

A Study on "Training and Development Practices and Organisational Effectiveness in LIC with Special Reference to Bihar, Patna"

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Abstract: *The study was carried out to analyse the extent of effectiveness of training and development practices for knowledge and skill enhancement of the employees working in LIC at different branches of Patna. The data were collected from randomly selected 80 employees working in different department of LIC. Majority of the employees believed that knowledge and skill can be improved by attending training and development programmes. The employees believed that specialised training certainly enhance specialised knowledge and skill for improving their work effectiveness. The effectiveness of training and development practices is therefore primary objective of the study. An attempt has been made to provide a comprehensive knowledge on training and development which would be useful for researcher working in the area of training.*

Keywords: Effectiveness, training practices, specialised knowledge etc

1. Introduction

The Life Insurance Corporation of India, also popularly called LIC, is one of the oldest and the largest life insurance company in India. LIC was formed when hundreds of life insurance companies were nationalised. It is the only public sector Life Insurance Company in India. The company LIC was formed in 1956 with the merger of more than 200 insurance companies and provident societies. Since then they have been among the most trusted brands in India providing insurance solutions to even the remotest corners of India through their huge network of agents and distributors. It was only in 2001 that the private sector was allowed into the insurance sector in India. LIC has maintained its dominant leadership status even with the presence of 22 other life insurance companies. LIC is the largest life insurance company in India with a huge presence in both urban and rural markets. Its distribution is unmatched and has a strong agent force which reaches out to every small town in India ensuring that their products are being offered to one and all in the country. The insurance products of LIC are often the most simple and consumer friendly and it is displayed by the enormous response it gets to the launch of any new product. LIC has an insurance product for almost any need - from protection, savings and investments, micro-insurance plans to special plans for women and even for handicapped individuals. The insurance agents of LIC have been the backbone of the company for long and their agent network keeps getting bigger by the day.

The Parliament of India passed the Life Insurance Corporation Act on the 19th of June, 1956, and the Life Insurance Corporation of India was created on 1st September, 1956, with the objective of spreading life insurance much more widely and in particular to the rural areas with a view to reach all insurable persons in the country, providing them adequate financial cover at a reasonable cost.

LIC had 5 zonal offices, 33 divisional offices and 212

branch offices, apart from its corporate office in the year 1956. Since life insurance contracts are long term contracts and during the currency of the policy it requires a variety of services need was felt in the later years to expand the operations and place a branch office at each district headquarter. Re- organization of LIC took place and large numbers of new branch offices were opened. As a result of re-organisation servicing functions were transferred to the branches, and branches were made accounting units. It worked wonders with the performance of the corporation. It may be seen that from about 200.00 crores of New Business in 1957 the corporation crossed 1000.00 crores only in the year 1969-70, and it took another 10 years for LIC to cross 2000.00 crores mark of new business. But with re-organisation happening in the early eighties, by 1985-86 LIC had already crossed 7000.00 crore Sum Assured on new policies.

Today LIC function with 2048 fully computerized branch offices, 100 divisional offices, 7 zonal offices and the corporate office. LIC's Wide Area Network covers 100 divisional offices and connects all the branches through a Metro Area Network. LIC has tied up with some Banks and Service providers to offer online premium collection facility in selected cities. LIC's ECS and ATM premium payment facility is an addition to customer convenience. Apart from on-line Kiosks and IVRS, Info Centres have been commissioned at Mumbai, Ahmedabad, Bangalore, Chennai, Hyderabad, Kolkata, New Delhi, Pune and many more cities. With a vision of providing easy access to its policyholders, LIC has launched its SATELLITE SAMPARK offices. The satellite offices are smaller, leaner and closer to the customer. The digitalized records of the satellite offices will facilitate anywhere servicing and many other conveniences in the future.

LIC continues to be the dominant life insurer even in the liberalized scenario of Indian Insurance and is moving fast on a new growth trajectory surpassing its own past records. LIC has issued over one crore policies during the current

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year.

Objective of the Study

- 1) To study the training and development programmes of LIC at Patna.
- 2) To examine methods of training adopted by LIC.
- 3) The objectives of the research to focus on depth analysis of the effectiveness of training and development programmes in LIC.
- 4) To understand the perception of employees about the training and development practices in LIC at Patna.
- 5) To suggest some measures for improving the organisational effectiveness of the methods and practices applied in training programmes.

