



COMPARATIVE STUDY ON TRAINING POLICIES OF OIL AND NATURAL GAS CORPORATION LIMITED AND GAS AUTHORITY OF INDIA LIMITED

Pakiza Samad^{1*}, Nadia Samad² & Sana Samad³

¹Department of Commerce, Zakir Husain Delhi College (Evening), University of Delhi, India

²Department of Commerce, Sri Venkateswara College, University of Delhi, India

³HR Executive, ONGC, India

*✉ pakizasamad@gmail.com

 Pakiza Samad: <https://orcid.org/0000-0001-9555-7888>

ABSTRACT

This paper aims to present a study based on the employee training and development program and its advantages. This paper inspects the structure and elements of employee training and development programs and focuses on positive outcomes for employees and organizations. Employees are an esteemed resource of the organization and the success or failure of the organization relies on the performance of employees. In order to have a distinct edge over other rival companies, organizations are now giving much more emphasis on incorporation of various personnel development programs by infusing large investments in the training and development of its employees. This research reviews the policies of various firms which have implemented personnel training and development programs with the purpose of assessing its benefits to the company and its personnel.

Furthermore, a comparative analysis has been done between the training and development practices of PSUs namely GAIL and ONGC. This has been possible through the data collected from the employees of these companies regarding the effectiveness of these training and development programs. Various parameters such as duration of induction training, minimum annual training days, mode of training, mode of evaluation, and effectiveness of training program are taken into account during this research. The paper will attempt to establish several alterations and perspectives to develop more effective policies.

Keywords: *Training, Professional Development, Skill Enhancement, Comparative Analysis, Feedback.*

Introduction

Training is an ongoing process of guiding and assisting personnel to enhance their productivity and competence at workplace by upgrading their professional knowledge and skills which would increase their loyalty towards their company and its stakeholders. In this constantly changing, evolving, and developing environment, each company needs to regularly train, upskill and develop their workforce to alter as per requirements.

Aguinis & Kraiger (2009), through their research prove the direct relation of an employee's acquisition of new knowledge and skills to that of his job performance and overall growth and development. The study of Abbas & Yaqoob (2009) also establishes the same point that training and development of staff positively correlates with their effective functioning at workplace. While several pieces of research have proven and suggested direct relation between increased productivity, enhanced work satisfaction and morale, high retention and better understanding of organizational goals and objectives, this study aims to compare these training policies and provide recommendations for developing more robust and effective policies.

In doing so, it also seeks to find answers to the following questions:

- i) What is the perspective of ONGC and GAIL employees with respect to their company training policies?
- ii) How can these training policies be improvised and improved and aim

towards maximum effectiveness and satisfaction?

Research Methodology

Research Objective

i) Primary Objectives

The following research seeks to understand the effective training and development policies in PSUs with a deeper insight into companies namely ONGC and GAIL while providing a basis for comparison and improvement.

ii) Secondary Objectives

The study examines the level of effectiveness and satisfaction among the employees of ONGC and GAIL, evaluation methods thereon. It attempts to draw a link between the training period, mode of training, and satisfaction levels.

Research Design

Research design helps to fill in the gaps that have been left by the studies done before by identifying methods that can be used in the current study to fulfil that objective. This study has used descriptive research design to accomplish the research objectives.

Method

This paper shall include an analysis of primary data that was collected from employees of ONGC and GAIL, providing a mixed methodology of qualitative and quantitative analysis. The quantitative aspect of the research involves creating and distributing a survey instrument in the form of Google Forms comprising 14 questions

related to the employees. It shall evaluate the training policies, duration of induction training, minimum annual training days, mode of training, mode of evaluation, and effectiveness of the training program are taken into account during this research.

About the Participants

The survey was circulated amongst employees of ONGC and GAIL, through several online platforms wherein a combination of multiple-choice and essay-type questions were included to gather a holistic knowledge of the subject. The respondents were from several different departments namely the HR Department, Finance Department, Electrical Department, Mechanical Department, and Production Department with a variety of inputs and insights into their experiences and feedback.

