

Dimensions of Training and Education of Employees: With Reference to Oil & Natural Gas Corporation Ltd. (ONGC)

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Abstract— Training and education programs lead employees to realize their potentials fully. The aim of present study is to explore the adopted practices and employees' perception about training and education. The information was collected from 101 employees of ONGC in Dehradun, India. The descriptive statistics and exploratory factor analysis (EFA) was used. The findings of study stated that on-the-job training is conducted frequently (more than 4 times in a year). The study suggested that training and education programs success depends upon perceived training effectiveness followed by perceived trainer effectiveness. The future researchers can validate and explore the antecedent and consequences of training and trainer effectiveness at individual as well as at organizational level.

Keywords— training and education, practices, perception, exploratory factors, effectiveness.

I. INTRODUCTION

Employees are the most valuable assets of the organization. The competitors can copy the technology, policies and processes but cannot copy the skills and loyalty of employees (Elnaga & Imran, 2013). In global market the improved skills and capabilities lead to talented workforce and competitive advantage at large (McKinsey, 2006). Training acts as a catalyst for improving skills, knowledge and performance. Development of human resource in every organization is very important aspect. To develop or to improve the performance of employees depends on the training and development program of the organization. Kamal, Aghbari & Atteia (2016) stated that effective performance depends upon competent training. The technological and infrastructure advancements are facilitating the training in effective way. The research showed positive impact of e-training on employee performance. Training assists persons to enhance efficiency and effectiveness in their area of work through gaining more skills, knowledge and practice. Training and education is an important tool for human resource development. It is the effective method of improving competencies amongst the manpower of any organization. Yusoff *et al.* (2016) assess the impact of reaction on knowledge, skills and attitude of teachers during in-service training programme and found the significant impact of training program for strategic improvement in job. Training and education helps to build up the leadership and inculcate confidence among workers in organizations. The expectations of the society from organizations are increasing under the ambit of fast changing political, social, economic and technological environment. Training is the process of teaching, acquiring and knowing of knowledge and skills for doing specific job to fulfil all societal and organizational expectations. Training improves individual's capacity, capability, skills, performance and output. Training developed in oneself or others. Ghufli (2014) analysed the training need and barriers to effective training need assessment and found that the favouritism, lack of expertise trainers and personalization of training between trainer and trainee can disrupt the effectiveness of training process.

Training and education are needed for growth and development of mankind and society as a whole. Iqbal *et al.* (2011) identified the relationship between characteristics and formative evaluation of training. The study founded a positive impact in reaction and learning except training contents. The employee must be trained to face the present and future situations in order to meet individual and organizational goals (Asare-Bediako, 2002). Training focuses on job while development focus is career. Training improves the individual current performance while development is preparation of future in term of higher responsibility and authority. According to Colquitt, LePine & Noe (2000) organizational strategic plans include training as an integral plan; the mergers, acquisition and strategic alliance between organizations lead to formulation and implementation of high level training to learn new set of behaviour and skills for doing job in the best possible way. Gandolfi (2009) highlighted the need of training during bad times. The restructuring strategies like downsizing focus on the implementation of training and development. Olaniyan and Ojo (2008) realizing staff training as a necessary tool for practical realizing the expectations at organizational level. It helps the newcomers to adjust and perform better in different organizational context and procedural settings. Mulder (2001) measured the training effectiveness from third party perspective i.e. customers. The researcher found that training programs are significantly impacting the customers' satisfaction. Asare-Bediako (2002) stated that it's the organizational responsibility to train their employees in best possible ways for attainment of broader objective and to overcome the competition forces.

In the light of above theory the training seems to be an inevitable philosophy which cannot be simply ignored in the era of global competition. The government and non-government organizations are continuously striving toward excellence in their training modules. The present study is focusing on the training module of ONGC Ltd in Dehradun, India.

A. Objective of the Study

- To study the training practices adopted in ONGC Ltd
- To explore different factors of training and development perceived by ONGC employees

II. METHOD

A. Measurement Tool

The measurement tool was designed to measure the practices and perception of employees about training and education. Initially, 12 statements were selected from the available literature. The content validity was checked through expert validation. Further 4 statements were dropped after expert validation and peer discussion. The first section of questionnaire includes the training and education practices of ONGC Ltd. While the second section of questionnaire included perception of employees toward the training and education practices. The measurement tool items were rated on 5 point Likert scale from strongly disagrees to strongly agree. The Cronbach’s alpha value for the scale was 0.82. The variables/items are given below.

- V1: My trainers have adequate subject knowledge
- V2: My trainers have the skills required for training effectively
- V3: The training environment is good
- V4: In the academy the trainees learn by doing the things
- V5: The peer pressure is high during training regarding my performance
- V6: The material provided for classroom training is as per standards
- V7: My trainers provides me regular feedback
- V8: If I have any doubts I can directly ask to trainers

Finally, the information was collected from 101 respondents. Out of total respondents 79 were male and 22 were female. 48.5 percent respondents were in the age group of 26 to 35 years. The method adopted for this survey is Descriptive and exploratory Research. The selected respondents were from 7 different departments of ONGC Ltd. Majority of the respondents i.e. 70.3 percent were postgraduate.