2. Review of Literature

This review of the literature aims to contribute to the integration of knowledge, skill and efficiency through the training programme and provide an approach to the solution of problems by integration of tools and techniques made models for each organisational effectiveness. To innovate and create new knowledge and skill in the development of human resource through training programmes. Training programmes have been classified as one of the most popular method of knowledge transfer among employees. (Brennenraedts et. al., 2006; Bekkers and Bodas Freitas 2008; and Arnold et. al., 2012) The training methods and their evaluation are one of the most important steps for transfer of knowledge and skill among employees which helps in the planning and operations of all organisations. (ATD Research, 2016) Organisation invest huge amount of money, time in training programme for improving their operational work and employees productivity (Raji, 2016) Training is a technique used to develop the skill and knowledge among trainees for specialised work, which leads to change of attitude and behaviour of employees in the organisation (Al-aslouni et. al., 2010) Training creates potential among trainees to improve their knowledge, skill and abilities (Blume, et. al, 2010) Training is a process to acquire the updated knowledge of an individual to perform better performance and productivity (Khanna, 2014) From then to now, LIC has crossed many milestones and has set unprecedented performance records in various aspects of life insurance business. The same motives which inspired our forefathers to bring insurance into existence in this country inspire us at LIC to take this message of protection to light the lamps of security in as many homes as possible and to help the people in providing security to their families.

3. Research Methodology

Research methodology is a way to the systematic solution of a research problem. It focuses on the various steps adopted in studying the research problem along with the logic behind using them.

Hypothesis: -

The training and development programmes adopted by LIC helping improving employee's performance and simultaneously fulfill organisation objectives.

Research Design:

The highly effective research methodology used can both be Quantitative and Qualitative in employee research. It is necessary to ensure that correct methodology is used for the type of research to be conducted.

Universe:

All the items under consideration in any field of enquiry constitute a 'universe'. In our case it is the employees of LIC.

Sample Design:

A sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. In this case I have used convenient sampling.

Sample Size:

For this survey the sample size is taken to be 80.

Tools of Data Collection:

* Primary methods

4. Observational Methods

Observation is a way to look at the things, as they exist. It involves the use of various senses and drawing meanings to the things we see or hear. There are a number of things that can be observed by an evaluation. These may be classified under the following categories: -

- Physical facilities and living conditions
- Meetings, discussion and other transactions
- Celebrations and other events related to organisation life and culture
- Training and other HR related facilities
- Forms and formats, reports, manuals etc.

Interview methods

Interview method is quick and adequate for comprehensive HR audit. Interview the various stakeholders can give considerable data about the current areas and directions for the improvements. The main advantage of the interviews is its capacity to capture the primary concern of the people under study. Interview makes the assessment dynamic. In interviewed people in office and thus collected relevant information.

The critical scientific study lies in framing the questions rather than in finding the answers. Thus to reach the correct perspective, it is imperative to go through the right way. The purpose of preparing a questionnaire was to collect concrete information which may give the best possible results to fulfill my objective of the report.

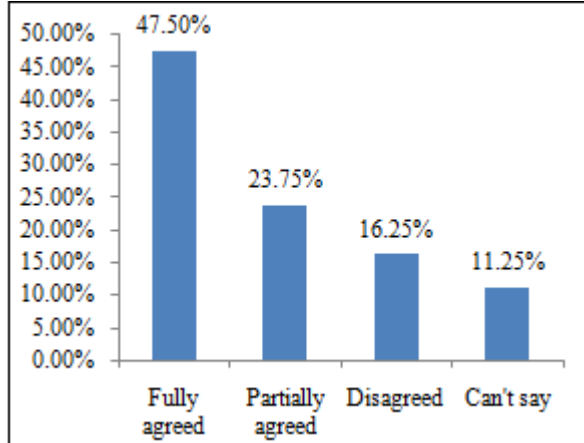
Secondary methods

Analysis of secondary data can give a lot of insight into HR assets and liabilities of the company published literature of the company such as annual report, marked handouts issued also helped in assessing the strengths and weakness.

Training and Development: -

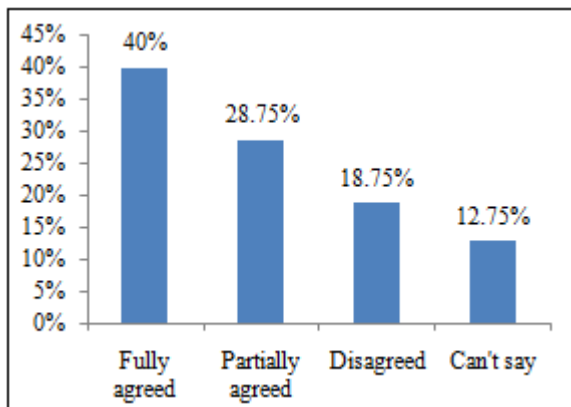
1) Was the training being given the LIC need based?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	11	6	4	3	25
Supervisory staffs	14	7	5	4	30
Workmen	13	6	4	2	25
Total	38	19	13	9	80
Percentage	47.50%	23.75%	16.25%	11.25%	98.75%