Research Findings and Analysis

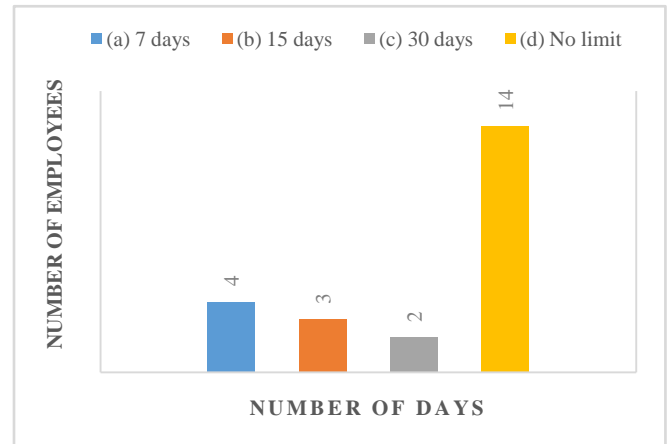
Oil and Natural Gas Corporation

The Oil and Natural Gas Corporation is an Indian gas explorer and producer company that is owned by the government and it comes under the ownership of the Ministry of Petroleum and Natural Gas with a registered office in New Delhi. The Ministry of Petroleum and Natural Gas manages its functioning. 70% of India's crude oil (amounting to 57% of India's entire fuel demand) and about 84% of its natural gas is produced by ONGC.

From this study, 61% of the respondent state that there is no limit on the minimum days an employee has to undergo training during a year. Whereas 18% of the

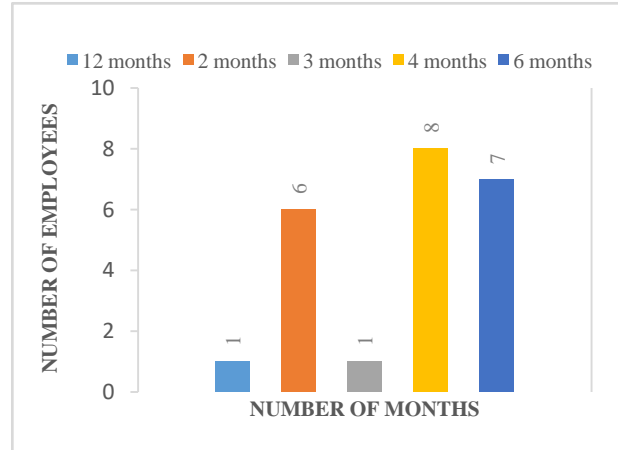
employee state that the minimum training period is 7 days.

Chart 1: Minimum Days of Training in a Year



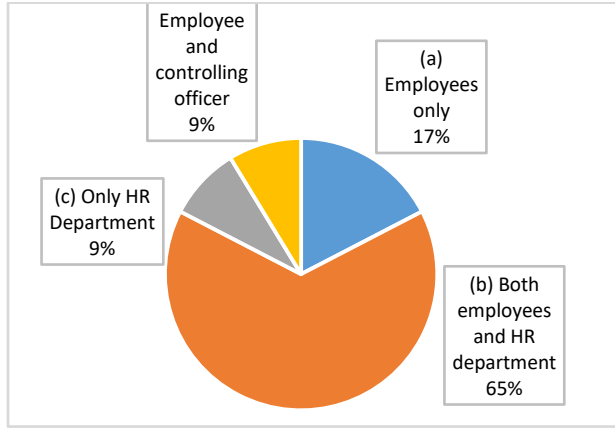
Source: Field study

Chart 2: Duration of Induction Training



According to 35% of the employees, ONGC provides 6 months of induction training to fresher. Whereas 30% of the employee state that 4 months and 26% of the respondents, fresher undergoes 2 months of induction training.

Chart 3: Procedure for Selecting Training Program



According to 65% of the respondents, an employee can choose a training program after discussing mutually with HR Department. Whereas 17% of the respondents say that they have the full power to choose the training program of their choice, 9% of the respondents say that only the HR Department has the authority to nominate an employee for the training program.

