

# A Study On The Effectiveness Of Training And Development - A Case Study Of North Eastern Electric Power Corporation Ltd Head Office, Shillong

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## ABSTRACT

Training and Development is one of the key functions for effective management of Human Resources. Training and development helps to increase the knowledge and skills of an employee for doing a particular job. Modern Organisations are focusing a lot on training and the stress is on building the capability of employees through focussed training and development initiatives. Public Sector Organisations in India are also taking a lot of initiatives for training and development to enhance the skills and competencies of employees. NEEPCO which is one of the largest public sector organizations in India is also focusing a lot on training and development of employees. The focus of this paper is to understand the effectiveness of the training and development programs conducted by NEEPCO by collecting and analysing primary and secondary data. Based on the analysis suitable recommendations are given on how the process can be made more effective.

## Keywords

Training, effectiveness of training, evaluation, development of employees, NEEPCO, human resources

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## Introduction

Training and Development has become an integral part of any organisation in the modern world. The main purpose of employees training is to improve the skills or enhance the existing levels of knowledge so that employees are better equipped to do their present job as well as to prepare them for higher positions with increased responsibilities. It is important to note that individual growth is not an end in itself. Individual growth needs to be measured with Organisation growth. Training refers to the teaching or learning activities done for facilitating the employees of an organisation to acquire new skills and knowledge so that they are better equipped to handle their jobs in the organisation. Training also helps to prepare employees for future jobs and roles. In today's scenario change is the order of the day and the only way to deal with it is to learn and grow. Employees have become central to success or failure of an organisation they are the cornucopia ideas. So it high time the organisation realise that "train and retain is the mantra of new millennium".

## Importance of Training and Development

- Optimum Utilization of the Human Resource- Training and Development helps in optimizing the talent of the individual which further helps the employee to achieve and deliver in the Key Result areas of the job.
- Development of Human Resources- Training and Development helps to develop the technical and behavioural skills of an employee in an organisation. It also helps the employees in attaining personal growth.
- Development of skills of employees- Training and Development helps to increase the job knowledge and skills of employees at each level. This in turn helps to enrich and

expand the horizons of human intellect and the overall personality of the employees.

- Productivity- Training and Development helps in increasing the productivity of the employees which helps the organisation in achieving its long term goal.
- Team spirit- Training and Development helps to promote team spirit and team collaborations.
- Organisation Culture- Training and Development helps to develop and improve the organisational health culture and effectiveness. It helps in creating a learning culture within the organisation.
- Organisation Climate- Training and Development helps in building a positive climate and working atmosphere within the organisation. All categories of the employees are positively motivated.
- Quality- Training and Development helps in improving the quality of work.
- Healthy work-environment- Training and Development helps in creating a healthy working environment. It helps to build good employee relationship so that individual goals align with organisational goal.
- Health and Safety- Training and Development helps in improving the health and safety of the organisation thus preventing obsolescence.
- Morale- Training and Development helps in improving the morale of the work force.
- Image- Training and Development helps in creating a better image of the organisation.
- Profitability- Training and Development leads to improved profitability and promotes positive attitudes by orienting employees towards profit orientation.
- Training and Development aids in organizational development i.e. organisation gets more effective in decision making and problem solving.
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and

other aspects that successful workers and managers need to possess to become effective.

### Objectives Of The Study

The objectives of the study are:

- To study the effectiveness of training and development programmes in NEEPCO.
- To examine the impact of training on workers.
- To analyse whether the employees are satisfied with the training and development programmes been provided by the organisation.
- To collect and analyse the views of the participants and superiors on the training.

### Literature Review

Training is an important function of any organisation to keep it progressing and moving ahead. Oatey elaborated that in any organization training helps in the development of an employee and also improves an employee's skills and knowledge at a task. Training and development is most effective for motivating and retaining high quality human resources within organization. (Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang and Sijun Shao, 2009). Lowry, Simon, and Kimberley (2002) concluded that training is a factor that enhances employee commitment and maximizes employee potential.

