

Training and Development in LIC of India with Special Reference to Pasighat, Naharlagun and Itanagar Branches of Arunachal Pradesh, India

DR. PHILIP MODY¹ DR. ODANG TAYENG²

Abstract: LIC of India has been imparting Training and Development Programs to their employees from time to time. The present study reveals that, Induction Training conducted by LIC of India for their new employees are organized in a very systematic and orderly manner. Mostly, LIC of India is found to have used off-the-job training method for their officers' grade employees. However, subordinate staffs have been mostly imparted training through on-the-job training methods. In addition, officer's grade employees of LIC of India are found to have attended training programs as being routine matters. Whereas, the clerical staffs are found to have attended training programs through initiative of the corporation. On the other side, subordinate employees have attended the training programs through their own efforts and as being routine matters of the organization. The study unveiled that, training & development programs have been a key to enhancement of skills and attitudes of the employees. In addition, training and development programs have led to improvement in employees' productivity and efficiency. Also, training and development programs have increased the performances of trained employees than untrained employees.

With this background, the study makes an attempt to examine the training and development methods adopted by LIC of India in Naharlagun, Itanagar and Pasighat branches. Further, it endeavors to analyze the impact of training & development programs on skills & attitudes of the employees working under the Study Units.

Key Words: Arunachal Pradesh; Development; Life Insurance Corporation and; Training

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I. INTRODUCTION

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous in nature, but it is periodical and given in specified time.

Training is required at every stage of work. It is required for every person at work. To keep one updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programs are also necessary in any organization for improving the quality of work of their employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. It is a process of learning a sequence of programmed behaviors. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that, employees is better equipped to do his present job or for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands. Since training involves time, effort & money, so an organization should be very careful while designing a training program. The objectives and needs for training should be clearly identified. Also, an appropriate method or type of training should be chosen according to the needs and objectives established. Once this is done accurately, the organization should take a feedback on the training program from trainees in the form of a structured questionnaire so as to know whether the amount and time invested on training has turned into an investment or it was a total expenditure for an organization.

LIC of India is providing various training and development programs to their employees from time to time depending upon the requirement and the availability of training centres. It has been observed that, LIC of

¹ Associate Professor, Department of Commerce, Rajiv Gandhi University, Itanagar, Arunachal Pradesh, e-mail ID: philipmodi@rediffmail.com, Contact No: 09436863376 (M) / 0360-2277269 (O)

²Sr. Assistant Professor, Department of Management, Rajiv Gandhi University, Itanagar, Arunachal

India is using both on-the-job and off-the job training methods. At present LIC of India is using the following four types of programs which are conducted by various training centres namely- Standard Program on Repetitive basis; Role Orientation Courses in functional areas; Special Courses and Seminars and; Sale Training for supervisory and field personnel. Further, these training and management development programs are conducted in various training centres. Sales Training Centre (STC); Management Development Centre (MDC) and; Zonal Training Centre (ZTC) are some of the notable training centres. Apart from these, there is also a National Insurance Academy (NIA) which is providing various training programs to the employees of LIC of India. In addition to all of these, LIC of India is also conducting a training program on 'Business Leadership for senior divisional manager with the collaboration of ISB Hyderabad. It has been also noticed that, LIC of India has covered almost 89 per cent of employees under the training program in the year 2012-13. The LIC is providing the training programs to their employees through both, in-the-job and off-the job training methods. It is collaborating with the best institutes which are reputed in India for training of their administrative and field personnel.

OBJECTIVES OF THE STUDY

1. To examine the Training and Development Methods adopted by LIC of India in the Study Units.
2. To analyze the relationship between Training & Development Programs and development of Skills and Attitudes of LIC's employees working in the Study Units.

HYPOTHESIS OF THE STUDY

Ho¹: There is no relationship between training & development programs and development in skills and attitudes of employees working in Naharlagun, Itanagar and Pasighat branches of LIC of India.

Ho²: Training and development programs have improved productivity and efficiency levels of the employees in Study Units.

Ho³: Trained employees perform better than untrained employees of LIC of India.

II. RESEARCH METHODOLOGY

▪ **Research Method and Tools:** While conducting the present study, efforts have been made to make the study empirical. The present study has been purely based on Field Survey. It is an Analytical and Descriptive Research in nature. During the study, Personal Interview, Telephonic Contacts and Observation Methods have been used to collect pertinent field data. Moreover, structured schedules, mobile phone and other stationeries have been widely used as research tools for the study.

