

## **A study on the Effectiveness of Training and Development in Bharat Sanchar Nigam Limited (BSNL), Kannur**

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### **ABSTRACT**

The importance of training and development is increasing day by day due to the rapid changes happening in the society. Without proper training a man cannot equip himself with the skills that are required to sustain in this rapid changing world. The purpose of this study is to know the effectiveness of training in relation to the job performance of employees in BSNL Ltd. In order to analyze the effectiveness of training 50 employees covering all the departments of the organization was included in this study. Chi-square and percentage analysis are used in this study to analyze the effectiveness of training. BSNL provides effective induction and in service training which is beneficial for the attainment of organizational as well as personal goals. It is evident from the study that, the training programmes are beneficial to the employees to reduce frustration with regard to new working environment and rapid changes. This paper analyses various method of training, attitude of employees towards training, training needs, importance of induction and in-service training delivery, rating of training needs, emphasis of managerial capabilities through training, components to be included for effective training, barriers to training and overall rating of training provided by BSNL Ltd.

**Keywords:** Training, Development, BSNL & Telecommunication

### **1. INTRODUCTION**

India's telecommunication network is the second largest in the world based on the total number of telephone users. It has one of the lowest call tariffs in the world enabled by the mega telephone networks and hyper competition among them. It has the world's second largest internet user base. Bharat Sanchar Nigam Limited, (BSNL) is an Indian state-owned telecommunication company, headquartered in New Delhi, India. It was incorporated by Government of India on 1 October 2000. It provides mobile voice and internet services through its nationwide telecommunications network across India. No other industry touches as many technology-related business sectors as telecommunications, which, by definition, encompasses not only the traditional areas of local and long-distance telephone service, but also advanced technology-based services including wireless communications, the Internet, fiber-optics and satellites. Over the years, not only has interest in the topic grown but there have been dramatic changes in both the science and practice of training and development. These trends include the emergence of more theory-driven training research, greater consideration of the role of the trainee and training context, examination of learning that occurs outside the classroom and understanding training's impact across different levels of analysis. (Bell, Tannenbaum, Ford, Noe & Kraiger, 2017)

Training is a process whereby an individual acquires job-related skills and knowledge. Trained employees are more productive than untrained. If a person is not trained properly, then he or she may not be able to perform the assigned duties in a well and efficient manner and which will adversely affect the organizational goals as well as the employee. Over the past century, training and development in organizations has undergone a remarkable transformation. As the nature of

work has changed, training objectives have broadened beyond improving efficiency on simple manual tasks to providing employees with the skills needed to perform complex and dynamic jobs (Kraiger & Ford, 2007). If an employee is not trained well, then there are possibilities for low productivity, chances of mistakes, accidents etc. Technological updates, assigning of new roles, changes in production methods, arrival of new employees etc., compels the requirement of training. So now a day's organizations give priority to training for the organizational as well as personal development of the employees. Training is, therefore, a process whereby an individual acquires job-related skills and knowledge. On this behalf, a research study was carried out in BSNL Ltd, Kannur to identify the effectiveness of training.

## 2. EXPERIMENTAL

A study on the Effectiveness of Training and Development is conducted at Bharat Sanchar Nigam Limited (BSNL) Kannur. Both primary and secondary data were used in this study. This study was carried out with the help of a structured questionnaire, which helped in accomplishing the research objectives. Sample of 50 employees covering all the departments of the organization was included in this study. Employees were asked to fill the questionnaire.

## 3. RESULTS AND DISCUSSION

Tools used for analyzing the results were chi-square and percentage analysis. Study was analyzed with the help of hypothesis. Hypothesis means a mere assumption or some supposition to be proved or disproved, hypothesis is of two types:

Null hypothesis (Ho) - there is no significant relationship between independent and dependent variable.

