# ANALYSING THE ADEQUACY OF TRAINING PROGRAMMES IN SELECT INDIAN RESEARCH INSTITUTION

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## ABSTRACT

Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. Training need assessment is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. Focus should be placed on needs as opposed to desires.

Present study makes an attempt to critically analyse and assess the training need with reference to research institutions especially one of the Government Institution.

***Keywords :****Training and Development, Assessment, Analysis,HRD*

## INTRODUCTION

The need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in modern world to invest in training. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow.

Human Resource development (HRD) is a philosophy of management, and it could extend to any resource- be it employees, Financial, group and individual skills, work practices, etc. The underline theme is to help impart dynamism and vitality to learning institutions which in themselves, help to tap the initiative and creativity of the employees, through clarity of goals, result-orientation and team spirit. These activities however cannot be carried out as stand alone or in isolation but need structures, clever methodology and world class facilitation.

Beyond that, the new competitive advantage of the electronics age is to be harnessed to reduced 'class room' time and deliver the offerings- competence linked- Directly to the individual, on call, as needed, when needed, where needed.

Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor make staff development a necessity, to keep track with current event and methods. Griffin, (1978) Ajibade, (1993) Adeniyi, (1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of training and development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientist and school administrators now recognize the fact that training is obviously indispensable not only in the development

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of the individuals but also facilitate the productive capacity of the workers.

Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better performance.

Among other schools that highlighted the usefulness of training are Akintayo (1996), Oguntimehin (2001) and Graig (1976). They identified the functions of training as follow: increase productivity, improves the quality of work; improves skills, knowledge, understanding and attitude; enhance the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolesce in skills, technologies, methods, products, capital management etc. It brings incumbents to that level of performance which needs the performance for the job; enhance the implementation of new policies and regulations; prepares people for achievement, improves man-power development and ensures the survival and growth of the enterprise.

Pitied (1982) is of the opinion that the objectives of training are to: provide the skills, knowledge and aptitudes necessary to undertake required job efficiently develop the workers so that if he has the potentials, he may progress, increase efficiency by reducing spoilt work, misuse of machines and lessening physical risks.

Chris Obisi (1996) submitted that training and development aim at developing competence such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. Also Akinpeju (1999) postulated that the process of training and development is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory. The HRD strategy of any institution should facilitate the training and development of all its staff, which, in, turn, shall consciously transform the orgaisation and its environment. This is imperative because government research institutions faces new challenges from dynamic and fiercely competitive global organizations, many of which have now set up their base in India as well. Keeping in mind the challenges of the globalised era and to compete with the global scientific institutions, most of the research institutions have now set up a Human Resource Development Centre. The main purpose behind the establishment of such wings is to promote a professional and Holistic Human Resource management for R&D.

These research wings organise training and development programmes for their officials and staff as per need. It makes training need assessment of the officials and staff to know the requirements of training for them so that their efficiency can be increased to achieve the goals successfully; Present study was taken to know the training needs of the personnel of the research wings of a leading research institution.

## OBJECTIVES OF THE STUDY

- To Examine the adequacy of Training Programmes of the scientists and staff of research wing by conducting a Primary Survey.
- To suggest remedial methods to be taken for making training programme more effective and useful.

**Hypotheses :** In order to achieve the aforementioned objective following hypothese have been formulated and were put to the test :

***$H_2$: Objectives of Research and Development wings are not clearly defined and staff members are not completely aware about them.***

***$H_3$: Employees of R & D Wing are not informed about their priorities and standards.***

***$H_4$: There is no team spirit among the employees working at R & D Wing.***

## COLLECTION OF DATA

**Data has been collected with the help of primary as well as secondary sources.**

Primary data: - The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. It was collected through following sources:

- Interaction & discussions with the staff of R & D wing which includes scientists and administrative personnel.
- Feedback of Head of division, R& D Wing on the performance and requirements of staff through structured questionnaire
- Feedback of the staff through a pre-structured questionnaire.

