

Training and Development Programm in Airtel: The Status of Art

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Abstract: This study analyzed the training and development process based on the questioner survey of Airtel. The company profile with visions and goals is reported here. In this study the questioner survey including 30 employees of training and development for the company. This study also presents training evaluation, training options, training objectives of airtel, training methods used in airtel, topics of employee training in airtel, survey of 30 employees. Finally, conclusions are drawn based on the survey of employees in airtel.

Keywords: Training, Development, Training objectives, Questioner survey, Benefits of training and development.

I. Introduction

Training is the learning process that involves the acquisition of skills, concepts, rules or attitudes that increase the performance of the employees. According to E.B.Flippo "Training is the aim of increasing the knowledge and skills of an employee for doing a particular job." According to D.S.Brach "Training is organized procedure by which people learn knowledge and skills for a definite purpose."

Dale Yoder strongly remarks that training & development of an executive loses their punch drive and they die on the vine. Training and development are the only the way of overcoming the executive dropouts. It covers not those activities, which improve job performance but also those, which bring about growth of personality. In organizational term it is intended to equip person to gain promotion and hold greater responsibility. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.

Training is activity leading to skilled behavior.

- It's not what you want in life, but it's knowing how to reach it
- It's not where you want to go, but it's knowing how to get there
- It's not how high you want to rise, but it's knowing how to take off
- It may not be quite the outcome you were aiming for, but it will be an outcome
- It's not what you dream of doing, but it's having the knowledge to do it
- It's not a set of goals, but it's more like a vision
- It's not the goal you set, but it's what you need to achieve it

Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

II. Research Methodology Considerations

2.1 Objectives of the Study:

- To analyze the Training and development program in Airtel.
- To know the employees view towards Training and Development program of the Organization.

2.2 Research Methodology:

The Research is Exploratory Research. The data is collected through 30 employees.

2.3 Sample Design

The method used for sample technique is random sampling method.

2.4 Sample Size

30 employees.

2.5 Tools of Analysis

By using Questionnaire Method.

2.6 Data Collection

Source of data for this project are both primary and secondary.

2.7 Limitations

- The respondents were limited and cannot be treated as the whole population.
- The respondents may be biased.
- Time was the major constraint.

The accuracy of indications given by the respondents may not be consider adequate

III. Company Profile

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises. The Bharti Group, has a diverse business portfolio and has created global brands in the telecommunication sector. Bharti has recently forayed into retail business as Bharti Retail Pvt. Ltd. under a MoU with Wal-Mart for the cash & carry business. It has successfully launched an international venture with EL Rothschild Group to export fresh agri products exclusively to markets in Europe and USA and has launched Bharti AXA Life Insurance Company Ltd under a joint venture with AXA, world leader in financial protection and wealth management. Airtel comes to you from Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles. Bharti Airtel since its inception has been at the forefront of technology and has steered the course of the telecom sector in the country with its world class products and services. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - mobile services, broadband & telephone services (B&T) & enterprise services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the B&T business offers broadband & telephone services in 94 cities. The Enterprise services provide end-to-end telecom solutions to corporate customers and national & international long distance services to carriers. All these services are provided under the Airtel brand.

3.1 Vision

By 2018 Airtel will be the most loved brand, enriching the lives of millions. " Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

3.2 Goals

- To be globally admired for telecom services that delight customers.
- Airtel will meet global standards for telecom services that delight customers through:
 - Customer Service Focus
 - Empowered Employees
 - Cost Efficiency
 - Unified Messaging Solutions
 - Innovative products and services
 - Error- free service delivery

IV. Theory Of Training & Development

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Training and development encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

4.1 Training

This activity is both focused upon, and evaluated against, the job that an individual currently holds.