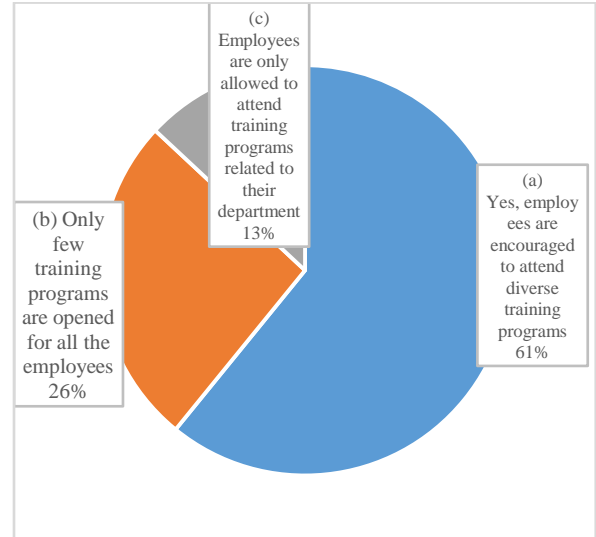
Chart 4: Number of Training Programs Attended from 2018 to 2020



48% of the employees have attended 4 training programs from 2018 to 2020. Whereas 22% of the respondents have only attended 1 training while the rest of the

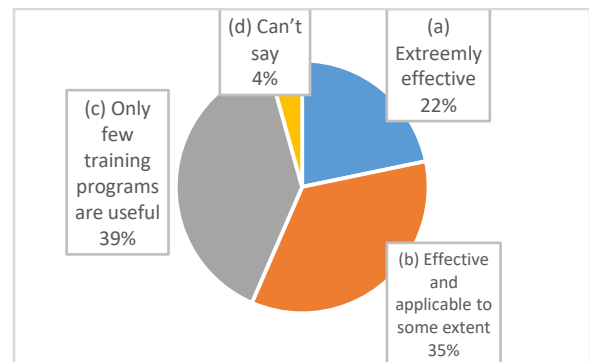
respondents have either attended 6 or 2 training programs.

Chart 5: Opportunity for Attending Diverse Training Programs



61% of the employees say that ONGC encourages them to attend diverse training programs. Whereas 26% of the respondents say that only a few training programs are open for all the employees.

Chart 6: Effectiveness of Training Program



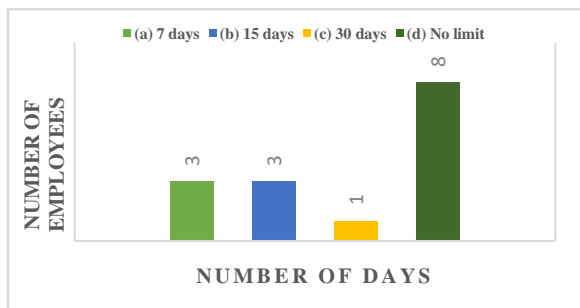
39% of the respondents say that only a few training programs are useful. Whereas training programs have helped 35% of the employees in completing their tasks efficiently. On the other hand, training

programs have proven to be very effective for 22% of the respondents.

Gas Authority of India Limited

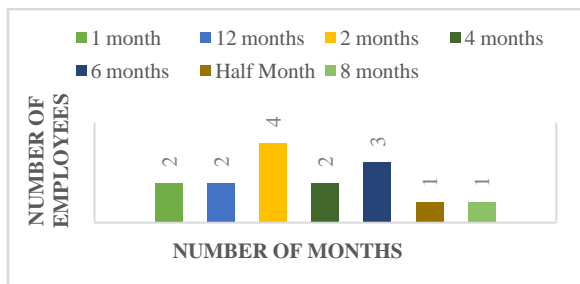
GAIL (India) is another natural gas processing and distribution company owned by the government of India which has its headquarters in GAIL Bhawan New Delhi, India and comes under the ownership of Petroleum and Natural Gas Ministry. On 1 Feb 2013, the Government of India awarded Maharatna status to GAIL which is a very prestigious status since only 10 other Public Sector Enterprises (PSEs) are conferred this esteemed stature amid all central CPSEs.