Sampat, Vaghul and Varde (1977) examined that in an industry, the aim of a training system will have to be providing education to the employees. Hesseling (1971) opined that in order to attain an objective, it is a sequence of opportunities and experiences which was designed to modify an employee's attitude. Tan, Hall and Boyce (2003) opined that in the future organizations need to make huge investment on the programmes related to training and development. According to Huque A.S and Vyas L (2008), training effectiveness may be assessed by considering the results or evaluation, performance of the trainees and their ability to transfer techniques to their jobs. Evaluating the effectiveness of training program is an important step as it is carried out to see how well the training objectives have been met and whether it is the best method for achieving those objectives (Niraj Kishore Chimote, 2010). Training evaluation is often defined as the systematic process of collecting data to determine if training is effective (Goldstein & Ford, 2002; Noe, 2002). According to Brown G. Kenneth & Gerhardt W. Megan (2002), evaluation should include procedures that ensure alignment of a training activity with the organization's strategy

### Research Methodology

The data for the purpose of the study was collected through primary method. It includes the questionnaire being distributed to the employees of NEEPCO of the different departments to get their feedback regarding the Performance Management and Appraisal system.

**Primary Data:** Based on the initial research finding, a structured questionnaire was prepared. Primary data was collected through the questionnaire.

**Secondary Data:** Secondary data was collected from information available in various published sources such as; Reports and publication of the organisation Websites

Books

Historical Documents

**Tools for analysis:** Tools for analysis shows how to represent the data collected, like diagrammatic or graphical which are more attractive and appealing. The tools used for analysis are -

**Line Diagram:** It is the simplest way to represent data collected which is based on the basis of size of the figures. Heights of the bar line are drawn against this.

**Bar Diagram:** Bar diagram is drawn when items are to be compared with respect to a single characteristic.

**Pie Diagram:** It is in circle shape, and the circle is divided sector wise according to the magnitude of a component.

**Sampling Design:** For the purpose of the study a research was conducted amongst the employees of the NEEPCO headquarters, Shillong. The Head office was selected as a site as it is the main operational area in which information regarding performance management and appraisal system is collected. A sample size of 25 employees was selected for the purpose of the same.

**Sampling Techniques:** In the research random cum-convenient sampling technique have been used.

### About The Organisation

North Eastern Electric Power Corporation Ltd. (NEEPCO) was incorporated in 2<sup>nd</sup> April 1976 to plan, investigate, design, construct, generate, operate & maintain power station in the North East Region of India. It was setup under the Ministry of Power and is conferred with the Schedule A-Miniratna Category I CPSE status by the Government of India.

NEEPCO operates 5 hydro, 3 thermal and 1 solar power station with a combined installed capacity of 1347MW. NEEPCO has 2 power projects under development which include 110 MW Pare HEP and 600 MW Kameng HEP which is scheduled for commissioning within the financial year 2018-19.

The corporate office of NEEPCO is located in Shillong, the capital of Meghalaya.

For fulfilment of its mission, NEEPCO has set the following objectives for the year 2018-19 commensurate with the aims, programmes and policies of the government evolved from time to time:

- Development of Hydro/Thermal/Renewable Projects
- To ensure optimum utilisation of installed capacity so as to achieve maximum generation optimum machine availability and Plant Load Factor
- To make full efforts in the realization of outstanding dues from the beneficiaries in other to bring down the sundry debts.
- Adoption of improved techno logs for poor generation
- To improve the Quality Management System (ISO: 9001, OHSAS18001 and IOS 14001)

- Preparation of DPRs for new schemes with emphasis on minimizing geological surprises.

**Training And Development In Neepeco**

The Human Resource Department of NEEPCO is giving a lot of stress on training and development activities as they play a vital role in bettering employee’s performance and in organization growth. Training and Development allows employees to acquire new skills, sharpen existing ones, perform better and increase productivity.

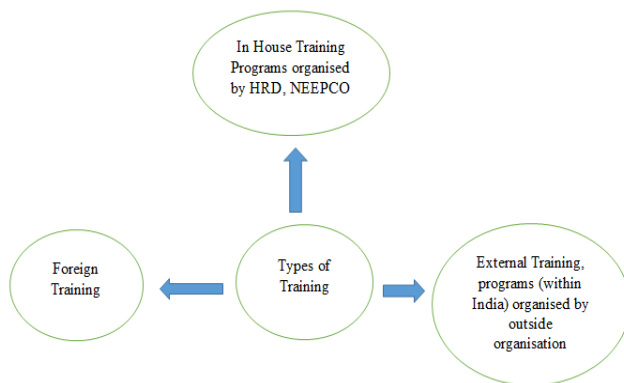
As such HRD Department has been working towards offering the best training and development opportunities to our employees so that they can undertake their responsibilities in a more effective manner. It is a subsystem of an organisation. It ensures that randomness is reduced and learning or behavioural changes take place in structured format.

