



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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EMPLOYEES' PERCEPTION ON TRAINING AND DEVELOPMENT (A STUDY WITH REFERENCE TO EASTERN POWER DISTRIBUTION OF AP LIMITED)

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ABSTRACT

Training and Development practices are designed to improve organizational performance through enhancing knowledge and skills of employees. It is essential that all activities relating to training should be in tune with the specific needs of both the organization and the employees. The HRD policy of the organization is mainly aimed at all round development of its employees. The sample for the study of 265 respondents has been selected on stratified sampling method. In this study, Eastern Power Distribution of AP Limited has been covering a majority of the respondent employees through training programmes continuously for upgrading the skills of its employees. However, care need be taken to cover the training programmes to all cadres of employees in the light of growing competition in the power station.

KEYWORDS

HRM, Training, Development, Employees' perception.

INTRODUCTION

Training is one of the most vital tools of HRD as it is rightly said that "training is the act of increasing knowledge and skill of an employee for doing a particular job." Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process. It covers not only those activities, which improve job performance, but also those, which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but also better men and women.

Training refers only to instruction in technical and mechanical operations, while 'development' refers to philosophical and theoretical education concept. Training is designed for non-managers, while development involves managerial personnel. Training may be defined as a planned programme designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behaviour of employees for doing a particular job. Now-a-days, training has an additional purpose of facilitating changes. Management is basically equipping managers with such knowledge, skills and techniques which are relevant to managerial tasks and functions. Employee training is a systematic process by which personnel at all work levels gain and apply skills, knowledge, attitudes and insights to perform the work more productively.

PROFILE OF THE ORGANIZATION

The AP Transco has been unbundled into a Transmission Corporation and four distribution companies effective from 1.4.2000 under the provincial second transfer scheme notified by the State Government viz., Eastern Power Distribution Company of AP Limited (APEPDCL), Central Power Distribution Company of AP Limited (CPDCL), Southern Power Distribution Company of AP Limited (SPDCL), Northern Power Distribution Company of AP Limited (NPDCCL). The above distribution companies have been incorporated under the Companies Act, 1956.

The Eastern Power Distribution Company of AP Limited came into existence from April 1st 2000 as a result of dismantling of vertically integrated APSEB into functionally district entities undertaking Power Generation, Transmission and Distribution. It is initially formed as wholly owned subsidiary of APTRANSCO from power trading activity in strict compliance of the provisions of the Electricity Act 2003. This company is engaged in the business power distribution and retail power supply in its designated area covering five northeastern districts of Andhra Pradesh. APEPDCL is responsible for undertaking distribution and bulk supply of power in the operation circles of Srikakulam, Visakhapatnam, Vizianagaram, East and West Godavari Districts and 17 divisions of coastal Andhra Pradesh. APEPDCL supplies power to over 35.54 lakh consumers belonging to different categories through a network consisting of 388 substations of 33 KV level, 1457 feeders of 11 KV level and more than 76,722 distribution transformers of different levels. The Corporate Office and Head Quarter of APEPDCL are situated at Visakhapatnam.

NEED FOR THE STUDY

Human Resource Training is an important requirement for enabling employees to function effectively and efficiently for an organization. Updating one and orienting self to the present vision, mission and goals of the organization is an environment that is prone to innumerable factors. A few studies have been conducted by the researchers, research institutes, government and private agencies examining on training and development in different industries/organizations like Textile Industry, Visakhapatnam Steel Plant, Visakhapatnam Port Trust and State Bank of India etc., but quite surprisingly not on the area of Training and Development particularly in APEPDCL.

OBJECTIVES OF THE STUDY

The study has been carried out with the following objectives

- to enquire into the socio-economic characteristics of employees in Eastern Power Distribution of AP Limited;
- to critically examine the various training and development programmes in the select organization;
- to evaluate the employees perception on training and development; and
- to suggest appropriate measures to improve the training and development programmes in EPDCL.

