



A STUDY ON TRAINING AND DEVELOPMENT AUDIT WITH REFERENCE TO SELECTED ICICI PRUDENTIAL BRANCHES IN GUNTUR AND PRAKASAM DISTRICTS

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ABSTRACT

To present the key areas which Insurance organizations should consider in order to improve the effectiveness of training and development programmes for employees. The authors carried out a study of India-based private insurance branches to identify current evaluation methods, and identify the predominant barriers to the implementation of effective training and development programmes. Casual factors were found to be inadequate training and development objectives and evaluation mechanisms, which stem from a number of barriers. This paper concludes with some recommendations for future policy and areas of further research in the implementation of training and development programmes in insurance organizations.

KEYWORDS: Insurance, Training and Development, Casual factors

INTRODUCTION

In order to cope with the rapid rate of change, organizations are increasingly challenged with developing meaningful training programs for its members as a way to compete and succeed in today's volatile environment. Training can be a source of competitive advantage in numerous industries for firms with the wisdom to use it. Yet, Katz (1998) highlights that although large corporations spend over billions on training expenses, effective employee learning is minimized. Prahalad (2000) also supports employee learning by stating that training should be considered a part of career development for managers that include both the analytic and experiential side of management. Defined as the systematic acquisition of skills, rules, concepts, or attitudes that result in improved performance (Goldstein, 1993), training has become part of organizational learning and change, employee evaluation, and career development (White and Mackenzie-Davey, 2003). Although it has been argued that one-off training programs do not generate high impact (Hunt and Baruch, 2003), we propose that evaluation of training should be an involved process bringing together organizational and participant perspectives; and that it should be developed on a case-by-case basis.

Although employee training and development has become more prevalent today than 15 years ago, many companies conduct training simply for appearance sake (Hughes and Mussnug, 1997), instead of focusing on adult learning and development (Wills, 1994; Hollenback and Ingols, 1990; Humphrey, 1990); Kolb's (1984) experiential learning (Whetten and Clark, 1996); and cognitive abilities (Carter, 2002). Kassicieh and Yourstone (1998) cite Crosby (1979, 1984) that training and education are viewed as key ongoing processes in support of organizational growth and advancement providing a forum for communication of new organizational strategies, new values, new tools, and new and improved ways of

performing work. Apart from the need to provide training aligned with the organizational goals and vision, training focused on career development should also be tailored/customized to the career needs of individuals (Chen et al., 2004)

Considering training as adult education and part of the ongoing process in organizational change, such programs would have to be framed as a process of learning and development (Longenecker et al., 1998) by creating a design that meets the needs of the organization and targeted participants, and providing a feedback system to redesign and adjust further iterations of the program based on organizational and participant perspectives and needs. In the context of the above discussion, an attempt is made in this paper to present the various factors influencing on training and development audit in insurance industry and to offer findings and suggestions for assisting the insurance industry in improving training and development programs effectiveness.

OBJECTIVES

- 1 To identify the Training needs in selected ICICI Prudential branches Prakasam and Guntur districts.
- 2 To make a comparative evaluation of the effectiveness of Training and development programs provided by various ICICI Prudential branches located at Prakasam and Guntur districts.
- 3 To elicit the opinions of the employees on the Training policy and Practices of selected ICICI Prudential branches in Guntur and Prakasam districts.
- 4 To offer Suitable findings, Suggestions and Conclusions based on the study.

RESEARCH METHODOLOGY

A quantitative approach was adopted and a survey was chosen as the method of enquiry. The development of the survey instrument, a questionnaire, was guided by the research questions. The questionnaire assessed the training needs, training programs and training evaluation process

followed by insurance companies in Guntur and Prakasam districts. A total of 60 questionnaires were distributed to respondents. Respondents were chosen from ICICI Prudential branches simple purposive sampling. The data were analyzed through percentages and weighted averages.