**Annual Competency Development Plan (ACDP)**

The training and development activities of the department are undertaken in accordance with the ACDP. The ACDP is prepared after incorporation of the training inputs received through the analysis of the training needs from time to time. Apart from budget allocated from training programmes, budget is also allocated for training infrastructure development and organising interactive talks by eminent personalities and experience sharing session

**Types of Training in NEEPCO Ltd.**

Three types of training in NEEPCO Ltd.:



**Process of Training in NEEPCO Ltd.**

**Training Design**

- Before the onset of the financial year, Training need forms are circulated to all departments across all projects/plants and establishments for seeking the various training requirements of employee.
- The ACDP is prepared after the incorporation of the training inputs received through the analysis of the training needs forms, training requirements forwarded by various departments from time to time, past participant feedback, training calendars of external training agencies, etc.

- Suitable training intervention via in house training programs with customized modules, external training programs, on the job programs, etc. are incorporate in the plan.

**Training Delivery**

- Suitable training agencies of repute are identified and co-ordinate accordingly for the in-house training.
- In case of external training (in India and abroad), the training calendars of noted training institutes are sought for enabling our employees to attend training programs.
- Nomination of employees to training programmes is accordingly taken from the competent authority.

**Training Evaluation**

Feedback from training is taken from the concerned participating employees and their controlling officers. This helps in understanding the utility of the training programmes attended.

**Training Evaluation in NEEPCO Ltd**

There are three levels of training Evaluation in NEEPCO Ltd.

Immediate Feedback:

- Program Feedback: taken for in-house programs.
- External Record Form: taken for external training programs.

Learning Feedback:

- A pre- training and post training test is conducted during in-house training programs for measuring the learning effectiveness.

Impact Assessment:

- Training effectiveness evaluation is done after the completion of three months of the training programmes. This helps in assessing the changes in job behaviour of the employee owing to knowledge attained from the training.

**Data Analysis And Interpretation Of Questionnaire**

The responses of the sample employees to the questionnaire made for the purpose of collection of primary data and the data analysis of the same has been given in this section.

**1. Categorisation of Employee**

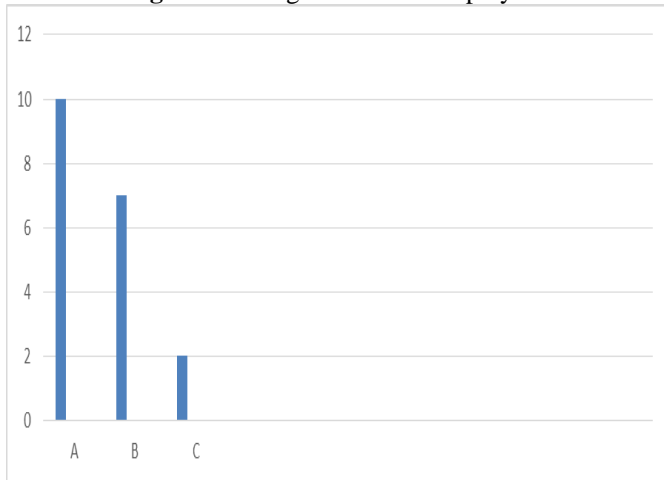
- a) The category of employees is a) Executive b) Supervisor c) Workman

It was observed that majority of the sample employees are in the executive category i.e. 52.6% while 36.8% and 10.8% are in the supervisor and workman category. The data for this has been given in Table 1 and Figure 1 respectively

**Table 1- Categorisation of Employee**

Particulars	A	B	C	Total
Respondents	10	07	02	19
Percentage %	52.6%	36.8%	10.5%	100%

**Figure 1- Categorisation of Employee**



**2. Service tenure in NEEPCO.**

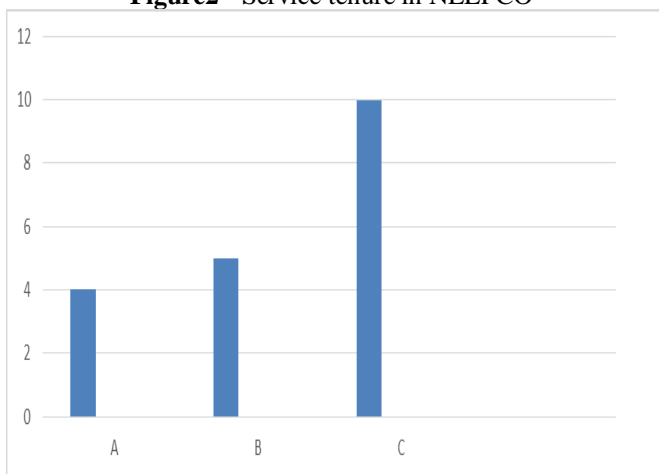
- a) Less than 10 years
- b) 10-20 years
- c) More than 20 years

It was observed that out of the respondents, majority of the employees have spent more than 20 years in the organisation while 26.3% have spent between 10-20 years and 21.1% have spent less than 10 years.