▪ **Sources of Data:** During field survey, the data have been collected from both primary and secondary sources. The collection of primary data has been done through Personal interview. For the collection of primary data, a structured questionnaire has been framed, administered and collected after the interview and discussion. To study the Human Resource Management of LIC of India in context of Arunachal Pradesh, the researcher has consulted and collected information from various secondary sources. Secondary data have been collected from LIC Journals, LIC of India Report, Year book of LIC, existing data from both the LIC offices of Papum Pare and East Siang Districts, books, journals, thesis, dissertations, published and unpublished sources. Beside, internet has been extensively used while collecting secondary information for the present study.

▪ **Universe of the Study:** The Universe of the present study encompasses all the employees who are presently working in Naharlagun, Itanagar and Pasighat branches of LIC of India hereafter, called as 'Study Units'. Moreover, the study has been carried across two districts of Arunachal Pradesh namely- Papum Pare and East Siang respectively. Henceforth, these two districts have been called hereafter, 'Study Area'.

▪ **Sampling Techniques and Size:** During the present study, Convenience Sampling under non-probability sampling technique has been used. For the present study, 60 permanent employees (both male & female) including subordinates, clerks and officers have been selected from Naharlagun, Itanagar and Pasighat LIC offices. Moreover, formal and informal discussions with the branch managers and other officials as well as other non-official staffs of Papum Pare and East Siang District offices of LIC of India have also been made to uncover some relevant and pertinent facts. Sample distribution and size of the study has been highlighted in Table 1.

Table 1: Sample Distribution

LIC Offices	Subordinate	Clerk	Officer	Total
Naharlagun	04	14	09	27
Itanagar	02	05	02	09
Pasighat	03	14	07	24
Total	09	33	18	60

Source: Field Study, 2017

- **Tools of Data Analysis:** For analysis of data, frequency distributions, pie chart, standard deviation, chi-square test etc., have been used to draw inferences on the Universe. Moreover, statistical packages like MS Excel and SPSS (21 Version) have been widely used to analyses field data as per need and requirements of the study.

III. DATA ANALYSIS AND INTERPRETATION

A. Employees' Opinions on Induction Training of LIC of India in the Study Units: It is revealed from Table 2 that, 66.7 percent of the sample respondents for the present study hold opinions that, the training and development programs organized by LIC of India are excellent. Likewise, 11.7 percent, 3.3 percent and 8.3 percent of the respondents have rated the same as very good; simply good and fairly good respectively. However, 10 percent of the respondents remain silent on induction training as they didn't yet receive any such kinds of training from LIC of India. It is noteworthy to mention that, most of the sample employees who have agreed that, induction training of LIC was excellent belong to the officer's categories (in term of percentage). 83.3 percent of them have been found to have considered it as excellent. Also, 16.7 percent of the sample officers have rated it as 'very good'. It is evident from Table 2 that, 75.8 percent and 12.1 percent of the respondents under clerical categories have stated the induction training to be 'excellent' and 'very good' respectively. In the case of subordinate categories, the study found that, the induction training given to this category is not up to the marks as they have shown a little dissatisfaction over it. Apart from this, it is also observed from Table 2 that, 44.4 percent of them were not provided any induction training by the LIC. It is also interesting to mention that, Naharlagun branch of LIC stood first in terms of conducting induction training more systematically and orderly manner. It is followed by Pasighat and Itanagar branches respectively.

Table 2: Employees' Opinions on Induction Training of LIC of India in the Study Area

Basis	Subordinate	Clerk	Officers	Total
Excellent	00(00)	25(75.8)	15(83.3)	40(66.7)
Very good	00(00)	04(12.1)	03(16.7)	07(11.7)
Good	01(11.2)	01(03)	00(00)	02(3.3)
Fairly good	04(44.4)	01(03)	00(00)	05(8.3)
Poor	00(00)	00(00)	00(00)	00(00)
No comment	04(44.4)	02(6.1)	00(00)	06(10)
Total	09(100)	33(100)	18(100)	60(100)

Source: Field Study, 2017

Note: Figure in the bracket shows percentage to the total sample units

B. Training Methods used for the employees of LIC of India in the Study Area: It is observed from Table 3 that 11.7 percent of the employees under the present study have undergone training courses through on-the-job methods. Also, 71.7 percent of the total respondents reported to have been trained through off-the-job method. Moreover, 10 percent of the respondents have not yet attended any training programs conducted by LIC. It is also important to notice that, LIC of India is frequently adopting off-the-job training methods for its employees under officer's categories in the study units. It is also seen that, for clerical employees, LIC is using both, the training methods for imparting training. However, mostly they preferred off-the-job training method as evident from Table 3. It is observed from Table 3 that, 75.7 percent of the clerical employees have received training through off-the-job training method. However, only 6.1 percent clerical sample employees have received training through on-the-job training methods. For the subordinate staffs, LIC of India is mostly using on-the-job training methods as 55.6 percent of them have been imparted training through on-the-job methods. Thus, it is evident from Table 3 that, LIC of India is using off-the training methods mostly for their officers grade employees and clerical employees. So far subordinate staffs training is concern, LIC of India is found to have preferred mostly on-the-job methods for imparting training to them.

