CONTENTS

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Title

A STUDY ON CAUSES OF FAILURE OF TRAINING PROGRAMS AT DIFFERENT INDUSTRIES AT CHHATTISGARH: DEFICIENCY IN UNDERSTANDING TRAINING NEED ANALYSIS BY THE TRAINING MANAGERS

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Abstract :

There is not a single organization in the world who is striving for higher levels of organizational performance. To maximize the efficiency and effectiveness of all the employees , continual training and development plays a vital role . The effects of training are of many folds like productivity increase, better generation of internal resources, better profits, better customer services and after all better quality of work life. Today's rapidly changing legal, technological, economic and sociological environment further demands that employees should possess higher level of knowledge and skills to cope up the requirement of new and more demanding assignments. Training Need Analysis (TNA) help the managers/ trainers to develop a training plan to identify where, when, how, who and what training need in a factory or organization. After an expense of huge amounts, most of the organization could not receive the success of the training program for different reasons. This study explores all those vital causes behind the failure of effective training programmes at different industries situated at Chattisgarh. In the conclusion, the study also identifies the level of understanding and skills of personnel attached with those organsiations to conduct training programmes, their shortfalls and some development suggestions so that ultimately success of the training programmes can be achieved by the organizations..

Key words: Development of Human Capital , Effective Training Programme, Environmental impact on training , Industrial Training at Chattisgarh, Training Need Analysis.

INTRODUCTION:

After independence our planners put stress on set up of heavy industries for employment generation and country's growth and the same was continued uptill fifth five year plan. But it has been felt imperative that the productivity and performance of these heavy industries largely depends upon the development of the human resources associated with those industries. Hence Govt. of India introduced the HRD department by converting the name of the department from Labour to HRD. The first and foremost target for this department, after new naming was to identify the training requirement for the human resource and conduct those programs for the

trainees identified for their future gainful utilization. But ultimately most of the training organizations in industries could not fulfill this objective due to lack of proper implementation of knowledge on imparting training. Till date, most of the private sector (small & medium) use to observe the training programme as a bad investment because largely there was not a single person who can portray the return of investment of such training & development programme and envisage the direct benefit .

In advanced countries, trade union, employer and policy makers continuously put pressure on the importance of skill creating of workers and lifelong learning in order to cope with the increased pressure induced by technological change and globalization (Europian Commission, 2007)

Becker(1964) made a distinction between the requirement of training that is 1)firm specific and 2)general training. General training usually develops skills which is applicable at different firms but firm specific training are lost when the trained worker leave the firm where he got the training. Moretti (2004) focuses on plant level productivity gain from education but he did not correlate it with firm specific training. Dearden ,Reed and Van Reenen (2006) & Conti (2005) analyse a link between training , wages and productivity at sectoral level using a panel of British Industries and identified the need to increase the work related training to improve long term economic performance and optimize the 'skill gaps'.

Abdullah and Samupwa(2009) determined the effect of basic education teacher diploma program on teacher's productivity. A similar type of issue of achievement and under achievement amongst the students have been studied in different research work (Mowes,2007; Mantee,2004). They observed that human asset accounting or human resource accounting could be viewed as the measurement, reporting and accounting of the cost and value of people as organizational resources.

According to Gupta (2003), HR accounting is a process of identifying , measuring and communicating information about human resource in order to facilitate effective management within an organization..

The training need assessment , therefore, is a critical activity for the training & development function (Janice and Diana,2002). They outlined a training & development program in five sequential steps : Need assessment, Industrial Objective, Design, Implementation and Evaluation.

To be effective and efficient, every training programme must start with a need assessment long before actual training occurs. It is well known fact that analysis of training need is a step often skipped in development of training activity (Perusse,2001). But the need analysis process is the most essential in order to maximize attainment of the objective of different type of training & development activities.

Mc-Cononel(2003) described the requirement of training need analysis as a transforming agent of the identifying need into learning objective which may be achieved through an appropriate training activity.