III.RESULT

A. Descriptive Statistics: Training Practices

The training approach and practices adopted by organization are given here. Training received by 63.37% of the respondents is of on-the-job training. 6.93% of the respondents received off-the-job training. 24.75% of the respondents received technical training. However, a mere 4.95% received non-technical training. ONGC is conducting training program frequently. 74.26% of respondents said training program is conducting frequently while 25.74% of employees said training program is not conducting frequently. Out of total respondents 35.64% attend the training session 3 to 4 times, 35.64% of employees attend training session more than 4 times. This shows that minority of employees attend only 1 to 2 times of training session. From the collected information, it is clear that training is required. 100% of the employees agree that training helps them to improve their work efficiency. Regarding the satisfaction level from the training program 59.41% of respondents were satisfied with the training program provided to them. 36.63% of respondents said training program which is provided is average. 1.98% of respondents were not satisfied with the training program provided while 1.98% of respondents can’t say whether they satisfied with the training program provided. 96.04% of respondents are getting both theory and practical training Program while 3.96% of respondents are getting only theory training program. Moreover, 100% respondents said that the trainers were effective and cleared their doubts during training programs.

B. Training & Education Perception

The descriptive statistics is given below in Table I.

TABLE I
DESCRIPTIVE STATISTICS AND CORRELATION MATRIX (N = 101)

Items	Mean	S.D	Correlation Matrix							
			V1	V2	V3	V4	V5	V6	V7	V8
V1	1.74	.523	1							
V2	1.74	.503	.772**	1						
V3	1.68	.468	.400**	.415**	1					
V4	2.09	.838	.190	.268**	.124	1				
V5	2.99	.900	.101	.149	.301**	.426**	1			
V6	1.98	.632	.227*	.235*	.385**	.362**	.580**	1		
V7	2.53	.923	.371**	.472**	.304**	.429**	.585**	.550**	1	
V8	1.59	.533	.447**	.577**	.041	.216*	-.029	.095	.222*	1

Source: SPSS Output

C. Exploratory Factor Analysis

Exploratory factor analysis was used to explore the latent factor structure of employees' perception about training and education. R-type factor analysis was used. Principal component analysis with Varimax rotation was used to extract the factors. The variables showing common variance less than 40 percent were excluded. The extraction of factors based on Eigen value criteria i.e. Eigen value should be equal to or higher than 1 was used. To study the inter-correlation between variables Bartlett's Test of Sphericity was used (Chi-Square = 317.305, df = 28, $p < .001$). The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was calculated with a value of .751, which is higher than the threshold limit of 0.50. The rotated factor matrix is given in Table II.

TABLE II
FACTOR MATRIX: PERCEIVED TRAINING & EDUCATION

Variables/Items	Factors		Communalities	Factor Name
	1	2		
V5	.868		.761	Perceived Training Effectiveness
V6	.812		.865	
V7	.763		.331	
V4	.604		.391	
V2		.896	.664	Perceived Trainer Effectiveness
V1		.851	.679	
V8		.765	.586	
Eigen Value	3.37	1.66		
Percentage of variance	33.40	29.58		
Cumulative Percentage of variance	33.40	62.98		

Source: SPSS Output

- Factor1: Perceived Training Effectiveness

The factor 'perceived training effectiveness' constitutes 4 variables. The learning by doing is presenting the practical and on the job training aspect used by ONGC to train their employees. The performance of employees is clearly affected by the colleagues' performance during the training. The resources provided to the trainees during the training program are standardized and developed through an expert deliberation. The feedback mechanism is an integral part of training in the ONGC. The factor explained 33.40 percent of variance with Eigen value of 3.37 and emerged as a major factor in the model. Effective training is a business necessity that helps the employees to develop the necessary skills in their job position. In a company like ONGC workers face lots of multiple challenges. Therefore, it required to provide effective training to the employees to develop their knowledge or skills to match with their job position and to bring benefit for the organization.

- Factor2: Perceived Trainer Effectiveness

The role of trainer is inevitable in the whole training process. The success and failure of training program is largely depends upon the skills and knowledge of trainer. The second factor is subject knowledge and skills of training which means having skills for success, the ability to build strong relationships, excellent communication skills, a good sense of humor etc. The respondents perceived that trainers have adequate subject knowledge and skills of training. Majority of ONGC employees said that trainers have ability to develop the trainee's performance and they can clear doubts if I have any during the training. The factor explained 29.58 percent of variance with Eigen value of 1.66.

IV. LIMITATIONS & FUTURE SCOPE OF THE STUDY

The research is limited to the employees of ONGC Dehradun. The future researchers can explore the antecedents and outcomes of training effectiveness and trainer effectiveness in organizational climate context. How the explored factor can impact the performance of employees separately can be a research question for the future study.

V. CONCLUSION

Training and development is an essential tool for every organization and it is an integral part of the human resource development. Training and development program are used to sharpen the employees knowledge with the object of strengthening and profit maximization of the organization. In the ONGC Ltd. Training plays an important role in improving the performance of organization as well as the employees. The company provide training program to the employees and the majority of employees attend the training program for more than 3 to 4 times in a year. During training trainees can discuss their doubts with their trainers. Also, trainers have adequate subject knowledge and skills required for training effective. As the result, it found changes in term of their performance as well as in productivity. Therefore we can say that, training programs are not only beneficial for the organization but also for the employees working and personal life. Today's world it is necessary to provide training program in every organization in order to achieve their objective, to compete with the competitors and to survive in this modern world.

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