CHAPTER 9
FINDINGS AND SUGGESTIONS

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9.1 Introduction

In the present research detailed study is made on training practices of select public and private sector oil companies in India. The training practices then compared on different parameters (basis) to know the main differences. The opinion of the employees is taken on training practices/programs of all the select companies. The impact of training programs/practices is analysed on learning outcome, behavioural changes and performance of the employees (respondents) in select oil companies in India.

9.2 Findings on Comparative Training Practices of Public and Private Sector Oil Companies

The focus of all the selected companies is on providing different types of training to employees for imparting required skills, update them with latest technology, for the betterment and overall development of employees so that they can attain organizational predetermined objectives. Different types of training programmes with distinct names have been offered by these companies considering different levels/designations/positions as well as corporate requirements. For leadership development Project Akshay, Project Saksham, Project Caliber, Reliance Accelerated Leadership Program (RALP) has been started for middle and senior level management. Organizations also focus on learning of its employees be it public or private sector oil company. For learning public sector companies have collaborated with EBSCO ltd. Each organization has its own training institute like R University, Essar Corporate University, HPMDI, IIPM etc. Talent management is also the concerned area for organizations. Various programs like Next Moves, Social capacity have been started by companies.

If we talk about comparison in training practices of both public and private sector than it is found that the organizations in both sectors focus on leadership development among middle and senior level employees. In recent annual reports of companies it is studied that at executive level also companies focusing on leadership development. Various programs
especially for leadership development has been started. After that both sectors also emphasize on learning of their employees. In today’s VUCA world to augment the learning needs of employees and make learning available anywhere public sector companies collaborate with EBSCO ltd. or maintain its own learning management system. Private sector companies also know the importance of learning and ponders on continuous learning of employees. To make young generation engage with companies mission and vision public sector companies started different programs like you ngage, yuvantage etc. However no specific program is started by the private sector for employee engagement but it engages employees annually, quarterly, monthly and need based by the way of meetings, newsletters, e mail interactions etc. Private sector and public sector oil companies also focus on capacity building through different training programs.

Talent management is the main concerned area in public sector. Numerous programs have been started for talent management like Project Caliber etc. because public sector companies are doing cutting edge kind of work in all areas of oil business and this kind of expertise has not been there in the private sector, so public sector employees get picked up like cherries. Similarly, in the case of private sector as they are working in exploration and production area their locations are remote. Work conditions are dangerous. That is why they have to focus on retaining and maintaining talent. Private sector focuses more on innovation as compared to public sector. In public sector there is no such kind of training program that emphasis on innovation among employees. But in private sector a number of training programs have started that focussed on inculcating innovation habits among its employees. In both sector balance score card, performance management system has been implemented. But in case of public sector many of the HR systems and techniques come from the centre and only a small amount of flexibility is required and in private sector one can devise practices as it suits the organization. Private sector companies’ focus on career growth of employees at all levels like Career Acceleration Program and Career Desk. But in public sector companies standardized approach is adopted for career growth and development with the rules/ guidelines specified by the central government.

9.3. Findings on opinion of employees regarding training

All employees (respondents) at executive and middle level of the selected Oil companies agreed that training programs were conducted regularly in their organization. However, the training is provided regularly on the basis of need or requirement of all levels of employees yet it is compulsory to undergo training within a time period of 1-3 years. The data collected from respondents on seventeen statements. In totality 90-93% employees at
executive level and 94-96% at middle level had given highly positive response regarding their opinion on training.

I. **Training Policy:** It is imperative to explore through primary data analysis that all the respondents (employees) of select oil companies at executive and middle level believed that training has been an integral part of their organization and it has been given adequate importance by the management. All the select companies have well-defined training policy and proper planning is done to frame the training policy for employees.

II. **Material and Course Content:** The employees at both levels (executive and middle) have given their opinion that the content of the training program was prepared after consulting them and it was properly organized according to the needs and requirement of employees. The course content and material in the training practices was prepared in such a manner that on one hand it fulfilled the requirement of employees and on the other hand it suited the requirement of the industry also.

III. **Relevance of Training:** Most of the employees at both levels opined that training provided to them were pertinent to the needs of both employees and employers. They learn the practicability and potential for application of learning. Training sessions were considered as maximum utilisation of time because the employees got motivated through training for further learning. Employees took interest, liked and enjoyed the training programs the most and recommended to their colleagues too. The organizations provided adequate facilities to the employees while conducting training.

