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## ANALYSIS OF TRAINING EFFECTIVENESS AT BHARAT SANCHAR NIGAM LIMITED (BSNL), MUMBAI

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*Employee training and development has become increasingly important today as jobs have become more complicated and influenced by technological changes. In today's competitive world, striving for change, developing and retaining talented pool is critical to every organization across the globe. Organizational effectiveness depended on effectiveness of training & development. Need assessment, designing, implementation and evaluation of training is increasingly being recognized as an input to create competitive advantage for all the organizations.*

*This research paper is an endeavor to find out the effectiveness of training & development at BSNL (Navi Mumbai). The purpose of the research was to discover how effectively training programs are planned and scheduled and meeting the individual and organizational requirements.*

*Research design is descriptive. The data base has been framed from a sample of 45 employees out of total population of 150. Convenient sampling technique has been used. Primary data was collected through survey and personal interview. The secondary data has been collected through reports provided by HR department. Chi-square has been used to assess two types of comparison: tests of goodness of fit and tests of independence. The research findings reveal that though the training programs at BSNL are well planned and excellent, but training evaluation is not effective.*

**Key Words: Training Program, Training & Learning, Training Policy, Training Objectives and Assessment**

### INTRODUCTION

Training is a learning experience that seeks a relatively permanent change in an individual, to improve his /her ability to perform on the job. Training involves the changing of skills,

knowledge, attitude or social behavior. Training is an organizationally planned effort to change the behavior or attitudes of employees so that they can perform jobs on acceptable standards.

BSNL, India Communications Corporation Limited) is a public sector communications company in India. It is the largest Communication Service Provider in India. BSNL has a strong customer base. It has the status of Mini-Ratana - a status assigned to a reputed public sector companies in India.

## LITERATURE REVIEW

*Dianne Durkin (2007)*, President and Founder of Loyalty Factor, Training & Management Consulting Firm, based in Portsmouth; N.H. Durkin, in her article, 'Looming Workforce' published in Human Capital explains about the looming workforce shortage, wherein retention of talented employees is the biggest hurdle. In her views Learning & Development can provide the organization's competitive boost to clear these hurdles in the race for retention. The looming workforce shortage means organization has to be particularly savvy to attract and develop the best talent from every generation.

*Ramiya Bhas*, in her article, 'Raising the Bar' published in Times Ascent (7.5.2008) reveals the Hewitt 'Attrition & Retention' survey results. One of the top reasons for talent attrition is external inequity of compensation, but there are other several important factors that influence an employee's decision to leave the organization are- limited career opportunities, role stagnation, poor relation with boss & peer, unsatisfactory job profile etc. To control the attrition organization must ensure that when a person joins in, organization should invest in employee training and clearly communicate a growth path, to ensure that their learning curve should not stop.

## OBJECTIVES OF THE STUDY

The objectives of the research study are-

- To study the methods used in employee training at BSNL, Mumbai
- To analyze whether the employees are satisfied with the existing training methods
- To collect and analyze the views of the participants and superior on the training.
- To analyze the training effectiveness on the basis of relevance, implementation and outcomes

## LIMITATIONS OF THE STUDY

Like any research project, our research was also limited by several constraints that could serve as starting points for further research. Despite taking care of all possible requirements for the conduct of a smooth, honest and frank survey and interview, there were limitations in this study.

They are as under:

- The employees of the BSNL found it difficult to answer questions properly due to their busy and heavy workload
- Some were reluctant to answer some question thinking that might affect their job negatively.
- Sample size was 20% of total population.
- Limited reports on training were shared by BSNL, as it was confidential in nature.
- Being a very lengthy and complex process it was difficult to analyze the minute details of training process.

## RESEARCH METHODOLOGY

Employee training & development is a constant predictor of individual performance and organizational results. This research paper is an endeavor to find out the effectiveness of training at BSNL. The sample size has been taken to be 45 employees. To achieve the objective of the study a Descriptive Research was conducted to assess where the company stands in the eyes of its employees and what actions are needed to be taken to improve the employee training and satisfaction.

## DATA COLLECTION

For the purpose of the study data was collected through a questionnaire which was administered by the Researcher in person. Various parameters studied through questionnaire were: regular training need assessment, training as a learning experience, training objectives, trainer performance, and relevance of training program, content & methodology of training programs, material and training frequency etc.

**OBSERVATIONS AND FINDINGS**

With a view to capture the feedback of the employees regarding effectiveness of training at BSNL, the parameters studied through questionnaire are described below. The questionnaire contained two parts. Part A was about personal data and Part B about the essential questions on training effectiveness at BSNL.