Chart 1: Minimum Days of Training in a Year



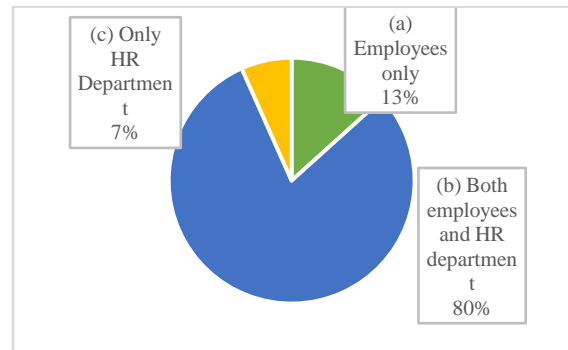
According to 53% of the respondents, there is no limit on the minimum days an employee has to undergo training during a year. Whereas 20% of the employee state that they have to undergo either 7 days or 15 days of training in a year.

Chart 2: Duration of Induction Training



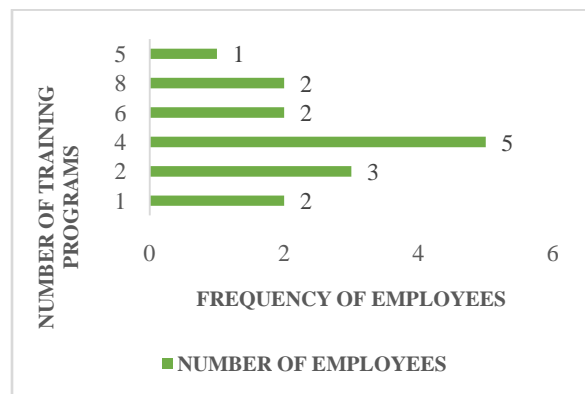
According to 27% of the employees, GAIL provides 2 months of induction training to fresher. Whereas 20% of the employees say that 6 months of induction training is provided to new joiners.

Chart 3: Procedure for Selecting Training Program



87% of the employees said that they were informed about the training programs during the start of the year i.e. in January through the intranet. However only 7% of the respondents were informed about the training program 10-15 days prior to its commencement or in April through intranet.

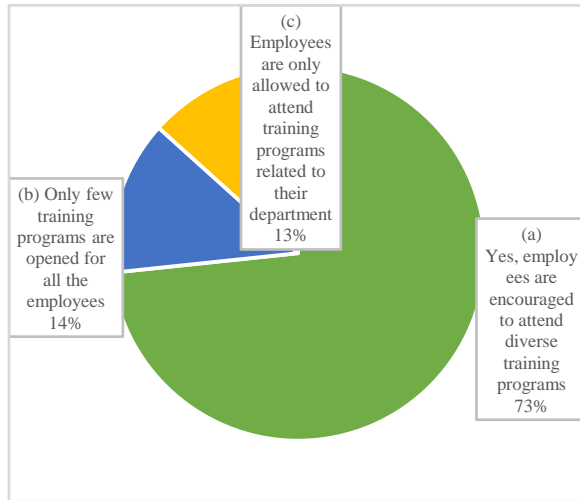
Chart 4: Number of Training Programs Attended from 2018 to 2020



33% of the employees have attended 4 training programs from 2018 to 2020. However, 20% of the respondents have

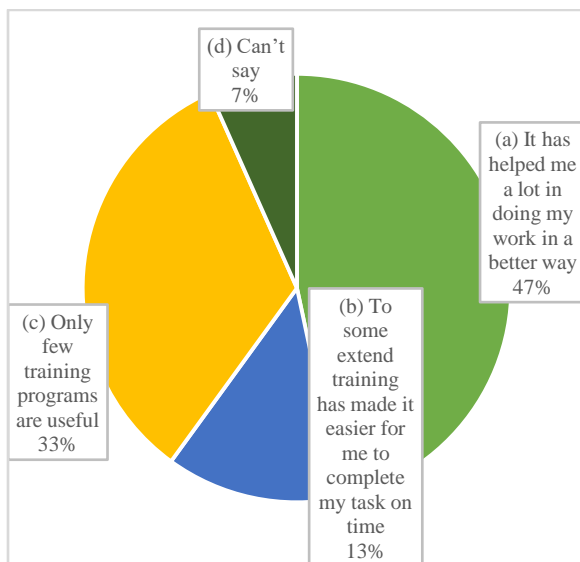
attended only 2 training programs from 2018 to 2020.