IV. **Style, Pace and Delivery Methods:** At both levels most of the employees believed that style, pace and delivery method of the trainer was appropriate and as per the requirement of the employees and the industry. Employees opined that before going for training program they had a clear understanding of the knowledge and skills they were expected to acquire.

However 7-9% employees at executive level and 3-5% employees at middle level viewed that the content and material was not appropriate or was not as per the requirement of the employees and the time period to learn the course content was also not sufficient. Employees also disagreed on the statement that the instructor wanted them to learn. The consultation of all the employees was not taken before sponsoring them for any training program. In the range of 3%-5% employees at middle level disagreed that the style, pace and delivery method of the trainer was not appropriate i.e. why they didn’t have a clear understanding of the knowledge and skills they were expected to acquire. In all merely 1%
employees at both levels were neutral on the fact whether training as an optimum utilisation of time.

9.4 Impact of Training on Learning Outcome of employee

The impact of training on learning of executive and middle level employees (i.e. officers, senior officers, deputy managers, managers and senior managers) of selected oil companies is studied in the present research. Above 91% employees at executive level and 93% at middle level witnessed change in their learning after attending training practices.

I. Enhanced knowledge and skills: All the employees at both executive and middle level experienced that they had got the opportunity to learn new knowledge and skills during training programs they undergone and were relevant to their job. Such training programs helped them in effective completion of their tasks and responsibilities. The enhanced knowledge and skills enabled them to work more independently and efficiently.

II. Quality of work: Employees observed that after training their understanding on subject matter has enriched which in turn enhanced their understanding on job responsibility also. Training improved their competency level to work which impacted positively their quality of work.

III. Facilitated new technology: By attending training programs/practices employees witnessed that it improved their ability to utilise current technology and expedited the adoption and application of new technology too. Employees presented their interest in learning new technologies for easy attainment of targets set for them.

In contrary to above results, the employees in the range of 7-9% at executive level and 3-5% at middle level experienced that training didn’t always facilitate the adoption and application of new technology. Their ability to utilize current technology was not improved as expected from training and they couldn’t be so confident to work more independently. They further responded that it was only sometimes (not always) that training enhanced their understanding on subject matter and on job responsibility and skills acquired through training were relevant and effective in completion of their tasks and responsibilities.

9.5 Impact of Training on Behavioural changes in employees

The employees in the range of 91%-94% at executive level and 93%-96% at middle level found a noteworthy change in their behaviour after getting training. Significant change was noticed after training in the following attributes of behaviour.

I. Attitude: Employees experienced that after training their knowledge and skills had increased which helped in building new and innovative ideas. Presenting new ideas in the
organisation was always appreciated in the companies which in turn brought positive attitude towards work.

II. **Enhanced work adaptability and eagerness:** By attending training programs employees acquired skills to make them more flexible to mould/adjust in any situation with hue and cry. Thus, it improved their accuracy, thoroughness and reliability in completing the tasks and boosted up their morale to work by taking more interest in given assignments.

III. **Punctuality and Emotionally Stable:** At both level employees (executive and middle level), it was established that training practices made them more punctual and emotionally stable. They started understanding the value of time for them and for organisation as well which ultimately helped them in taking right decisions at right time.

IV. **Improved Relations:** By attending training programs the employees became able to establish cordial relations with their seniors, subordinates and colleagues. They became able to work in team with their superior and subordinates. The employees observed that after training they felt free to communicate with their seniors and subordinates whenever required. The training brought more respect to top management decisions.

However 5%-9% employees at executive level and 3%-5% at middle level felt that training enhanced their work adaptability and eagerness to do work only sometimes but not always. It was only sometimes that training improved their team spirit and made them more punctual and sometimes training made no impact on employees considering these attributes. These employees felt that training couldn’t make them more emotionally stable and so they couldn’t be able to establish cordial relationship always between senior and subordinates. Employees believed that training provided to them either made very little improvement or no improvement in their team spirit for teamwork collaboration, punctuality, accuracy, thoroughness and reliability in completing their task. Ultimately training couldn’t fully enable them to make decisions well and so on their leadership quality.

9.6 Impact of Training on Employee Performance

Between 91%-94% employees at executive level and 95-96% at middle level experienced that positive impact on the performance of employees and they found changes in the following attributes.

I. **Enhanced job knowledge:** Between 91%-93% employees at executive level and 94-96% employees at middle level believed that after attending training practices their performance has improved remarkably because of added job knowledge which in turn has lead to increase in profits of the organizations. The improved performance of employees helped the organization in the production of better quality products. Better performance
of employees reduced the wastage rate of organization and helped in higher employee satisfaction rate.