**Table 2- Service tenure in NEEPCO**

Particulars	A( less than 10 yrs)	B( 10-20yrs)	C( more than 20 yrs)	Total
Respondent	04	05	10	19
Percentage %	21.1%	26.3%	52.6%	100%

**Figure2 - Service tenure in NEEPCO**



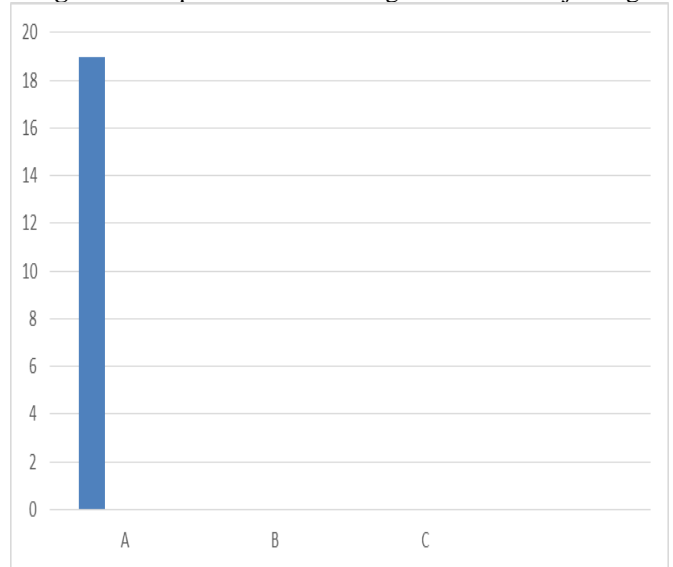
**3. Requirement of trainings at the time of joining.**

- a) Yes
- b) No
- c) Cannot say

**Table 3- Requirement of trainings at the time of joining**

Particulars	A	B	C	Total
Respondent	19	0	0	19
Percentage %	100%	0%	0%	100

**Figure 3- Requirement of trainings at the time of joining**



From the above table it is seen that the majority of the employees (100%) agree that training is important at the time of joining the organisation

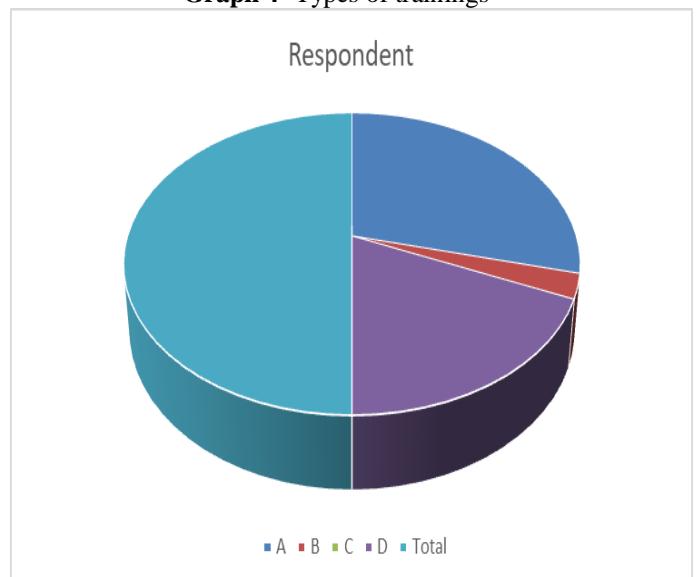
**4. Types of trainings prevalent in NEEPCO.**

- a) Internal
- b) External
- c) Overseas
- d) All of the above

**Table 4- Types of trainings**

Particulars	A	B	C	D	Total
Respondent	11	01	0	07	19
Percentage %	57.9%	5.3%	0%	36.8%	100%

**Graph 4- Types of trainings**



From the above analysis it is observed that the maximum number of employees (57.9%) agree that internal training is imparted more in NEEPCO. Around 5.3% of the employees are of the view that external trainings also occurs. 36.8% of employees agree that all types of trainings are given.