Alternative hypothesis (H1) – there is a significant relationship between independent and dependent variable

### Chi-square tests

#### 1. Attitude employees and effectiveness of training

Ho – Attitude of employees is independent on the effectiveness of training programs

H1 – Attitude of employees is dependent on the effectiveness of training programs

**Table No. 1: Attitude \* Training Effectiveness Crosstab**

Training Effectiveness	Attitude		Total
	Yes	No	
Highly Satisfied	18	2	20
Satisfied	10	4	14
Neutral	2	6	8
Dissatisfied	1	3	4
Highly Dissatisfied	2	2	4
Total	33	17	50

Source: Sample survey

**Table No. 2: Observation Table**

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
18	13	5	25	1.92
10	9	1	1	0.11
2	5	-3	9	1.80
1	3	-2	4	1.33
2	3	-1	1	0.33
2	7	-5	25	3.57
4	5	-1	1	0.20
6	3	3	9	3.00
3	1	2	4	4.00
2	1	1	1	1.00
$\sum(O_i-E_i)^2/E_i=$				17.26

Source: Sample survey

Calculated value =17.26

Degree of freedom =(C-1)\*(R-1) = 4

Level of significance = 5%

Table value = 9.488

### Interpretation:

Here, table value is less than the calculated value. So we reject H<sub>0</sub> and accept H<sub>1</sub>. Therefore attitude of employees influences the effectiveness of training program.

## 2. Training need analysis and identifying skill set required

H<sub>0</sub> - Training need analysis is independent on identifying required skill set for performing task

H<sub>1</sub> – Training Need Analysis is dependent on identifying required skill set for performing task

**Table No. 3: Training Need Analysis \* Skill set for performing task Crosstabs**

Skill set for performing task	Training need analysis			Total
	Good	Average	Poor	
Often	13	5	6	24
Sometimes	8	7	2	17
Never	5	2	2	9
Total	26	14	10	50

Source: Sample survey

**Table No. 4: Observation table**

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
13	12	1	1	0.08
5	7	-2	4	0.57
6	5	1	1	0.20

8	9	-1	1	0.11
7	5	2	4	0.80
2	3	-1	1	0.33
5	5	0	0	0
2	3	-1	1	0.33
2	2	0	0	0
$\sum(O_i - E_i)^2 / E_i =$				2.42

Source: Sample survey

Calculated value = 2.42

Degree of freedom = (C-1) \* (R-1) = 4

Level of significance = 5%

Table value = 9.488

### Interpretation:

Here, table value is greater than calculated value. So we reject H1 and accept H0. Hence training need analysis is independent on identifying skill set required for performing the tasks.

### Percentage analysis

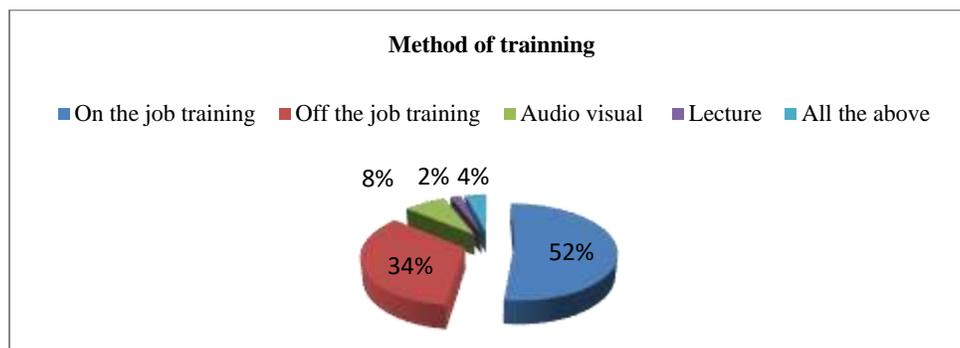
### 3. Method of training program organization provides

Table No. 5: Method of training

Responses	No. of respondents	Percentage
On the job training	26	52
Off the job training	17	34
Audio visual	4	8
Lecture	1	2
All the above	2	4
Total	50	100

Source: Sample survey

Chart No. 1: Method of training



Source: sample survey

**Interpretation**

52% of employees are of opinion they are provided with on the Job method of training