II. **Reduction in Employee Turnover Rate:** Middle and executive employees witnessed that training practices made them more empowered which in turn helped in reducing the attrition rate among the employees. It was witnessed by employees that after training lesser number of works related complaints against them were noticed by their seniors.

III. **Reduction in Absenteeism:** Through training the employees became confident to work more efficiently in the companies which ultimately helped them to avoid making any pretentions (excuses) to run away from work. This resulted into reduction in the number of absent days per month and put a check on absenteeism.

IV. **Promoted Succession Planning:** Employees at both levels were of the view that training successfully supported succession planning as training improved their leadership quality and decision making capabilities.

V. **Maintained Work-Life Balance:** By attending training programs employees found that they were able to achieve their work target on time. They easily and timely attained the given targets. Thus training helped in maintaining and managing work life balance.

VI. **More Job Security and Lesser Accidents:** About 92% employees at executive level and 95% at middle level opined that after training they became able to achieve work targets in time and their improved performance made them more secure on job. Besides this, the number of accidents during work in the companies reduced over a period of time.

VII. **Better Communication and team-spirit:** The trained employees at both levels observed that after training the communication between senior and subordinates had improved significantly and they felt free to communicate with each other whenever required. Thus training helped in improved human relations and in promoting team spirit among employees.

VIII. **Reduction in Stress:** Employees experienced that they learn to reduce and manage stress in their training programs. They felt that after training their stress levels had decreased as they were able to achieve their work target on time by taking full interest in their work with full confidence.

IX. **Empowerment:** Trained employees felt themselves more empowered than pre-training period. With enhancement in their confidence, team-spirit, better understanding of job, and respect given by top management to their innovative ideas they felt themselves as important person in the company and felt empowered.
X. **Increased Profits:** After training reduction in wastage rate, absenteeism, number of accidents, attrition rate was observed which eventually led to increase in the profits of the companies. The better performance of employees after training helped the organization to earn more profits.

On the other hand in the range of 5%-8% employees at executive level and 3%-5% at middle level, it was only sometimes that after getting training reduction in work related complaints against them were noticed. Sometimes (but not always) training brought work life balance and helped in reducing and managing the job stress. Sometimes training brought job security and helped in higher employee satisfaction and retention rate and reduced accidents per year. A minimal number of employees also responded that it was sometimes that they easily and timely attain the given targets and communicate freely with their superiors. But out of total 1% employees each at middle and executive level were neutral in their response and were unable to decide that training brought job security, reduced job stress and helped in maintaining work life balance. The employees experienced that after training employee turnover rate was reduced along with reduction in the number of accidents. The training made employees more empowered, promoted successful succession planning, brought innovation in decision making and helped in reducing and managing job stress. The training helped in improving human relations and also helped in higher customer satisfaction and retention rate.

9.7 **Measures (Suggestions) to Overcome Shortcomings in Training Practices**

A. **On the basis of primary data:**

I. **Material and Course Content:** Appropriate training material is to be provided to the employees and course content must be prepared in such a way that it caters the needs of both employees and employers and industry as a whole. The course content and material should be like that it enhanced employees’ understanding on subject matter and on job responsibility.

II. **Style, Pace and Delivery methods:** The style, pace and delivery methods of the trainer should be appropriate enough to make the required things understand to all the participants of the training. The company must take serious note on the issue in case even 3%-5% employees didn’t understand/learn whatever is taught by trainer. Simply, the training targets must be attained with 100% employee satisfaction.

III. **Learning Time:** It is a matter of concern that some of the employees at both levels found there is no sufficient time to learn the training course content. So, appropriate time is to be provided to employees. Trainer should make plentiful efforts to teach the employees what he has taught to them.
IV. **Consult Employees:** Each and every employee should be consulted before sponsoring them to training programs so that they can come to know about the knowledge and skills they are going to learn/acquire and what will be the significance of such acquired skills in their work and career.

V. **Work independently:** Make employees to work more independently and increase their decision making power so that their competency level to work more effectively be improved besides their quality of work. For this the ideas of all the employees must be given due importance in the company. In case one idea is not accepted the employees must be given feedback with suggestive improvements in ideas.

VI. **Facilitate New Technology:** Training must facilitate the application and adoption of new technology. The employees who couldn’t understand the new technology in one training session may be given another opportunity to learn and update.

VII. **Work Life Balance:** Training practices should be more focused on teaching how to maintain and manage between work and life. Introduction of flexi time among the employees is helpful in maintaining work life balance. The results of the present study prove that around 3-5% of respondents were unable to make balance in work-life even after getting focused training, so, there is a need to put impetus on this aspect also.