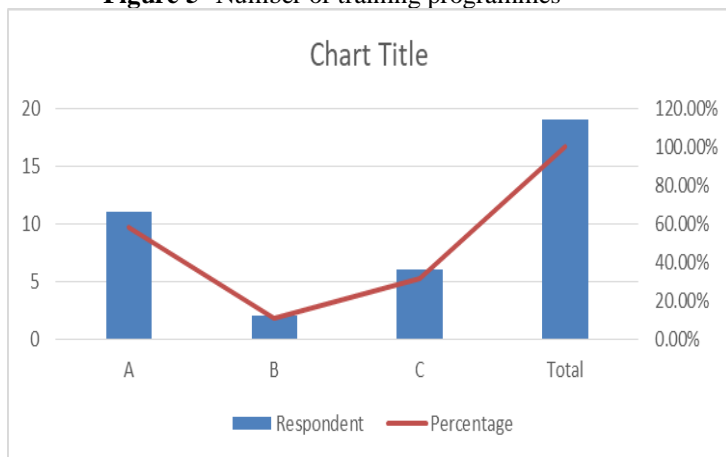
5) Number of training programmes attended in NEEPCO.

- 3
- b) 5
- c) More than 5

**Table 5-** Number of training programmes

Particulars	A	B	C	Total
Respondent	11	02	06	19
Percentage	57.9%	10.5%	31.6%	100%

**Figure 5-** Number of training programmes



From the analysis of the data collected from respondents it can be clearly seen that 57.9% of the employees have attended trainings only three times in their tenure. 10.5% of the employees have attended 5 times and around 31.6% have attended more than 5 times

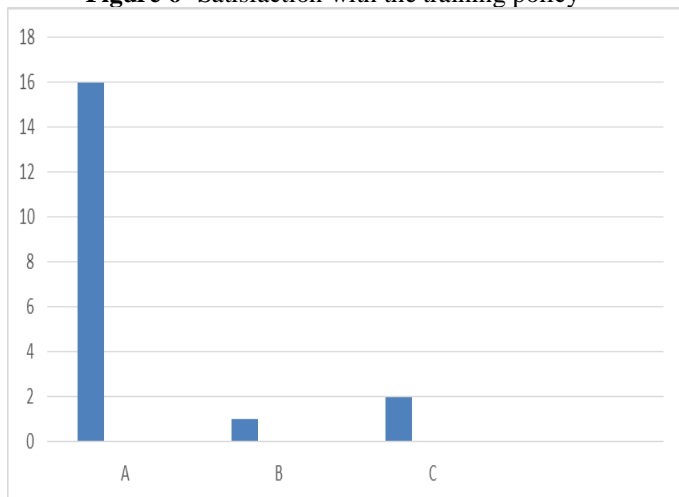
6) Satisfaction with the training policy of NEEPCO?

- a) Yes
- b) No
- c) Cannot say

**Table 6-** Satisfaction with the training policy

Particulars	A	B	C	Total
Respondent	16	01	02	19
Percentage	84.2%	5.3%	10.5%	100%

**Figure 6-** Satisfaction with the training policy



Among the total of 19(100%) respondents only 16(84.2%) employees were satisfied with the training policy maintained in NEEPCO and 1(5.3%) was not satisfied and 10.5% of employees did not comment on the training policy.

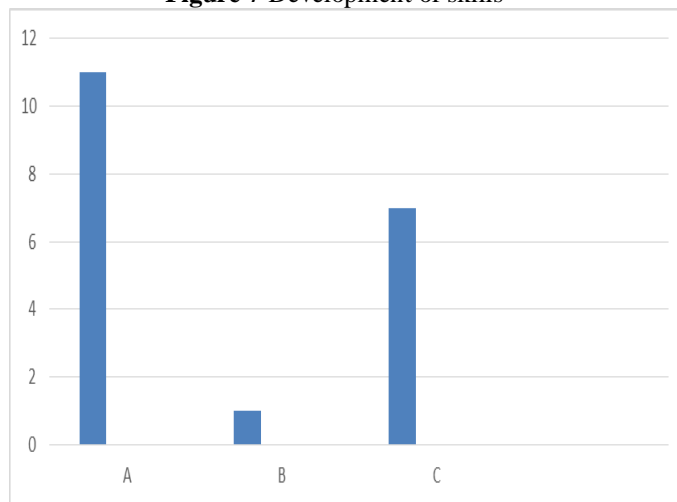
7) Development of skills post attending the training programmes.

- a) Yes
- b) No
- c) Cannot say

**Table 7-** Development of skills

Particulars	A	B	C	Total
Respondent	11	01	07	19
Percentage%	57.9%	5.3%	36.8%	100%

**Figure 7** Development of skills



From the above analysis, maximum number of employees (57.9%) has agreed that their skills have developed after attending trainings. A small minority i.e. 5.3% of the respondents did not subscribe to this view.