METHODOLOGY AND SAMPLING

The study is mainly based upon primary and secondary data. A questionnaire has been prepared with different questions to examine the socio-economic status and employees' perception on training and development programme in EPDCL. A sample of 265 respondents has been selected following stratified sampling method. The sample consists of 75 respondents (20 percent) out of 375 employees in the category of Technical workmen, 85 respondents (5 percent) out of 1661 employees in the category of Non-technical workmen and 105 respondents (2 percent) out of 5257 employees in the category of Operations and Maintenance (O&M) Construction and others from Eastern Power Distribution Company of AP Limited. The secondary data has been collected from the records and annual reports of Transco, Training Centers, Periodicals, Magazines and Industry websites.

ANALYSIS OF THE STUDY

SOCIO ECONOMIC CHARACTERISTICS OF EMPLOYEES

The social base of employees is an important factor influencing the pace of economic development. In order to build up a stable, harmonious and productive work force for the industry in the long run, it is essential to understand the socio-economic background of the select organization viz., Eastern Power Distribution Company of A.P. Limited.

SEX

In olden days, women used to attend to domestic activities only. But now- a- days they also seek employment on par with men. Out of the sample size of 265 respondents, 222 employees (83.78 percent) were male and 43 employees (16.22 percent) were female respondents. Male domination is quite obvious.

EDUCATION

The level of education is an important factor in building up strong and stable labour force needed by industry. Hence, it is useful to understand the educational background of employees working in EPDCL. The study revealed that 57 employees (21.52 percent) were graduates in technical education and 56 employees (21.13) were general degree holders. As many as 45 employees (16.98 percent) studied up to plus two level. 37 employees (13.96 percent) were post graduates in technical education i.e., M. Tech. and 28 employees (10.57 percent) were general PG degree holders. 36 employees (13.58 percent) had education only SSC. The remaining 6 employees (2.26 percent) had professional studies like Chartered Accountancy, Institute of Cost and Works Accountancy and Company Secretaryship.

AGE COMPOSITION

Any organization big or small needs strong, energetic and dynamic work force in the productive age group. It is an important variable because it has direct relation with one's mental maturity and the consequent awareness about what is going on in the society. This analysis is useful to estimate the number of currently working employees in the different age groups. The highest number of employees (35.09 percent) belongs to 40 – 50 years age group one- third were found in the 30 – 40 years category, while, 46 employees (17.36 percent) were below 30 years. And remaining employees (14.34 percent) are in the group of above 50 years. The average age of employees in the study is 39.65 years.

MARITAL STATUS

Marital status of employees plays a key role in entering into organization along with other personal characteristics like age, education, caste etc. It denotes the support they receive from their family members. The study found that 206 employees (77.74 percent) were married, 37 employees (13.96 percent) were unmarried, 14 employees (5.28 percent) were widowed and remaining 8 employees (3.02 percent) were divorced. Most of the employees are married in the organization.

COMMUNITY

The Indian organizations has always been discussed and analyzed in terms of employees' caste and the pursuits associated with caste. The caste system has to some extent has its effect on occupational mobility. In the present study, an attempt has been made to analyze the caste and community of the employees. The study revealed that majority of the employees (48.67 percent) belong to Forward Castes such as Kapu, Telaga, Balija, Brahmin, Vyasya, Kamma, Reddy etc., followed by 26.42 percent belonging to Backward Castes. While 39 employees (14.72 percent) belong to Scheduled Castes and 27 employees (10.19 percent) belong to Scheduled Tribes. This composition, more or less conforms to their respective shares in the total population of the country.

RELIGION

Religion is becoming an important aspect even in the industrial world now-a-days. Hence, an attempt has been made to analyze the religious composition of the employees. It is found in the study majority of employees (80.75 percent) belong to Hindu community. While 10.94 percent belong to Muslim community, 8.31 percent of the employees belong to Christian community. Hindu domination is quite visible which is again due to its domination in the population of the country.

