

**A Study on Evaluation of Training and Development Practices in Oil Sector
(A case study of Executives in Rajahmundry Asset, ONGC)**

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Abstract

Training and Development play an important role in improving the efficiency of any organization. Training is an investment in people who work with the organization and for the organization. Training can do wonders by improving employee's knowledge, skills and behaviour. It enhances performance, increases productivity and multiplies profits. Oil Sector play an important role in the Indian economy as it is crucial resource for the country. In this paper an attempt is made to present the evaluation of training and development practices followed in Oil sector with special reference to ONGC, Rajahmundry Asset in case of executives.

Key words: *Training and development, skills, knowledge, productivity*

Introduction

In the world of training and development, impact measuring program is a frequent discussion topic. Everyone seems to be searching for the perfect measurement system to increase organizational capabilities, performance, and link them with the business strategy. Human resource practitioners, organization development consultants, training managers, and senior managers realize that any training and development activity should eventually show a positive return and improve the bottom line. Hence, training and development has an important role in human resource management. People of new stone-age possessed marked knowledge and used their knowledge to invent basic needs like tools, weapons, shelter. But in order to attain civilization, training has become a necessity.

However, our ancestors stumbled upon or invented various facets of civilization, which are of very little significance. They transmitted the knowledge and skills acquired by them from generation to generation. This was done through various methods. Through these methods, the development process called training came into operation. Before industrial revolution the methods of training in agriculture, trade and business, crafts were not very formal. The techniques were passed on from father to son gradually through practice. The experienced persons were recognized in these fields.

Profile of ONGC

Rajahmundry Asset was originally started as Krishna Godavari (project) in the Krishna Godavari basin. The Krishna Godavari basin is extended in an area of 1,45,000 sqkm in the off-shore and another area of 28,000sqkm on shore. The hydro carbons that are discovered in the Krishna Godavari basin are dated back to 250million years and to the youngest up to 5 million years. As on date the ONGC Rajahmundry asset is holding two on land blocks, five shallow off shore blocks and four deep off-shore blocks. There are two more blocks by name KG-DWN-98/2 and K.G-ONN-2003/1 are under joint venture. ONGC discovered RAVVA field located at Amalapurm coast in the K.G.Basinarea which is a joint venture with production sharing contract.

Role of Oil Sector and ONGC

The oil sector plays an important role in any economy in the world without which the economic engines cannot move. In case of India, Oil and Natural Gas Corporation which is

shortly known as ONGC, is the major player under the control of Central Government. Though its wide network of employees spread throughout the country, ONGC has been playing a dominant role in providing adequate oil resources to the economy.

Review of Literature

Chris Obisi¹ developed a study to identify training administration, training objectives, training needs and training philosophy. The study concluded that training and development plays a vital role in enhancing employee's performance. The study also suggested that training and development programs should be according to the organisational needs.

Dr.Tejsingh² et al in their study identified the effectiveness of training programs and its sub-systems in income-tax department by applying various statistical tools. The study concluded that there are divergent views of different managers on the training effectiveness and its sub-systems in the income-tax department.

Rohan Singh³ et al focused on identifying impact of individual HR practices on employee productivity in various sector. The study concluded that training and development have a significant impact on productivity but various market forces are reducing the significance of training and development.

Rama Devi⁴ et al presented different views of various authors in identifying importance of employee views towards training program effectiveness. The study suggested that training evaluation system should be regular in organizations and employee should acquire specific skills and apply them in their work.

M.Vijaya Raj⁵ et al conducted a study for identifying effectiveness of training programs in Godrej Sara Lee. The study analyzed various factors like objectives and needs, session voice, training aids. The study concluded that the employees skill level should be upgraded which depends on productivity.

Kamelia Chi Chi⁶ in his study attempted to understand staff training initiatives of Malaysian Tourism Industry. The data was gathered from customers who visited Klang Valley and concluded that the management should develop guidelines for improving design and administration of staff training programs. The study also suggested for improving the recruitment policy of the organization.