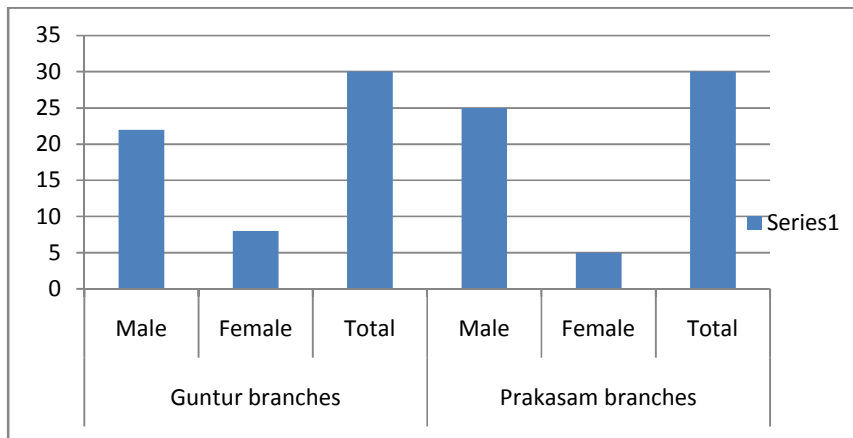
DATA ANALYSIS

Part- A: General

1. Gender

Guntur branches			Prakasam branches		
Male	Female	Total	Male	Female	Total
22(73.3)	8(26.6)	30	25(83.3)	5(16.6)	30

From the above table we can understand the most of the employees in ICICI Prudential branches are male due to this we can understand that female segment is giving less preference to work in private insurance companies

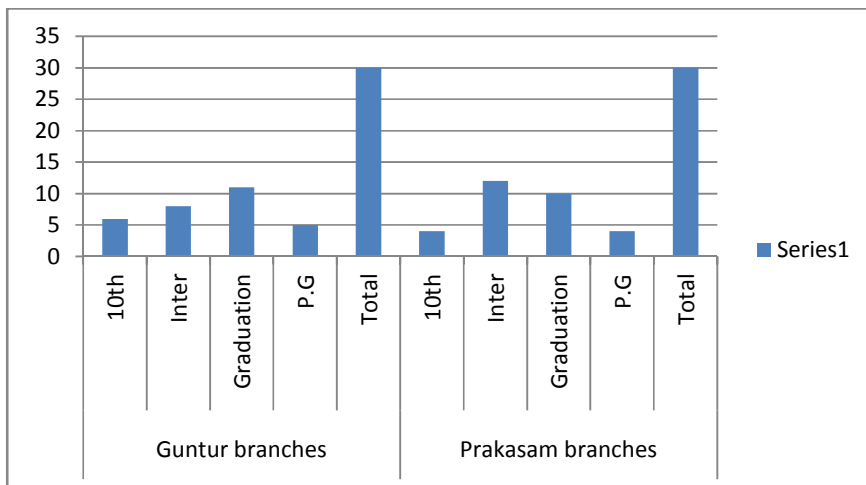


2. Qualification

Guntur branches					Prakasam branches				
10 th	Inter	Graduation	P.G	Total	10 th	Inter	Graduation	P.G	Total
6(20)	8(26.6)	11(36.6)	5(16.6)	30	4(13.3)	12(40)	10(33.3)	4(13.3)	30

The above table identifies that most of the employees in private insurance companies are graduates and we can see

less number of post graduates due to this we can understand that most of employees are graduates

