proper linkage among organizational, operational and individual needs and Create a system to evaluate the effectiveness of training

IX. CONCLUSION

- The training and development activities are needed in the organization because mostly employees are interested to take training and development for future growth.
- Thus, it is clear that training and development activities are needed for employee's performance and organizational development.
- From the questionnaire found that mostly employees are young. Conclusion is that company should try to utilize workforce through training and development .it is good factor that work force was young.
- It clearly indicates that employees are interested in training & development activities; they feel that such types of activities are necessary for improving their performance and creating awareness among the employees.
- It is clear that both type of method on and off the job are used in company for training purpose. Conclusion is that company should use new methods for Training and development.
- Training and development programme should be made on actual needs of the employees and organization.
- Training and development programme should be revises more frequently on timely basis.

QUESTIONNAIRE

- 1) Your Organization considers training as a part of organizational strategy. Do you Agree with this statement?
 - 1 Strongly agree
 - 2 Agree
 - 3 Somewhat Agree
 - 4 Disagree

- 2) How many training programmes will you attend in a year?
 - 1 Less than 10
 - 2 10-20
 - 3 20-40
 - 4 More than 40

- 3) To whom the training is given more in your organization?
 - 1 senior staff
 - 2 junior staff
 - 3 New staff
 - 4 Based on requirement

- 4) Is there any kind of evaluation done after completing the training and developmental Programs ?
 - 1 Yes
 - 2 No
 - 3 No Response

- 5) What mode of training method is normally used in your organization?
 - 1 Job rotation
 - 2 External training
 - 3 Conference/discussion
 - 4 Programmed instruction

- 6) Enough practice is given for us during training session? Do you agree with this statement?
 - 1 Strongly agree
 - 2 Agree
 - 3 Somewhat agree
 - 4 Disagree

- 7) The training sessions conducted in your organization is useful. Do you agree with this statement?
 - 1 Strongly agree

2 Agree

3 Somewhat agree

4 Disagree

8) Employees are given appraisal in order to motivate them to attend the training. Do you agree with this statement?

1 Strongly agree

2 Agree

3 Somewhat agree

4 Disagree

9) How long will it take to implement the trained process?

1 Less than 1 month

2 1-2 months

3 2-4 months

4 More than 4 months

10) What type of training is being imparted for new recruitments in your organization?

1 Technical training

2 Management training

3 Presentation skills

4 Other (Please Specify)

11) How well the workplace of the training is physically organized?

1 Excellent

2 Good

3 Averages

4 Bad

12) What Training and Development do you need to make your career aspirations to Come true?

1 Leadership training

2 External Degree Study

3 Formal meeting procedures

4 Other (Please Specify)

13) Do you feel that the annual training plan is required?

1 Yes,

2 No,

3 No Response

14) What are the skills that the trainer should possess to make the training effective?

1 Should possess only Technical skills

2. People skills or Soft skills are more important than Technical skills

3. Generalist makes better Personnel managers than Specialist

4 Fond of talking to people

15) Reason for shortage of skilled man power at workplace are:

- 1 Lack of planning
2. Lack of support from senior staff
3. Lack of proper guidance and training at workplace

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