**Part A****Table 1.1: Age of Respondents**

Age Group	No. of Respondents	Percentage of Respondents
18-23	15	33.33
24-28	18	40
29-33	9	20
34-39	3	6.67
Total	45	100

*Source: Compiled by the Researcher*

**Table 1.2: Gender of Respondents**

Gender	No. of Respondents	Percentage of Respondents
Male	39	86.67
Female	6	13.33
Total	45	100

*Source: Compiled by the Researcher*

**Table 1.3: Marital Status of Respondents**

Status	No. of Respondents	Percentage of Respondents
Single	30	66.67
Married	15	33.33
Total	45	100

**Table 1.4: Experience of Respondents at BSNL**

Experience in Years	No. of Respondents	Percentage of Respondents
0-3	33	73.33
4-6	9	20
7-9	3	6.67
Total	45	100

**Part B****Table 2.0: Regular Assessment of Training Needs**

Opinion	No. of Respondents	Percentage of Respondents
Yes	32	71
No	13	29
Total	45	100

*Source: Compiled by the Researcher*

From the above table it can be inferred that 71.11% of respondents agreed that training needs are assessed regularly at BSNL and Services. While 28.8 percent respondents are of the opinion that training needs aren't assessed regularly.

**Table 2.1: Training as a Learning Experience**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Very Good	5	11
Good	20	44
Satisfactory	13	29
Bad	5	11
Very Bad	2	4
Total	45	100

*Source: Compiled by the Researcher*

From the above table it can be inferred that only 11% of respondents are of the opinion that training as a learning experience is very good only 4% of respondents are of the opinion that it is very bad, where as 44% respondents are of the opinion that it is good only 11 % respondents are of the opinion that it is bad. 29 % respondents are undecided about this.

**Table 2.2: Style & Performance of Trainer/Instructor**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Very Good	5	11
Good	21	47
Satisfactory	12	27
Bad	5	11
Very Bad	2	4
Total	45	100

From the above table it can be inferred that only 11% of respondents are of the opinion that trainer has been very good only 4% of respondents are of the opinion that trainers have been very bad, where as 47% respondents are of the opinion that it is good only 11 % respondents are of the opinion that trainers were bad. 27 % respondents are undecided about this.

**Table 2.3: Attainment of Training Objectives**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Yes	31	69
Partially	8	18
No	1	2
Can't Say	5	11
Total	45	100

*Source: Compiled by the Researcher*

69% percent of the respondents were of the opinion that they have attained the learning objective from the training program. 18% respondents were partially agreeing to this. Only 2% respondents were of the negative opinion .11% respondents refused to answer.

**Table 2.4: Relevance of Training Program with the Job**

Opinion	No. of Respondents	Percentage of Respondents
Very Good	5	11
Good	29	64
Satisfactory	8	18
Bad	3	7
Very Bad	0	0
Total	45	100

11% of respondents revealed that the training provided is very much relevant to their jobs, none of the respondent was of the opinion that it training was totally irrelevant. 64% revealed relevance of training program is good, only 7% respondents said that relevance of training program is bad.18 % of the respondents were at middle of the road. They were not sure of their opinion. According to them relevance of training program is satisfactory.

**Table 2.5: Training Policy at BSNL**

Opinion	No. of Respondents	Percentage of Respondents
Very Good	6	13
Good	12	27
Satisfactory	20	44
Bad	5	11
Very Bad	2	4
Total	45	100

*Source: Compiled by the Researcher*

13% percent of the respondents were of the opinion that the company's training policy is designed very well only 4% said that it is very bad. . According to 27% respondents training policy at BSNL is good only 11% said that it is bad. 11 % respondents revealed that it is satisfactory.

**Table 2.6: Content and Methodology used in the Training Program**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Very Good	3	7
Good	20	44
Satisfactory	15	33
Bad	5	11
Very Bad	2	4
Total	45	100

*Source: Compiled by the Researcher*

7 % of the respondents revealed that the content and methodology used in the training program is very good where as only 4% said it is really very bad. 44 % were of the opinion that it is good, 11% said it is bad and 33% responded that training methodology and content was satisfactory.

**Table 2.7: Usefulness of Training Materials**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Very Good	6	13
Good	21	47
Satisfactory	15	33
Bad	3	7
Very Bad	0	0
Total	45	100

*Source: Compiled by the Researcher*

13 percent of the respondents revealed that training materials are really useful, 47% stated it as good and 33 percent respondents found training material satisfactory. Only 6 percent respondents were of the opinion that training materials is bad.

**Table 2.8: Use of Audio-Visual Aids in Training**

<b>Opinion</b>	<b>No. of Respondents</b>	<b>Percentage of Respondents</b>
Very Good	3	7
Good	6	13
Satisfactory	24	53
Bad	12	27
Very Bad	0	0
Total	45	100

*Source: Compiled by the Researcher*

From the above it can be observed that 7% respondents are of the opinion that uses of audio visual is very good, none of the respondents said that it is very bad. 13 % revealed that uses of audio visual is good, according to 27 % it is bad. 53% respondents said that is satisfactory.