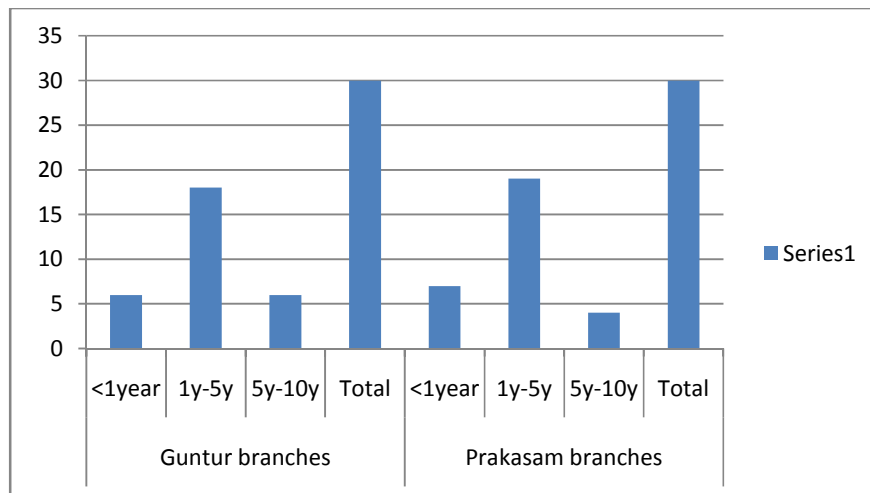


3. Experience(in years)

Guntur branches				Prakasam branches			
<1year	1y-5y	5y-10y	Total	<1year	1y-5y	5y-10y	Total
6(20)	18(60)	6(20)	30	7(23.3)	19(63.3)	4(13.3)	30

The above table shows that most of the employees have experience between one to five years. Due to this we can

understand that employees are varying commonly in private insurance companies.



Part B: TRAINING AND DEVELOPMENT

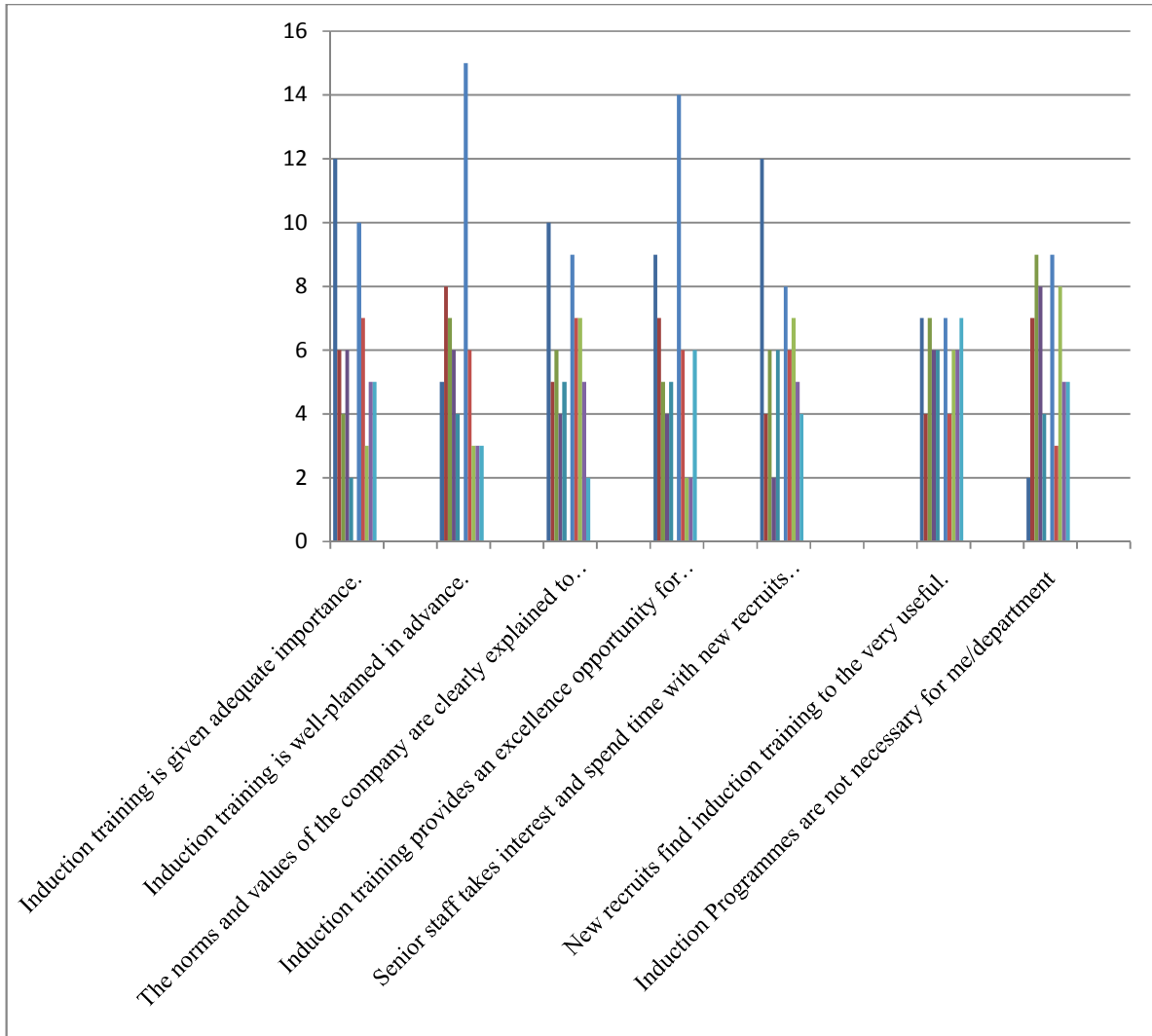
4. Employee perception regarding Induction Training