**Secondary data:** - The secondary data and other information has also been collected from different secondary sources which are as follows :

**Sample size:** - For collection of data Interaction / discussion and information have been collected with the help of a pre-structured questionnaire by interviewing Head of the R & D Wing, Scientists and administrative staff of the wing. *The Total number of Respondents was 54.*

*In order to maintain the secrecy of the organization, the name of the Research institution is not mentioned in the study.*

On the basis of the opinion of the Head of the research wing regarding the behavior, and work performance of the officials and the Department following inference could be drawn :

There is need to make necessary improvements in the attitude, behavior, skills and knowledge of the scientists & staff of the Research wing to get better performance. This may be done through proper training of the staff in relevant areas.

## OPINION OF THE SCIENTISTS AND STAFF ON DIFFERENT PARAMETERS

1. **On Role Clarity :** 94% staff said that they were known about there job and have the role clarity.86% employees said that the role of their co-employees are clear to them. It indicates that almost all the employees have the role clarity of their job roles and of the their co-employees. (please Refer to Table No.1)

2. **On Job Satisfaction :** 78% employees said that they were almost always satisfied with their job. While 21% employees were of the opinion that they were usually satisfied with their jobs.69% employees said that their work is almost always meaningful to them while 31% said that their work is usually meaning ful to them.

   It shows that most of the employees are satisfied with their job and their work is meaningful to them. However, the discussion with employees and this data also gives the indication that some employees are not always satisfied with their jobs. *(please Refer to Table No.2)*

3. **On Rewards** : 55% employees said that they almost always received the recognition. 33% employees said that they received the recognition usually for which they deserve. 12% employees are of the view that they receive recognition occasionally. 62% employees said that they believe that rewards are almost always fairly given by the organisation. while 19% employees said that they believe that rewards are usually fairly given by the organisation and 19% employees think that they are getting rewards occasitionally. but some employees feels that rewards and recognisition system is to be improved. It shows that the most of the employees received the recognition and rewards. *(please Refer to Table No.3)*

4. **On Communication** : 68 % employees almost always know in plenty of time when anything important happens. while 27% employees usually know in plenty of time when anything important happens. Only 50% employees communicate clearly and effectively with their co-employees. 50 % employees feels that they usually communicate clearly and effectively with their co-employees.These data indicate that communication between employees and department and among co-employees is not very good, there is need to increase both types of communications. *(please Refer to Table No.4)*

5. **On Collaboration** :89% employees almost always assist and help to their co-employees.while 11% employee usually assist and help their co-employees,78 % employees almost always get help in need from other employees. while 22% employees usually get help from the other people. These data indicates that employees have good collaboration among themselves and help to each other in need. *(please Refer to Table No.5)*

6. **On Time Management :** 72% employees almost always complete task in time to avoid a last minute rush. While 27% employees complete their task usually in time to avoid a last minute rush. Only 25% co-employees almost always have enough time to do their job. while 75% co-employees usually have to do their job. It is observed that most of the employees feels that they do their job in time to avoid last minute rush. Only some of them feels that their co-employees have enough time to do good jobs. It shows that it will better if they are provided the training in time management. *(please Refer to Table No.6)*

7. **Risk Taking :**Only 32% employees are almost always supported in using unique and different approaches to problem solving. while 58% employees are usually supported in using unique and different approaches to problem solving and 10% employees feels that they are frequently supported. Only 17% employees said that almost always the organisation failures are forgiven rather than held against people forever. 33% employees

said that usually the failure are forgiven rather than held against people by the organisation. 28% employees are of the opinion that failures are forgiven. 17% employees feel that their failures are occasionally forgiven. Still 5% employees said that their failures are almost never forgiven. These all data and interaction shows that employees are usually supported in using unique approches for problem solving. The position of forgiveness is tight. The institution generally does not forgive to the failures. *(please Refer to Table No.7)*

8 **Authority** : 42% employees are of the opinion that almost always they have the authority which is required to complete their job.37% employees usually have the authority which is required to complete their jobs. 47% employees said that they feel that they almost always have a significant impact on their work team & situations at the workplace. 26% employees said that they usually feel that they have a significant impact on their work team & situation at their workplace. It shows that about half employees have authority to get done their jobs. in the same manner about half employees have influence on their team members. It indicates that employees have low authority in the organisation and have low influence on team members. *(please Refer to Table No.8)*