With this backdrop, this study has been conducted at some selected organizations at Chhattisgarh to find out the lacuna for which the training programmes are not become successful.

SURVEY OF LITERATURE:

DEFINITION

Training Need Analysis: Training Need Analysis is formal process of identifying the training gap and its related training need (Wikipedia,2011). In other words, Training Need Analysis is a process where one can use a variety of techniques to collect information and then analyze the information to determine where there is a training need, who need training to learn, what skills, and when and how the training should be provided.

Training need analysis allow the training manager to set the training objective by answering two very basic questions: who, if any one, needs training and what kind of training is needed? Sometimes the training is not the solution. Some performance gap can be reduced through other management elements such as communications, explanations providing a supportive work environment, agreeing consciousness, removing obstacles and checking job fit. There are three level of need assessment: organizational assessment, task assessment and individual analysis. Organizational analyses look at effectiveness of an organization in determining why training is needed and under what condition it should be conducted. Task analysis provides the data about job or a group of jobs and the knowledge, skills attitude and ability to achieve optimum performance. Individual analysis depicts how well individual is doing the job and determines

which employee need training and what kind? (Mamoria and Gaonkar, 2010; Janice and Diana,2002).

Process of Training Need Analysis : ILO observed a robust planning for training needs analysis in every factory or organization which ultimately helps to develop a successful training. The process involve the variety of techniques to collect information and then analyze the information to determine whether there is a training need, who need training to learn , what skills and when and how training to be provided.

This can be lengthy process or a very short information task depending upon the context and resource available.

1. Context: The reason behind requesting a training programme is to identify in its proper perspective. Audience group means that need to be involved in the training process are to be collected. Desired performance needs- what should the learner do as the result of the training. Current performance means what the learners are doing at present so that gap can be understood. How to use information which means is there a gap between the current & desired level of performance. Why this gap exists and what is the appropriate response. All these contextual information / points are to be clarified.

2. Resource Required: To get all those information the HR manager should have adequate time and efforts to follow the steps as mentioned in the context above. The HR manager should also have the skills to rationalize the requirement from its truest perspectives.

Higgs(1989) has introduced a guidelines for training need analysis for the staffs and faculty members of educational institutes. Wherein it has been informed that training need analysis is a systematic process based on specific information converging techniques. All the individual of the institute should know their own objectives and objective of the organization to fill up the questionnaire sketched for training need analysis. At the end it has concluded with the observation that the HR manager who will design the total process should be master of other process. A single mistake or lacuna in knowledge and skills will jeopardize the whole process.

Pitfall of Training Need Analysis: Labese(1992) demonstrate a training need analysis program for the Public Health agency of Canada Government where he observed several pitfalls. But the

most important point he noted is the lack of skills and knowledge (ROSSETT,1987) and absence or lack of motivation of the training instructor or personnel.

Mohamud(2001) also observed that Training programme for secondary school teachers failed as the master trainers were not fully trained for the job. The study recommended that the same training programme should be revamped with the proper training of the master trainer.

METHODOLOGY:

The study has been started with an idea to analyze the Training & Development programme that are being ran at different organizations in and around Raipur (C.G.) . During the preliminary survey procedure it has been observed categorically that the functions of different types of organizations are different and their training programme too. For example, FMCG companies use to train their employees as & when a new product is being launched or a new sales strategy has been implemented. But in a manufacturing organization like steel or power, requires continual training activities for updating the quality of product as well as techniques of services. With these information. the final study has been concentrated on the industries of steel and power .This particular segment has been chosen for several reasons like they are labour intensive and they have an important role in society too. Number of power or steel industry is relatively high in Chattishgarh due to easy availability of raw material, locational advantage (mid of the country), better communication and conducive governmental policies. In Chattisgarh there are 357 numbers of steel manufacturing industry and 26 numbers of Power generating units (Captive power plants included).

