CHAPTER 10
CONCLUSION OF THE STUDY

India is counted among the most important emerging economies of the world in present era. The Indian Economy has made substantial improvements in all the sectors i.e. automobile sector, telecommunication industry, pharmaceutical industry, railway industry, oil and gas industry etc. Besides others, the oil and gas industry has played a vital role in the economic development of India. To bolster energy security, the Government of India is actively pursuing a policy to attract FDI in the upstream and downstream sector. With uptrend in socio-economic development of the country the need for energy security has risen. The demand for petroleum products has shown high growth and likely to continue as per current projections.

Large number of public and private companies is in operation in Oil Sector viz. HPCL, IOCL, BPCL, OIL, ONGC etc. and in private sector Reliance Industries Limited, Cairn Energy India Private Limited and Essar Energy etc. India’s pecuniary growth is vigilantly linked to energy demand. But on the other hand India’s oil reserves meet only 25 per cent of the country’s domestic oil demand and import 60 per cent of its crude oil requirement. India is heavily dependent on import of crude oil has compelled government to provide a long term policy for the hydrocarbon sector in order to meet the country’s future energy needs.

As the country churns out record levels of oil and gas, the oil companies are now increasingly concerned about the training of the human resource. There is a shortage of manpower especially expert/scientist in the country to carry out Research and Development in the Petroleum and Natural Gas sector. In an ever changing and fast paced corporate world, training is an indispensable function. It allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and make a better leader. The human resources are recognized as a valuable asset and supports as backbone in an organization provided these are managed and trained efficiently.

The markets are also very competitive and there is cut throat competition now-a-days. To survive in such a business environment, training is must. Employees work efficiently when they are properly trained. Training is the process for providing required skills to the employee for doing the job effectively, skilfully and qualitatively. It plays a crucial role in developing employees in order to ensure that they are equipped with right kind of knowledge,
skills and abilities in order to perform their tasks. A sound training program has its contribution in increasing the performance, productivity and improving the quality of work of the employees at all levels.

It is construed from review of literature that training is advantageous both for organization and for employees. It increases the efficiency of employees, reduce turnover rate, less wastage etc. and for employees it helps in increasing motivation, increased self-confidence, high rewards etc. So, the task of training is pivotal to particularly those organizations where update to latest technology, skills and competency is inevitable. The companies today are now investing in an ongoing employee training and development in order to keep employees successful. The 21st century will be favourable to those organizations which are able to learn faster and adapt to changes than their competitors. The training helps the employees to be more committed in achieving the organizational goals and objectives and in turn enhancing employees’ effectiveness within the organization.

Training has become the most essential aspect in the business world, because training enhances the productivity and the efficiency of employees. It is always a vital and necessary part in promote many kinds of learning and development of employees. Training plays an important role in the development of employee’s performance. It gives awareness to employees about smartly achieve the organizational goal. Employee is studied as the dominant aspect of whole firm and their success and failure essentially based on their performance.

The present study entitled ‘Impact of training practices on employee performance; an investigation of oil industry in India’ in which three companies from public sector and two companies from private sector have been considered for study, viz. HPCL, IOCL, BPCL, RIL and Essar oil Ltd. The present research is aimed to achieve specific objectives, viz. I. To study and make comparison of the training practices being followed by selected public and private oil companies in India, II. To know the opinion of employees about training practices in select public and private oil companies, III. To compare and analyse the impact of training on learning, behaviour and performance of employees in public and private oil companies, IV. To suggest measures to overcome shortcomings in training practices being prevalent in these companies. The hypotheses designed considering objectives. The primary data has been collected through questionnaire and secondary data through various government reports, websites and company’s annual reports and sustainability reports. The responses in the
questionnaire have been taken on three point Likert scale and questionnaire has been divided in four parts. The collected data has been calculated and analysed through mean rank (weight) basis, percentage method basis, t-test and ANOVA. The results have been depicted in tabular and graphical form.

In today’s competitive and volatile environment changes occurs every day that is why training has gained a lot of importance. Both public and private sector companies are spending a substantial amount on grooming the officers, managers, senior managers, employees to prepare them to face competition. Various training practices are directed on leadership development, talent management, employee engagement, capacity building, innovation etc. Every organization has its own training institute like HPMDI, IIPM and started its own web portal to augment learning so that it can be made anywhere and everywhere like R University, Bharat gas University etc.