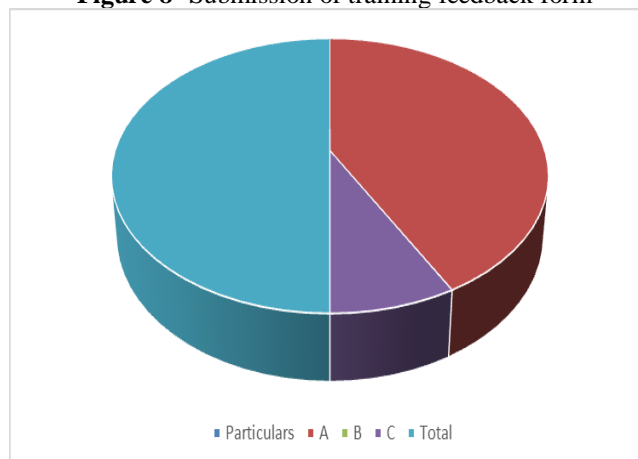
8) Submission of training feedback form by employees 'after the training programmes.

- a) Yes
- b) No
- c) Cannot say

**Table 8-** Submission of training feedback form

Particulars	A	B	C	Total
Respondent	16	0	03	19
Percentage %	84.2%	0%	15.8%	100%

**Figure 8-** Submission of training feedback form





From the above data analysis it can be observed that a maximum of employees i.e. 84.2% have submitted their feedback after the training

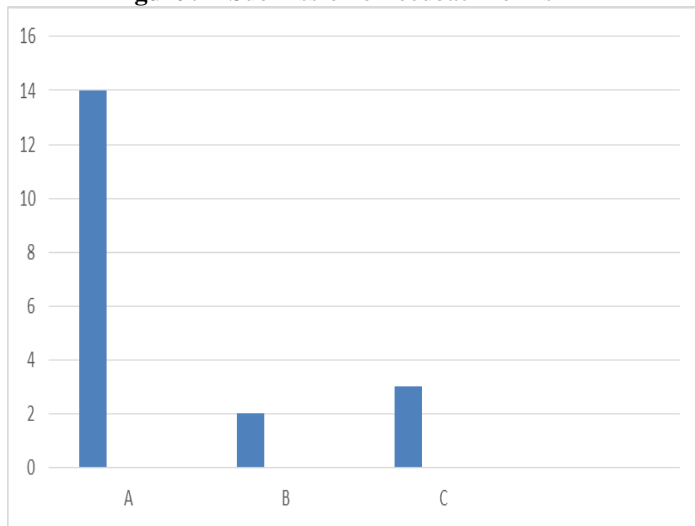
9) Views of employee on whether they feel submission of feedback form is mandatory

- a) Yes
- b) No
- c) Cannot say

**Table 9-** Submission of feedback forms

Particulars	A	B	C	Total
Respondent	14	02	03	19
Percentage%	73.7%	10.55	15.8%	100%

**Figure 9 -** Submission of feedback forms



From the above analysis it can be understood that a maximum number (73.7%) of employees have agreed that submitting feedback form is mandatory. Only a small minority i.e. 10.55% of the respondents did not agree that submission of feedback forms are mandatory.

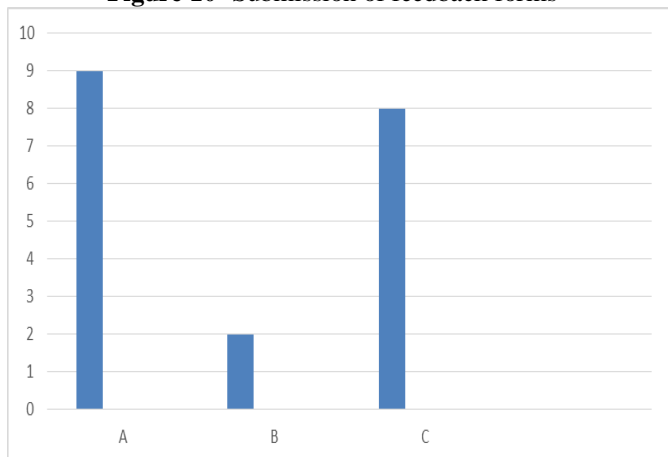
10) Views of the employee on whether the controlling officer is submitting the training effectiveness evaluation form to them or not

- a) Yes
- b) No
- c) Cannot say

**Table 10-** Submission of feedback forms

Particulars	A	B	C	Total
Respondent	09	02	08	19
Percentage%	47.4%	10.5%	42.1%	100%

**Figure 10-** Submission of feedback forms



The maximum number of employees (47.4%) has agreed that the controlling officer is submitting training effectiveness evaluation form and only a small minority (10.5%) of employees did not agree with the term.

