

A study on the effectiveness of internal trainers- A case study of Oil India Limited

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Abstract

Training is one of the key aspects for effective management of human resources. Training is the aim of increasing the knowledge and skills of an employee for doing a particular job. Modern organisations are focusing a lot on training and the stress is on building the capability of internal trainers and delivering more and more internal training programs. Oil India limited is one of the largest public sector organizations in India which is focusing a lot on training and a lot of the training programs are conducted by internal trainers. The focus of this paper is to understand the effectiveness of the training programs conducted by the internal trainers and give recommendations for making the internal trainers and the training programs conducted by them more effective.

Keywords: Internal trainers, Training, Effectiveness of training, Evaluation.

Introduction

Every organization needs to have well trained and experienced people to perform the activities that have to be done. Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on their current job and prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance, but also which bring about the growth of personality; help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotions and hold greater responsibilities.

Training a person for a bigger and higher job is development. And this way well include not only importing specific skills and knowledge but also uncalculating certain personality and mental attitudes. As the job become more complex, the importance of employee training and development are not only an activity that an organization must commit resources if it is necessary to maintain available and knowledgeable work force.

Training has played a very important role in helping the corporation to reach the commanding heights of performance. Any training would be considered successful only when the knowledge gained by the participants is transferred to the job performance.

Training is the main function of HR, to enhance the corporation's growth and keeps it ready to anticipate all types of competition and face it too, there is a need that HR should play more active role for overall progress of the corporation. The impact of training programs is to develop the employee's attitude and help them to synergies individual goals with organizational goals. It also helps in reducing dissatisfaction, complaints, absenteeism, and labour turn over.

In the changing place of the market, all organizations have a number of opportunities to grab and number of

challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. While facing these challenges, there is a great pressure of work on the shoulder of management. Therefore, it is a responsibility of the management to make necessary changes at the workplace as per the requirement of the job. The focus of HRD is developing the most superior workforce which helps the organization for successive growth. All employees are needed to be valued and they should apply collective efforts in the labour market every time. This can only achieved through proper and systematic implementation of employee training and development programs.

Objectives of Trainings

The overall training objectives are to develop required knowledge, skills and attitudes of our employees so that they can perform more productively and achieve the business goals. It is recognized that the employees learn primarily from on-the-job experience.

Therefore, in achieving these objectives, primary contribution is from on-the-job training and supporting contribution from the formal training effort.

1. To impart basic knowledge and skill to new entrants and enable them to perform the job well.
2. To equip employee to meet the changing requirement of the job and organization.
3. To teach the employees the new technique and ways of performing the job or operations.
4. To prepare employees for higher level task and build up a second line of competent managers.

Training has always played an important and integral part in furthering many kinds of human learning and development. However, the fact that training can make an important, if not crucial, contribution to organization effectiveness is only now being recognized fully.

Companies, organizations and government are beginning to appreciate the value of adequate, consistent and long term investment in this function.

The need for training mainly arises from:

1. The installation of new equipment or techniques.
2. A change in working methods or products produced.
3. A realization that performance is inadequate.
4. Labour shortage, necessitating the upgrading of some employees.
5. A desire to reduce the amount of scrap and to improve quality.
6. An increase in the number of accidents.
7. Promotion or transfer of individual employees.
8. Ensures availability of necessary skills and there could be a pool of talent from which to promote from.
9. Up gradation of skills in a particular position.
10. Acquire advance knowledge/skill in areas of concern.

Evaluation of effectiveness of training conducted can be done through

1. Continuous observation during the programme
2. Reaction Level feedback
3. Post training feedback
4. Pre training and post training test
5. On job observation by supervisor, reporting officer and HOD

Impacts of training can be felt in the following areas -

1. Motivated work force
2. Performance improvement
3. Strengthen the culture
4. Strong bonding and team spirit among employees
5. Outside exposure
6. Behavioural changes
7. Enhanced knowledge base
8. Developed a positive attitude toward training
9. Helped in conflict resolution

Literature Review

According to Yoder (1970) - Training & development in today's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes far beyond the simple routine.

According to Chris (1996)- Training and development aim at developing competences such as technical, human, conceptual and managerial for furtherance of individual and organizational growth.

According to Isyaku (2000) - The process of training & development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.

According to Tan, Hall and Boyce (2005) - Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasized on the importance of training due to its role and investment.