NATIVITY

Native place of an employee has been classified into two types - Local and Non-local. A person who is born with in the state (Andhra Pradesh) is considered local and born outside the state is treated as non local. It is observed in the study that 261 respondents (98.49 percent) are from Andhra Pradesh and only 4 respondents (1.51 percent) are from Tamil Nadu. The study also revealed that 144 respondents (54.34 percent) hail from urban areas and remaining 121 respondents (45.66 percent) are from village background.

TYPE OF FAMILY

In urbanized India, nuclear families are quite common while in rural India there are still joint families and extended families. Joint family is considered to be a characteristic of the institutional structure of Indian society. In the Indian context, it is felt that industrialization disintegrated the traditional system of joint family. The study made an enquiry into this aspect and found that majority of the respondents (55.09 percent) belong to joint family and 119 respondents (44.91 percent) belong to nuclear family. In a society dominated by joint family system, the rise of nuclear families can be noticed.

ANNUAL INCOME

The status and standard of living of a person is determined by the income he/she gets. Generally, the main source of income of respondents is salary. But some employees may have other sources of income from agriculture, house property etc. It is observed that 71 respondents (26.79 percent) have annual income rating between Rs. 200000 – 300000 followed by 20.78 percent between Rs. 100000 – 200000. While 47 employees (17.74 percent) have annual income upto Rs. 100000, 38 employees (14.34 percent) have annual income that lies between Rs. 300000 – 400000. This is followed by 11.70 percent whose income lies between Rs. 400000 – 500000. The remaining respondents (9.05 percent) have an annual income above Rs. 500000.

EMPLOYEE PERCEPTIONS

Among the total respondents, 46.04 percent expressed that their managements introduced latest technology in some of their routine operations planning for further technological changes in other departments. Among the quality of goods and services and to compete with rival competitors, more production and cost reduction are the important challenges before the management. For this, the only alternative to them is to update their technology. In this process, there emerged the problem of existing the surplus labour. Among the total respondents, 36.27 percent of the respondents reported that their management introduced computerization and 17.69 percent of the respondents also accepted the mechanization took place. These respondents also expressed that the introduction of computers in their organization created fear among the employees especially in the administration.

MATCHING OF SKILLS

The researcher also focused on to know the opinion of respondents whether existing skills match to the new and fast changing environment due to technological developments in the organization. Out of the total respondents, 97.74 percent of the respondents opined that the present skills and knowledge had not matched with the demand of the changing work environment. The union leaders and HR managers also accepted that there was a need to extend training in latest developments and technology to the concerned employees. The unions urged their managements to intensify the training programmes to all the employees irrespective of the nature of work to provide latest skills and to make manpower multi-skilled. It is observed that the EPDCL is still practicing the traditional methods in some of its administrative departments like personnel, stores, general administration and not yet computerized. In spite of severe financial crisis, the EPDCL management was found to be making plans to introduce IT based technology.

TRAINING PROGRAMMES NEEDED

Among the total respondent employees, 71.32 percent felt that on the job training helps them increase their skills and ultimately leads to more and quality production in their organization. Off-the-job training programmes also help the employees to learn latest skills, talents and exposure to new techniques and styles in their work place. Institutional training is designed to enhance interpersonal skills. This type of training can be used to develop desired behaviours for future job responsibilities. Participants in the institutional training programmes seek to improve their human relations skills by better understanding themselves and others. Among the total employees, 26.42 percent wanted training in some reputed and relevant training institution.

FREQUENCY AND USEFULNESS OF TRAINING PROGRAMMES

Out of the total respondents, 15.47 percent opined that their managements arranged training programmes frequently. Department wise, it may be noted that in EPDCL a few employees only acknowledged the frequent conduct of training programmes. 53.21 percent of employees expressed that the training programmes were arranged now and then, because of inadequate budgets for training programmes. Regarding its usefulness 213 respondents (80.38 percent) opined that training programmes are useful to some extent in EPDCL followed by 46 respondents (17.36 percent) who expressed that their opinion on training programmes in EPDCL are very much useful to employees.