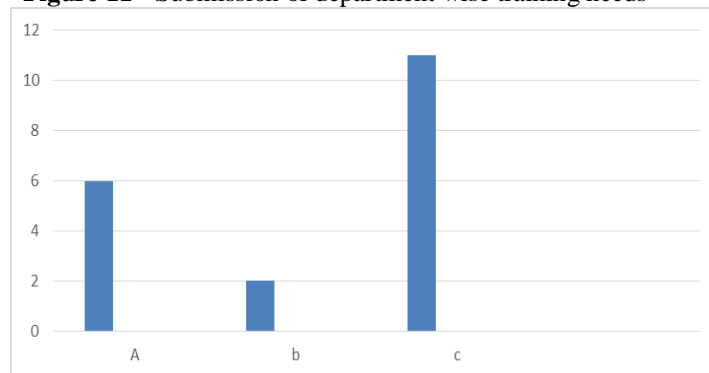
11. Views on submission of department wise training needs form for Annual Competency Development Plan (ACDP)?

- a) Yes
- b) No
- c) Cannot say

**Table 11-** Submission of department wise training needs

Particulars	A	B	C	Total
Respondent	06	02	11	19
Percentage%	31.6%	10.5%	57.9%	100%

**Figure 11 -** Submission of department wise training needs



Maximum number of respondents (57.9%) are unaware about the training needs form that is submitted to each department by the HR Department for annual competency development plan (ACDP). Only an average number of employees (31.6%) were aware about the training needs form. Some of them (10.5%) did not comment on the same.

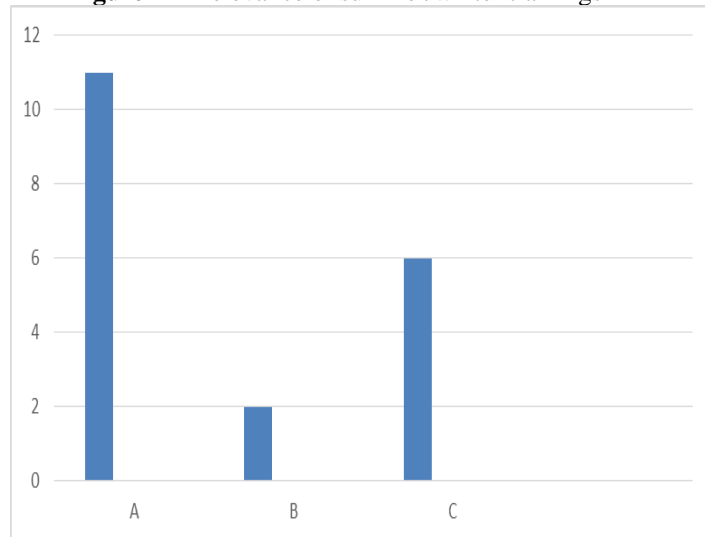
12. Relevance of summer/winter apprenticeship trainings in NEEPCO.

- a) Yes
- b) No
- c) Cannot say

**Table 12-** Relevance of summer/winter trainings

Particulars	A	B	C	Total
Respondent	11	02	06	19
Percentage%	57.9%	10.5%	31.6%	100%

**Figure 12-** Relevance of summer/winter trainings



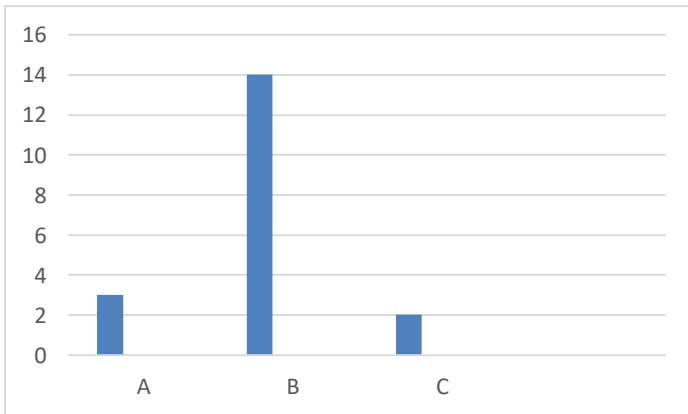


- a) Excellent  
 b) Good  
 c) Satisfactory

**Table 17-** Implementation of training programme designed

Particulars	A	B	C	Total
Respondent	03	14	02	19
Percentage%	15.8%	73.7%	10.5%	100%