Chart 5: Opportunity for Attending Diverse Training Programs



73% of the employee state that GAIL encourages them to attend diverse training programs. Whereas 13% of the respondent state that only a few training programs are open for all the employees.

Chart 6: Effectiveness of Training Program



47% of the respondent state that training programs have helped them to grow and develop as individuals and employees. Whereas according to 33% of the employees, only a few training programs are resourceful.

Comparative Study

The study sought to compare training policies and practices in GAIL and ONGC while analysing several parameters such as time duration, mode of training and evaluation, source, and feedback.

Similarities

The findings of the current research can be used by both GAIL and ONGC as they share quite a few training practices and policies. There is no stated minimum time period of training annually, however the majority of the respondents have attended 4 trainings in the previous years. The employees of both the companies feel that their companies provide significant opportunities for attending diverse training programs as they value their employees. Both the internal and external faculty organize and enlightens the workforce, while training sessions are assembled in the company's training institutes, through online courses, and by sending the employees to reputed universities such as IIMs, and IIT. Feedback after these sessions is encouraged and subsequent action plans are determined accordingly.

Differences

No.	Basis	ONGC	GAIL
1.	Duration of induction training	6 months	2 months
2.	Procedure of information about the training program	Employees are intimated about the training program 10-15 days before its commencement	Employees are made aware about the training program schedules on annual basis through the intranet
3.	Effectiveness of Training Program	Only a few training programs are useful	Training programs have helped the employees immensely in doing their work in a better way
4.	Mode of training	Employees are provided training through classroom lectures, case study, online courses, and field training	Employees are provided training through classroom lectures, case studies, and online courses
5.	Mode of Evaluation	Employees performance is assessed on the basis of tests, assignments, Power Point presentations, and group discussion	Employees are appraised on the basis of test results.
6.	Satisfaction Level of Employees	Only 48% of the staff are content with the training policies.	Only 40% of the personnel are pleased with the training policies

Recommendations

The major goal of training employees in new techniques of work is to increase their skill set and proficiency in their jobs. Though ONGC and GAIL, have been actively enhancing and developing their training policies, this study found several shortcomings and thus recommends the following improvements to be made in their training programs:

i) Time duration

The training period of induction training should be uniform among all fresher irrespective of their department to promote holistic growth and development. In ONGC employees of the HR Department are provided 4 months, whereas employees of the Production department are provided 6 months of induction training which should be altered.

ONGC and GAIL, do not have any rule pertaining to the minimum training

period in a year. The study has shown that on one hand some employees have undergone 15 days of training in a year there are others who have not attended even a single training program during the year. So, keeping this in mind both the companies should define the minimum days an employee has to undergo training during a year. This rule should be strictly implemented so that all the employees stay up to date and perform their tasks with more efficiency. The authors suggest that each employee should undergo a minimum of 15 days of training during a year to increase his/her job satisfaction, morale and productivity.

ii) Integrated Approach

According to Nishtha & Amit (2010), most skills of employees become old and outdated over a period of time due to the fast changing and competitive environment which calls for steps by the company to train them in new set of skills. Though ONGC

provides induction training to all officer-level staff it does not conduct any for the employees who join at Assistant grade or lower. Hence there is a need to provide Induction training to all employees irrespective of their grade to promote growth and development at large and to enable a greater sense of autonomy, value, and confidence within their work.

iii) Training Plan Outlay

According to Mc Connell (2004) there needs to be an approach of collaboration and cooperation between the company and its employees while determining their training needs as well as training goals.

In reality the employees do not have any authority to choose their training program as the HR department nominates the candidate for a training program before the selection process is done further. Both the companies must give their employees full authority in respect to choosing the training program, while HR Department may act as a facilitator or bridge between the employees and the training coordinators. Authority of selection will provide opportunities to employees in exploring new topics, refine their skills and expand their knowledge.