9. **Leadership :** 83% employees are of the view that almost always they have effective leadership in the department, 5% employees usually have the effective leadership. 83% employees said that almost always my team leader is available to discuss issues & resolve the problems in the department 6% employees said that my team leader is usually available to discuss issues & resolve the problems. These data indicates that the employees have good leadership who discuss issues and resolve the problems. *(please Refer to Table No.9)*

10. **Meeting Effectiveness:** 84% employees feels that almost always accomplish what they set out to accomplish during the meetings..11% employees said that they accomplish their task usually when they meet. 82% employees said that almost always my team's meetings help me to get my job done. Only 12% employees said that my team's meeting frequently help me to get my job done . It shows that mostly employees are of the opinion that meeting are effective. *(please Refer to Table No.10)*

11. **Disagreement/Dispute Management :** 72% employees feel that almost always they are free of all kind of disputes which might be affects its progress. while 17% employees said that they free usually for all kind of dispute which might be affects its progress. Only 61% employees said that the members of my team almost always have clear ways to resolve our differences.14% employees said that the members of my team usually have clear ways to resolve our differences.11% employees said that the members of my team frequently have clear ways to resolve our differences. These data indicates that most of the employees do not have much disputes which might effect their progress. However, only in few cases they feel problem is finding clear ways to resolve the difference. *(please Refer to Table No.11)*

12. **Problem Solving :** 47% employees feels that almost always they solve the problems in a timely fashion. While other 4% employees said that their team solves problems usually in a time fashion.Only 47% employees said that almost always they have the clear & effective decision-making procedure. 30% employees said that their team usually has clear & effective decision-making procedure. These data indicates that most of the employees feels that their team solve problems timely. Mostly are of the opinion that their team has clear and effective decision making procedure but some of them feels that their team need some improvement in decision making. (*please Refer to Table No.12)*

13. **Productivity :** 61% em
employees said that their team almost always produce effective & valuable results to the organisation. Only 28% employees said that their team usually produces effective & valuable results. 11% employees said that my team produces effective & valuable results. Frequently 61% employees said that almost always the team productivity compares favorably with that of other team here. 33% employees said that usually the team productivity compares favorably with that of other team here. It shows that the team produces effective and valuable results. Mostly teams productivity compares favorably with that of other teams. (*please Refer to Table No.13)*

14. **Time Management** : 78% employees said that almost always they spend their time in activities that are directly useful to their work. 22% employees are of the opinion that they usually spend their time in activities that are directly useful to their work. 61% employees observed that almost always the quality of team output is more important than any deadline the members have to meet. while 39% employees feel that usually the quality of team output is more important than any deadline the members have to meet. These data indicates that they have good time management and utilizing their time in useful work. (*please Refer to Table No.14)*

15. **Purpose :** 89% employees feels that almost always they have the clear sense of the goals of their team. Only 11% employees usually have the clear sense of the goals of their team . 76% employees almost always have an important function in the department. 12% employees usually has an important function in the department. These data indicates that most of the employees have sense of their goals in team. Their team has an important function. (*please Refer to Table No.15)*

## FINDINGS AND OBSERVATIONS

**On the basis of the primary data collected following conclusions can be made**

**At Individual: Level -**

1. Almost all the employees have the role clarity of their jobs and the jobs of their co-employees.
2. Most of the employees are satisfied with their jobs while few are usually satisfied.
3. Some employees feels that rewards and recognisition system is to be improved.
4. Communication between empolye and department and among co-employees is

proper up to some extent. Even then, it will be better if it is improved.

5. Employees have good collaboration among themselves and help to each other in need.
6. Some of employees feels that their co-employees have enough time to do good jobs but they are not utilizing it properly.
7. Employees are usually supported in using unique approaches for problem solving. The position of forgiveness is tight. The institution generally does not forgive to the failures.
8. Employees feel that they have low authority in the organisation so that have low influence on team members.