S. No	Statement	Guntur branch					Wt. Avg	Prakasam branch					Wt. Avg
		5	4	3	2	1		5	4	3	2	1	
A	Induction training is given adequate importance.	12 (40)	6 (20)	4 (13.3)	6 (20)	2 (6.6)	7.3	10 (33.3)	7 (23.3)	3 (10)	5 (16.6)	5 (16.6)	6.8
B	Induction training is well-planned in advance.	5 (16.6)	8 (26.6)	7 (23.3)	6 (20)	4 (13.3)	6.2	15 (50)	6 (20)	3 (10)	3 (10)	3 (10)	7.8
C	The norms and values of the company are clearly explained to the new employees during induction.	10 (33.3)	5 (16.6)	6 (20)	4 (13.3)	5 (16.6)	6.7	9 (30)	7 (23.3)	7 (23.3)	5 (16.6)	2(6.6)	7
D	Induction training provides an excellence opportunity for newcomers to learn comprehensively about the organisation.	9 (30)	7 (23.3)	5 (16.6)	4 (13.3)	5 (16.6)	6.2	14 (46.6)	6 (20)	2 (6.6)	2 (6.6)	6 (20)	7.3
E	Senior staff takes interest and spend time with new recruits during induction.	12 (40)	4 (13.3)	6 (20)	2 (6.6)	6 (20)	6.9	8 (26.6)	6 (20)	7 (23.3)	5 (16.6)	4 (13.3)	6.6
F	New recruits find induction training to be very useful.	7 (23.3)	4 (13.3)	7 (23.3)	6 (20)	6 (20)	6	7 (23.3)	4 (13.3)	6 (20)	6 (20)	7 (23.3)	5.8
G	Induction Programmes are not necessary for me/department	2 (6.6)	7 (23.3)	9 (30)	8 (26.6)	4 (13.3)	5.6	9 (30)	3 (10)	8 (26.6)	5 (16.6)	5 (16.6)	6.4

A study on training and development audit with reference to selected ICICI prudential branches

From the above table it can be observed that in both the companies the employees are giving preference to induction training. The employees in insurance companies accepted that norms and values are not clearly explained to the new employees and majority of the employees

accepted that senior staff takes more interest and spend time with new recruits during induction section. To this we can conclude that employees are giving good importance to induction training but company has to develop the framework for induction training.