**Table 2.9: Practical Sessions in Training**

Opinion	No. of Respondents	Percentage of Respondents
Very Good	4	9
Good	10	22
Satisfactory	28	62
Bad	2	4
Very Bad	1	2
Total	45	100

*Source: Compiled by the Researcher*

9% respondents were of the opinion that the practical sessions conducted during training were very good whereas only 2 % said that practical sessions were very bad. According to 20 % respondents practical sessions were good. According to 4% it was bad. 62% of respondent revealed that practical sessions were satisfactory.

**Table 2.10: Working Environment at BSNL**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Satisfied	3	6
Satisfied	24	54
Dissatisfied	18	40
Strongly Dissatisfied	0	0
Total	45	100

*Source: Compiled by the Researcher*

From the above table it can be referred that majority of the people are satisfied with the working environment of BSNL.

**Table 2.11: Time Duration provided for the Training**

Opinion	No. of Respondents	Percentage of Respondents
Sufficient	12	27
Good	24	53
Fair	8	18
Poor	1	2
Very poor	0	0
Total	45	100

*Source: Compiled by the Researcher*

From the above table it can be referred that majority of the people are of the opinion that time allotted for the training is good.

**Table 2.12: Preferences given to Participants' Suggestions**

Opinion	No. of Respondents	Percentage of Respondents
Excellent	6	13
Good	22	48
Fair	11	24
Poor	3	7
Very Poor	3	7
Total	45	100

*Source: Compiled by the Researcher*

13% respondents revealed that the participants suggestions are really taken into account, 7 % respondents were of the opinion that it is not considered. 48% respondents revealed that a preference given to participant's suggestion is good only 7% declared that the acceptance of participant's suggestion is poor. 24% respondents were of the opinion that it is fair/moderate.

**Table 2.13: Employee Motivation for the Training**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	1	2
Somewhat Agree	24	52
Disagree	18	40
Strongly Disagree	3	6
Total	45	100

*Source: Compiled by the Researcher*

2% respondents strongly agree that employees are motivated for the training, whereas 6% strongly disagree. 52% are somewhat agreeing that they are motivated for training, 40% strongly disagree on this aspect.

**Table 2.14: Employee permitted Times Off from Work to attend Training**

Opinion	No. of Respondents	Percentage of Respondents
Yes, With Pay	0	0
Yes, Without Pay	0	0
No	27	60
Not Aware	18	40
Total	45	100

*Source: Compiled by the Researcher*

60 % of respondents answered no when asked if they are permitted time offs from work to attend training. And 40% respondents said they aren't aware of any such thing.

**Table 2.15: Does Training Process affect Normal Working Hours?**

Opinion	No. of Respondents	Percentage of Respondents
Yes	9	20
No	30	66
Can't Say	6	14
Total	45	100

*Source: Compiled by the Researcher*

20% of respondents are of the opinion that training process affects their normal working hours of the company. 66% respondents don't think working hours are affected. And 14% respondents refused to comment on this aspect.

**Table 2.16: Do you think employees apply the new concepts taught at the training program in their jobs?**

Opinion	No. of Respondents	Percentage of Respondents
Yes	9	20
Somewhat	24	53
No	0	0
Can't Say	12	27
Total	45	100

53% respondents think employees somewhat apply newly learned skills. While 20 % respondents confidently stated employees apply their new skills. Only 27% respondents choose was unclear on this aspect.

**Table 2.17: Overall Quality of Training Program**

Opinion	No. of Respondents	Percentage of Respondents
Very Good	14	31
Good	23	52
Poor	7	15
Very Poor	1	2
Total	45	100

31% employees said the quality of training program is very good, only 2 percent respondents rated quality as poor .52% said it is good whereas 15 % rated it poor.

**Table 2.18: Have your Personal Goals been Benefiting out of Training?**

Opinion	No. of Respondents	Percentage of Respondents
Yes	1	2
Somewhat	9	20
No	11	25
Can't Say	24	53
Total	45	100

*Source: Compiled by the Researcher*

25% respondents said no when asked if their personal goals have been benefiting out of company training. 20% said they somewhat achieve their personal goals through training. 2% percent said they certainly benefit from training. And 53% were undecided about this.

**Table 2.19: What is the Level of Satisfaction from Training Program conducted as per Schedule?**

Opinion	No. Of Respondents	Percentage Of Respondents
Strongly Satisfied	15	33
Satisfied	19	42
Dissatisfied	7	16
Strongly Dissatisfied	4	9
Total	45	100

*Source: Compiled by the Researcher*

33% respondents are strongly satisfied with the training program conducted as per the schedule. 42% respondents are satisfied. 16% respondents are dissatisfied with the training program while 9% respondents are strongly dissatisfied.