Both public and private sector focus on building leadership development among their employees and various programs had been started by them. Like leadership development; learning of the employees was given much importance by the organizations. For this public sector companies collaborated with EBSCO information services and private sector companies also focus on learning. Each company has its own training institute. To make young generation attached with company’s mission and vision, the organizations focus on employee engagement with various programs like yuvantage, youngage etc. Capability building was also being given due importance with different programs like CPM program, Advance management programs for senior employees so that employees excelled in their work and perform their work skilfully, effectively and qualitatively.

The concern of both sectors is to retain and manage talent. Private sector focuses more on creating innovation among its people as compared to public sector and also on its research and development. Both sectors rely on different HR techniques like Balance score card, performance management system etc. but the big difference among them is that as said by experts that for public sector mostly the HR techniques come from centre but private sector in this case is independent it can devise its own HR techniques and practices. Similarly in public sector Company’s standardized approach is adopted for career growth and development with the rules/ guidelines specified by the central government but in case of private sector it is internal. It focuses on employee’s career growth with various programs like career acceleration program.
All the employees (executive and middle) of the selected oil companies have the similar opinion regarding the training policy in their organization. They believed that considering the importance of training for employees companies framed proper training policy for employees in a well-designed manner. Employees liked and enjoyed the training and would recommend it to their colleagues too. They considered that training is proved to be an optimum utilisation of time. However all the employees (at executive level or middle level) have difference in their opinion that there is sufficient time to learn the course content and the instructor wanted them to learn? Most of the employees considered training as a motivator for further learning they opined that at training they learn the potential and practicability of learning. However some employees have their disagreement on the statement that the training provided to them is relevant to both employee and employer needs and sometimes the style pace and delivery method of the trainer is not appropriate.

It is perceived from comparative analysis made on impact of training on learning outcome of employees at both levels, i.e. executive and middle levels that training has positive impact on learning of employees. Thus, hypothesis is rejected and it is observed that there is no significant difference in the learning of executive and middle level employees. Employees had a firm belief that training helped them to acquire new knowledge and skills which helped them in completion of their tasks and responsibilities. Training made them efficient enough to work more independently and it facilitate the adoption and application of new technology and improved their ability to utilise current technology. All employees both at executive and middle level believed that training increased their competency level to perform their work more effectively and efficiently. However some employees have disagreed that training sometimes help them to utilize current technology and facilitate current technology. Some employees in Essar oil experienced that after training it is only sometimes that their understanding on subject matter and on job responsibility has increased.

After studying the impact of training on behaviour of employees it is concluded that training helped the employees both at executive level and at middle level to bring positive attitude towards work. It enhanced their work adaptability and eagerness to do work. Training made them more emotionally stable and punctual. It improved their team spirit for team work collaboration and make the employees to establish cordial relationship between seniors and subordinates. All the employees witnessed that after training they started coming up with new ideas and their ideas were being appreciated in the organization. This may be the reason that training brought better respect for them before top management.
However a number of employees in all companies felt that sometimes even after training their team spirit to work in a team has not improved. Employees also said not always but it is sometimes that training improved their accuracy, thoroughness and reliability in completing the tasks. A few number of employees experienced that training sometimes improved their leadership quality. Thus it is concluded that there is no significant difference in the impact of training on behaviour of employees when inter-company comparison is made. All employees whether in public sector or in private sector have almost similar opinion regarding training.

After testing, analysis and studying the responses it is found that training impacted positively on the performance of employees (executive and middle). Training helped employees to achieve work target in time and enabled employees to meet organizational targets by effectively managing time. It helped in increasing the performance and productivity due to added job knowledge. Training helped in higher employee satisfaction and retention rate and made them more empowered. After training, employees experienced that training brought innovation in their strategies. Training helped in improving human relations by which employees can communicate freely with their seniors and subordinates.

But some employees from all companies witnessed that training only sometimes helped in managing and reducing job stress and in maintaining work life balance. The communication level between seniors and subordinates is not improved as much they expected after training. It is sometimes that they feel more secure on job. Employees also found that it is not necessary that after training reduction in work related complaints against them are noticed. But if we take over all view of employees it is found that above 90% employees at both executive and middle level felt that after training the employee performance has improved significantly.

After study it was found that in training programs organizations must focus on material and course content. Proper time should be given to them to learn the subject matter. Make employees work more independently. It should be taken into concern that each and every employee in training program must learn the adoption of new technology or improve their current ability to utilize technology. Similarly training must emphasize on developing team spirit in each and every employee in training program so that they attain their goals as well as organizational goals efficiently and effectively. In training programs ensure that each
employee learn how to maintain work life balance and how to manage and reduce stress. Make employees feel more empowered and open communication should be there so that one can communicate freely whenever needed. In all it is said synchronize the whole thing in such a way that there is a synergy between manpower and business strategy.