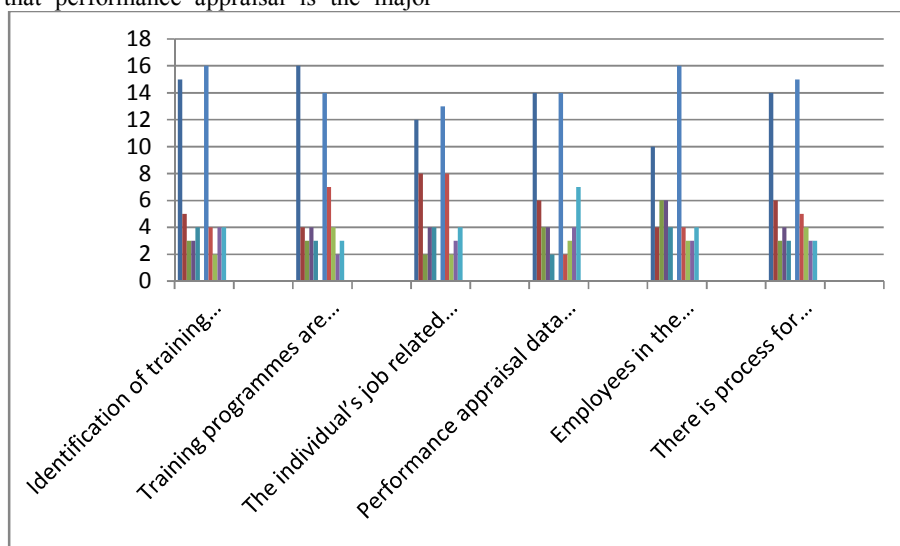


5. Employee perception regarding Training Need Assessment Process

S. No	Statement	Guntur branches					Wt. Avg	Prakasam branches					Wt. Avg
		5	4	3	2	1		5	4	3	2	1	
A	Identification of training needs is done on systematic basis.	15 (50)	5 (16.6)	3 (10)	3 (10)	4 (13.3)	7.6	16 (53.3)	4 (13.3)	2 (6.6)	4 (13.3)	4 (13.3)	7.6
B	Training programmes are designed after considering the need and requirements of employees.	16 (53.3)	4 (13.3)	3 (10)	4 (13.3)	3 (10)	7.7	14 (46.6)	7 (23.3)	4 (13.3)	2 (6.6)	3 (10)	7.8
C	The individual's job related skills and ability were considered in assessing training needs.	12 (40)	8 (26.6)	2 (6.6)	4 (13.3)	4 (13.3)	7.3	13 (43.3)	8 (26.6)	2 (6.6)	3 (10)	4 (13.3)	7.5
D	Performance appraisal data is taken into consideration while assessing training needs.	14 (46.6)	6 (20)	4 (13.3)	4 (13.3)	2 (6.6)	8.7	14 (46.6)	2 (6.6)	3 (10)	4 (13.3)	7 (23.3)	6.8
E	Employees in the organisation participate in determining the training they need.	10 (33.3)	4 (13.3)	6 (20)	6 (20)	4 (13.3)	6.6	16 (53.3)	4 (13.3)	3 (10)	3 (10)	4 (13.3)	7.6
F	There is process for assessing the organisations' immediate training needs and individual's development needs.	14 (46.6)	6 (20)	3 (10)	4 (13.3)	3 (10)	7.6	15 (50)	5 (16.6)	4 (13.3)	3 (10)	3 (10)	2.7

From the above table the employees accepted that training needs are identified systematically. The employees strongly accepted that job related skills and abilities are considered in training assessment process and they strongly agree that performance appraisal is the major

parameter for need assessment for training. From this we can analyse that in ICICI Prudential branches performance appraisal is the major factor to identify the purpose of the training.

