



A STUDY ON EXECUTIVE PERCEPTION ON TRAINING EFFECTIVENESS WITH REFERENCE TO SELECTED HDFC STANDARD LIFE INSURENCE BRANCHES IN GUNTUR AND KRISHNNA DISTRICTS

Dr.M.Vidya sagar

Associate Proessor,Sri Venkateswara College of Engineering And Technology,RVS Nagar,Chittoor.

Abstract

The study was conducted to know the effectiveness of training in HDFC Standard Life Insurance. To measure the training effectiveness of the employees various factors are considered. The opinions of the employees are qualitative in nature. Descriptive research was used for the study. Primary data and secondary data were used for the study. Primary data was collected through questionnaire. Secondary data was collected to know the number and other details of employees working in the organization. For the study 50 employees are selected from various HDFC Standard Life Insurance branches located in Guntur district.

Introduction

In today's economy, corporations are under great pressure to reduce expenses, and training budgets often come under scrutiny. The closure of in-house training programs, combined with the reduction of training budgets, could be seen as evidence of training professionals' inability to show their worth in terms of organizational benefit. To solidify their value to an organization, training departments must assess the effectiveness of their programs and provide evidence that they are supporting the organization's goals.

Current Studies indicate that training professionals often lack the guidelines or tools for improving their understanding of financial analysis. Evaluation of training at the organizational impact level involves, at a minimum, knowledge of training and development, evaluation, statistics, finance/accounting, and project management, as well as the organization's culture and business environment.

The insurance companies has spent enormous amount of money on employees in both public and private sectors more expenses will be incurred by the companies in training its employees in order to achieve a knowledge-based workforce and knowledge-economy in tangent with the companies' vision..

Hence, this study is important to examine the effectiveness of training and development programs of HDFC Standard Life Insurance employees. Therefore, it is important to examine the effectiveness of training and development in the insurance sector since enormous amount of money has been invested on its employees. Hence, the objective of this study is to examine the effectiveness of training and development in the various branches of HDFC Standard Life Insurance C in Guntur district

Objectives of the Study

- To study the various factors influencing a training effectiveness in various HDFC Standard Life Insurance branches.
- To elicit the employee opinion on training programs conducted in various branches of HDFC Standard Life Insurance
- To offer suitable recommendations for improvement of training programs in HDFC Standard Life Insurance branches.

Research Methodology

This study used survey methodology, which involves gathering original data by using questionnaires from HDFC employees in Guntur district branches. For the study, purposeful sampling technique is adopted for selecting the respondents. The respondents comprise the various levels of executives of selected HDFC branches located in Guntur district of Andhra Pradesh. The collected data is analyzed by using statistical techniques like percentages and weighted averages.

Analysis: Training Effectiveness in various branches of HDFC Standard Life Insurance in Guntur district.

1. Educational qualifications of Employees

S. no	Members	No. of respondents	Percentage
1	UG	17	34
2	PG	33	66
	Total	50	100

Interpretation

From the above table we can observe that maximum number of employees i.e., 66% is having their educational qualifications as Post Graduation. By the overall observation we can understand that post graduate employees are executing key roles in the organization.



2. Employee designations in HDFC branches:

S. No	Members	No. of respondents	Percentage
1	L & D Associate	2	4%
2	CSM	1	2%
3	SDM	12	24%
4	Officer shard services	2	4%
5	Agency support officer	8	16%
6	Operation officer	2	4%
7	Divisional manager	4	8%
8	Unit manager	10	20%
9	SAM	9	18%

Interpretation

The above table gives information regarding various designations of respondents in various HDFC branches in Guntur district , about 24% of the respondents are sales development officers and 20% are unit managers and 16% are agency support officers from this we can understand that majority of the respondents belong to executive level.

3. How do you feel about work environment in which you are working

No	Opinion	No of respondents	percentage
a	It gives me adequate authority and responsibility	7	14%
b	It is a challenging nature & varies from time to time	15	30%
c	Job provided to me has elevated my status in the society	7	14%
D	Job provides to improve the customer satisfaction	9	18%
E	Updating personal, conceptual, technical skills	12	24%
	Total	50	100

Interpretation

The above table indicates employee opinion regarding work environment in various HDFC branches. The data reveals that 30% of respondents fell that work is challenging from time to time and 24% of the respondents feel that work provides opportunity for updating personal, conceptual and technical skills. From this we can understand that employees are having different opinion on work environment.