SPECIFIC BENEFITS OF TRAINING PROGRAMMES

Out of the total respondent employees, 53.21 percent employees expressed that the training arranged by the management helped increase their skills and 12.83 percent employees expressed that the training programmes led to increase in productivity. The employees also expressed that after attending the training programmes their job satisfaction also increased (15.85 percent) and inspired to work more. Awareness of the respective jobs is also another benefit which the trainees achieved through attending training programmes.

NEED FOR RE-EQUIPPING THE TRAINING AND DEVELOPMENT CENTRE

As many as 69.81 percent of respondent employees expressed that there is a need for re-equipping training and development centre in their organization. However, 30.19 percent of employees expressed that there is no need for re-equipping training and development centre in the organization. Out of total respondents, 48.11 percent respondents opined that to maintain public relations in the organization it is necessary to re-equip the training centers and followed by 36.76 percent who offered the reason of improving working skills. The remaining respondents (15.13 percent) expressed that it is to update the regulations relating to training and development programmes.

PROBLEMS FACED BY EMPLOYEES IN ATTENDING THE TRAINING PROGRAMMES

Out of the total respondents, 41.89 percent respondents faced the problems of heavy workload in the office in attending the training programmes. 34.34 percent of respondents faced the problem of frequent disturbances by boss and peers through phone calls in training programmes. 13.58 percent of respondents faced problems of too many participants and the remaining 10.19 respondents faced problems of unsuitable timings in the training period.

METHODS OF TRAINING PROGRAMME

Lecture method is still considered to be very popular and often used in training programmes. According to weighted score of 30.99 percent of respondents, this method was used often and it's followed by group discussion method with weighted score of 18.19 percent. Another method often used is quiz method (weighted score of 17.67 percent). Case analysis and role play were also used some times (weighted score of 16.75 percent and 16.40 percent respectively). Most probably these methods were used where the nature of the programme and content necessitated their application. Though traditional in nature, lecture method was used, invariably in all methods.

TRAINING TOOLS AND AID

Out of 265 respondents, 63.40 percent of the respondents had taken both audio and visual media in their training period. 21.51 percent of the respondents had taken only audio media followed by 15.09 percent of the respondents that had taken only visual media in their training period.

OPINION ON TRAINING ENVIRONMENT

It may be noted that 40.00 percent of respondents considered the training environment as good. While 33.21 percent opined that training environment is poor, 71 respondents (26.79 percent) felt that training environment is fair. Majority of the respondents in this organization showed their opinion on training environment as good, in office rooms that are air-conditioned and computerized.

IDEAL LENGTH OF TRAINING PROGRAMME

Out of the total respondents, 41.89 percent of the respondents considered 2- 5 days of training programme as ideal. 33.58 percent of the respondents favoured one week of training programme. The remaining respondents (24.53 percent) preferred 15 days of training programme. Nobody in the organization considered one day training programme in the organization as ideal.

OPINION ON TRAINING PROGRAMMES

Out of 265 respondents, 41.89 percent of the respondent employees' opined that through the development programmes the individual skills will be improved. 32.45 percent of the respondents viewed that both the organization and individual skills will develop through training programme. 25.66 percent of the respondents opined that organization will develop through these training programmes.

ADEQUACY OF TRAINING PROGRAMMES ATTENDED

Out of 265 respondents, 51.32 percent of the respondents had an opinion that the training programmes they attended were 'adequate'. 32.45 percent of respondents gave a rating of 'more than adequate' and 16.23 percent had rated the programmes as 'inadequate'.

MONETARY BENEFITS ON ACCOUNT OF ATTENDING PROGRAMMES

Out of 265 total respondents, 67.55 percent of the respondents were not satisfied with the monetary benefits on attending training programme. However, 32.45 percent of the respondents were satisfied with their monetary benefits received on attending the training programmes.