OBJECTIVE OF THE STUDY:

In this study effort have been made to identify

    i)   whether the company has any structured training Policy?

    ii)   Whether there is any Training Implementation plan?

    iii)   Level of Training?

iv)   Level of knowledge and skills of the person looking after training & development activities of the organization

v)   Calculation of return on Investment of each and every training programme.

vi)   Benefit accrued by the organization through different training and development programme.

SAMPLING TECHNIQUE:

Purposive Random Sampling has been used in this study. In Chattishgarh, there is a lot many steel & power industries situated at different corners. For the easement of the study, the industries were chosen from those areas where the density of similar types of industries is more. The particular purpose of this type of identification of industries are to make the sample homogeneous from Governmental support, geographical location, similar type of economy prevailing in the market, employees from the same culture and of same environment. All the managers of those identified industries, who are engaged themselves with the training activities for their organization concerned, were interviewed through a structural questionnaire. In some of the organization, the proprietor /CEO himself looking after the training activities by themselves. For those organizations, the CEO/Proprietor concerned was interviewed. For the industries where the structure of the training department is big, managers were chosen at random from different levels and interviewed.

DEVELOPMENT OF QUESTIONNAIRE:

In this study a questionnaire has been developed based upon the ideas generated from preliminary studies. The demographic variables and the basic biodata have been included and the answering patterns, as set, are either of flip flop type or of likert scaling type.

The reliability of the questionnaire has been verified through test-retest method. And the validity by alpha cronbatch test.

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119

ANALYSIS:

The answers so collected through the interview process have been converted to mathematical values. Then those values were processed through computer software. The outcome, so arrived, was sketched in tabular form as well in diagrammatic form in Result section.

RESULTS:

The data sheet, as revealed, informed us many salient points about the group who are at present leading the industrial training programmes at Chhatishgarh.

In this sample, the lion-share of the subjects is from private sector organization and is reflected in Table 1 & Figure 1.
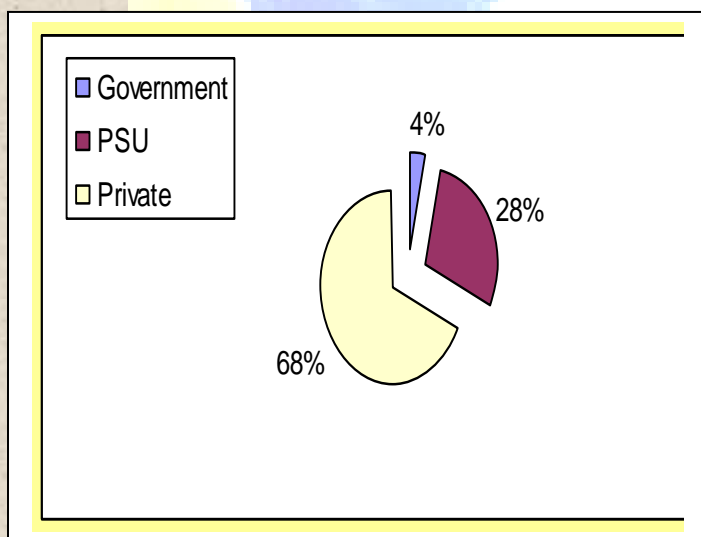
Type of organization	Number of Subjects
Government	2
PSU	14
Private	34

Table 1 showing the distribution of number of subject in different types of organisation

 It is to be noted that there is not a single representation from feminine group. There is another significant point that the educational qualification of the subjects is not very bright as evidenced in the Figure 2.

Qualification	Number	%
Below graduate	2	4
Graduate	20	40
Diploma engineer	10	20
PG Diploma in		

Table 2 showing the distribution of sample in terms of qualification

Fig. 2 showing the Pie diagram for qualification distribution

From the above diagram, a reflection of dearth of knowledge in advanced training methodologies is clear.

It has also been observed that a good number of people got specialized training on How to conduct an industrial training. That reflection has been shown at Fig. 3 & Table-3 below.