**At the level of Team/group:-**

1. Data indicates that the employees are good leaders who discuss issues and resolve the problems. So leadership qualities are enough in employees.
2. Most of the employees are of the opinion that meetings are effective.
3. Most of the employees do not have much disputes which might effect their progress. However, only in few cases they feel problem is finding clear ways to resolve the difference.
4. Mostly employees are of the opinion that their team has clear and effective decision making procedure but some of them feels that their team need some improvement in decision making.
5. The data indicates that employees have good time management skills and utilize their time in useful work.
6. Most of the employees have sense of their goals in team. Their teams has important function.

**Employee's opinion about Institution/ Organisation:-**

1. Most of the employees take the planning seriously and that is useful for the betterment of the organisation.
2. Some of the employees feel that there is need to improve reporting system and accountabilty channels to run system smoothly and effectively.
3. The employees feel that they get some difficulty in getting in jobs done due to procedures.
4. Employees feel that there is good climate for working in the organisation.
5. Most of the employees are working with out stress. However, few of them feels stress in the working.
6. Management employees follow the time management while few of them need time management.
7. Some of the employees observe that division of manpower is not flexible in the division.
8. Only some employees feel that this organization is resistant to change.
9. After study of the data we find that some person observe that work task has not benefits are not treated equally to all.
10. Some employees are of the view that they are receiving less salary which commensurate with the jobs that they perform.
11. Employees want proper division of the work in the Division.

Bivariate correlation analysis was used to establish both the direction and magnitude of the relationship between the study variables. The results indicate that the relationship among factors was moderate, positive and

statistically significant. The pertinent results are indicated in Table 16.

On the basis of the primary data and the observations it can be concluded that

a. The First hypotheses that ($H_1$) Objectives of Research and Development wings are not clearly defined and staff members are not completely aware about them are accepted.

b. The Second Hupotheses ($H_2$) that Employees of R & D Wing are not informed about their priorities and standards is rejected. And

c. The Third Hypotheses ($H_3$) that there is no team spirit among the employees working at R & D Wing is partially accepted.

## SUGGESTIONS/RECOMMENDATIONS

1. Objectives of the organization are to be clearly defined and informed to the employees.
2. Staff may be motivated so that they take proper interest and risk in the work and provide necessary support in completion of the work.
3. Standards and priorities are to be decided and informed to staff.
4. As staff has to make proper planning and learn from their mistakes, they should be given training in managerial skills.
5. As HOD feels that the staff do not work together in groups/teams and do not have good collaboration among themselves, so they should be trained in team building, time management etc.
6. Right information is to be collected and stored to take correct decisions.

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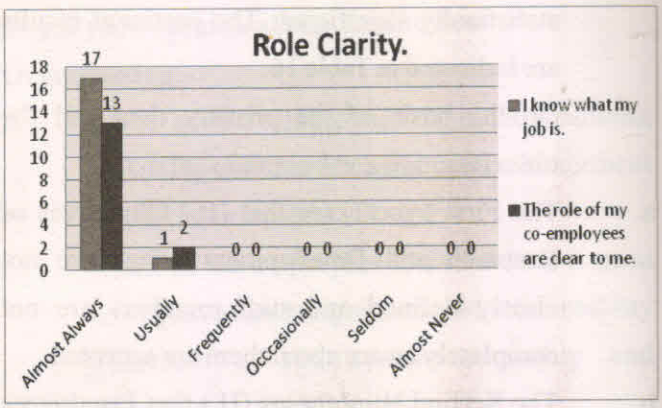