4.2 Education

This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

4.3 Development

This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts with perhaps the most devastating career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

V. Training Implementation

To put training program into effect according to definite plan or procedure is called training implementation. Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action. Training implementation can be segregated into:

- Practical administrative arrangements
- Carrying out of the training

Implementing Training

Once the staff, course, content, equipments, topics are ready, the training is implemented. Completing training design does not mean that the work is done because implementation phase requires continual adjusting, redesigning, and refining. Preparation is the most important factor to taste the success. Therefore, following are the factors that are kept in mind while implementing training program:

The trainer – The trainer need to be prepared mentally before the delivery of content. Trainer prepares materials and activities well in advance. The trainer also set grounds before meeting with participants by making sure that he is comfortable with course content and is flexible in his approach.

Physical set-up – Good physical set up is pre-requisite for effective and successful training program because it makes the first impression on participants. Classrooms should not be very small or big but as nearly square as possible. This will bring people together both physically and psychologically. Also, right amount of space should be allocated to every participant.

Establishing rapport with participants – There are various ways by which a trainer can establish good rapport with trainees by:

- Greeting participants – simple way to ease those initial tense moments
- Encouraging informal conversation
- Remembering their first name
- Pairing up the learners and have them familiarized with one another
- Listening carefully to trainees' comments and opinions
- Telling the learners by what name the trainer wants to be addressed
- Getting to class before the arrival of learners
- Starting the class promptly at the scheduled time
- Using familiar examples
- Varying his instructional techniques
- Using the alternate approach if one seems to bog down

Reviewing the agenda – At the beginning of the training program it is very important to review the program objective. The trainer must tell the participants the goal of the program, what is expected out of trainers to do at the end of the program, and how the program will run. The following information needs to be included:

- Kinds of training activities
- Schedule
- Setting group norms
- Housekeeping arrangements

- Flow of the program
- Handling problematic situations

VI. Benefits Of Training & Development To The Company

The major benefits of training and development program can be given as:

- The training and development helps in optimum utilization of human resources and provide the opportunity and broad structure for the development of human resources' technical and behavioral skills in the organization.
- It increases the job knowledge, skills and overall personality of the employees, hence increase the productivity and team spirit.
- It develops and improves health culture, learning, effectiveness, quality of work, health and safety of the organization.
- It improves the morale of the work force and creates a better corporate image.

VII. Training Evaluation

The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplaces, or to the regular work routines.

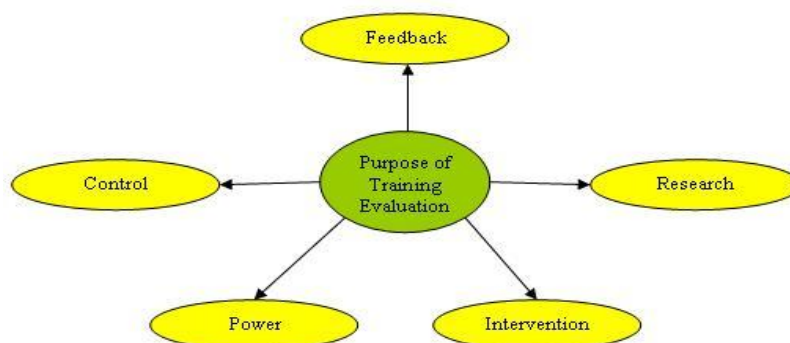


Figure-1: Purpose of training evaluation

7.1 Purposes of Training Evaluation

The five main purposes of training evaluation which are given in figure-1. They can be described as:

Feedback: It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

Research: It helps in ascertaining the relationship between acquired knowledge, transfer of knowledge at the work place, and training.

Control: It helps in controlling the training program because if the training is not effective, then it can be dealt with accordingly.

Power games: At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

Intervention: It helps in determining that whether the actual outcomes are aligned with the expected outcomes.