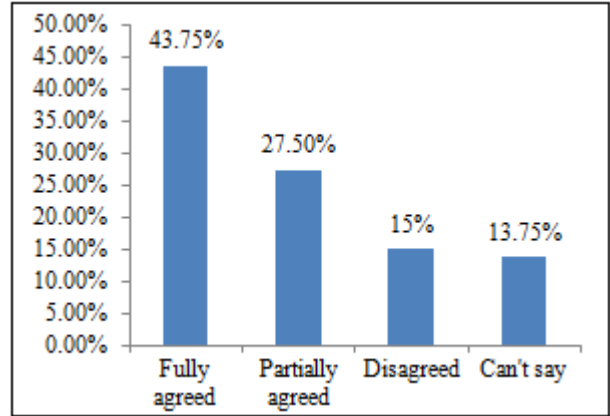
2) Did you give the details of the trainings being provided to you to your officers?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	9	8	5	3	25
Supervisory staffs	11	8	6	5	30
Workmen	12	7	4	2	25
Total	32	23	15	10	80
Percentage	40%	28.75%	18.75%	12.75%	100%



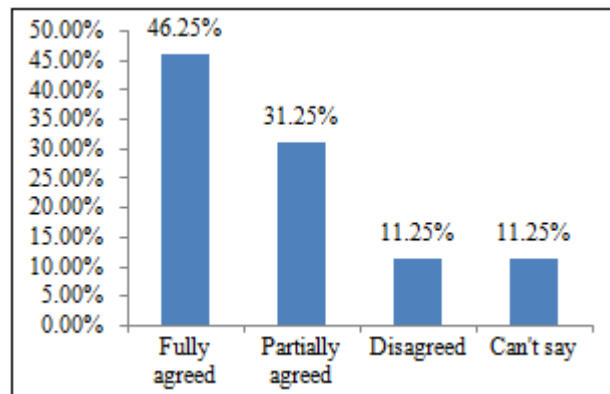
3) Was the content of the trainings sufficient to motivate for faster work and efficiency?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	6	5	4	25
Supervisory staffs	12	9	4	5	30
Workmen	13	7	3	2	25
Total	35	22	12	11	80
Percentage	43.75%	27.5%	15%	13.75%	100%



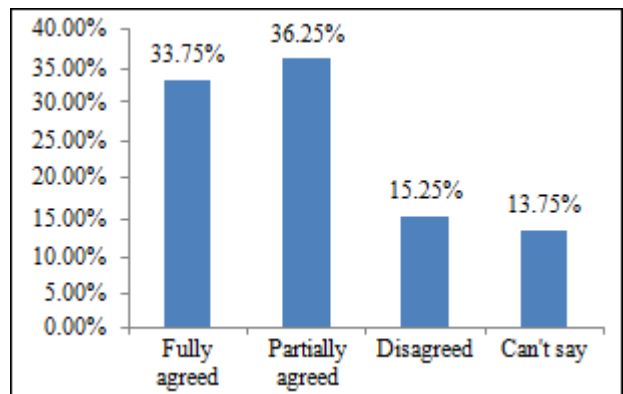
4) Were the experimental techniques supported by strong theoretical concept in the training programmes of LIC training centres?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	11	8	4	2	25
Supervisory staffs	14	10	3	3	30
Workmen	12	7	2	4	25
Total	37	25	9	9	80
Percentage	46.25%	31.25%	11.25%	11.25%	100%



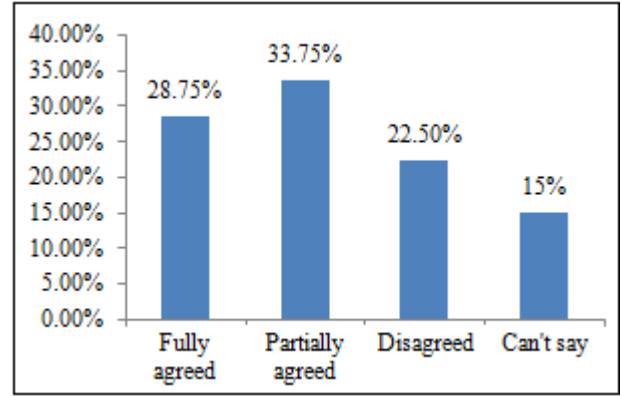
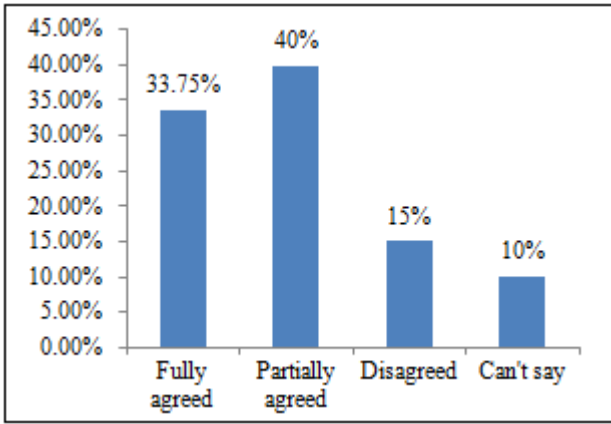
5) Was the induction training programme of LIC well planned exercise and of sufficient duration?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	9	11	3	2	25
Supervisory staffs	8	11	7	4	30
Workmen	10	7	3	5	25
Total	27	29	13	11	80
Percentage	33.75%	36.25%	15.25%	13.75%	100%