According to Giangreco, Sebastian's and Peccei (2009) - The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and perceived usefulness of training (PUT).

According to P Subba Rao- The process of Training evaluation has been defined as, "Any attempt to obtain

information on the effects of training performance and to assess the value of training in that information."

According to Mamoria, "objectives of training evaluation is to determine the ability of the participant in the training programme to perform jobs for which they were trained, the specific nature of training deficiencies, whether the trainees required any additional on the job training and the extent of training not needed for the participants to meet job requirements."

About the Organisation

Oil India Limited (OIL) is the second largest hydrocarbon exploration and production Indian public sector company with its operational headquarters in Duliajan, Assam, India under the administrative control of the Ministry of Petroleum and Natural Gas. The company is a state-owned Navratna with its corporate offices in Noida in the New Delhi-NCR region.

OIL is engaged in the business of exploration, development and production of crude oil and natural gas, transportation of crude oil and production of liquid petroleum gas. The company's history spans the discovery of crude oil in the far east of India at Digboi, Assam in 1889 to its present status as a fully integrated upstream petroleum company.

Training and Development in Oil India Limited

The main functions of the Training and Development Department are -

The training and development department of OILs main objective is to align the Training and Development process with the corporate strategy and plan of the company in the changing business scenario.

Training Programmes in Oil India Limited-

There are three types of training programmes in Oil India Limited.

1. Internal - a) In-House Training
2. External - b) In -Country Training
3. Overseas Training.

In- House Training Programmes

Introduction: The training is organized in-house means inside the organization, with reputed external and internal faculties. In-house training may be technical, behavioral, managerial, safety related and various statutory programmes.

In-House Training will be organized through any one or more of the following-

1/By In-house faculty from different departments: In-house program by internal faculty is the best way for building an organization and to ensure that transfer of knowledge takes place within the organization.

To make such programs more effective, following will be adhered to the external possible:

- a) Individual sessions for in-house courses and the programs of statutory nature will be organized by getting speakers nominated by HOD's. While organizing structure course in specific areas of

specialization, management approval will be necessary highlighting amongst other.

1. Program objective
 2. Course content
 3. Methodology
 4. Target group
 5. Participant profit and expected number of the participant.
 6. Proposed duration.
- b) A panel of names from different department would be prepared from amongst the willing executives having good presentation skill to work as internal faculty as and when required. Such list would be reviewed once in 2 years unless otherwise required.
- c) To attract more and more executives with requisite expertise/skill to work as trainers. Successful trainers from different discipline will:
1. Be deputed at frequent intervals to centre to excellencies.
 2. Be given preferences for training abroad to enhance their professional/ training skills.
 3. Be given monetary incentives as decided from time to time.
- d) Feedback from participants will be one of the criteria in assessing quality of training by trainers and amending necessary improvement.
1. Faculties from other petroleum and related organizations in the vicinity may be invited from time to time for better interaction and transfer/exchange of professional knowledge.
 2. External faculties of repute both from within and outside the country from various institutions are engaged for imparting training. For example: ASCI, Hyderabad, IIM'S, ITI'S, M/Fugro Robertson, U.K etc.
 3. Retired personnel's with proven skill will be invited as and when considered necessary subject to availability. It will endeavor to maintain a data bank of retired company personnel with specialist skill who can be instrumental is not only importing rich hands on experience to participants, but their involvement will also contribute towards causes of company's unique culture & values.
- I. Finance for non-finance
 - i. Basic life support
 - ii. Program on reservation policy
 - iii. Six sigma

In-country Training Programmes

Introduction: In the areas of functional skill and knowledge where in-house experts are not available or the skill is related to opening know how of newly acquired equipments, executives or workmen are sent for in-country trainings to institute of repute based on needs and wants.

Oil also invites external faculties from reputed institutes at a particular region of its operational areas for training purpose. Training is so imported by subscribing to packages

course offered by various training institutes within the country.

Nomination will be made to different in-country programs for skill enhancement and maintenance. Apart from acquiring a skill through specific training module, exposure to such programs, gives opportunities to learn from interaction and case studies from other organization and through valuable contacts. These training should be need based and relevant to present future assignment of the employees or executives.