Qualification	Number	%
Got Training sponsored by the company	7	14
Got Training without sponsorship	28	56
Not got any training	15	30

Table 3 showing the distribution of sample in terms of acquiring special training

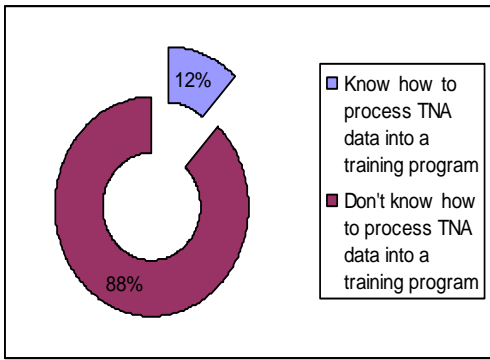Fig. 3 showing the Pie diagram for acquiring training

But this figure does not reflect any development in the skill of the training manager as is evinced from the tables mentioned next.

Most of the managers related with the training activities do not know how to process a Training need analysis data sheet and to sketch an effective training program (Fig. 4, Table-4)

Detail knowledge about TNA to convert into Training Program	Number	%
Know how to process TNA data into a training program	6	12
Don't know how to process TNA data into a training program	44	88
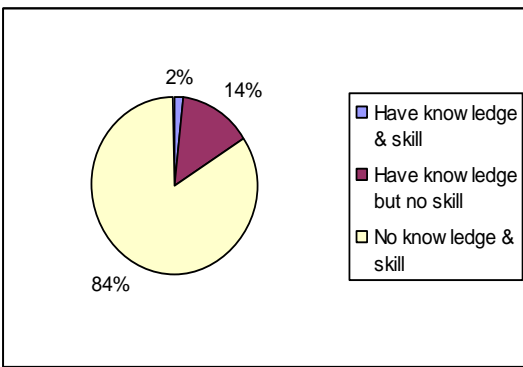
Table 4 showing the distribution of subject's knowledge about TNA

Fig. 4 showing the Doughnut Pie diagram for TNA knowledge distribution

There is a little number of managers who can calculate Return on Investment for any training programme and the same has been shown at Table 5 and Fig-5.

Calculation of Return on Investment for training program	Number	%
Have knowledge & skill	1	2
Have knowledge but no skill	7	14
No knowledge & skill	42	84

Table 5 showing the distribution of subject's knowledge about ROI Calculation

Fig. 5 showing the Pie diagram for ROI knowledge distribution

Some other point may also be surfaced from this study that very few organizations do have a structured training policy. Those companies also do not follow any structured training module developed with the support of the policy.

Suggestions:

From this study it is crystal clear that the industrial training for improvement of the quality & performance of the workers of Chhattisgarh has not been developed properly. The managers, who should take this lead, do not have proper knowledge and skill to run the show effectively and efficiently. It is immediately required to develop those persons who will ultimately be the mastermind for the whole programme.

The proprietors should also require to change their mindset about training and put pressure on the training in-charges to submit the ROI alongwith every training proposal and its validation after the training for next three years. All the workers also require identifying their training need for better performance and submitting their requirement on regular basis.

It is also required from the Government to frame a robust training programme for the training managers associated with different organizations and make it mandatory to attend the workshop on skill development on TNA study and ROI calculation. Whether the skill of the trainees were improved or not , that is required to assess by giving them real life practical projects. The budget on training should be given proper weightage during license renewal for every organization. Then only the improvement of the workers will be observed and thereby the total performance of the organsiations..

Scope for further study:

This study is confined only with a few organizations of Chhattisgarh and the same may be extended to other types of industries also to get a vivid picture. A training model can be developed from the study and put before the Labour department or HRD department for implementation. This study may also generate a scope for staffing proper person in the charge of training in any industry. Proper calculation of Training Need Analysis and Return on Investment will satisfy the proprietors to invest on training for development of their human capital.

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123

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124

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