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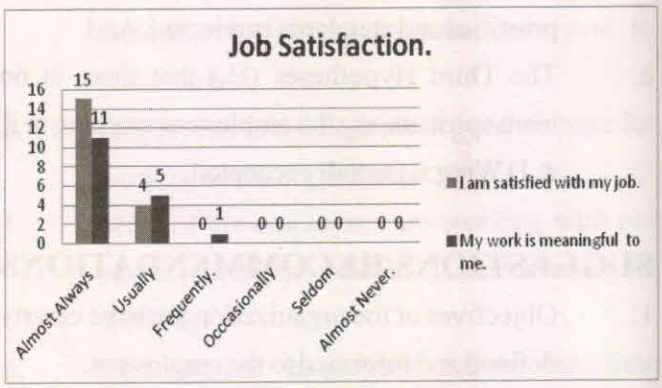


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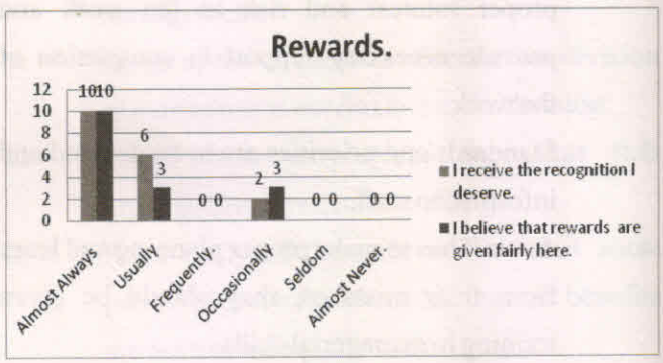


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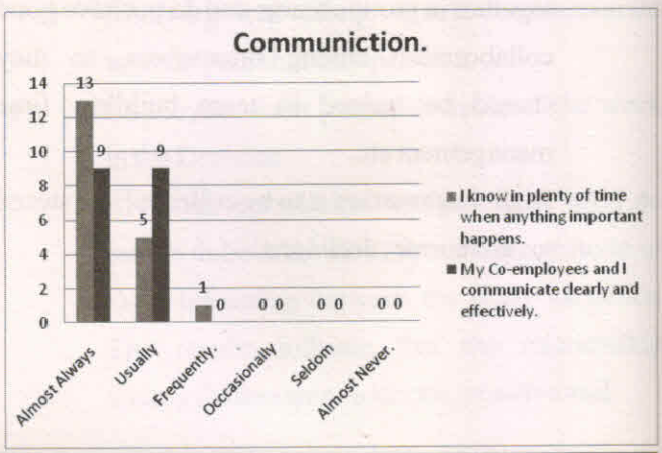

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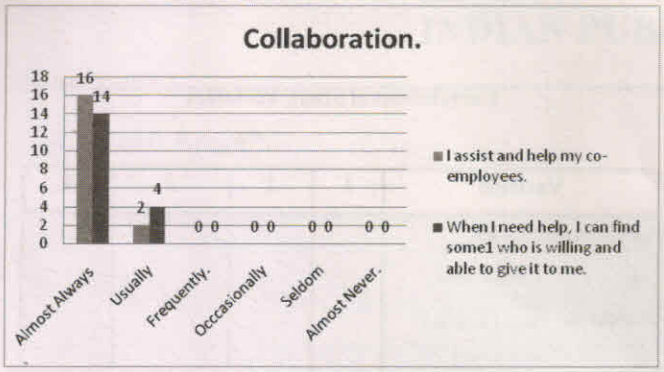


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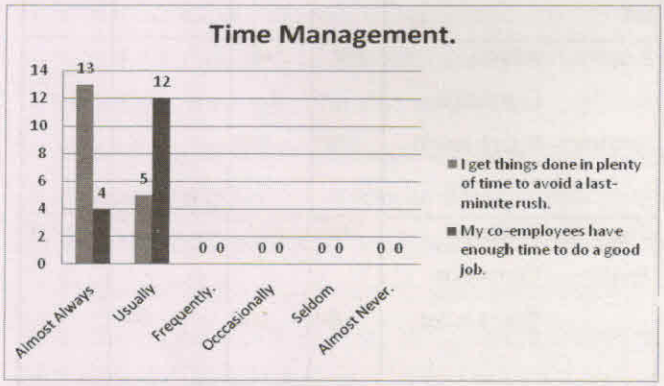