7.2 Process of Training Evaluation

Before Training: The learner's skills and knowledge are assessed before the training program. During the start of training, candidates generally perceive it as a waste of resources because at most of the times candidates are unaware of the objectives and learning outcomes of the program. Once aware, they are asked to give their opinions on the methods used and whether those methods confirm to the candidates preferences and learning style. During Training: It is the phase at which instruction is started. This phase usually consists of short tests at regular intervals. After Training: It is the phase when learner's skills and knowledge are assessed again to measure the effectiveness of the training. This phase is designed to determine whether training has had the desired effect at individual department and organizational levels. There are various evaluation techniques for this phase. The complete process of training evaluation is given in figure-2.

7.3 Techniques of Evaluation

The various methods of training evaluation are:

- Observation
- Questionnaire
- Interview
- Self diaries
- Self recording of specific incidents

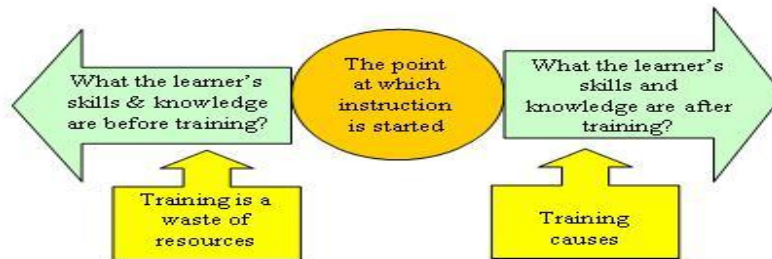


Figure-2: Process of training evaluation

VIII. Training Options

There 4 training options that an organization can consider before providing training to their employees which are given in figure-3.

Outsourcing: Outsourcing exempts the organizations to concentrate on its core business. Also, with the availability of sufficient amount of know-how, proficiency in the market it does not make business sense for organizations to have a separate training division. One approach is to tie up with some reputed training or educational institutes and send employees for training. This way, company gets to avail the required expertise and high-quality training programs and saves money on content development, recruiting, and maintaining training team. The only issue in outsourcing training is that the quality of training has to be frequently tracked so as to ensure the trainer's performance and training effectiveness.

Internal Training: A lot of questions has been raised whether to go in for training outsourcing or setting up an internal division for training. Some companies recruit external trainers and call them to the company site make them use their tools to train employees. This alternative is generally for the new joinees who are given the fundamental or job-related training in-house and then send outside for higher training.

Product-related Training: The dealer who delivers the apparatus or installs the system offers the initial training. The user may negotiate with the dealer for a regular upgradation of product-related know-how or expertise in place of a one-time training. The apparatus dealer may choose to send their trainers or recruit outside trainers.

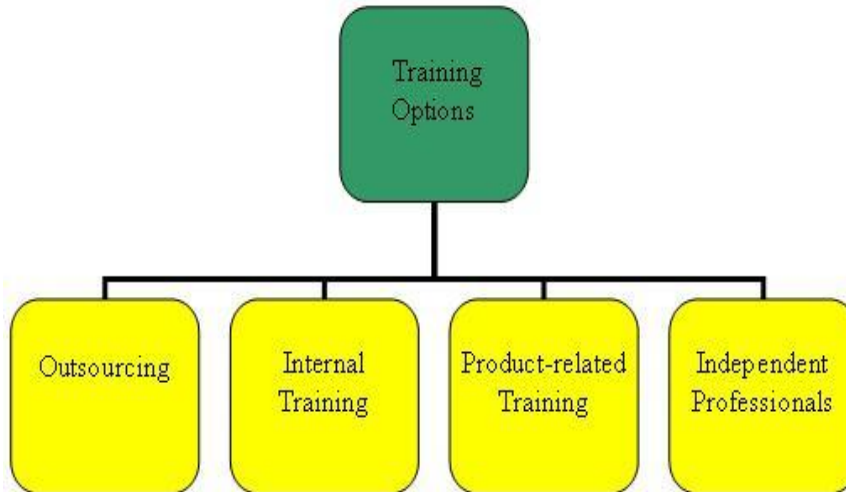


Figure-3: The training options

Independent Professionals: Considering the emerging threats and opportunities, the professionals need to keep themselves updated of the developments. In this option, the responsibility of training is entirely on the individual and a better-trained professional will always have better market worth than others.