4. Employee perception regarding induction training

S. NO	STATEMENT	SA	A	N	DA	SD	WEIGHTED AVERAGE
A	Induction training importance	12(24%)	13(26%)	10(20%)	5(10%)	10(20%)	10.8
B	Induction training is well-planned in advance	16(32%)	20(40%)	11(22%)	2(4%)	1(2%)	13.2
C	Norms and values of the company to the new employees	10(20%)	15(30%)	15(30%)	6(12%)	4(8%)	11.4
D	It provides an excellence opportunity for newcomers	15(30%)	13(26%)	12(24%)	15(30%)	5(10%)	13.2
E	Senior staff takes interest & spend time with new recruits	17(34%)	6(12%)	17(34%)	5(10%)	5(10%)	11.67
F	New recruits find induction training	10(20%)	18(36%)	12(24%)	6(12%)	4(8%)	11.6
G	Induction programs are not necessary for me/dept.	12(24%)	16(32%)	12(24%)	7(14%)	3(6%)	11.8

Interpretation

The above table elicits employee opinion regarding induction program offered by the organization. From the data, majority of employees feel that superiors spent more time with new employees for sharing work information. Some of the respondents



feel that induction programs are not necessary for departments. From this we can understand that employees feel difficulty in participating in induction program offered by the company.

5. Training and Development Methods

S.NO	STATEMENT	SA	A	N	DA	SD	WEIGHTED AVERAGE
A	Lecture method is used in executive training	13(26%)	17(34%)	7(14%)	8(16%)	5(10%)	11.67
B	The employees are helped to acquire technical knowledge & skills through training	8(16%)	7(14%)	10(20%)	12(24%)	13(26%)	12.27
C	Programs are conducted periodically for in-house trainers	13(26%)	10(20%)	18(36%)	5(10%)	4(8%)	11.53
D	E- training programs	22(44%)	16(32%)	6(12%)	5(10%)	1(2%)	13.53
E	Lecture method is used in executive training	19(38%)	10(20%)	10(20%)	8(16%)	3(6%)	12.27
F	External training is given to employees to enhance their knowledge & skills	14(28%)	13(26%)	17(34%)	6(12%)	0	12.33

Interpretation

The above table reveals various training and development methods followed by HDFC Standard Life insurance. From the data, majority of the respondents accepted that company is providing E-Training programs for employees and some of the employees accepted that company is offering external training to employees. From this we can understand that company is following innovative training methods for enhancing skills of the employees.

6. Evaluation Of The Trainer

S.NO	ASPECTS	VG	G	AVG	P	VP	WEIGHTED AVERAGE
A	Trainer conceptual knowledge	16(32%)	6(12%)	16(32%)	8(16%)	4(8%)	11.47
B	Scope of interaction	17(34%)	10(20%)	15(30%)	6(12%)	2(4%)	12.27
C	Communication skills	13(26%)	13(26%)	8(16%)	9(18%)	7(14%)	11.07
D	Trainers ability to use modern methods of training	18(36%)	12(24%)	6(12%)	8(16%)	6(12%)	11.87
E	Usage of training Aids	10(20%)	12(24%)	15(30%)	7(14%)	6(12%)	10.87

Interpretation

The above table gives the information regarding employee satisfaction on company's trainer. From the data, 36% of the respondents are satisfied with modern methods applied in implementation of training program and 12% of the employees dissatisfied with usage of training aids. From this we can understand that employees are satisfied with trainers of the company.

