

Impact of Effective Training Strategies on Employee Retention: A Case Study of NTPC, Anta.**Dr. Meenakshi Sharma**Assistant Professor
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The IIS University, Jaipur**Abstract:**

Purpose of the study was to identify the impact of training strategies on employee retention. The area of study was Kota region and sample size was 50 employees of NTPC. The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet. Random sampling method was used in present study. Present study concludes that there is a significant impact of training strategies on employee retention.

Keywords: Training, Employee Retention, Strategies.

Introduction

Well trained employees are key to a business' success. It has been demonstrated that the best and gainful workers are the individuals who have received extensive training and advancement. These clusters of workers can be depicted as the "cream of the product" that frequently has the most grounded stake in an organization's future.

1.2.1 Concept and Definition

"Dale S. Beach defines training as "the organised procedure by which people learn knowledge and skill for a definite purpose". Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organisation acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organisation."

"According to Adwin Flippo, Training is the act of increasing the skills of an employee for doing a particular job"

In the expressions of Dale S. Shoreline, "Training is the composed strategy by which individuals learn information and improve ability for a positive reason."

About NTPC

NTPC Limited is the largest thermal power generating company of India. A public sector company, it was incorporated in the year 1975 to accelerate power development in the country as a completely owned company of the Government of India. At present, Government of India holds 89.5% of the total equity shares of the company and the balance 10.5% is held by FIIs, Domestic Banks, Public and others. Within a span of 31 years, NTPC has emerged as a truly national power company, with power generating facilities in all the major regions of the country. Training at NTPC To initiate talent and groom them into a dedicated cadre of power professionals "Executive Trainee" Scheme was introduced in the year 1977 for recruitment in the disciplines of Mechanical, Electrical, Civil, Control & Instrumentation and now encompasses Computer Science, Chemistry, HR and Finance discipline Also. Besides a complete one year training comprising theoretical inputs as well as on-the-job training, the new recruits are also close with senior executives under a organized and formal 'Mentoring System' of the company to

integrate them into the Culture of the company.

Review of Literature

- Sultana. A., Irum. S., Ahmed. K., and Mehmood. N. (2012)**Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan.** In this study training practices of telecommunication sector in Pakistan were examined to determine their impact on Employee performance. Based on a combination of literature review and questionnaire surveys, this paper explores that for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity. For this study 360, questionnaires had been distributed among the employees of five telecom companies. It has been observed that most organizations meet their needs for training in an ad hoc and haphazard way while others set about identifying their training needs, then design training activities in a rational manner and finally assess the results of training. The study concludes that if organizations invest in right type of employee training it can enhance employee performance as well as competencies and skills. In addition, training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance.
- Srinu. C., Moutam. K.S., and Satish. C. (2012)**Training and Development Practices: A Study of NTPC Ltd, Ramagundam.** Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource management. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic

and organized procedure by which employees learn technical knowledge and skills for a definite purpose. This paper aims to attempt the need of training and development programmes in respective organization and examine the methods and evaluation of training programmes was discussed. Objectives of study was to study the training and development programmes of NTPC Ltd at Ramagundam, to examine methods of the training adopted by the organization, to understand the perceptions of employees about the training and development activities in NTPC Ltd at Ramagundam, to know the performance of employee before and after the Training programme, to evaluate the training and development programmes systems and practice at NTPC Ltd Ramagundam and to suggest some measures for improving the effectiveness of the Methods and practices applied in training programmes. Study concluded that the employees are very much satisfied by the support given by the management to improve the employees competencies as the, skills and attitudes. Everyone in the organization is informed about the programs that are conducted. Though some of them are not informed, this can be overcome by proper communication. For the training program to be successful the superior has to theoretically and practically explain his expectations with respect to the skills of the employees before sending them for training. Employees agreed that the objectives of the training courses are clear. The trainers who conduct the training programs are qualified and experienced. Employees get clear answers to their questions from the trainer during/after the training program.

- Gonchkar. K. (2012) **The Impact of Training and Development on performance of Officers of Select Public Sector Banks for Sustainable Human Development: A Study.** This paper is based on an empirical (Survey) study covers only the public sector banks (PSB's) operating in Bangalore, India and their officers regarding the impact of training and development of officers on their performance. It also explains that training and

development has impact on employee's skills, knowledge, attitudes and behavior, job performance, productivity which means the officers feel to work for the benefit of the bank if they find training and development to be for their benefit. If the subjects of the training

- to be more specific towards their jobs so that they can utilize that on their jobs. In addition, the researcher interacted extensively with the top managements of the respondent PSBs in general to elicit their views and comments on the topic under study. Periodically, the impact of training and development programmes on the trainee's needs to be appraised so correction, if needed, can be incorporated along the way so that every rupee spent on the programmes will have been spent productively.
- Singh. R., and Mahanty. M., (2012) **Impact of Training Practices on Employee Productivity: A Comparative Study.** The paper studies the effects of training on employee productivity. This paper provides a review of the current evidence of such a relationship and offers suggestions for further investigation. An extensive review of the literature in terms of research findings from studies that have been trying to measure and understand the impact that individual HR practices like training have on employee productivity across various sectors. The focal point of our review is on training practices and employee productivity and their relationship. In conclusion, we can say that taken as a

Objectives of the Study

- To identify the coping training strategies adapted by NTPC Anta.
- To know the impact of training strategies on employee retention at NTPC.

and development were pertinent to the officer's job interest, they find the training and development to be more interesting, innovative and work towards the benefit of the organization. The officers want to the training

whole, the research findings are varied. Some studies have found a positive association, some negative and some no association whatsoever. The paper concludes with directions for future research by applying different level of analysis on exploring the impact of training practices on employee productivity. Present study concluded that there definitely exists a relationship between these two but the impact and effect of training practices on employee productivity varies for different industry.

