

## A study on evaluation of training and development practices in oil sector (A case study of Non-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 employees 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 Non-executives.

**Keywords:** Training and development, skills, knowledge, productivity

### 1. 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.

#### 1.1 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 28,000 sqkm 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.

#### 1.2 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.

#### 1.3 Review of literature

Chris Obisi <sup>[1]</sup> 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. Tejsingh <sup>[2]</sup> *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 Singh <sup>[3]</sup> *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 Devi <sup>[4]</sup> *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 Raj <sup>[5]</sup> *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 Chi <sup>[6]</sup> 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 case <sup>[7]</sup> 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 Subramanian <sup>[8]</sup> *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 Krishna <sup>[9]</sup> *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.

**2. 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 non-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 non-executives.
5. To offer findings, suggestions and conclusion of the study.

**2.1 Sample**

A sample of 175 non-executives are considered for the purpose of the study. The sampling method used for the systematic random sampling.

**2.2 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	3	1.57
b)	Based on annual training schedule	86	45.03
c)	Based on pre-determined training needs	71	37.17
d)	No. Of times training opportunities availed previously	31	16.23
e)	Others (Specify)	0	-
	Total	191	100.00

The organization i.e., ONGC follows two important methods in selecting the candidates for training. The annual training schedule and based on pre-determined training needs, the

selection of the candidates for training is done. About 82% of the respondents have given priority to these two methods.

**Table 2:** Kindly state your objective in attending the training and development programs

S. No	Views	1	%	2	%	3	%	4	%	5	%	Tot	%
a)	Improving problem-solving skills	59	47.20	43	34.40	16	12.80	5	4.00	2	1.60	125	100.00
b)	Improving prospects for promotion	15	12.00	23	18.40	33	26.40	51	40.80	3	2.40	125	100.00
c)	Acquired new knowledge skills, attitudes	62	49.60	45	36.00	11	8.80	4	3.20	3	2.40	125	100.00
d)	Enriching the knowledge through interaction with other people	9	7.20	28	22.40	81	64.80	5	4.00	2	1.60	125	100.00
e)	Any other (specify)	0	-	0	-	0	-	0	-	0	-	0	-
	Total	145	116.00	139	111.20	141	112.80	65	52.00	10	8.00	500	400.00

The respondents are asked to state their objectives in attending the training and development programmes. The analysis is presented as under.

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- Majority of respondents strongly agree with the view that the training and development programmes are useful to *Improving problem-solving skills*.
- Improving prospects for promotion* was disagree to majority of respondents.
- Acquired new knowledge skills, attitudes* was strongly agree to majority of respondents.
- Majority of respondents are neutral to the statement *enriching the knowledge through interaction with other people*.

The analysis is presented in Table 2

**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	23	18.40	99	79.20	2	1.60	1	0.80	0	-	23	18.40
B	The employees are helped to acquire technical knowledge and skills through training.	34	27.20	88	70.40	2	1.60	1	0.80	0	-	34	27.20
C	Train the Trainers programs are conducted periodically for in-house trainers	8	6.40	33	26.40	79	63.20	4	3.20	1	0.80	8	6.40
D	E-Training programs are conducted for executives to increase specific skills in action.	17	13.60	75	60.00	26	20.80	6	4.80	1	0.80	17	13.60
E	Role-play method is used in executive training programs to development their skills	6	4.80	53	42.40	61	48.80	4	3.20	1	0.80	6	4.80
F	External training is given to employees to enhance their knowledge and Skill.	11	8.80	101	80.80	11	8.80	2	1.60	0	-	11	8.80
	Total	99	79.20	449	359.20	181	144.80	18	14.40	3	2.40	99	79.20

The respondent’s views on training and development methods are presented in Table 3.

The respondents *agree* with the following statement

- Lecture method is used in executive training programs to development their skills
- The employees are helped to acquire technical knowledge and skills through training.
- E-Training programs are conducted for executives to increase specific skills in action.

- External training is given to employees to enhance their knowledge and Skill.

The respondents *neutral* with the following statement

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

**Table 4:** 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.	18	14.40	65	52.00	36	28.80	3	2.40	3	2.40	125	100.00
B	Managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.	15	12.00	89	71.20	16	12.80	3	2.40	2	1.60	125	100.00
C	The results of training programmes are monitored.	5	4.00	91	72.80	24	19.20	4	3.20	1	0.80	125	100.00
D	The organisation measures the return on investment in training.	6	4.80	63	50.40	48	38.40	7	5.60	1	0.80	125	100.00
E	Our training system has been quite successful in improving the overall performance of the employees.	14	11.20	91	72.80	18	14.40	2	1.60	0	-	125	100.00
F	After each training programme, employees are made to assess the usefulness of the programme and give feedback to management.	26	20.80	81	64.80	13	10.40	4	3.20	1	0.80	125	100.00
G	Our Organisation conducts evaluation of trainee to access long term impact of training programs	19	15.20	80	64.00	22	17.60	3	2.40	1	0.80	125	100.00

H	Training and Development programs are conducted by the organisation enable the executives to implement various changes invited in the organisation	46	36.80	65	52.00	9	7.20	4	3.20	1	0.80	125	100.00
I	Training and development programmes organised help to improve one’s capability and potentials.	54	43.20	65	52.00	5	4.00	1	0.80	0	-	125	100.00
Total		203	162.40	690	552.00	191	152.80	31	24.80	10	8.00	1125	900.00

The benefits derived by the respondents from the training and development program effectiveness is presented in Table 4.4. The respondents agree with the following statement

- Employees returning from training are given adequate free time to reflect and plan improvements in the organisation.
- Managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.
- The results of training programmes are monitored.
- The organisation measures the return on investment in training.
- Our training system has been quite successful in improving the overall performance of the employees.
- After each training programme, employees are made to assess the usefulness of the programme and give feedback to management.
- Our Organisation conducts evaluation of trainee to access long term impact of training programs
- 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.

**Table 5:** Problems faced during the training and development programs

S. No	Facilities	N	%
a)	Training period is lengthy	4	7.02
b)	Training materials is inadequate	25	43.86
c)	Trainers don’t possess adequate knowledge	5	8.77
d)	Training aids are inadequate for making training and development programme effective	21	36.84
e)	Others (specify)	2	3.51
Total		57	100.00

The respondents are asked to express the problems faced by them. The respondents are recorded in Table 5. The majority of respondents expressed two major problems faced by them include

- Training materials is inadequate
- Training aids are inadequate for making training and development programme effective

**2.3 Findings**

1. Any organization follows certain methods on procedures for selecting the candidates for training. ONGC also follows a 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. Majority of employees of ONGC, Rajahmundry Asset are of the view that they would like to improve problem solving skills and to acquire new knowledge and skills which are stated as the major objectives in attending training and development programmes.
3. Among the few methods of training, lecture method and E-training programmes have been ranked as 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.
4. The effectiveness of training and development programme is known through the feedback given to management, enable the executives to implement changes and to improve one’s own capability and potentials. Majority of the respondents favoured these views.
5. The three major problems which are faced by the respondent’s executives includes short training period inadequate training materials and training aids.

**2.4 Suggestions**

1. In order to make an attempt to improve the inter-personal relations, communicational abilities, ability to use modern media 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 organization should focus on modern training methods like e-training in order to enhance the skills of the executives.
3. The management of ONGC, Rajahmundry Asset should adopt innovative methods for evaluating training and development programs.
4. 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.
5. 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.
6. As the training period was found to be inadequate and not sufficient, the training period and duration may be extended substantially as per the requirement of the programme.

**3. 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. Privatisation 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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