CONCLUSION AND SUGGESTIONS

Manpower planning aspect need to be paid adequate attention to see that right people are placed at the right time and at the right place with right skills and background and the units do not suffer from either surplus or shortage of human resource at any point of time.

The APEPDCL has been covering a majority of the respondent employees through training programmes continuously for upgrading the skills of its employees. However, care should be taken to cover the training programmes to all cadres of employees in the light of growing competition in the power station. In order to provide core competency among the people the management of utility system should upgrade the content duration and the activity of further training programmes. The APEPDCL has to take necessary action to facilitate the expected training facilities and allocate more budgets for the development of training facilities.

The training programmes must be identified on the basis of the need and must be organized on a continual basis. Evaluation of training programmes at all levels must be scrupulously observed to see that knowledge and skills are transferred to the job and result in the increased efficiency and productivity of the APEPDCL. Management Development programmes must be need - oriented and the managers must be sent to outside institutes to get more qualitative training.

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TABLES

TABLE 1: CLASSIFICATION OF RESPONDENTS BY SEX

Sex	No. of Respondents	Percentage
Male	222	83.78
Female	43	16.22
Total	265	100.00

Source: Primary data

TABLE 2: LEVEL OF EDUCATION

Education Level	No. of Respondents	Percentage
SSC	36	13.58
Intermediate	45	16.98
Degree General	56	21.13
Technical	57	21.52
PG General	28	10.57
Technical	37	13.96
Professional	06	2.26
Total	265	100.00

Source: Primary data

TABLE 3: AGE COMPOSITION OF RESPONDENTS

Years	No. of Respondents	Percentage
Below 30	46	17.36
30-40	88	33.21
40-50	93	35.09
50 & above	38	14.34
Total	265	100.00

Average Age = 39.65 years

TABLE 4: MARITAL STATUS

Marital Status	No. of Respondents	Percentage
Married	206	77.74
Unmarried	37	13.96
Widowed	14	5.28
Divorced	08	3.02
Total	265	100.00

Source: Primary data

TABLE 5: COMMUNITY BACKGROUND

Community	No. of Respondents	Percentage
SC	39	14.72
ST	27	10.19
BC	70	26.42
OC	129	48.67
Total	265	100.00

Source: Primary data

TABLE 6: RELIGIOUS BACKGROUND

Religion	No. of Respondents	Percentage
Hindu	214	80.75
Muslim	29	10.94
Christian	22	8.31
Total	265	100.00

Source: Primary data

TABLE 7: NATIVE PLACE

Native Place	No. of Respondents	Percentage
Village	121	45.66
Town	144	54.34
Total	265	100.00

Source: Primary data

TABLE 8: TYPE OF FAMILY

Type of Family	No. of Respondents	Percentage
Joint	146	55.09
Nuclear	119	44.91
Total	265	100.00

Source: Primary data

TABLE 9: ANNUAL INCOME

Income (Rs.)	No. of Respondents	Percentage
Below 100000	47	17.74
100000 – 200000	54	20.38
200000 – 300000	71	26.79
300000 – 400000	38	14.34
400000 – 500000	31	11.70
Above 500000	24	9.05
Total	265	100.00

Average Annual Income = Rs. 2, 59, 057/-

TABLE 10: EMPLOYEES' OPINION ABOUT DIFFERENT TECHNICAL CHANGES IN THEIR ORGANIZATION

Different Technical Changes	No. of Respondents	Percentage
Introduction to Latest Technology	122	46.04
Computerization	96	36.27
Mechanization	47	17.69
Total	265	100.00

Source: Primary data

TABLE 11: EMPLOYEES' OPINION ABOUT MATCHING OF EXISTING SKILLS TO THE NEW ENVIRONMENT

Response	No. of Respondents	Percentage
Yes	06	2.26
No	259	97.74
Total	265	100.00

Source: Primary data

TABLE 12: EMPLOYEES' OPINION ABOUT THE TRAINING PROGRAMMES NEEDED

Training Programmes	No. of Respondents	Percentage
On the Job Training	189	71.32
Institutional Training	70	26.42
Others (Not Applicable)	06	2.26
Total	265	100.00