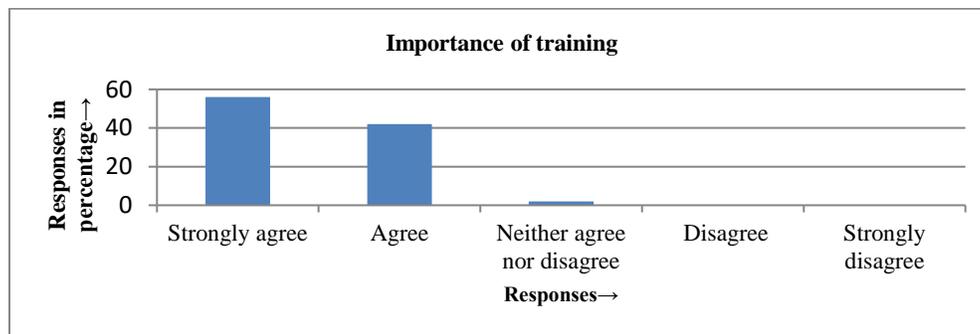
**Inference**

Company is adopting on-the job mode for training

**4. Importance of induction & in-service training****Table No.6: Induction & in-service training**

Responses	No. of respondent	Percentage
Strongly agree	28	56
Agree	21	42
Neither agree nor disagree	1	2
Disagree	0	0
Strongly disagree	0	0
Total	50	100

Source: Sample survey

**Chart No. 2: Importance of training**

Source: Sample survey

**Interpretation**

56% of the employees are of opinion that adequate importance are given for induction & in-service training in their company

**Inference**

Majority of employees agree that induction as well as in-service training is given adequate importance in their company

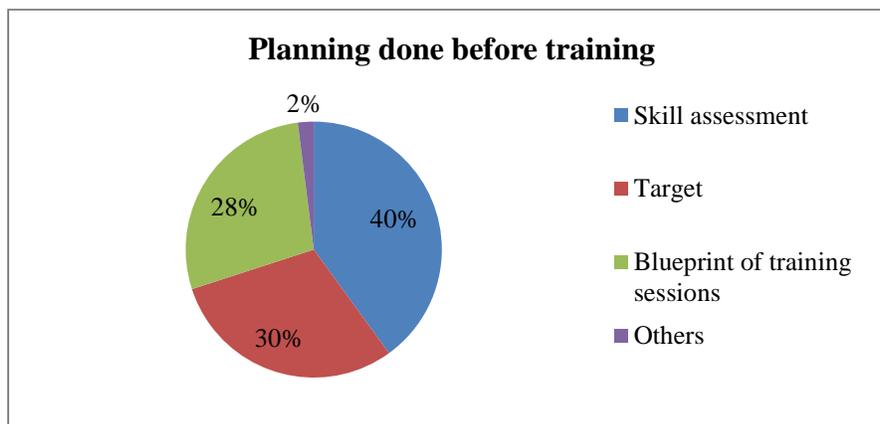
### 5. Planning done before training delivery

**Table No. 7: Planning before delivery**

Responses	No. of respondent	Percentage
Skill assessment	20	40
Target	15	30
Blueprint of training sessions	14	28
Others	1	2
Total	50	100

Source: Sample survey

**Chart No. 3: Planning done before training**



Source: Sample survey

#### Interpretation

40% of employees are of opinion that proper planning are done before commencement of training delivery

#### Inference

Majority of employees are of opinion that they are selected for training after proper assessment of their skills

### 6. Rating of training need analysis of the company

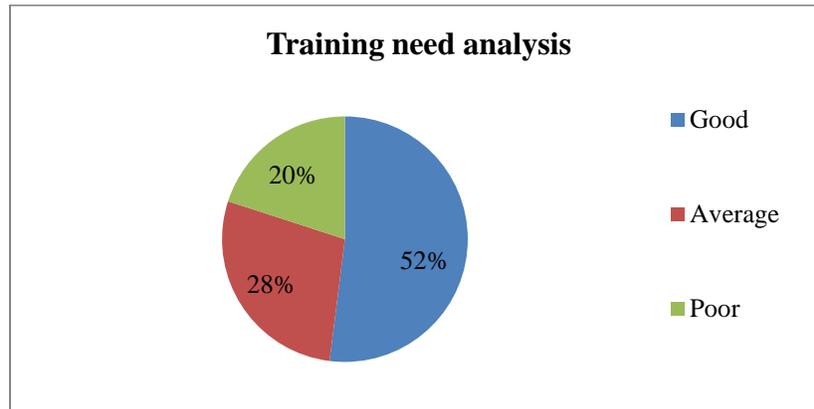
**Table No. 8: Training needs analysis**