IX. Training Objectives Of Airtel

- To improve organizational performance through dissemination of the latest knowledge and skills among all categories of employees.
- To create the mechanism which will bring the attitudinal and behavioral changes in AIRTEL Associates.
- To convert AIRTEL into a Learning Organization enhancing the speed of learning as a basic process of learning.
- To act as a common forum to interact on productivity/ teaming/ leadership issues.
- To strive towards employee retention by providing suitable developmental interventions.

X. Training Methods Used In Airtel

ON THE JOB METHOD

- Job Rotation
- Coaching
- Job Instructions

OFF THE JOB METHODS:

- Vestibule Training
- Conference
- Lecture Method
- Role Playing

XI. Topics Of Employee Training In Airtel

1. **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs.
2. **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.
3. **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
4. **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
5. **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
6. **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.

7. **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
8. **Sexual harassment:** Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

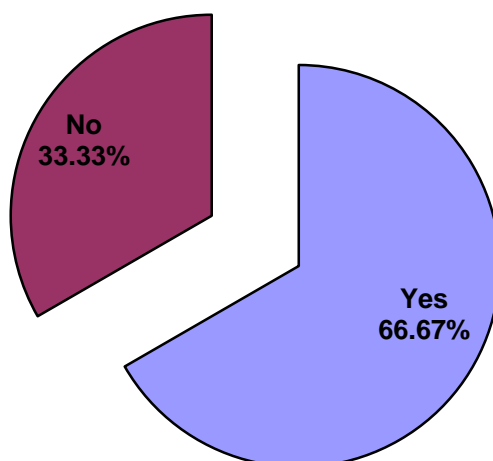
General Benefits from Employee Training and Development

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

XII. Survey Of 30 Employees

Q1. Do you like to attend the training & development program ?

Options	No. of Respondents	Percentage
Yes	20	33.33
No	10	66.67

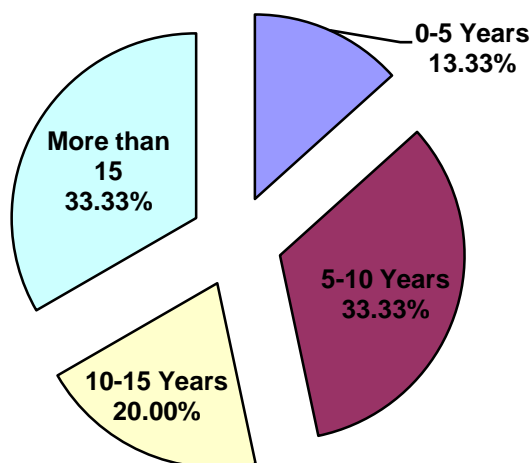


Interpretation:

20 respondents have attended training & Development program and 10 respondents have not attended training program.

Q2. Since how many years you are working in Airtel?

Options	No. of Respondents	Percentage
0-5 Years	4	13.33
5-10 Years	10	33.33
10-15 Years	6	20
More than 15	10	33.33

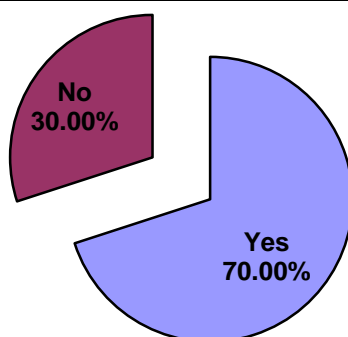


Interpretation:

4 respondents say that they are working in Airtel from 0-5 years, 10 respondents say that they are working in Airtel from 5-10 Years, 6 respondents say that they are working in Airtel from 10-15 Years, 10 respondents say that they are working from more than 15 years.

Q3 Do you feel training is necessary for any employee for developing his skills?