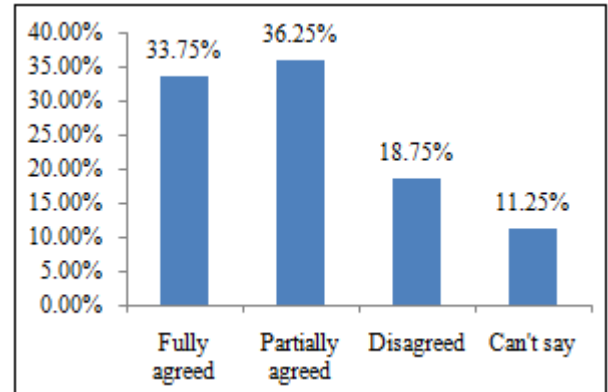
6) Were the employees sponsored for training programmes on the basis of carefully identified needs?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	8	11	4	2	25
Supervisory staffs	10	12	5	3	30
Workmen	9	10	3	3	25
Total	27	32	12	8	80
Percentage	33.75%	40%	15%	10%	98.75%



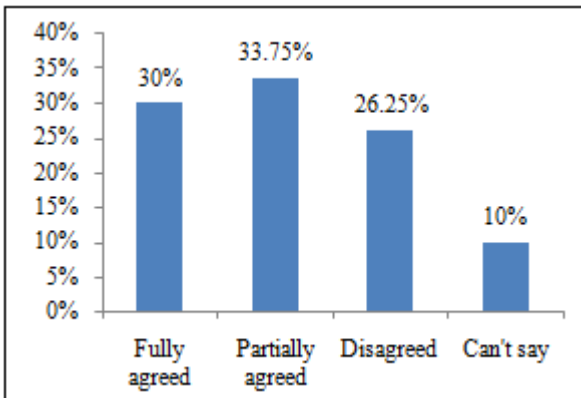
9) Did the training programme improved the individuals adaptability in the changing global environment in LIC?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	8	4	3	25
Supervisory staffs	9	12	5	4	30
Workmen	8	9	6	2	25
Total	27	29	15	9	80
Percentage	33.75%	36.25%	18.75%	11.25%	100%



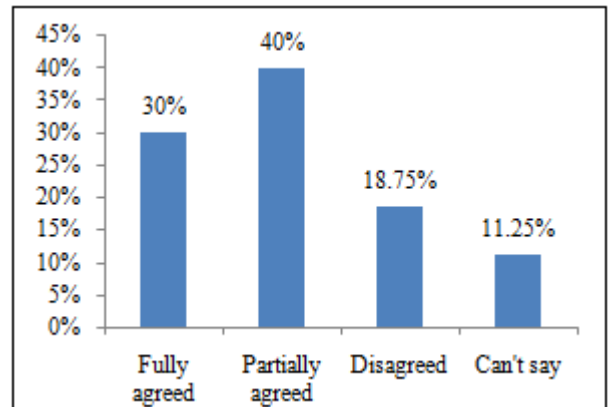
7) Did he get solutions of the problems raised during the training programme?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	9	8	6	2	25
Supervisory staffs	8	11	8	3	30
Workmen	7	8	7	3	25
Total	24	27	21	8	80
Percentage	30%	33.75%	26.25%	10%	100%



10) Was training helpful in decision making ability of the individuals?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	9	10	4	2	25
Supervisory staffs	8	12	6	4	30
Workmen	7	10	5	3	25
Total	24	32	15	9	80
Percentage	30%	40%	18.75%	11.25%	100%