Reponses	No. of respondents	Percentage
Good	26	52
Average	14	28
Poor	10	20

Total	50	100
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Source: sample survey

**Chart No. 4: Training needs analysis**



Source: sample survey

**Interpretation**

52% of employees rate that training need analysis in their company is good

**Inference**

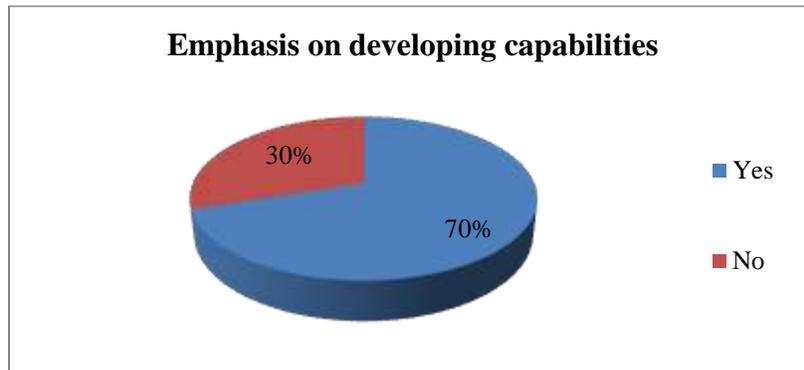
Training need analysis is going well in the company

**7. Emphasis on developing managerial capabilities of managerial staff through training**

**Table No.9: Managerial capabilities through training**

Responses	No of respondents	Percentage
Yes	35	70
No	15	30
Total	50	100

Source: sample survey

**Chart No. 5: Managerial capabilities through training**

Source: sample survey

**Interpretation**

70% of employees agree that there is adequate emphasis on developing managerial capabilities through training only 30% are dissatisfied.

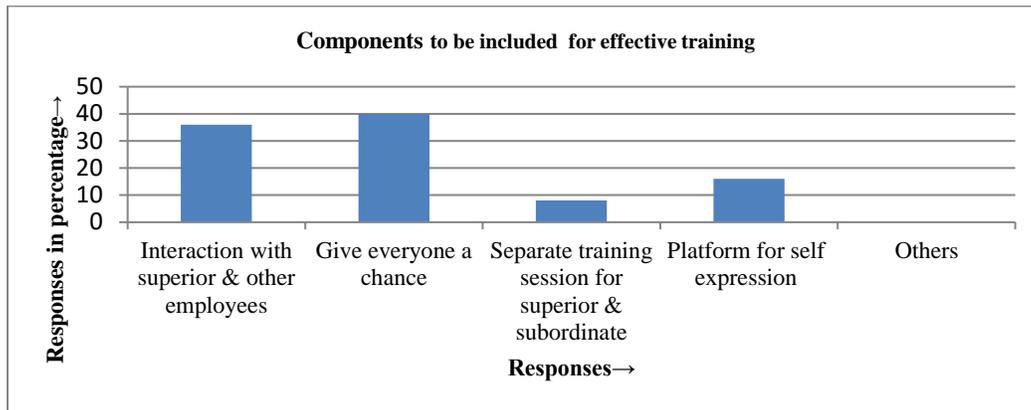
**Inference**

Training provided by the BSNL Ltd is adequate enough to develop managerial capabilities.

**8. Component to be included for effective training****Table No.10: Components for effective training**

Responses	No. of respondents	Percentage
Interaction with superior & other employees	18	36
Give everyone a chance	20	40
Separate training session for superior & subordinate	4	8
Platform for self expression	8	16
Others	0	0
Total	50	100

Source: sample survey

**Chart No.6: Components for effective training**

Source: sample survey

**Interpretation**

40% of employees are of the opinion that giving a chance to everyone will make training program more effective