During our course of interaction, it was determined, that ONGC intimates its employees 10-15 days before the commencement of the training program through the intranet, as a result, some employees are unable to attend the training program. The company should prepare a bi-annually tentative schedule of training programs and publish it on their website.

iv) Uniformity in Frequency

There seems to be no intended uniformity in the participation of employees in training programs between the period of 2018 and 2020. While some have attended 2 to 4 training programs some have not even been part of a single training program in the last three years. Each employee should be given a chance to attend 1 training program annually to bolster the strengths of the workforce and address their weaknesses head-on.

v) Modes and Approach

The said companies provide training to their employees through a combination of classroom lectures, online courses, and field training. But the structure is more inclined towards the theoretical aspect. Additionally, a practical approach could be incorporated with case studies, business games, and role plays. Change in approach will enable employees to perform their tasks with utmost care and diligence. Hands-on experience will not only help the employees in their job but will also contribute to the profitability of the company.

The study supports that less than 50% of the personnel are satisfied with the training policies of their companies, so there is a need to revamp their training policy in order to make it more effective. These Companies should consider incorporating refresher courses frequently, recorded training lectures should be made accessible, and training needs analysis should be linked with performance assessment. Both the companies should prepare a training manual which should consist of the scope and

objective of training policy, the procedure for selecting the training program, mode of training, mode of evaluation, miscellaneous rules, and regulations which should be broadcasted and advertised within the workforce.

Research Limitations

- i. Limited Access to Information:* The analysis has been done on the premise of limited information provided by the respondents in the online survey.
- ii. Data or statistical limitations:* The study lacks inferential statistical tools, which limit the analysis or quantitative conclusions the study could have incorporated.
- iii. Scope of discussions:* The study focuses on two companies, while further research and data have the scope of broader categories of comparison and insight into the industry.

Conclusion

It's a well-established and proven theory that 'Employee development is the key to organizational sustainable development'. The review has strived to draw a comparative analysis and deeper study into the training policies of leading companies in the petroleum industry, managed by the government.

This study reveals that less than 50% of the abovementioned company's employees are satisfied with their training policies of companies, so there is an urgent need to revamp their training policy in order to make them more effective. The researcher thus has given various recommendations like opening up training sessions for a wide

category of workers, changing the selection method for choosing training candidates, enhancing the approach, strategies and processes of these skill development sessions, and ensuring uniformity in frequency of employee's attendance in these trainings to ensure maximum effectiveness. The management of these oil companies may take the required action or corrective measures to incorporate these suggestions in order to improve their training programs which would enhance the skills and attitude of their employees leading to the successful attainment of the organization's objectives and goals.

This study is focused only on two government companies namely ONGC and GAIL belonging to the petroleum industry. This kind of research can be further carried out in other companies of the petroleum industry as well. These studies can be a stepping stone to understand the shortcomings of the existing training programs conducted for employee development and growth so that they can be effectively fixed to design good training and development programs to suit the respective workforce and improve their effectiveness and efficiency.

References

- Aguinis, H. & Kraiger, K. (2009). Benefits of Training and Development for Individuals and Teams, Organizations, and Society. *Annu. Rev. Psychol.*, 60, 451–474.
<http://www.hermanaguinis.com/Annua109.pdf>

Langer, N. & Mehra, A. (2010, January 14),
How Training Jump-Starts Employee Performance. Retrieved from:
<https://isbinsight.isb.edu/training-jump-starts-employee-performance/>

McConnell, C. R. (2004). Managing Employee Performance. *The Health Care Manager*, 23(3), 273-283.
<https://journals.lww.com/healthcaremanagernjournal/toc/2004/07000>

Abbas, Q. & Yaqoob, S. (2009). Effect of leadership development on employee performance in Pakistan. *Pakistan Economic and Social Review*, 47(2), 269-292.
<http://pu.edu.pk/images/journal/pesr/PDF-FILES/8%20ABBAS%20Effect%20of%20Leadership%20Development.pdf>