Options	No. of Respondents	Percentage
Yes	21	70
No	9	30

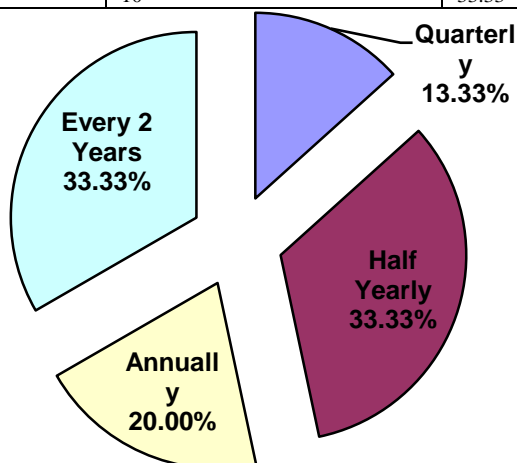


Interpretation:

21 respondents say that feel training is necessary for any employees for developing his skills.

Q4. Training is organized ?

Options	No. of Respondents	Percentage
Quarterly	4	13.33
Half Yearly	10	33.33
Annually	6	20
Every 2 Years	10	33.33

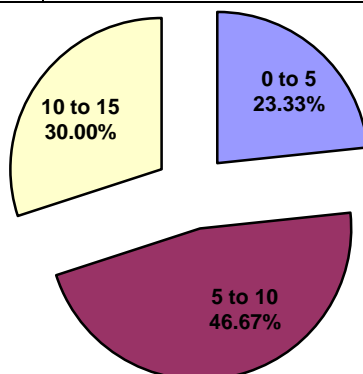


Interpretation:

4 respondents say that training is organized quarterly, 10 respondents say that Training is Half yearly, 6 respondents say that training is organized annually, 10 respondents say training is organized every 2 year.

Q5. Since how many years training is being provided?

Options	No. of Respondents	Percentage
0-5	7	23.33
5-10	14	46.67
10-15	9	30

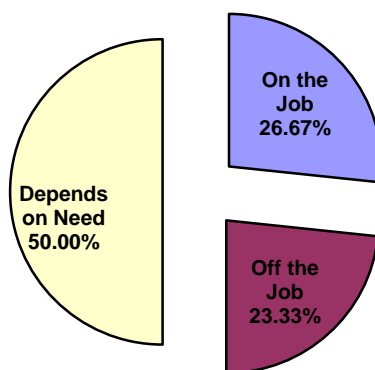


Interpretation:

7 respondents say that training is being provided from 0-5 years, 14 respondents say that training is being provided from 5-10 years, 9 respondents say that training is provided from 10-15 years.

Q6. Which technique is most suitable for training ?

Options	No. of Respondents	Percentage
On the Job	8	26.67
Off the Job	7	23.33
Depends on Need	15	50

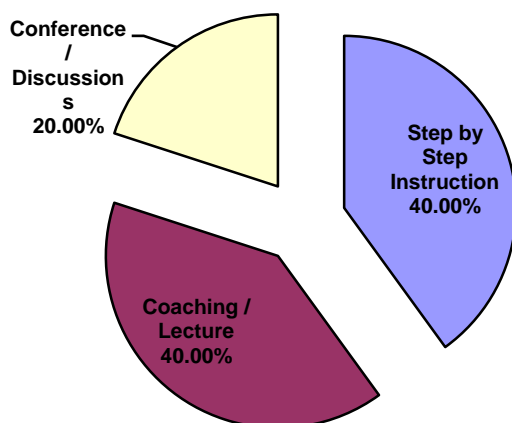


Interpretation:

8 respondents say that On the Job Training is most suitable, 7 respondents say that Off the Job Training is most suitable and it depends on the needs.

Q7. Which method is most suitable for training?