Some in-country training institute/agencies:

1. All India Management Association (New Delhi)
2. Tata Management Training Centre (Mumbai)
3. Indian Institute of Management
4. Indian School of Business (Hyderabad)
5. Computer Management Corporation
6. National Petroleum Council

Overseas Training Programmes

Introduction: The scope for training personnel in advance Oil technology within the country is limited. This advance training technical and managerial aspects is imparted by subscribing to overseas course. Petroleum industry is a high-tech, high-risk and highly competitive business especially in the global scenario. To keep the first changing technologies being deployed worldwide and to keep abreast with the latest methods and systems, it is imperative that HR have to be exposed through overseas conferences, seminars, workshop or training program both in their technical areas of specialization and managerial aspects.

In today's business environment, knowledge capital along with IT based solutions will be the determining factor in petroleum business. Confirmed executives of all grades are send overseas for need based training, seminars, workshop, study tours, inspection visits, work associations etc to countries like- USA, Singapore, France, Germany, Canada etc.

Evaluation of Participants Effectiveness

Training evaluation is done in four levels- immediate feedback, evaluate learning, evaluating changed in behavior, evaluating results-

1. Immediate feedback is evaluated by the participant's response in the feedback form.
2. Evaluating learning is observed by the test scores, before and after, training, showing change in knowledge skills attitudes of the participants of a program.
3. Evaluating changes in behavior observed by the past training feedback on changes observed in on-the-job behavior.
4. Evaluating results is observed by comparison of process and business results before and after training process.

Training and Development Process

The Training and Development process in OIL has the following stages:

1. Assessment of individual training needs by departments.

2. Prepare training calendar on the basis of annual training plans submitted by the departments and obtains approval from competent authority.
3. Execution of the training plan.
4. Nominations.
5. Evaluation of training effectiveness.

A. Assessment of training needs of individuals by departments.

The Objective of this stage is to –

1. Assess the training needs of individuals in each department, through the active Involvement of the Supervising Officer and the HOD.
2. Prepare Annual Training Plan for the department covering 25-30% of the
3. Executive strength to be trained in areas as determined by -
4. Training Needs assessed by department.
5. Competency Development Training inputs of respective salary grade as listed by T & D Department.
6. Priority in the merit of 'Not Attended – Latest Attended' list, to be maintained by the departments.

B. Prepare annual training plan and calendar and obtain approval from competent authority by T & D department.

1. T & D Department shall prepare the Annual Training Plan of the company and annual training calendar on the basis of annual training plans submitted by departments and obtain approval for the annual training plan of the company from competent authority, head – fields.
2. T & D department shall prepare the annual training plan and calendar by January end.
3. The essential requirement for timely preparation of annual training plan and calendar by T & D department is – Receipt of annual training plan of the department's latest by the month of December.

C. Execution of the training plan.

1. T & D Department shall inform the respective departments about the approved Training Plan. T & D Department shall also send approved copies of the Annual Training Plan to Functional Directors.
2. The lead time for processing individual nominations put up by the respective department shall be as under:-

In house 10 days

In country 60 days

Overseas 75 days

T & D department shall process all nominations received from departments within prescribed norms.

D. Nominations

The objective of this stage is to -

1. Nominate the right person for the right program by departments as determined by TNA and eligibility in terms of 'Not Attended – Latest attended' list.
2. Maintain corporate priorities for the above.

3. The departmental training in charge shall monitor implementation of training plan of his department at suitable intervals and liaise with T & D department for services/ help required.
4. In case a nomination is received with lesser lead time it shall be processed only in case of special recommendations by Directors, Head – Fields, SBU Heads and work exigencies justified by concerned GMs.

E. Evaluation of Training Effectiveness.

1. Training evaluation shall be done in four levels out of these four levels of training effectiveness checks; two shall be done immediately upon conclusion of a training program.
2. The objective of the stage is to ensure -
3. Multi-level feedback on training is received by the T & D department.
4. Feedback is received, analyzed, remedial actions determined, and the progress shared with the Unit Training Cell (UTC)

Development of Internal Trainers in the Organisation

A structured program is already in place to identify internal trainers, which shall be a key aspect of creating a knowledge driven organization. Internal trainers shall be nominated by the HODs from interested employees by considering factors like - in depth knowledge of the subject matter, interested in training others and good communication ability. T & D department after discussion with the applicants shall make the final list of internal trainers. The selected Internal Trainers shall be developed through In house *Train the Trainers* program conducted by faculties of repute. The trained internal trainers shall have to conduct at least one training program in a financial year.