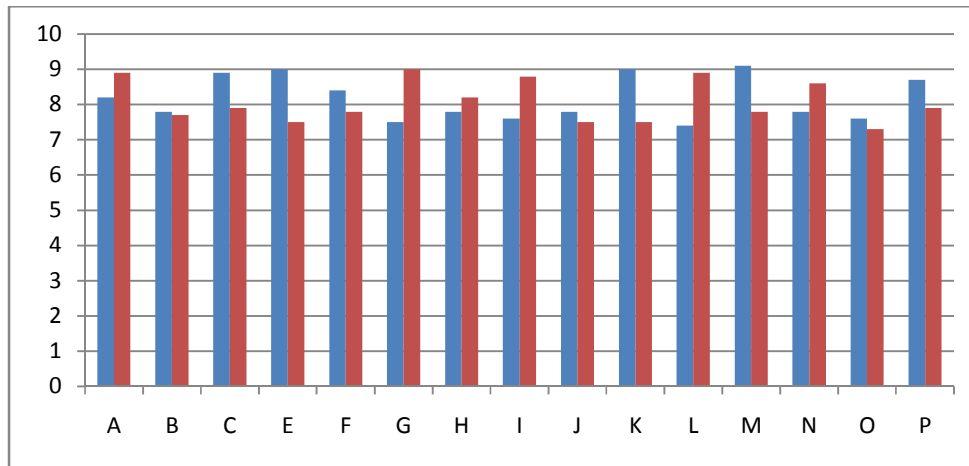


6. Employee perception regarding Training and Development Programme

S. No	Statement	Guntur branches					Wt. Avg	Prakasam branches					Wt. Avg
		5	4	3	2	1		5	4	3	2	1	
A	There is a widely shared training and development policy in the organisation. Training calendar provides in detail the number of training and development programmes to be provided to the employees in that year.	20 (66.6)	2 (6.6)	2 (6.6)	3 (10)	3 (10)	8.2	22 (73.3)	2 (6.6)	3 (10)	3 (10)	2 (6.6)	8.9
B	Employees are given training before they are placed on new jobs/assignment.	15 (50)	5 (16.6)	5 (16.6)	3 (10)	2 (6.6)	7.8	17 (56.6)	3 (10)	3 (10)	3 10V	4 (13.3)	7.7
C	Lecture method is used in executive training programs to development their skills	22 (73.3)	2 6.6V	3 (10)	3 (10)	1 (3.3)	8.9	18 (60)	2 (6.6)	4 (13.3)	3 (10)	3 (10)	7.9
E	There is strong supportive climate for training and development.	22 (73.3)	4 (13.3)	2 (6.6)	1 (3.3)	1 (3.3)	9	14 (46.6)	6 (20)	3 (10)	3 (10)	4 (13.3)	7.5
F	Training and development of employees is linked to the individual career plans.	20 (66.6)	3 (10)	3 (10)	2 (6.6)	2 (6.6)	8.4	18 (60)	3 (10)	2 (6.6)	3 (10)	4 (13.3)	7.8
G	Employees are given opportunity to undergo training and development in the area of their choice. The employees are helped to acquire technical knowledge and skills through training.	14 (46.6)	6 (20)	3 (10)	3 (10)	4 (13.3)	7.5	22 (73.3)	2 (6.6)	3 (10)	3 (10)	2 (6.6)	9
H	Training is given to all employees of our organisation to develop their behavioural skills.	17 (56.6)	3 (10)	4 (13.3)	3 (10)	3 (10)	7.8	20 (66.6)	2 (6.6)	2 (6.6)	3 (10)	3 (10)	8.2
I	Management Trainers are invited to our organisations to conduct training programs	15 (50)	5 (16.6)	2 (6.6)	6 (20)	2 (6.6)	7.6	22 (73.3)	2 (6.6)	4 (13.3)	1 (3.3)	1 (3.3)	8.8
J	Train the Trainers programs are conducted periodically for in-house trainers	18 (60)	3 (10)	2 (6.6)	3 (10)	4 (13.3)	7.8	15 (50)	2 (6.6)	6 (20)	5 (16.6)	2 (6.6)	7.5
K	On the job training programs are conducted for executives to increase specific skills in action.	22 (73.3)	2 (6.6)	3 (10)	3 (10)	2 (6.6)	9	12 (40)	8 (26.6)	4 (13.3)	3 (10)	3 (10)	7.5
L	External training is given to employees to enhance their knowledge and Skill.	12 (40)	7 (23.3)	5 (16.6)	3 (10)	3 (10)	7.4	22 (73.3)	3 (10)	3 (10)	1 (3.3)	1 (3.3)	8.9
M	After external training participants are required to share the knowledge with their colleagues and train subordinates.	24 (80)	2 (6.6)	2 (6.6)	1 (3.3)	1 (3.3)	9.1	16 (53.3)	4 (13.3)	4 (13.3)	3 (10)	3 (10)	7.8
N	Training of workers is given adequate importance in the organisation.	17 (56.6)	3 (10)	4 (13.3)	3 (10)	3 (10)	7.8	21 (70)	2 (6.6)	4 (13.3)	1 (3.3)	2 (6.6)	8.6
O		16 (53.3)	3 (10)	4 (13.3)	3 (10)	4 (13.3)	7.6	12 (40)	5 (16.6)	7 (23.3)	3 (10)	3 (10)	7.3
P		21 (70)	4 (13.3)	2 (6.6)	1 (3.3)	2 (6.6)	8.7	17 (56.6)	4 (13.3)	3 (10)	3 (10)	3 (10)	7.9