The case⁷ deals with training and development initiatives undertaken in GE Company. The case analyzed the supportiveness for e-learning in GE organization. The case concluded that in GE most of the training and development programs are implementing effectively and most of the employees are supporting e-learning and leadership trading and development programs.

K.S.Subramanian⁸ et al focused on testing the success rate of Return on Investment Model in the view of training program in Indian Oil Corporation. The study was conducted by considering two programs the threshold program and the excellence in project management with 30 participants. The research concluded that there must be continuous matching of individual and organization needs for improving Return on Investment of the company.

Dr.G.Rama Krishna⁹ et al conducted a study to identify effectiveness of training and development programs in Canara Bank. For the study the data was collected from 85 employees covering Canara Bank branches in Kurnool District. The study found that majority of the employees gave more rating for training and development programs. The study also reveals that the organization has to improve coordination among employees.

Objectives of the Study

1. To discuss the significance of training and development for improving the employee performance in any industry.

2. To identify the assessment of need, methods of training and development and effectiveness of training and development employed by ONGC, Rajahmundry.
3. To elicit the views of executives on various aspects relating to the training and development activities implemented by ONGC, Rajahmundry asset.
4. To evaluate the effectiveness of training and development of executives.
5. To offer findings, suggestions and conclusion of the study.

Sample:

A sample of 258 executives are considered for the purpose of the study. The sampling method used for the systematic random sampling.

Data Analysis:

The data is analysed with the help of tables and graphs. Percentages and few statistics tools like *Cross Tabulation, Chi-Square Test, ANOVA Test and Post Hoc Tests* are used for the study to draw better inferences and conclusions.

Table 1 State the method followed by your organisation in selecting the candidates for training

S. No	Views	No. of Respondents	Percentage
a)	Seniority	82	19.95
b)	Based on annual training schedule	86	20.92
c)	Based on pre-determined training needs	198	48.18
d)	No. Of times training opportunities availed previously	45	10.95
e)	Others (Specify)	0	-
	Total	411	100.00

The method followed in selecting the candidates for training is based on pre-determined training needs followed by annual training schedule and seniority. Majority of the respondents expressed that there are the three important aspects which are considered for selecting the candidates for training.

Table – 2 Training and Development Need Assessment

S. No	Statement	SA	%	A	%	N	%	DA	%	SD	%	TOT	%
A	Identification of training needs is done on systematic basis.	7	2.71	187	72.48	59	22.87	4	1.55	1	0.39	258	100.00
B	Training programmes are designed after considering the need and requirements of employees.	5	1.94	151	58.53	93	36.05	6	2.33	3	1.16	258	100.00
C	The individual's job related skills and ability were considered in assessing training needs.	6	2.33	176	68.22	68	26.36	5	1.94	3	1.16	258	100.00
D	Performance appraisal data is taken into consideration while assessing training needs.	3	1.16	65	25.19	168	65.12	18	6.98	4	1.55	258	100.00
E	Employees in the organisation participate in determining the training they need.	2	0.78	154	59.69	74	28.68	22	8.53	6	2.33	258	100.00
F	There is process for assessing the organisations' immediate training needs and individual's development needs.	3	1.16	186	72.09	62	24.03	6	2.33	1	0.39	258	100.00
	TOTAL	26	10.08	919	356.20	524	203.10	61	23.64	18	6.98	1548	600.00

The views relating to training and development need assessment reveals that the respondents strongly agree with the following statements.

There is a significant difference among on the response level of the respondents. Most of the respondents preferred response 2(agree).

- Identification of training needs is done on systematic basis.
- Training programmes are designed after considering the need and requirements of employees.

The respondents are neutral to the following statement.

- Performance appraisal data is taken into consideration while assessing training needs.

The respondents either disagree or strongly disagree with the following statements:

- The individual's job related skills and ability were considered in assessing training needs.
- Employees in the organisation participate in determining the training they need.
- There is process for assessing the organisations' immediate training needs and individual's development needs.