Options	No. of Respondents	Percentage
Step by Step Instruction	12	40
Coaching / Lecture	12	40
Conference / Discussions	6	20

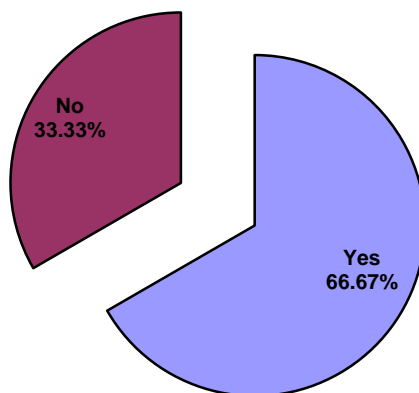


Interpretation:

12 respondents say that step by step instruction is most suitable for training, 12 respondents say that Coaching / Lecture is most suitable for Coaching / Lecture and 6 respondents say that Conference / Discussion is most suitable for training.

Q8. Do you experience fruitful changes in working efficiency after being trained?

Options	No. of Respondents	Percentage
Yes	20	66.67
No	10	33.33

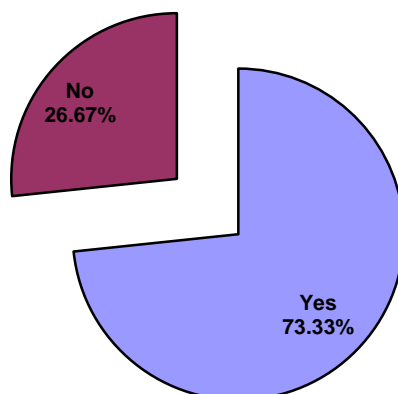


Interpretation:

20 respondents say that they have experienced fruitful changes in work efficiency after being trained. This shows that work efficiency increases after training.

Q9. Does training improve performance?

Options	No. of Respondents	Percentage
Yes	22	73.33
No	8	26.67

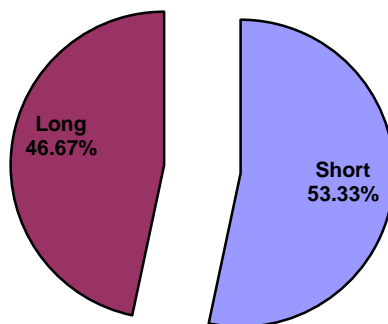


Interpretation:

22 respondents say that training improves performance of employees and 8 respondents say that training doesn't improve performance of employees.

Q10. The Training is provided for short duration or long duration?

Options	No. of Respondents	Percentage
Short	16	53.33
Long	14	46.67

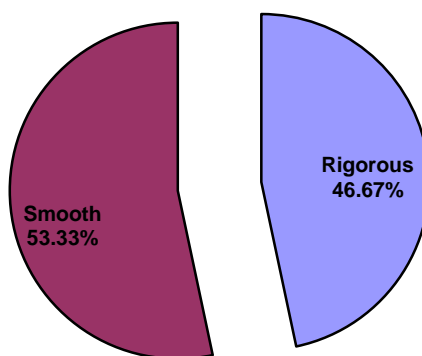


Interpretation:

16 respondents say that training is provided for short duration and 14 respondents say that training is for long duration.

Q11. On what level the training is provided?

Options	No. of Respondents	Percentage
Rigorous	14	46.67
Smooth	16	53.33

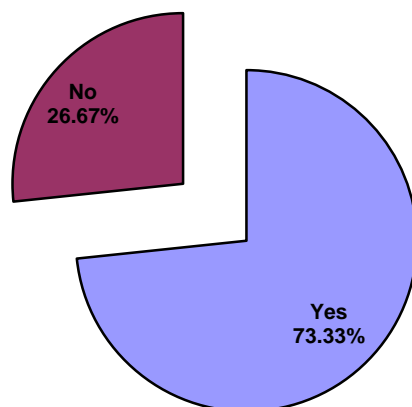


Interpretation:

14 respondents say that rigorous training is provided, 16 respondents say that smooth training is provided.

Q12. Does the training enhance organization effectiveness?