Research Methodology

For this study determination, consider the employees of NTPC functioned at Kota Region to conclude our sampling frame. Proportional Random Sampling method applied for sampling purpose.

Area of study: The area of study is Kota Region.

Research instrument: Structured questionnaire.

Sample size: 50 employees of NTPC.

Data Collection: The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet.

Hypothesis of the Study

H₀—There is no significant impact of training strategies on employee retention at NTPC.

H₁ – There is a significant impact of training strategies on employee retention at NTPC.

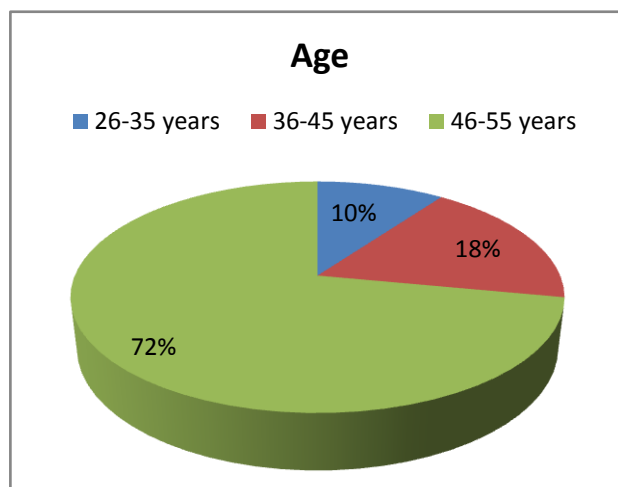
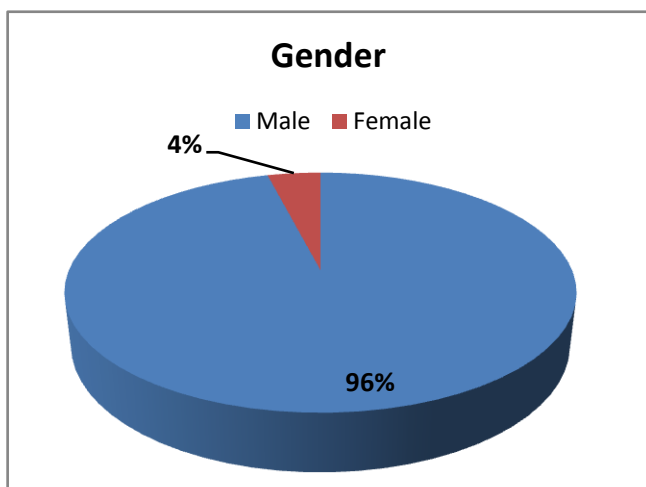
Data Analysis

Table 2: Demographic details of Respondents

Demographic Profile		Frequency	Percent
Gender	Male	48	96.0
	Female	2	4.0
	Total	50	100.0
Age	26-35 years	5	10.0
	36-45 years	9	18.0
	46-55 years	36	72.0
	Total	50	100.0

Chart 1

Chart 2



It is evident from the above demographic details of respondent that research had tried to cover a broad demographic profile of NTPC

employees as respondent. As in the current study the total sample size is n=50.

Test of Reliability**Table 1: Reliability Statistic**

Reliability Statistics	
Cronbach's Alpha	N of Items
.798	10

From the above table, it can be seen that **Cronbach's alpha is 0.798** which indicates a high level of internal consistency for the scale with this present study.

Hypothesis Testing

H₀–There is no significant impact of training strategies on employee retention at NTPC.

H₁ – There is a significant impact of training strategies on employee retention at NTPC.

Descriptive Statistics			
	Mean	Std. Deviation	N
Training	4.0500	.79057	50
Employee Retention	3.7600	.74396	50

“Relationship between Training & Employee Performance”

Correlations			
		Training	Employee Retention
Training	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	50	50
Employee Retention	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.05 level (2-tailed).

Present study concludes from the above that there is a strong positive correlation between Training and Employee Performance. It can be seen that **Person**

Correlation value 0.645 and **sig. value is 0.000** which signpost that there is a statistical significance impact of Training Strategy on Employee Retention.

Conclusion

NTPC subscribes to the belief that efficiency, effectiveness and success of the organization, depends largely on the skills, abilities and commitment of the employees who constitute the most important asset of the company.

Well trained employees are key to a business' success. It has been demonstrated that the best and gainful workers are the individuals who have received extensive training and advancement. These clusters of workers can be depicted as the "cream of the product" that frequently has the most grounded stake in an organization's future. Present study evaluated the effective training strategies can enhanced employee retention. Current study aims that to identify the impact of training strategies on employee retention. Present study concluded that there is a significant relationship between training strategies and employee retention which means that if training will be effective in NTPC so retention of employees has risen eventually.

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