## **Chi-square Test**

### **Aim:**

To find out whether there is an association between quality of the training program conducted and satisfaction of the training program conducted.

**Null Hypothesis: [H0]**

There is no significant indifference between quality of the training program conducted and satisfaction of the training program conducted.

**Alternative Hypothesis: [H1]**

There is indifference between quality of the training program conducted and satisfaction of the training program conducted.

**Observed Frequency**

Question	Quality of the Training Provided					Total
	Option	Very Good	Good	Poor	Very Poor	
Satisfaction of the Training Provided	Strongly Satisfied	5	8	2	0	15
	Satisfied	8	12	2	0	22
	Dissatisfied	1	3	2	1	7
	Strongly Dissatisfied	0	0	1	0	1
	Total	14	23	7	1	45

$$E = \frac{[\text{Row total} * \text{Column total}]}{\text{Grand total}}$$

**Expected Frequency**

Question	Quality of the Training Provided					
Satisfaction of the Training Provided	Option	Very Good	Good	Poor	Very poor	Total
	Strongly Satisfied	4.67	7.66	2.33	0.33	15
	Satisfied	6.84	11.24	3.42	0.048	22
	Dissatisfied	2.17	3.57	1.08	0.156	7
	Strongly Dissatisfied	0.311	0.511	0.15	0.022	1
	Total	14	23	7	1	45
<b>O</b>	<b>E</b>	<b>O-E</b>	<b>[O-E]^2</b>	<b>[[O-E]^2]/E</b>		
5	4.67	0.33	0.1089	0.023319		
8	6.84	1.16	1.3456	0.196725		
1	2.17	-1.17	1.3689	0.630829		
0	0.311	-0.311	0.096721	0.311		
8	7.66	0.34	0.1156	0.015091		
12	11.24	0.76	0.5776	0.051388		
3	3.57	-0.57	0.3249	0.091008		
0	0.511	-0.511	0.261121	0.511		
2	2.33	-0.33	0.1089	0.046738		
2	3.42	-1.42	2.0164	0.589591		
2	1.08	0.92	0.8464	0.783704		
1	0.15	0.85	0.7225	4.816667		
0	0.33	-0.33	0.1089	0.33		
0	0.048	-0.048	0.002304	0.048		
1	0.156	0.844	0.712336	4.566256		
0	0.022	-0.022	0.000484	0.022		
<b>Total</b>				<b>13.03332</b>		

Calculated Value of  $\chi^2 = 13.03$

$DF = [r-1]*[c-1]$  where  $r$ : Number of Rows

$c$ : Number of columns

$$= [4-1]*[4-1]$$

$$= 3*3$$

$$= 9$$

Table value of  $\chi^2$  for dof = 16.91 @ 5% level of significance

### Results

Calculated Value of  $\chi^2$  is less than table value of  $\chi^2$ . Hence null hypothesis is accepted.

The calculated value is 13.27 is lesser than tabulated value is 16.91. Therefore null hypothesis is accepted and alternative hypothesis is rejected. There is a significance relation between the quality of the training program conducted and satisfaction of participants.

### **OVERALL FINDINGS**

Though by and large, substantial number of employees is contented with the way the training is conducted at BSNL. Majority of the respondents stated that they were informed about the purpose of training, its intended results and significance of training. This reflects that the management was keenly interested in achieving the objective for which the training programs were conducted. Majority of employees revealed that the learning atmosphere was quite all right and the facilities provided during the process of training were adequate and conducive to learning. Majority of the employees expressed satisfactory opinion about the trainers and their ability to train but very few respondents were not satisfied with the way in which the training programs were conducted by the trainers. With regards to the enhancement of skills and knowledge of the employee who have attended the training program, eighty percent of the respondents revealed that there was an enhancement in their knowledge and skills compared to the other employees who have not attended the training program. The skills and knowledge learned through training were helpful to them in exercising on the job. Few respondents were of the opinion that training played a significant role in developing their personality. This shows that the training programs were mainly related with the job but not much focused on employees' personal development.

### **SUGGESTIONS AND RECOMMENDATIONS**

The Researcher are of the opinion that in BSNL training needs should be assessed more frequently. The training records must be maintained, preserved properly and updated timely. Proper care should be taken while selecting the trainers. Trainers must be given continuous feedback and the training should be performed as a continuous planned activity. New trainers should be invited. Co-ordination and interaction of the employees of all levels must be encouraged to locate new talents among employees. Individual attention should be given as much as possible in case of practical sessions. Company needs to consider the personal goals of employees while designing the training modules; this will help in increasing the employee interest and satisfaction from training.

## CONCLUSION

Every organization needs to have well-trained and experienced people to perform their jobs. With the increasing job complexities, the importance of training has increased. Upgrading the employee's knowledge and skill set is critical to change management. This can be interpreted from data analysis that overall training is effective at BSNL.

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