From the above table we can understand that majority of the employees are favourable towards training and development climate. The ICICI Prudential branches are following Lecture method and on-the-job training for the employees. The companies are focusing on development

of technical knowledge and behavioural skills and companies are inviting management trainers for participating in training programs. From this we can understand that private insurance companies are giving more significance to training programs.

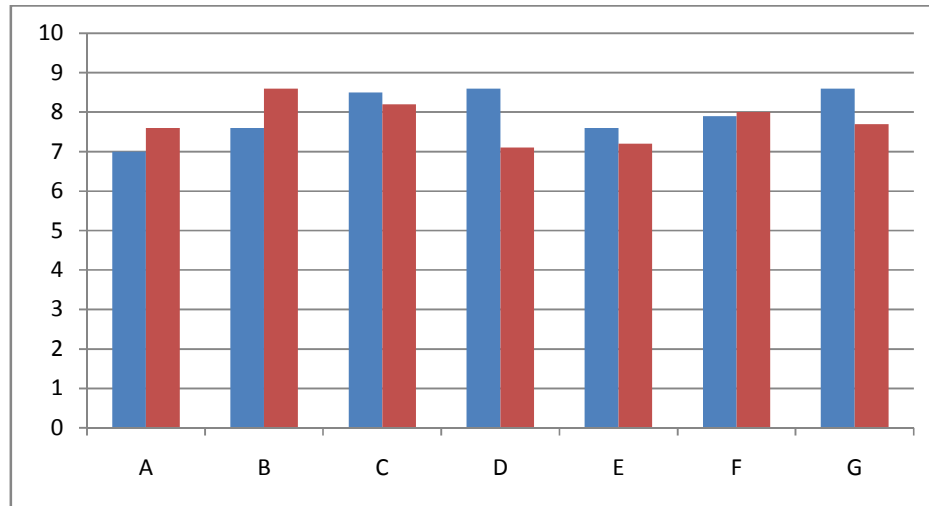


7. Employee perception regarding training evaluation process followed by the company

S. No	Statement	Guntur branches					Wt. Avg	Prakasam branches					Wt. Avg
		5	4	3	2	1		5	4	3	2	1	
A	Employees returning from training are given adequate free time to reflect and plan improvements in the organisation.	13 (43.3)	4 (13.3)	3 (10)	5 (16.6)	5 (16.6)	7	15 (50)	5 (16.6)	3 (10)	4 (13.3)	3 (10)	7.6
B	Managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.	14 (46.6)	6 (20)	4 (13.3)	3 (10)	3 (10)	7.6	21 (70)	3 (10)	2 (6.6)	2 (6.6)	2 (6.6)	8.6
C	The results of training programmes are monitored.	19 (63.3)	5 (16.6)	3 (10)	1 (3.3)	2 (6.6)	8.5	18 (60)	4 (13.3)	3 (10)	3 (10)	2 (6.6)	8.2
D	Our training system has been quite successful in improving the overall performance of the employees.	21 (70)	3 (10)	2 (6.6)	2 (6.6)	2 (6.6)	8.6	14 (46.6)	3 (10)	3 (10)	6 (20)	4 (13.3)	7.1
E	After each training programme, employees are made to assess the usefulness of the programme and give feedback to management.	15 (50)	5 (16.6)	3 (10)	3 (10)	4 (13.3)	7.6	13 (43.3)	3 (10)	7 (23.3)	4 (13.3)	3 (10)	7.2
F	Training and Development programs are conducted by the organisation enable the executives to implement various changes invited in the organisation	18 (60)	3 (10)	2 (6.6)	4 (13.3)	3 (10)	7.9	18 (60)	3 (10)	4 (13.3)	2 (6.6)	3 (10)	8
G	Training and development programmes organised help to improve one's capability and potentials.	18 (60)	7 (23.3)	3 (10)	1 (3.3)	1 (3.3)	8.6	19 (63.3)	3 (10)	2 (6.6)	1 (3.3)	1 (3.3)	7.7

From the above table identifies that managers are provided with right kind of climate to implement new ideas and methods acquired from training programs. The companies are successful in improving the overall performance of the

employees and majority of the employees strongly agree that T&D programs are playing major role in enhancing their capability and potentials.



FINDINGS

1. From the study it is found that majority of the employees are males and female segment is given less preference towards private insurance companies.
2. From the study it is identified that majority of the employees are graduates.
3. The study identifies that majority of the employees have experience more than one year