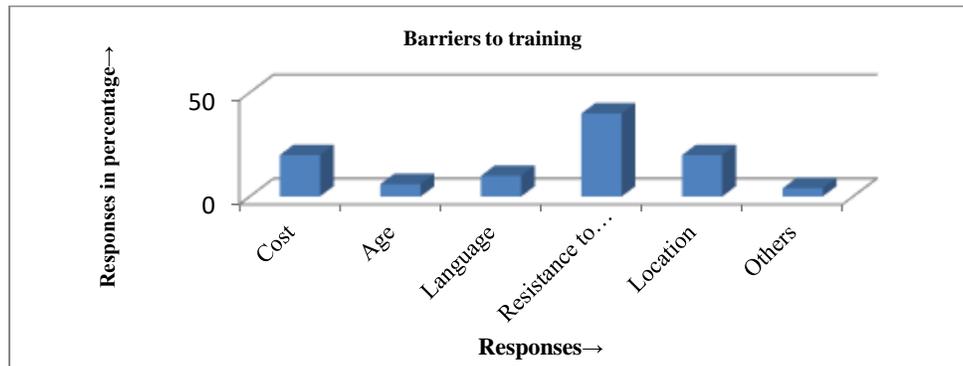
**Inference**

The inclusion of giving a chance to everyone makes the training programs more effective.

**9. Barriers to training & development in the organization****Table No.11: Barriers to training**

Responses	No. of respondents	Percentage
Cost	10	20
Age	3	6
Language	5	10
Resistance to change	20	40
Location	10	20
Others	2	4
Total	50	100

Source: sample survey

**Chart No.7: Barriers to training**

Source: sample survey

**Interpretation**

40% of employees believe that resistance to change is the main barrier to training & development in their organization

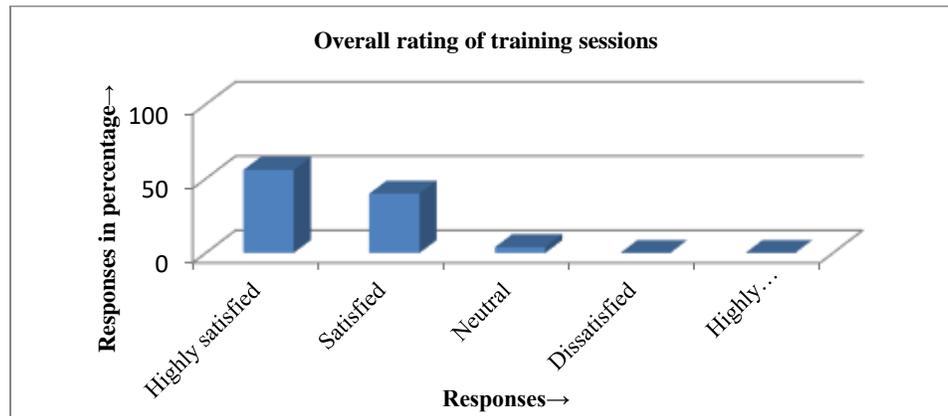
**Inference**

Resistance to change act as one of the major barrier towards training & development

**10. Overall rating of training sessions provided by the company****Table No. 12 : Overall rating of training**

Responses	No. of respondents	Percentage
Highly satisfied	28	56
Satisfied	20	40
Neutral	2	4
Dissatisfied	0	0
Highly dissatisfied	0	0
Total	50	100

Source: sample survey

**Chart No. 8: Overall rating of training**

Source: sample survey

### **Interpretation**

56% of employees are highly satisfied with the training sessions provided by the company

### **Inference**

Majority are highly satisfied with training sessions provided by the company

## **4. CONCLUSION**

From this research it is clear that, attitude of the employees plays a vital role in measuring the effectiveness of training. Training need analysis is independent for identifying required skill set for performing tasks, so company should take adequate measures in planning TNA for identifying skill set required for performing tasks. On the job method of training is adopted by the company, so company can also include off the job training method to make training more effective. BSNL provides adequate emphasis on induction and in service training. Majority of the employees are satisfied with the pre-planning process done by the company before conducting the training programme. It is advisable for the company to conduct separate training for superior and subordinate in different periods. BSNL provides adequate emphasis on developing managerial capabilities of managerial staff through training. Majority of employees are of the opinion that, company should increase the duration of training. The study also reveals that, resistance to change is a major barrier for conducting training. Most of the employees are satisfied with the training sessions provided by BSNL Ltd. The study has attempted to shed light into the domain of employee attitudes, in terms of their relation to perceived training effectiveness. Future studies can further elucidate the found relationships, offering greater insight, concerning causality, incorporating more parameters in more comprehensive models and improving the efficaciousness of the existing ones. (Alexandros & Bouris, 2007).

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