Options	No. of Respondents	Percentage
Yes	22	73.33
No	8	26.67

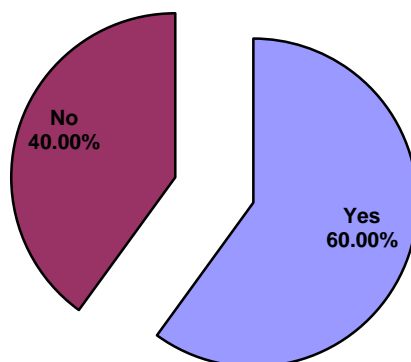


Interpretation:

22 respondents say that training enhances organization effectiveness and 8 respondents say that training don't enhance organization effectiveness.

Q13. Do you get innovative ideas during training?

Options	No. of Respondents	Percentage
Yes	18	60
No	12	40

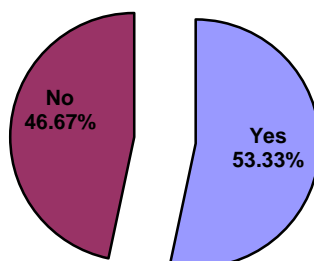


Interpretation:

18 respondents say that they get innovative ideas during training and 12 respondents say that they don't get innovative ideas during training.

Q14. Does training builds up team work?

Options	No. of Respondents	Percentage
Yes	16	53.33
No	14	46.67

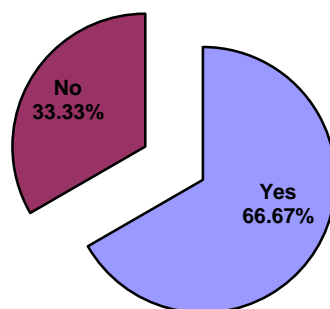


Interpretation:

16 respondents say that training build up team work and 14 respondents say that training don't build up teamwork.

Q15. Do training results in adoption to new working methods?

Options	No. of Respondents	Percentage
Yes	20	66.67
No	10	33.333

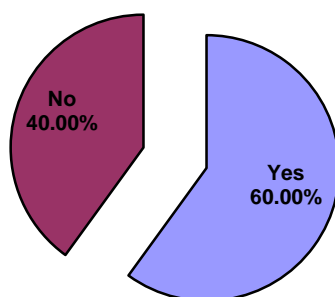


Interpretation:

Most of the respondents feel that training results in adoption of new working methods.

Q16. Are you satisfied with the training procedure?

Options	No. of Respondents	Percentage
Yes	18	60
No	12	40

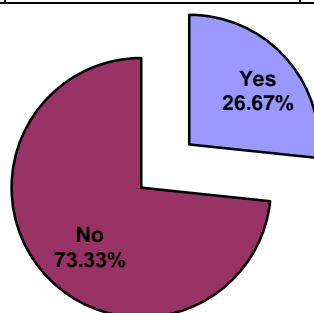


Interpretation:

18 respondents are satisfied with the training procedure, 12 respondents are not satisfied with training procedure.

Q17. Do all the employers in your organization attend whole day training ?

Options	No. of Respondents	Percentage
Yes	8	26.67
No	22	73.33

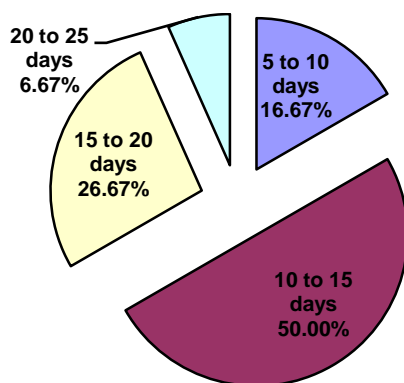


Interpretation:

8 respondents say that employees in their organization don't attend whole day training and 22 respondents say that employees in their organization don't attend whole day training.

Q18. How long is the training process?