Table 3: Training and Development Methods

S. No	Statement	SA	%	A	%	N	%	DA	%	SD	%	TOT	%
A	Lecture method is used in executive training programs to development their skills	40	15.50	210	81.40	3	1.16	4	1.55	1	0.39	258	100.00
B	The employees are helped to acquire technical knowledge and skills through training.	36	13.95	215	83.33	3	1.16	2	0.78	2	0.78	258	100.00
C	Train the Trainers programs are conducted periodically for in-house trainers	5	1.94	65	25.19	174	67.44	12	4.65	2	0.78	258	100.00
D	E-Training programs are conducted for executives to increase specific skills in action.	13	5.04	165	63.95	69	26.74	8	3.10	3	1.16	258	100.00
E	Role-play method is used in executive training programs to development their skills	68	26.36	125	48.45	64	24.81	1	0.39	0	-	258	100.00
F	External training is given to employees to enhance their knowledge and Skill.	35	13.57	198	76.74	10	3.88	12	4.65	3	1.16	258	100.00
	TOTAL	197	76.36	978	379.07	323	125.19	39	15.12	11	4.26	1548	600.00

There is a significant difference among on the response level of the respondents. Most of the respondents preferred response 2(agree).

The respondents strongly agree or agree with the following statement

- The employees are helped to acquire technical knowledge and skills through training.
- External training is given to employees to enhance their knowledge and Skill.

The respondents are neutral to the following statements:

- Train the Trainers programs are conducted periodically for in-house trainers
- Role-play method is used in executive training programs to development their skills

The respondents disagree with the following statements:

- Lecture method is used in executive training programs to development their skills
- E-Training programs are conducted for executives to increase specific skills in action.

Table 4: Effectiveness of the Trainer

S. No	Statement	VG	%	G	%	AVG	%	P	%	VP	%	TOT	%
A	Trainer conceptual knowledge	90	34.88	161	62.40	7	2.71	0	-	0	-	258	100.00
B	Scope of interaction	80	31.01	170	65.89	8	3.10	0	-	0	-	258	100.00
C	Communicational Skills	84	32.56	164	63.57	10	3.88	0	-	0	-	258	100.00
D	Trainers ability to use modern methods of training	43	16.67	194	75.19	19	7.36	2	0.78	0	-	258	100.00
E	Usage of Training Aids	20	7.75	214	82.95	23	8.91	1	0.39	0	-	258	100.00
	TOTAL	317	122.87	903	350.00	67	25.97	3	1.16	0	-	1290	500.00

There is a significant difference among on the response level of the respondents. Most of the respondents preferred response 2(agree).

The analysis of the views on effectiveness of the trainer is shown as under:

The following aspects were rated as very good by the respondents.

- Trainer conceptual knowledge
- Scope of interaction
- Communicational Skills

The following aspects were obtained as average by the respondents.

- Trainers ability to use modern methods of training
- Usage of Training Aids

Table 5: Training and Development Program Effectiveness

S. No	Statement	SA	%	A	%	N	%	DA	%	SD	%	TOT	%
A	Employees returning from training are given adequate free time to reflect and plan improvements in the organisation.	27	10.47	171	66.28	48	18.60	6	2.33	6	2.33	258	100.00
B	Managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.	30	11.63	185	71.71	32	12.40	7	2.71	4	1.55	258	100.00
C	The results of training programmes are monitored.	11	4.26	186	72.09	50	19.38	9	3.49	2	0.78	258	100.00
D	The organisation measures the return on investment in training.	11	4.26	133	51.55	98	37.98	14	5.43	2	0.78	258	100.00
E	Our training system has been quite successful in improving the overall performance of the employees.	28	10.85	190	73.64	36	13.95	4	1.55	0	-	258	100.00
F	After each training programme, employees are made to assess the usefulness of the programme and give feedback to management.	58	22.48	174	67.44	20	7.75	5	1.94	1	0.39	258	100.00
G	Our Organisation conducts evaluation of trainee to access long term impact of training programs	38	14.73	169	65.50	43	16.67	6	2.33	2	0.78	258	100.00
H	Training and Development programs are conducted by the organisation enable the executives to implement various changes invited in the organisation	94	36.43	136	52.71	18	6.98	8	3.10	2	0.78	258	100.00
I	Training and development programmes organised help to improve one's capability and potentials.	101	39.15	144	55.81	10	3.88	3	1.16	0	-	258	100.00
	TOTAL	398	154.26	1488	576.74	355	137.60	62	24.03	19	7.36	2322	900.00

There is a significant difference among on the response level of the respondents. Most of the respondents preferred response 2(agree).