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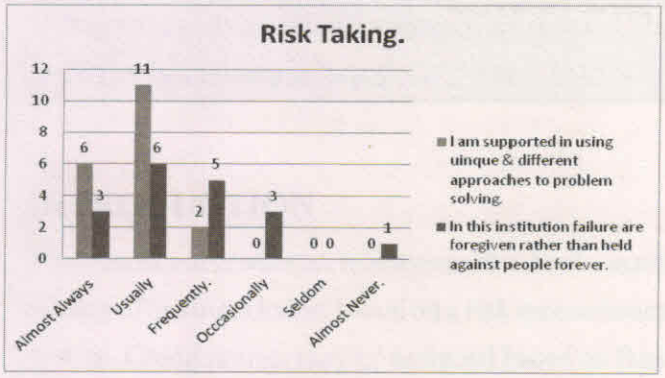


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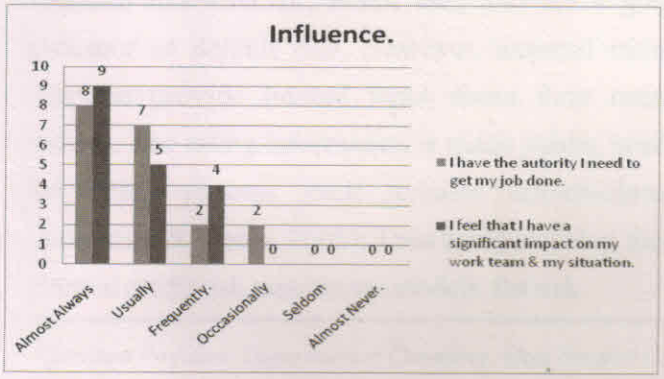


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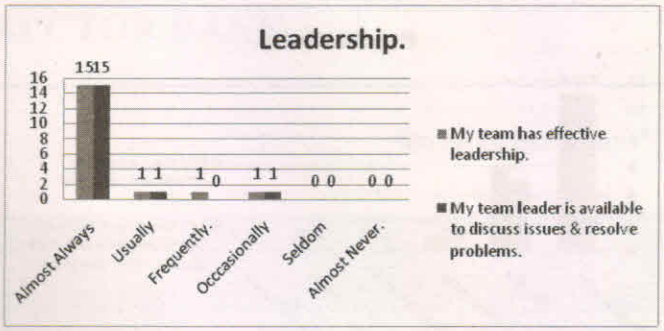


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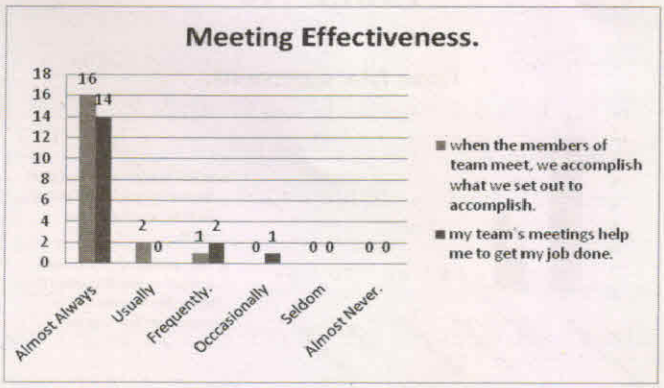


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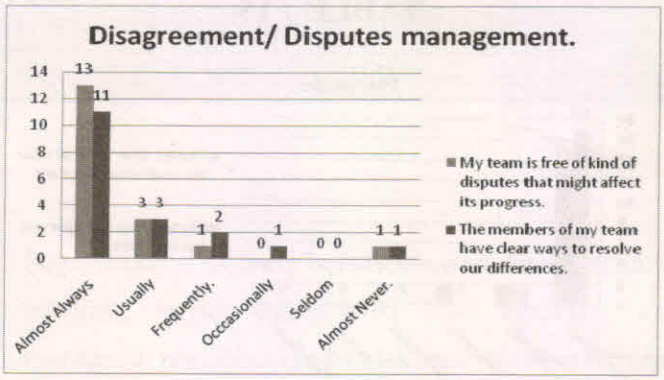