VIII. **Enrich subject matter:** Companies provided training to their employees must give more emphasis on the subject matter on which training is provided. Some employees found that sometimes the training provided to them is not relevant in the completion of their tasks and responsibilities. Therefore, companies must consult the employee about the subject matter, so that employees appreciate these programs because enrichment opportunities allow the employees to improve operations and accept greater challenges.

IX. **Job Security:** Timely training provided to employees rendered in him/her the feeling of job security. Increased job security leads to lesser absenteeism, reduction in attrition rate and the employees work with longer time horizon/vision.

X. **Establish open communication:** Training must facilitate the open communication channel between seniors and subordinates. Some employees said that they could not properly communicate with seniors and subordinates. Open communication between employees helps them to discuss their problems without hesitation and ultimately this increases their morale to work and make them more emotionally stable.

XI. **Improve Team Spirit:** Make trained employees to work in teams with more decision making power; as this helps in timely attaining the targets. This in turn benefits the organizations too.
XII. **Bring more positivity in attitude:** Employees must be trained in a way so that they can have positive attitude towards work and organizations. The results of the present study reveal that some of the employees couldn’t gain positivity from current training programs. They feel refreshed after training that makes them positive to work more efficiently and effectively.

XIII. **Reduce Absenteeism:** The results of the present research disclose that the training programs couldn’t reduce the absenteeism of some of the employees taken for study. So, there is a need to make check on the absenteeism through imparting better content training to the employees.

XIV. **Reduction in Job Stress:** The companies taken for study must focus on such training programs through which job stress of the employees may be reduced and they learn the how to manage the job stress. Some of the employees in the present study were not in a position to minimize the stress always through training.

XV. **Reduction in Employee Turnover Rate:** The turnover (attrition) rate in oil sector is high in case of public to private shifting. The reasons however numerous and sometimes uncontrollable yet the companies may provide such trainings so that the employees may have long term connectivity and loyalty with the companies. The results reveal that some employees look for more interesting and suitable job profiles in other companies and training made impact on employees only sometimes (not always) to remain with the current organization. The companies must focus on the pay-perks, job profile and work environment through their training programs in order reduce the turnover rate.

XVI. **Implement Job Rotation:** The companies must implement job rotation system in the organization in order to make the job more interesting and employees can acquire/learn new skills and competencies.

**B. On the basis of secondary data:**

I. **Focus on only relevant training programs:** The oil and gas companies could create and implement relevant training and skill development programmes that would not only help retain the current workforce but also rope in fresh talent. This would enrich the oil and gas companies and result in consolidation of the industry (Source¹).

II. **Establishment of core team:** The oil and gas companies need to establish a core team of people to decide on human resource strategies that will set off an avalanche of goal oriented ideas. The idea is to get this core together and initiate ‘action learning

¹ Mr. Utpal Ghosh, CEO and President, UPES, infraline.com/ Infraline energy interviews, 5 Oct, 2016)
programmes’ at every level of the organization. Entire organization should be engaged in the fabric of learning and development (Source\(^2\)).

**III. Sustain-agility:** Develop agile teams in the energy industry to derive profitable growth in a rapidly changing world. (Source\(^3\))

**IV. Connectivity:** Connecting employees with his family while being in work are important things that has become possible only because of the role of social media. The positive outcome in terms of employee happiness results into better performance has been observed as a result of several studies. (Source\(^4\))

**V. Create Communication Channel:** Leverage technology to create communication channels and access to management team. Hold regular live webcasts with executives across the country for updates and communication. (Source\(^5\))

However the select companies have sound training practices, yet the above measures have been suggested in order to make the current training programs more effective and bridge the gap identified through present research. Synchronize the whole thing in such a way that there is a synergy between manpower and business strategy.

\(^2\)Dr Amit A. Paithanker, Vice President and Managing Director, Emerson Process Management (India) Private Ltd., 15\(^{th}\) Oil and Gas HR Roundtable by UPES)

\(^3\)Dr. Patrick Dickson, Chairman, Global Change Ltd.

\(^4\)Mr. Sanjay Singh, Director (HR and Administration), Cairn India Ltd, 13\(^{th}\) Oil and Gas HR Round Table

\(^5\)Mr. V.C Agarwal, Director, HR, IOCL, Article in People Matters: Indian Oil Corporation: Portraying the New Age Developing India, 15\(^{th}\) March 2017