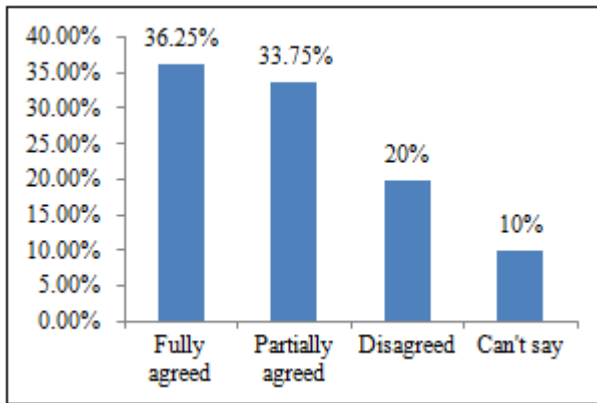


8) Did the contents of the training sessions help in the narrowing the gap between management and employees?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	8	9	5	3	25
Supervisory staffs	7	11	7	5	30
Workmen	8	7	6	4	25
Total	23	27	18	12	80
Percentage	28.75%	33.75%	22.5%	15%	100%

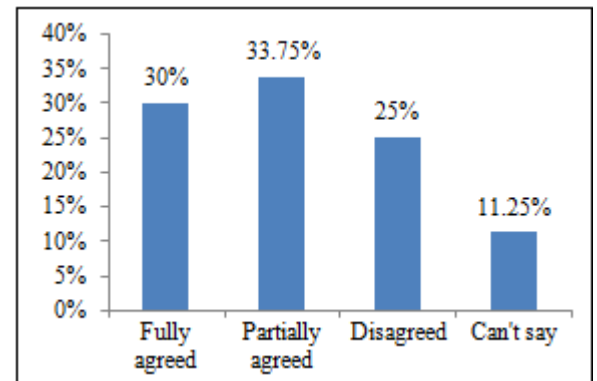
11) Was the cost on training incurred on the individuals in training programmes justified?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	8	5	2	25
Supervisory staffs	11	10	6	3	30
Workmen	8	9	5	3	25
Total	29	27	16	8	80
Percentage	36.25%	33.75%	20%	10%	100%



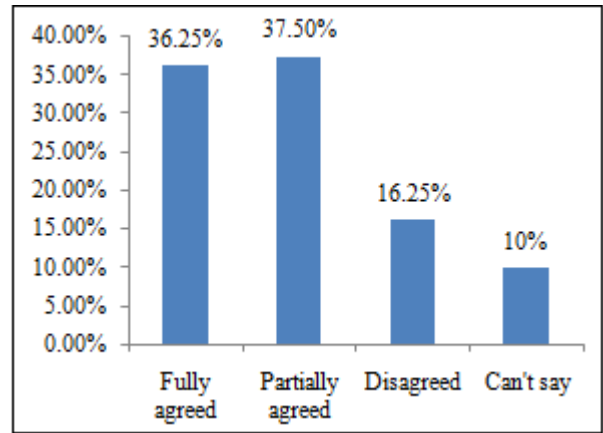
12) Was every one of LIC employees informed about the contents and nature of different training programmes being carried out by LIC?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	8	9	6	2	25
Supervisory staffs	9	10	8	3	30
Workmen	7	8	6	4	25
Total	24	27	20	9	80
Percentage	30%	33.75%	25%	11.25%	100%



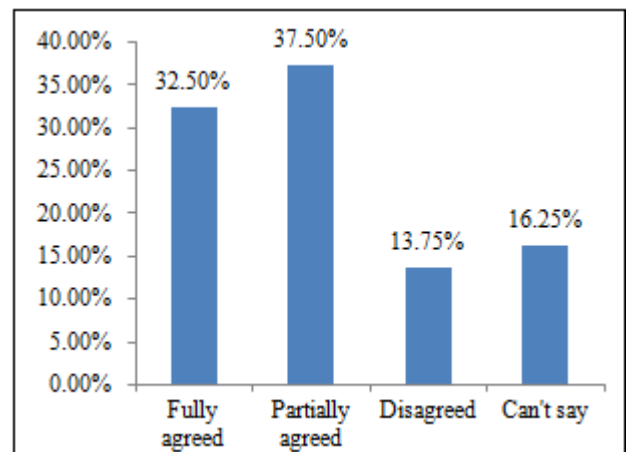
13) Was the training needs of LIC recruits assessed to enable them to attend the concerned training programmes necessary for them?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	9	4	2	25
Supervisory staffs	11	12	4	3	30
Workmen	8	9	5	3	25
Total	29	30	13	8	80
Percentage	36.25%	37.5%	16.25%	10%	100%