The role of internal trainers shall be to:

1. Identify training needs and participants.
2. Design training modules.
3. Implement training to selected target group.
4. Evaluate training effectiveness.

These trainers could be at varying proficiency levels, based on number of programs/training days carried out, feedback/assessment on the training conducted shall be decided by the participants.

Objectives of the Research

1. To understand the effectiveness of the trainings imparted by the internal trainers
2. To make suggestions on how the training provided by the internal trainers can be provided.

Research Methodology

Research Design: Descriptive research design will be made in this study in which effectiveness of internal trainers regarding their training skills given to them by the company in Oil for both employees and executives will be discussed.

The research methodology adopted for the purpose of the mentioned study can be classified into two stages, namely:-

1. Collection of secondary data and Exploratory Study:- Exploratory study was carried out by scrutinizing the available secondary data. This study was done by studying the website of the organization, past reports and articles in magazines as well as observing the past performance of the Organisation which was essentially secondary data.
2. Collection of primary data and Descriptive study : The descriptive study can be further sub divided into the following steps –

Questionnaire: A questionnaire was prepared to collect primary data encompassing questions that would help to throw up desired results and the same was distributed to a sample size of executives. The questionnaire was designed in such a way that it would help to identify the constraints as to why they are not able to perform.

Sample Size: The sample size was selected on the basis of the total strength of executives in OIL India Limited. A sample size of 15 was taken. The sample size was finalized on the basis of number of people in various departments and with inputs from the OIL HR Department.

Collection of Data: In this study, information was collected from the trainers of different department of Oil India Limited. Thus, it is a sample investigation. Here judgmental sampling design is referred in which using probability methods initial sampling units are selected and then additional information is obtained from information supplied by initial units

Analysis of Data: A detailed analysis of the data collected was made using statistical and empirical methods. The final analysis was done on the findings that were thrown up by the data.

Findings: The findings and the recommendations based on that data has been recorded down.

Data Analysis

Q. Since when have you been working with OIL India Limited?

Answer Choices–	Responses–
Less than 2 years	46.15%
2 - 5 years	15.39%
5 - 10 years	23.08%
More than 10 years	15.38%
Total	

It is found that 46% of the respondents are working for less than 2 years, 15.39% are working up to 2-5 years, 23.08% are working up to 5-10 years and only 15.38% are working for more than 10 years.

Q. Approximately how many classes have you taken till date?

Answer Choices–	Responses–
Less than 5 classes	38.46%
5 - 10 classes	23.08%
10 - 30 classes	30.77%
More than 30 classes	7.69%
Total	

It is found that only 7.69% of respondents have taken more than 30 classes, 30.77% of respondents have taken 10-30 classes, 23.08% of respondents have taken 5-10 classes and 38.46% of respondents have taken less than 5 classes.

Q. In addition to PowerPoint presentations what other forms of training tools do you use?

Answer Choices–	Responses–
Questions and Answers	53.85%
Group discussion	0.00%
Audio Visuals	23.08%
Practical Demonstration	15.38%
Hand outs	7.69%
Total	

It is found that 53.85% of the respondents use questions & answer tools, 23.08% of the respondents use audio visuals, 15.38% of the respondents use practical demonstration and only 7.69% use handouts.

Q. On the scale given below please rate the knowledge absorption of your training participants?

Answer Choices–	Responses–
0 - 30 %	0.00%
30 - 60 %	46.15%
60 - 90 %	53.85%
Above 90 %	0.00%
Total	

It is found that 46.15% of respondents have scaled 30-60% and 53.85% of respondents have scaled 60-90% of the knowledge absorption.

Q. Have you undergone any of these training programmes?

Answer Choices–	Responses–
Train the trainer's	15.38%
Training on communication skill	7.69%
Training on presentation skill	15.38%
Soft skill training	61.54%
Total	

It is found that 61.54% of respondents have attended the soft skill training, 15.38% of respondents have attended training on presentation skills, 15.38% of respondents have attended Train the Trainers program and only 7.69 respondents have attended the training on communication skills.

Q. Would you be willing to attend an In-House 3 day, "Train the Trainer", programme?

Answer Choices-	Responses
Strongly agree	23.08%
Agree	61.54%
Disagree	15.38%
Strongly disagree	0.00%
Total	

It is found that 23.08% of respondents have strongly agreed to attend the above mentioned training program, 61.54% of respondents have agreed to attend the program, and only 15.38% have disagreed to attend the program.