4. From the study it is identified that majority of the employees are giving more interest to participate in induction training and employees are not clear about norms and values followed during induction training.
5. From the study it is found that individuals job skills & ability and performance appraisal data are considered for assessment of training needs
6. From the study it is found that ICICI Prudential is following both on-the job and off-the job training programs and companies are focusing on achievement of behavioural skills and technical knowledge.
7. From the study it is found that managers are providing right climate to implement skills and knowledge acquired from training sections and companies are monitoring results efficiently for evaluation process.

SUGGESTIONS

1. From the study it is suggested that micro-finance companies have to create systematic frame work for creating employee awareness regarding norms and values of induction training.
2. Private insurance companies have to consider data regarding various parameters for conducting training need assessment.
3. Insurance companies have to focus on developing effective HRD climate for enhancing skills of employees.
4. 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.
5. It is suggested that the management evolve necessary steps for bringing attitudinal changes to make them efficient and realise that coaching and guidance for subordinates is an integral part of their managerial activity.
6. While examining into the contents of other important courses, the study further reveals that the Staff Training Centre has exposed its participants to company's Official Language Policy, methods of dealing with correspondence, insurance related laws, customer service, interpretation of insurance policy etc.

CONCLUSION

The insurance sector has been playing a crucial role in the process of economic development since independence in the country. The micro-finance sector as witnessed a phenomenal growth in terms of deposits, advances, number of branch offices, investments, priority sector advances, sponsored regional rural branches, profits, customer relationship management, corporate governance, manpower deployment etc. The ICICI Prudential branches are also positively and adequately responded to the economic Sector reforms. It has been widely accepted fact that human resources play an important role in the process of development of any organisation 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 organisation. The king institutions are also expected to fulfil the needs of various ups, which are dependent on them. 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.

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