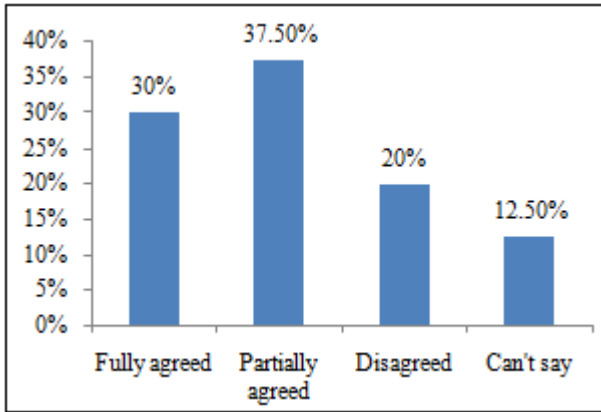
14) What is the extent of attitudinal changes in the participants as a result of training?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	8	10	3	4	25
Supervisory staffs	10	11	5	4	30
Workmen	8	9	3	5	25
Total	26	30	11	13	80
Percentage	32.5%	37.5%	13.75%	16.25%	100%



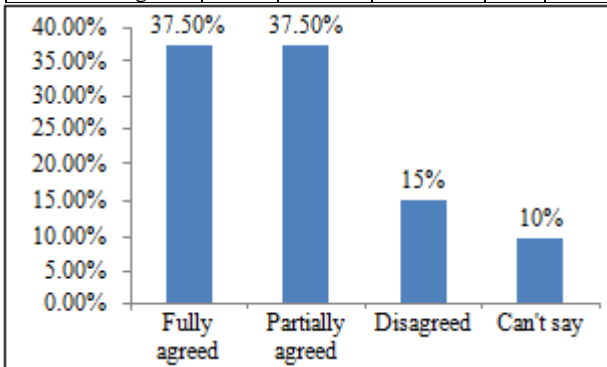
15) Do you agree that the Management can provide the right kind of climate to implement new ideas and methods acquired by their juniors during the training?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	8	9	5	3	25
Supervisory staffs	9	11	6	4	30
Workmen	7	10	5	3	25
Total	24	30	16	10	80
Percentage	30%	37.5%	20%	12.5%	100%



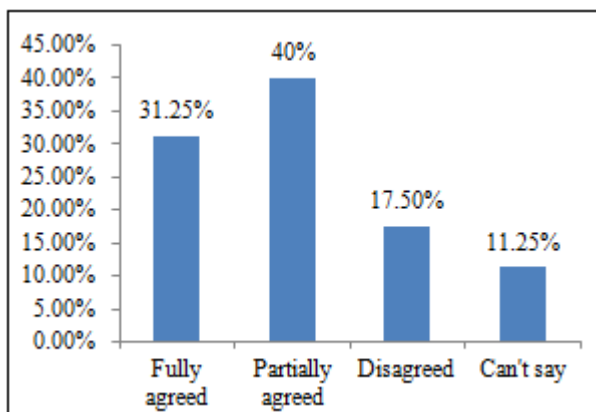
16) Are the employees of LIC guided to upgrade through their technical knowledge & skill through the training?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	9	3	3	25
Supervisory staffs	12	11	5	2	30
Workmen	8	10	4	3	25
Total	30	30	12	8	80
Percentage	37.5%	37.5%	15%	10%	100%



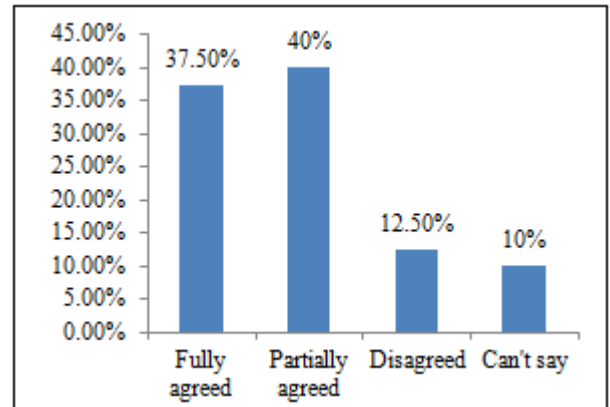
17) Do the top management vies the employees as an important resource and pays much attention for their development?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	9	10	4	2	25
Supervisory staffs	8	12	6	4	30
Workmen	8	10	4	3	25
Total	25	32	14	9	80
Percentage	31.25%	40%	17.5%	11.25%	100%



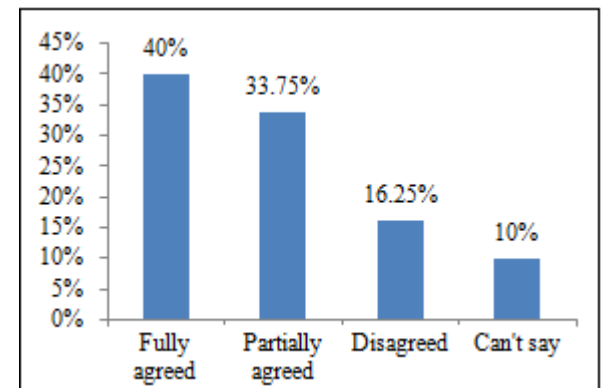
18) Are the top management of LIC willing to invest a considerable part of their time or other resources for the development of their employees?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	9	4	2	25
Supervisory staffs	11	12	3	4	30
Workmen	9	11	3	2	25
Total	30	32	10	8	80
Percentage	37.5%	40%	12.5%	10%	100%