Source: Primary data

TABLE 13: EMPLOYEES' OPINION ABOUT TRAINING PROGRAMMES ARRANGED BY MANAGEMENT

Frequency	No. of Respondents	Percentage
Frequently	41	15.47
Now and then	141	53.21
Rarely	83	31.32
Total	265	100.00

Source: Primary data

TABLE 14: EMPLOYEES' OPINION ABOUT BENEFITS OF TRAINING PROGRAMMES

Benefits	No. of Respondents	Percentage
Working skills increased	141	53.21
Productivity increase	34	12.83
More Job satisfaction	22	8.30
Greater awareness	20	7.55
Increasing promotions	42	15.85
Others (NA)	06	2.26
Total	265	100.00

Source: Primary data

TABLE 15: IS IT NECESSARY FOR RE-EQUIPPING THE TRAINING CENTRE?

Response	No. of Respondents	Percentage
Yes	185	69.81
No	80	30.19
Total	265	100.00

Source: Primary data

TABLE 16: PROBLEMS IN ATTENDING TRAINING PROGRAMMES

Problems	No. of Respondents	Percentage
Heavy workload in the office	111	41.89
Unsuitable timings	27	10.19
Frequent disturbances by boss and peers through phone calls	91	34.34
Too many participants	36	13.58
Total	265	100.00

Source: Primary data

TABLE 17: METHODS OF TRAINING PROGRAMME

Methods	Ranks					Weighted Score	Rating	Rank
	1	2	3	4	5			
Lecture Method	128	98	38	34	18	1232	30.99	1
Role play Method	28	17	68	78	84	652	16.40	5
Case Analysis	30	35	57	64	77	666	16.75	4
Group discussion Method	55	30	60	51	46	723	18.19	2
Quiz Method	24	85	42	38	40	702	17.67	3
Total	265	265	265	265	265	3975	100.00	

Source: Primary data

TABLE 18: TRAINING TOOLS ADOPTED IN THE TRAINING

Tools	No. of Respondents	Percentage
Visual	40	15.09
Audio	57	21.51
Both	168	63.40
Total	265	100.00

Source: Primary data

TABLE 19: OPINION ON TRAINING ENVIRONMENT

Opinion	No. of Respondents	Percentage
Good	106	40.00
Fair	71	26.79
Poor	88	33.21
Total	265	100.00

Source: Primary data

TABLE 20: OPINION ON TRAINING APPROACH

Rating	No. of Respondents	Percentage
Good	151	56.98
Fair	70	26.42
Poor	44	16.60
Total	265	100.00

Source: Primary data

TABLE 21: IDEAL LENGTH OF TRAINING PROGRAMME

Ideal Length	No. of Respondents	Percentage
One day	Nil	-
2 -5	111	41.89
One week	89	33.58
15 days	65	24.53
Total	265	100.00

Source: Primary data

TABLE 22: EMPLOYEES' OPINION ON TRAINING PROGRAMMES

Opinion	No. of Respondents	Percentage
Organization	68	25.66
Individual skills	111	41.89
Both	86	32.45
Total	265	100.00

Source: Primary data

TABLE 23: ADEQUACY OF TRAINING PROGRAMMES ATTENDED

Rating	No. of Respondents	Percentage
More than Adequate	86	32.45
Adequate	136	51.32
Inadequate	43	16.23
Total	265	100.00

Source: Primary data

TABLE 24: MONETARY BENEFITS ON ACCOUNT OF ATTENDING PROGRAMMES

Response	No. of Respondents	Percentage
Yes	86	32.45
No	179	67.55
Total	265	100.00

Source: Primary data

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With sincere regards

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Academically yours

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Co-ordinator