



AN EVALUATION OF TRAINING AND DEVELOPMENT PROGRAM OF BHEL

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Abstract

In present era land, capital and direct foreign investments and international trade are playing main role in the development of any economy but they are useful when the qualified and efficient human resource are available. The human resource management is the integral part of organizational activities. It is the set of individuals who make up the work force of an organization. Employees are back bone of the in any organization, as they are the assets of the company, thus the company's success depending on the employees' activeness and their performance. As it is obvious that the company or the organization must invest on effective training on their employees in order to grow up the job performance. The Human Resource Management is the research area, which inducted many research and surveys especially on the factors of training and developing programs on Employees performance. The purpose of this study is to investigate and measure the effects of training programs on Employees performance in BHEL.

Keywords: Employee, Productivity, Training and Development Programs, Development Program, Performance.

Introduction

Every organization needs to have well-trained and knowledgeable people to perform the activities that have to be done. So, every contemporary Management has to develop Human Resource Development. In a quickly changing the world, employee training is that an organization must arrange if it is to maintain a feasible and knowledgeable work force. Training is thus a practical and vital inevitability. Training is the process of increasing the knowledge and skills of an employee for doing a particular job. Training is short-term educational process and utilizing a organized and systematic procedure by which employees learn knowledge and skills for a specific purpose. Training improves, moulds, requirement of the job and organization.

Training makes a very important contribution to development of the organization's human resource s and hence to the achievement of its aims and objectives. After the newly appointed employees have joined the organization, the next phase of the personnel program e is to impart necessary training to them to make them fully fit for the jobs they are expected to handle. Executive or management development consists of all activities through which executives learn to improve their behavior and performance. It is designed to improve the effectiveness of managers in their present jobs and to prepare them for higher jobs in future. Identification of training needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake. Identification of training needs is important from both the organizational point of view well as from an individual's point of view. The objective of training is to achieve a change in the behavior of those trained, in the industrial situation, this means that the trainees shall acquire new techniques, skills, and problems solving abilities and develop work attitude. Development on the word is a long term educational process utilizing a systematic and organized procedure by which managerial personal learns conceptual and theoretical knowledge for general purpose.

In production process the five resources are important from the beginning of economic thought i.e. land, labour, organization, capital and entrepreneurship. In above all these if we see minutely the three labours, organization and entrepreneurship are directly related with the manpower (human kind), and thus, the human resources are very essential for any industry. In present era land, capital and direct foreign investments and international trade are playing main role in the development of any economy but they are useful when the qualified and efficient human resource are available. The human resource management is the integral part of organizational activities. It is the set of individuals who make up the work force of an organization. By the point of view of an organization, the human resources (employees) are assets to the enterprise, whose value is enhanced by development. Human resources are mainly known as total knowledge, creativity, skills, abilities, innovative powers, talent, aptitudes, attitudes, values and beliefs of an individual. Human capital refers to the productive skills, talents, and knowledge of human beings at the command of a nation. It is a valuable asset which includes all the persons who are willing and able to work in the production of goods and services may be fully employed, under-employed. Evaluation of employees and their training programs are way to assess the value of the organization and all training programs.

Principles of Training

Motivation: Learning is enhanced when the learner is motivated. Learning experience must be designed so learners can see how it will help in achieving the goals of the organization. Effectiveness of training depends on motivation.

Feedback: Training requires feedback. It is required so the trainee can correct his mistakes. Only getting information about how he is doing to achieve goals, he can correct the deviations.

Reinforcement: The principle of reinforcement tells the behaviors that are positively reinforced are encouraged and sustained. It increases the likelihood that a learned behavior will be repeated.

Practice: Practice increases a trainee's performance. When the trainees practice actually, they gain confidence and are less likely to make errors or to forget what they have learned.

Individual Differences: Individual training is costly. Group training is advantageous to the organization. Individuals mean varying intelligence and aptitude from person to person. Training must be geared to the intelligence and aptitude of individual trainee.

BHEL Global Scenario

BHEL also has a widespread overseas footprint in 76 countries with cumulative overseas installed capacity of BHEL manufactured power plants nearing 10000 MW including Malaysia, Oman, Libya, Iraq, the UAE, Bhutan, Egypt and New Zealand. The high level of quality & reliability of BHEL products and systems is an outcome of strict adherence to international standards through acquiring and adapting some of the best technologies from leading OEM companies in the world together with technologies developed in our own Research and Development centers. Most of our manufacturing units and other entities have been accredited to Quality Management Systems (ISO 9001:2008), Environmental Management Systems (ISO 14001:2004) and Occupational Health and Safety Management Systems.

BHEL plays a crucial role in the strategic sectors of the nation, being the sole Indian supplier for many technology intensive products and systems. BHEL is the only manufacturer of nuclear steam turbines in the country; the only company associated with all three stages of India's Nuclear Power program; a major supplier of critical equipment and services in defense & aerospace sector for over three decades; and a trusted supplier of naval guns to Indian navy for their warships As a member of the prestigious



'BHEL family', BHEL-Hyderabad has earned a reputation as one of its most important manufacturing units, contributing its lion's share in BHEL Corporation's overall business operations.