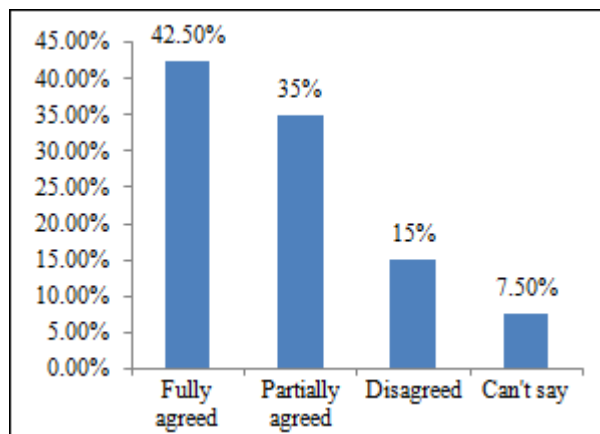
19) Are the training helps new joiners in the LIC to get accustomed to the organisational culture?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	10	9	4	2	25
Supervisory staffs	12	10	5	3	30
Workmen	10	8	4	3	25
Total	32	27	13	8	80
Percentage	40%	33.75%	16.25%	10%	100%



20) Was his organisational training programme evaluated and improved every year?

Categories	Fully agreed	Partially agreed	Disagreed	Can't say	Total
Executives	11	9	3	2	25
Supervisory staffs	13	11	4	2	30
Workmen	10	8	5	2	25
Total	34	28	12	6	80
Percentage	42.5%	35%	15%	7.5%	100%



5. Data Interpretation

The responses obtained from the questionnaire are being presented through the table number 1 to 20.

- In a question whether the training being given by the LIC training centres are need based on luxurious, majority of the respondents fully or partially agreed about its usefulness and particularly from the new entrants. Only a small fraction of them either disagreed or could not say anything which indicated that the training was largely purposeful.
- The question whether the details of the training provided was reported to the senior officers after completion of the training programmes, nearly 68% of them agreed whereas nearly 30% of them disagreed or could not say anything which indicated that the submitting the reports was not compulsory for them and the whole exercise was considered to be casual treatment.
- In a question whether the contents of the training was sufficient to motivate for faster work and higher efficiency. A large number of the respondents (71.25%) agreed fully or partially but a sizeable number of them (18.75%) either disagreed or could not or avoided to answer which indicated the content of the trainings was largely sufficient for motivation and higher efficiency. The non respondents appeared to have largely lackadaisical approach towards such trainings.
- In a question of strong theoretical concept on practical aspects of the training (77.5%) of the respondents agreed fully or partially and only a small fraction of them (22.5%) disagreed or reluctant to say anything and that indicated sufficient conceptual support to the practical training programmes of LIC.
- The induction training programme was sufficient and diversified to the different senior officers of the LIC however conceptual approach appear to be at the lesser degree as only (70%) of them could grasp either fully or partially.
- There are various schemes of LIC which differ from each other from many points of view and return on the maturities. Many of them need thorough understanding and for them training is essential. On a question on such issues large number of respondents (73.75%) agreed fully or partially that the selection were carried out on the identified needs however nearly (25%) disagreed and did not answer meaning thereby some interpolation which violates careful identification procedure.
- In a group of executives and non executives training programmes many a question were raised at different times in the course of training programme which were either ignored or avoided which is apparent from the respondents (36.25%). This might be due to the question either were irrelevant or no essential as content in the training programme.
- Narrowing the gaps between the management and employees requires a lot of involvement of the employees' financial requirements, public response and employees commitment and devotion to meet the challenges. It is not essentially content of the training programme which is reflected through a sizeable number of employees (37.5%) who either disagreed or did not reply.
- LIC is a largest insurance company of India with international the technicalities, regulatory and international limitations call for a lot of changes in the individuals' capabilities to meet the glosal challenges. The employees selected for training appear to be capable to meet such challenges (70%). However a sizeable number of them did not feel competent to say anything (30%).
- The capabilities of having a proper decision on any issue coming out through different modalities of LIC requires well versed in the different policies of LIC and having confidence that his boss will agree to any of such decisions and that is reflected through large number of employees (70%) who agreed but at the same time a sizeable number of them disagreed or could not say anything (30%) which indicated their on uncertain mind on such issue.
- The excessive expenditure on the trainings and tools concerning training programmes bears on over all over thrifty expenditure by the organisation. In a question on this issue 70% of the respondents viewed as a justified expenditure where as a sizeable number of them (30%) either disagreed or did not opine which by implication appear not to be interested in such trainings.
- The information about the contents and nature of the diversified training programmes ought to be informed to the different levels of executives and workmen for proper involvement in the trainings on such issue majority of the respondents reported positively (63.75%) however a sizeable number of them (36.25%) had no such information which reflects sweeping actions of the management.
- The post recruitment programme of LIC is essential to enable the new recruits to attend the concern trainings. On a question of this issue (73.75%) of them agreed fully or partially. However a good number of the respondents (26.25%) disagreed or did not reply which had implied meaning as if unnecessary for them.
- The professionalism calls for dedicational approach for augmenting the involvements in LIC business. Emergence of such attitude necessarily comes from the dedicated trainings and that has reflected through the large number of respondents (70%). The respondents of disagreed or didn't say anything belongs to perfunctory parts of participation in trainings.
- Senior officers of the LIC above the divisional ranks who travel far and wide for development of LIC programmes need to come to the training centres for