7. Training and Development Evaluation

S.NO	STATEMENT	SA	A	N	DA	SD	WEIGHTED AVERAGE
A	Adequate free time to reflect & plan improvements	31(62%)	11(22%)	2(4%)	3(6%)	3(6%)	14.27
B	Managers provide the right kind of climate to implement no ideas	23(46%)	13(26%)	14(28%)	6(12%)	4(8%)	15
C	The results of training programs	26(52%)	16(32%)	4(8%)	2(4%)	2(4%)	14.13



	are monitored						
D	The organization measures the return on investment in training	21(42%)	13(26%)	12(24%)	2(4%)	2(4%)	13.27
E	Improving the performance of employees	19(38%)	18(36%)	9(18%)	3(6%)	0	13.33
F	Employees are made to assess the usefulness of the program	20(40%)	10(20%)	12(24%)	6(12%)	2(4%)	12.67
G	Evaluation of training	19(38%)	6(12%)	19(38%)	5(10%)	1(2%)	12.47
H	T&D programs are conducted to unable the development of change	20(40%)	15(30%)	8(16%)	7(14%)	0	13.2
I	T&D programs organized to improve capability	13(26%)	9(18%)	12(24%)	12(24%)	4(8%)	11

Interpretation

The above table gives the information regarding evaluation of training and development program. From the data, 62% of the respondents agreed that adequate time is available for developing training improvement plan and 52% of the employees agreed that training programs are monitored periodically. From this we can understand that majority of the employees feel good regarding evaluation process of training and development program.

Findings

1. From the study we can understand that majority of the respondents are having post graduates degree.
2. From the study we can understand that majority of the respondents belongs to executive level.
3. The study elicit that majority of the respondents are having different opinion regarding work environment.
4. The study identifies that majority of the respondents feel difficulty in participating in induction program offered by the company.
5. The study elicits that majority of the respondents accepted that company is following innovative methods for implementation of training program.
6. The study identifies that majority of the respondents are satisfied with trainers of the company.
7. The study elicit that most of the respondents are satisfied with evaluation of training and development program.

Suggestions

1. It is suggested to the training department have to understand the reasons for arousing the differences in Staff Training Centers, in terms of training and components like infrastructure facilities, course duration, Library facilities, training methodology and training materials etc.
2. The Management of Training authorities should concentrate on identifying the basic methods of training to impart the skills, knowledge, awareness about the basic insurance systems and procedures.
3. The study also reports that most of the training programs being repetitive in nature are increasing the burden on the limited facilities available at one training center. Hence, it is suggested that necessary care has to be taken for avoiding duplication. For this purpose, the company instead of arranging too many programmers by mostly containing similar aspects can go for limited course by bringing all the repeatedly discussed aspects at one place.
4. It is suggested that the HDFC management evolve necessary steps for bringing attitudinal changes to make them efficient and realize that coaching and guidance for subordinates is an integral part of their managerial activity.
5. In the light of these observations, there is a need on the part of training institutes to bring improvements in certain training institutes to bring improvements in certain training variables such as library and recreational facilities, so that training can become useful exercise.



Conclusion

The objectives in this study have been achieved whereby the results had shown that training environment, work environment and training method are influencing on training programs offered by the company. It has been widely accepted that human resources play an crucial role in the process of development of any organization in the country. The effective implementation of policies relating to human resources will yield the expected results in satisfying the expectations of different groups which are dependent on the organization. This can be effectively achieve only where the executives and other cadres of employees in the branch level properly trained and development towards attainment of desired expectations from the different groups.

References

1. Armour, S. (1998, October 7). Big lesson: Billions wasted on job-skills training. *USA Today*, p. B1.
2. Bartel, A. P. (1997). Return on investment. In L. J. Bassi & D. Russ-Eft (Eds.), *what Works: Assessment development and measurement*, (pp. 151-184.) Alexandria, VA: ASTD.
3. Alexandria: VA: American Society for Training Development.
4. Bassi, L. J., & Van Buren, M. E. (1998 January). The 1998 ASTD state of the industry report. *Training & Development*, 52(1), 21-43.
5. *Appraisal: Assessing human behavior at work*. Boston: Kent.
6. Bramley, P. & Kitson, B. (1994). Evaluating training against business criteria. *Journal of European Industrial Training*, 18(1), 10-14.
7. Bramley, P. & Newby, A.C. (1984). The evaluation of training part I: Clarifying the concept. *Journal of European & Industrial Training*, 8(6), 10-16.
9. Brinkerhoff, R.O. (1981). Making evaluation more useful. *Training & Development Journal*, 35(12), 66-70.