The Hyderabad unit was set up in 1963 and started its operations with manufacture of Turbo-generator sets and auxiliaries for 60 and 110 MW thermal utility sets.

Over the years it has increased its capacity range and diversified its operations to many other areas. Today, a wide range of products are manufactured in this unit, catering to the needs of variety of industries like Fertilizers & Chemicals, Petrochemicals & Refineries, Paper, sugar, steel, etc.

Identification of training needs in BHEL

The Performance Appraisal form of the organization has a section in which the training and development needs are filed up. The person whom the concerned employee is reporting fills the Performance Appraisal form annually. Such person may be a branch head or department head. Identification of training need is done at the Executive Office (EO) level for the managers through the Performance Appraisal forms annually and the records are maintained at the Executive Office. Managers are nominated for the various training courses by the Executive's Office. Feedback is taken from the participants through a questionnaire on the program and their impressions in order to further improve upon the same. There are three such questionnaires available and one of these is used depending upon the nature of the training program and the level of participants. Also, a person from the personnel department sits through the final session of the program and takes the verbal feedback about the program.

Training for managers/officers/workers:

This is carried out as the very first step for any new entrant into the branch at Staff/ Officer/Manager level. The department prepares a schedule for the employee as per which he is required to spend specific time in each department. During such period, he is reporting to the respective department head. The objective of the induction program is to familiarize the participant to the function of different department. The copies of the same are sent to the General Manager and all concerned. At the end of the induction, the trainee has to submit a report to the Personnel Department.

Identification of training needs for employees of BHEL

In BHEL training center, the training coordinator plays an important role in development of employees. The following areas are covered in the training schedule like skill updating, knowledge updating etc. they also emphasis on changing technology and knowledge for the specific training need of the employee for technical training apart from the training colander.

Inter personal relationship

It is a process: How to Get Along With Coworkers. The interpersonal relationships that employees form at work are key to their career and job success. If they get along harmoniously with their coworkers, these positive interpersonal relationships will fuel employees work achievement, happiness, and success. It also helps to find out how to develop effective interpersonal relationships with your coworkers in your workplace.

Team Building

Philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. Ability to identify and motivate individual employees to form a team that stays together, works together, and achieves together.



Conflict resolution

Conflict resolution is a term that can be defined as the methods and processes concerned in facilitating the peaceful ending of conflict. The sooner you resolve conflict, the easier it is to resolve. Be conscious of your expression. Say what you will do differently in the future and ask the other party to verbalize his or her commitment to change in the future.

Skill Development

Skills development is the training and development that the employer provides to his employees in the workplace. It is often construed that only training that is provided by an outside training provider falls within the definition of skills development. The definition also includes on-the-job training provided by the employer.

Communication

Communication meaning "to share", is the activity of conveying information through the exchange of ideas, feelings, intentions. It is a two-way process of reaching mutual understanding, in which participants not only exchange information, news etc. Communication is transfer of information from one person to another.

Productivity enhancement

Increasing productivity is a major goal for many corporate people, as the more creative their workforce is, the more money they can bring into their businesses.

There are various types of training programs and planning in the organization which are helpful for both employee and employer to getting fruitful results in training. Newly appointed workers need to know about the organization, nature of work, and special skill to their job, therefore it is primary need of any organization to give training to new comer. It is need based training program. Some organizations give training to their staff for development of skill, moral, safety knowledge, rule and regulations which are applied to the unit and knowledge of social responsibility etc. so they choose periodic basic programs for their employees. It may be on yearly basis after 3 years, 5 years etc, such types of organization are railway, army, mining, heavy engineering and any other public sector units which have to follow safety rules. It is a process by which the employees of an organization are regularly involved in getting new knowledge of their job and some time they revised safety rules and regulations which are compulsorily should be followed by the organization. If the organization is introducing any new technology or they are promoting new product at that time special training is required for their employees. It is helpful in developing general capabilities as individuals and discover to exploit their inner potentials for their own or organizational purpose. Some time employees are facing problems in day to day working, it may be technical or human behavior. In such type of situation organization provide special expertise opinion to their employees. It is called training for problem solving. It also acquires or sharpens their capabilities required to perform various function associate with their present or expected future roles.

Conclusion

Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. Training and development are a part of an organization's subsystem that focuses on improving individual and group of employees. Training is the method of improving an employee's skill, knowledge, and abilities in order for them to perform a specific job. Employee



development refers to their overall development. It is a process by which managers and executives develop experience and competency in their current job, as well as the ability to perform future tasks. Employees' perception towards training and development programs carried out in the organization is found positive either. They felt that training and development helped them in their personal growth and encouraged them to perform their job enthusiastically. Employee turnover and absenteeism have reduced after allocating the training to employees. Providing formal training programs to new employees as well as to existing employees and evaluating the outcome are the main factors leading to the success of the organization since the organization is taking care of their learning and correcting them at the right time.

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