extending their matured views and new methods in augmentation of LIC portfolios and members. On a question on this issue the positive response came from the majority of the respondents (67.5%). It appears to be a failure on understanding of different portfolios there depth and affect by a sizeable number of them (32.5%) such persons may be provided further trainings.

- 16) The different portfolios and their detailed underlying conditions and benefits are allowed to be thoroughly understood in the types training provided to them. In a question on this issue (75%) of the respondents agreed fully or partially but a sizeable number of them (25%) either didn't agree or couldn't say anything upto the mark and such persons should be given more trainings.
- 17) The human resource quality most important asset for any organisation. It has been noticed that certain top organisations of the world pays millions of rupees per month for getting rich dividends out of them. In a question on this issue (71.25%) of the respondents agreed fully or partially on this issue but a sizeable number (28.75%) of them also disagreed or could not reply with underlying meaning that top management do not recognise them as important resource of LIC rather interested in "less the pay better it is". The top management therefore is recommended to avoid such practices.
- 18) The regular attrition or addition of the human resource is considered to be priority area of any organisation which is destined to develop as national or international competitors and for such issues money is not a constraint for right personnel. On a question on this issue (77.5%) of the respondents agreed fully or partially. However a sizeable number of them (22.5%) either disagreed or avoided to say anything which needs to be considered by the LIC management that in a garb of searching better candidates they try to push out who do not say "yes boss".
- 19) Without developing organisational culture, it is difficult to be identified in a business environment. A Conglomeration of mutually hostile elements damage the organisation. On a question on this issue (73.75%) of the respondents partially or fully agreed to have an impact of organisational culture. However a sizeable number of them (26.25%) disagreed or didn't say anything which might be due to their fresh entry in the organisation or lack of trainings. The LIC top management should be conscious of such entrants for giving them better trainings.
- 20) The organisational training programmes is a base for proper development in LIC which is having several portfolios to be commanded and developed throughout the country which changes year to year and thus essential for evaluation of training outlines. On a question on this issue, the majority of the respondents fully or partially agreed (77.5%). However, a discernable number of people (22.5%) disagreed or did not say anything depicting their own limited understanding.

6. Recommendation & Suggestion

The extensively spread out LIC organisation with small start to vast coverage have many glimpses of outstanding

improvement which could discernable from the facts as given below.

- 1) The innovational programmes are of high standards with 82% of positive response.
- 2) The top management personnel's are highly involve as evident from 72% of the positive response.
- 3) The LIC is highly conscious over the changing attitude of the consumers as evident from 76% of the respondents.
- 4) The LIC is conscious over the rural clients to bring at a significantly higher levels and that needs to be followed by the top level management with higher priority.
- 5) It was found that more than 50% of employees agreed that the training methods and programme are well planned with sufficient duration.
- 6) It was found that employees of LIC agreed that the training sessions are helpful for narrowing the gap between the management and employees.
- 7) More technical trainings required.

7. Limitations

- 1) Many of the employees were reluctant to fill the questionnaire.
- 2) The sample size of the report is not very large because if the time, cost and accessibility constraint.
- 3) Faced a bit of difficulty in getting access to the employees.
- 4) Time constraint, as limited period of time was provided for the survey.
- 5) Some employees were not aware of all training and development programmes.

8. Conclusion

The result get from this survey proved that the hypothesis taken up for conducting the research was true and organisational innovation programme adopted by LIC help in improving employees performance and productivity which fulfill organisational objectives too.

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