**Graph 17-** Implementation of training programme designed



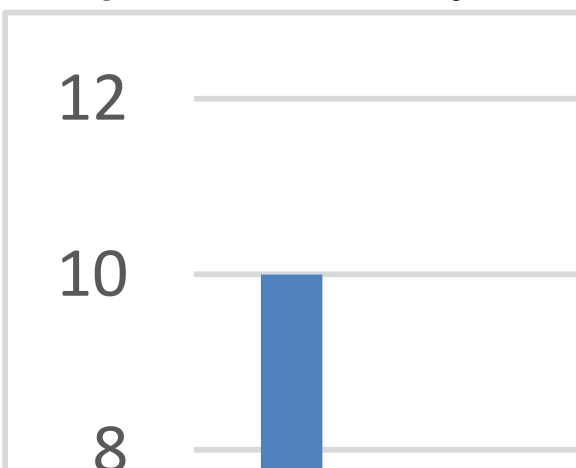
The maximum (73.7%) number of employees are satisfied with the way the training is designed and implemented in the organisation and 15.8% of the respondents have rated it as excellent while around 10.5% have rated its satisfactory. 18. Views on whether the training method/tools employed by the organisation are effective enough to achieve the goals of the organisation.

- a) Yes  
 b) No  
 c) Cannot say

**Table 18 – Effectiveness of training methods**

Particulars	A	B	C	Total
Respondent	10	0	09	19
Percentage%	52.6%	0%	47.4%	100%

**Figure 18-** Effectiveness of training methods



The maximum number of employees (52.6%) agreed with the term that the training method/tools employed by the organisation are effective enough to achieve the goals of the organisation. 47.4% however a contradictory view.

## Findings

The major findings of the project are enumerated as follows:

- The finding from the data analysis from the questionnaire show that overall the training and development programmes in NEEPCO are functioning effectively.
- Employees are satisfied with the way the training is conducted.
- The objectives of the training programmes were broadly known to the respondents prior to them attending the programmes.
- The training programmes were adequately designed to cater to the developmental needs of the respondent.
- The training programmes were able to improve on-the-job efficiency.
- Organisation training policy is well followed in the organisation.
- Fair, uniform, and systematic procedure is carried out while nominating for training in NEEPCO.
- The training is mainly conducted all around India which results in the trainers having to travel but the logistic and arrangements are provided by the organisation training budget.

## Recommendation

With reference to the topic “Study on effectiveness of Training and Development system in NEEPCO” the following are the recommendations made:-

- The organisation may utilize both subjective and objective approach for the training programmes.
- The organisation may consider deputing each employee to attend at least one training programmes in a year.
- The in-house training programme will be beneficial to the organisation as well as employees since it will help employees to attend their official work while undergoing the training.
- The organisation can also arrange part time training programme in the office premises for short durations, spanning over a few days, in order to avoid any interruption in the routine work.
- The organisation can arrange the training programmes department wise in order to give focused attention towards the department.

## Conclusion

Human Resource Management (HRM) is concerned with “people’s dimension” in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher level of programmes, and ensuring that they continue to maintain their commitment to the organisation are essential to achieve organisation objectives.

Human Resource can be termed as infinite renewable resource. An organisation can develop only when it’s human resource are developed so as to make them worthy for their



jobs. The employees of any organisation are precious wealth and backbone that plays a pivotal role in its developmental and productive activities. Its employees significantly influence the prosperity of the organisation. The overall purpose of HRM is to ensure that the organisation is able to achieve success through people. Rapid changing circumstances are forcing the organizations to rethink on HRM practices, such as employee development performance and reward management, etc.

Liberalization and globalization have created challenging opportunities, to make its human resource competent enough to meet the challenge.

The process of preparing this project report involved a lot of hard work, time and willingness to give the best. Moreover it was a great learning experience what was observed during the whole process was that, in spite of few drawbacks, the training and development system adopted by the company, The Company has managed to achieve its objectives to a great extent with regard to improving employee performance during the past few years. The company is also adopting new ways and means to train and motivate its employees at different levels to better their training and development programme.

This research on the topic “*Study on effectiveness of Training and Development system*” aims at highlighting the importance of Training and Development Management and Human Resource Management practices in the modern organization. It also give an overview of key performance management system activities that exists within the organization.

In this fast moving business world, organisation growth and development is possible on by creating performance organisation. As organization is known by its people and performing people creates performing organization. This is possible only if the people and strategy are linked to the performance of the organization.

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