Q. To your knowledge when was the last time that your module's ppt was modified/amended/updated?

Answer Choices-	Responses-
After each presentation	46.15%
Every quarter	30.77%
Every year	15.38%
Never	7.69%
Total	

It is found that 46.15% of respondents use to modify their module's ppt after each presentation, 30.77% of respondents use to modify after every quarter, 15.38% of respondents use to modify after each year and 7.69% of respondents have never modified their module's ppt.

Q. In your opinion what is the optimum number of slides for a 1/1.5 hours module?

Answer Choices-	Responses-
0 - 10	7.69%
10 - 20	46.15%
20 - 30	30.77%
Above 30	15.38%
Total	

It is found that 7.69% of respondents vote for 0-10 slides, 46.15% of respondents vote for 10-20 slides, 30.77% of respondents vote for 20-30 slides and 15.38% of respondents vote for above 30 slides.

Q. How would you rate your overall experience as an internal trainer in Oil India Limited?

Answer Choices-	Responses-
Excellent	7.69%
Good	61.54%
Average	30.77%
Poor	0.00%
Total	

It is found that only 7.69% of respondents have marked their experience in Oil India Company as excellent, 61.54% of respondents have marked well and 30.77% of respondents have marked as average.

Q. Please give us your comments on how to improve your training for making it more effective

(In response to this final question of the questionnaire these answers were received from the internal trainers)

1. I have imparted Trainings to batch size of in the range of 250+. Training could have been more effective if the batch size could have reduced to 50.
2. Number of trainee should be restricted under 30 in each group
3. The trainers should be briefed well before time on the topic in which they are expected to deliver the training.
4. Practice makes a man perfect. I think that is the only key to improve your skills. However if the points that need to be improved are known very clearly then it will be very easy to improve yourself.
5. Interdepartmental or interpersonal cooperation is important.
6. 1. Training needs assessment needs to be done properly. 2. Follow up mini sessions need to be there from time to time.
7. Practical field visit - site and installation is to be shown to the trainee during training period.
8. Training for the trainer. Training needs identification. Ensure that each executive gets some minimum set no. of trainings (in country/ in-house) every year, as some departments never send their executives for training.
9. There should be a discussion on the content of the training where subject matter is vast. This is required to prioritize the content which is essential to the participants.
10. It should be more work oriented
11. By training the trainer, selection of trainees for a particular training program should be relevant.
12. No of trainees attending the program should be 20-30 people per program.

Suggestions / Recommendations

1. Senior people those who have more than 5 years of experience in Oil India Limited should be preferred more in case of taking different training classes.
2. Very less number of internal trainers' had the experience of taking 10 or more than 10 classes. More training is required.
3. Handouts for the participants are a must.
4. For better communication and clarification participants should be given the task of group discussion.
5. The company should take some steps in organizing certain training programs for the internal trainer's who have recently joined the organization and also for those who have 5 or more than 5 years of experience in the same company.
6. For better performance and implementation of the trainings the participants should be given practical field demonstration.

7. As the training programs mainly depend upon communication which needs good interaction between the trainer and the participants, every trainer should be given training on communication skills at least twice a year
8. The company should also pay attention to the interest of the trainer's which helps in motivating the trainer's for better performance.
9. For better outcome number of participants in one batch should be according to the comfort level of the trainer.
10. Prior information should be given to the trainers on when their trainings are scheduled so that they can prepare in advance which will be helpful for the trainer as well as the participants.
11. "Train The Trainer", program is must for every trainer for their development of different skills.

Conclusion

Training and development programs play a vital role in every organization. These programs improve employee performance at work place; it updates employee knowledge and enhances their personal skills. With the use of these programs, it is easier for the management to evaluate the job performance. These training programs also help the managers in planning, employee retention and motivation. It creates efficient and effective employees in the organization. The need for training and development is determined by the employee's performance deficiency, computed as-

Training & Development need = Standard Performance – Actual Performance

Therefore, the main objective of this paper and analysis was to find out the effectiveness of the internal trainer's in OIL terms of their knowledge and trainings given to them by the company and suggest ways how it can be improved. The study was conducted from primary and secondary

sources. Primary data was collected through questionnaire and secondary data was collected from information provided by the organization, various official books and websites. On the basis of the data collected, analysis and interpretation were made.

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