According to it, the respondents strongly agree with the following statements.

- After each training programme, employees are made to assess the usefulness of the programme and give feedback to management.
- Training and Development programs are conducted by the organisation enable the executives to implement various changes invited in the organisation
- Training and development programmes organised help to improve one’s capability and potentials.

The respondents are Agree with the following statements

- Our Organisation conducts evaluation of trainee to access long term impact of training programs
- Our training system has been quite successful in improving the overall performance of the employees.

The respondents are Neutral with the following statement

- The organisation measures the return on investment in training.

The respondents are Disagree with the following statements

- Employees returning from training are given adequate free time to reflect and plan improvements in the organisation.
- The results of training programmes are monitored.

Table 6: Problems faced during the training and development programs

S. No	Facilities	N	%
a)	Training period is lengthy	61	48.80
b)	Training materials is inadequate	23	18.40
c)	Trainers don’t possess adequate knowledge	22	17.60
d)	Training aids are inadequate for making training and development programme effective	18	14.40
e)	Others (specify)	1	0.80
	Total	125	100.00

The problems faced by respondents during training and development programmes is shown in Table 6. The three major problems which are identified are

- Training period is lengthy
- Training materials is inadequate
- Trainers don’t possess adequate knowledge

Findings

1. Any organization follows certain methods on procedures for selecting the candidates for training. ONGC also follows few methods to select the candidates for the training ONGC, RJY asset gives top priority for annual training schedule and pre-determined training needs. Majority of respondents endorsed these views.
2. Among the few methods of training, lecture method and E-training programmes have been ranked as the important methods which are employed by ONGC, Rajahmundry asset for providing training to their employees. Most of the respondent employees agreed with the above views.
3. The views on the effectiveness of the trainer reveals that the trainers conceptual knowledge, scope of interaction and communication skills were observed to be very good by the respondents while the trainers ability to use modern methods of training and usage of training aids were considered as average by majority of the respondent executives of ONGC, Rajahmundry asset.
4. The benefits received from training and development includes improved knowledge of systems and procedures and improved self-confidence. These were endorsed by majority of the respondent executives whom participated in this study.

Suggestions

1. In order to make an attempt to improve the inter-personal relations, communicational abilities, ability to use modern mediums of training equipment etc., also helped the executives to improve their knowledge about systems and procedures from time to time and also gain a better realisation of duties and responsibilities.
2. The study concludes that majority of the trainers are facing problem with training material so it is suggested to the authorities to review the material for the benefit of trainers.
3. The organization should focus on modern training methods like e-training in order to enhance the skills of executives.
4. The management of ONGC, Rajahmundry Asset should adopt innovative methods for evaluating training and development programs.
5. As it was observed that library facility at training centre was not equipped with latest material, it may be suggested to keep the latest material for reference to the trainers.
6. It was also noticed that the trainers do not possess required knowledge of latest audio-visual equipment they need to be trained on the use of latest equipment before they are sent for training.

Conclusion

The skilled, trained, talented human resources play an important role in improving the effectiveness of any organization. The ONGC is no more an exception. The ONGC which plays pivotal role in the enrichment of Oil and Natural Gas Resources has to deploy the latest methods of the training and development in order to improve the effectiveness on the efficiency of its employees i.e., both executives and non-executives.

There have been many policy changes which have been formulated and implemented by Government of India since 1991. Privitisation and the entry of FDI into different sectors in the economy is an important policy which should be taken care of the policy makers and administrators of ONGC.

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