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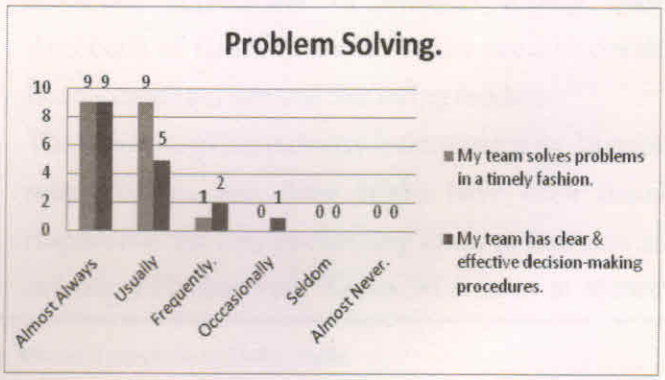

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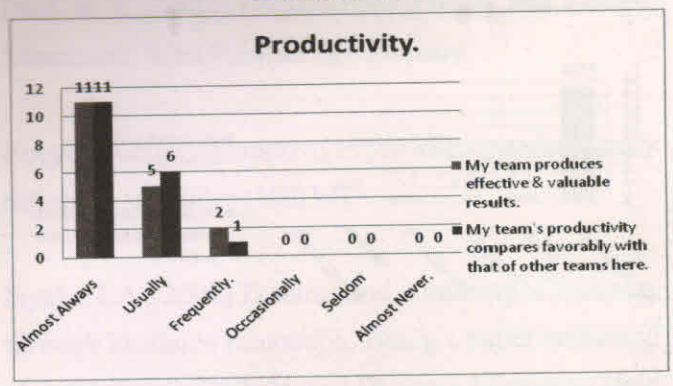


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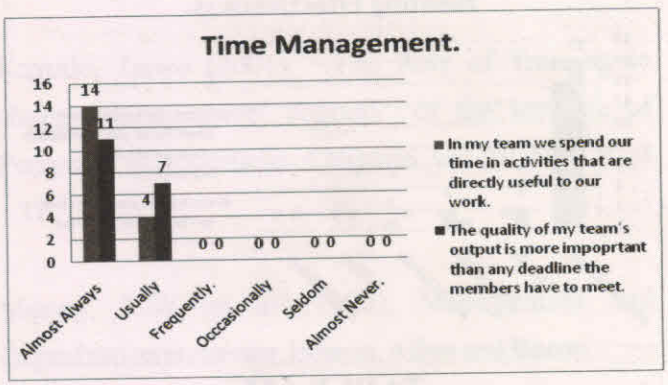


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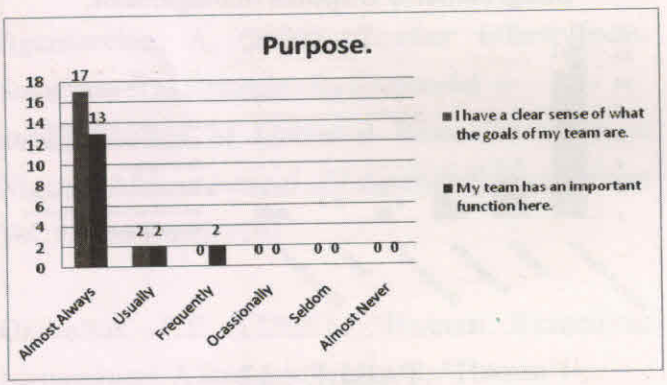


## Table : 16

**Correlations of Study Variables**

| Variable | | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| Objectives of Research & Development | Pearson Correlation | 1 | | | |
| | Sig. (1-tailed) | | | | |
| Employees' Awareness | Pearson Correlation | .260** | .548** | 1 | |
| | Sig. (1-tailed) | .000 | .000 | | |
| Team Spirit | Pearson Correlation | .240** | .572** | .662** | 1 |
| | Sig. (1-tailed) | .000 | .000 | .000 | |

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Primary Data