Options	No. of Respondents	Percentage
5 to 10 days	5	16.67
10 to 15 days	15	50
15 to 20 days	8	26.67
20 to 25days	2	6.67

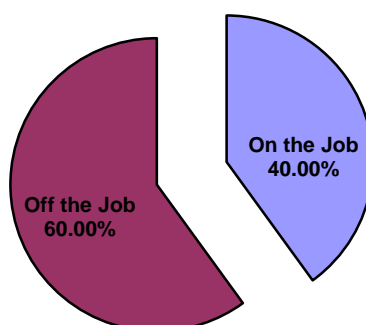


Interpretation:

15 respondents say that training process takes 10-15 days, 8 respondents say that training process takes 5 to 10 days, 8 respondents say that training process takes 15 to 20 days and 2 respondents say that training process takes 20 to 25 days.

Q19. What type of training is given in your organization ?

Options	No. of Respondents	Percentage
On the Job	12	40
Off the Job	18	60

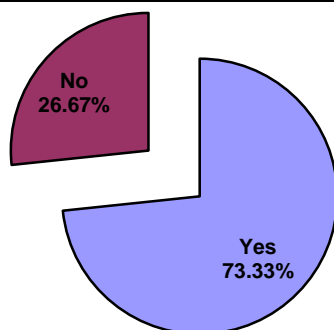


Interpretation:

12 respondents say that on the job training is provided in the organization and 18 respondents say that off the Job training is provided in the organization.

Q20. Is any support material given before the start of training program ?

Options	No. of Respondents	Percentage
Yes	22	73.33
No	8	26.67



Interpretation:

22 respondents say that Airtel provides supportive material before training program.

XIII. Conclusions

- 20 respondents have attended training & Development program and 10 respondents have not attended training program.
- 4 respondents say that they are working in Airtel from 0-5 years, 10 respondents say that they are working in Airtel from 5-10 Years, 6 respondents say that they are working in Airtel from 10-15 Years, 10 respondents say that they are working from more than 15 years.
- 21 respondents say that feel training is necessary for any employees for developing his skills.
- 4 respondents say that training is organized quarterly, 10 respondents say that Training is Half yearly, 6 respondents say that training is organized annually, 10 respondents say training is organized every 2 year.
- 7 respondents say that training is being provided from 0-5 years, 14 respondents say that training is being provided from 5-10 years, 9 respondents say that training is provided from 10-15 years. 8 respondents say that On the Job Training is most suitable, 7 respondents say that Off the Job Training is most suitable and it depends on the needs.
- 12 respondents say that step by step instruction is most suitable for training, 12 respondents say that Coaching / Lecture is most suitable for Coaching / Lecture and 6 respondents say that Conference / Discussion is most suitable for training.
- 20 respondents say that they have experienced fruitful changes in work efficiency after being trained. This shows that work efficiency increases after training.
- 22 respondents say that training improve performance of employees and 8 respondents say that training don't improve performance of employees.
- 16 respondents say that training is provided for short duration and 14 respondents say that training is for long duration.
- 14 respondents say that rigorous training is provided, 16 respondents say that smooth training is provided.
- 22 respondents say that training enhance organization effectiveness and 8 respondents say that training don't enhance organization effectiveness.
- 18 respondents say that they get innovative ideas during training and 12 respondents say that they don't get innovative ideas during training.
- 16 respondents say that training build up team work and 14 respondents say that training don't build up teamwork.
- Most of the respondents feel that training results in adoption of new working methods.
- 18 respondents are satisfied with the training procedure, 12 respondents are not satisfied with training procedure.
- 8 respondents say that employees in their organization don't attend whole day training and 22 respondents say that employees in their organization don't attend whole day training.
- 15 respondents say that training process takes 10-15 days, 8 respondents say that training process takes 5 to 10 days, 8 respondents say that training process takes 15 to 20 days and 2 respondents say that training process takes 20 to 25 days.
- 12 respondents say that on the job training is provided in the organization and 18 respondents say that off the Job training is provided in the organization.
- 22 respondents say that Airtel provides supportive material before training program.

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