Table 3: Training Methods used for the employees of LIC of India in the Study Area

Training Methods	Subordinate	Clerk	Officers	Total
On the Job Method	05(55.6)	02(6.1)	00(00)	07(11.7)
Off the Job Method	00(00)	25(75.7)	18(100)	43(71.7)
Both	00(00)	04(12.1)	00(00)	04(6.6)
No Idea	04(44.4)	02(6.1)	00(00)	06(10)
Total	09(100)	33(100)	18(100)	60(100)

Source: Field Study, 2017

Note: Figure in the bracket shows percentage to the total sample units

C. Selection of Employees to attain Training Programs in LIC of India in the Study Units: It is revealed from Table 4 that, 3.3 percent of the sample respondents stated that, they have attended training programs conducted by LIC by their own initiatives by approaching their superiors for inclusion of their name in the list of trainees. The study also found that 51.7 percent of the sample respondents have attended the training programs conducted by LIC of India only by the initiative of the employers of the corporation. Meanwhile, 35 percent of the sample respondents of Study Units felt that, training program is a part of their job. They felt that, it is a routine matters for them to attain the training program conducted by LIC. The study also reveals that, 10 percent of the respondents have not yet attended any training program conducted by LIC. So, they have still no idea regarding this issue. It is also unveiled from Table 4 that, the officer's categories of LIC employees are generally attending the training programs conducted by LIC of India as a routine matter of the organization. In this regards, 61.1percent of them are found to have attended the training programs as being a routine matters of the organization. It is also observed that, the clerical staffs of LIC of India are basically attending the training programs by the initiative of the corporation. In this regards, 72.7 percent of them have attended training programs through the initiative of the corporation. In the case of subordinate staffs, they have attended the training programs by their own effort as well as due to routine matters of the organization. Thus, it is clear from Table 4 that, the officer's grade employees of LIC of India are generally attending training programs as being routine matters of the corporation. Whereas, the clerical staffs have attended training programs through the initiative of the corporation. Further, subordinate employees have attended the training programs by their own efforts and as being routine matters of the organization.

Table 4: Selection of Employees to attain Training Programs in LIC of India in the Study Area

Basis	Subordinate	Clerk	Officers	Total
At Own Initiated	02(22.2)	00(00)	00(00)	02(3.3)
At the Initiative Of Corporation	00(00)	24(72.7)	07(38.9)	31(51.7)
As a Routine Matter	03(33.4)	07(21.2)	11(61.1)	21(35)
Any Other	00(00)	00(00)	00(00)	00(00)
No Idea	04(44.4)	02(6.1)	00(00)	06(10)
Total	09(100)	33(100)	18(100)	60(100)

Source: Field Study, 2017

Note: Figure in the bracket shows percentage to the total sample units

D. Employees' Perception on needs of Training and Development Program: It is clear from Table 5 that, 70 percent of the sample respondents opined that a training and development programs conducted by the LIC of India is very essential. Likewise, 11.7 percent of sample respondents felt that, training program is necessary and compulsory to some extent. While, 8.3 percent of the respondents felt that, training and development program are not necessary for each and every employee. The study also reveals that, those respondents who felt that training and development are not necessary and compulsory basically belong from the subordinate group of employees. It is also observed that, training and development programs are seen to be necessary and compulsory for every officer grade employees of LIC of India. In case of clerical staffs, training and development programs are found necessary for them as 73 percent of them have already attended a training program conducted by LIC of India. It is also evident from Table 5 that, training and development programs are seen to be not so necessary for the subordinate staffs as out of total 9 sample which constitutes 34 percent of the total sample have not yet attended any training and development programs. In addition, 44.4 percent of them have even no idea regarding training and development programs of the LIC of India.

Table 5: Employees' Perception on needs of Training and Development Program

Basis	Subordinate	Clerk	Officers	Total
To Great Extent	00(00)	24(72.7)	18(100)	42(70)
To Some Extent	02(22.2)	05(15.1)	00(00)	07(11.7)
To Little Extent	00(00)	00(00)	00(00)	00(00)
Not at All	03(33.4)	02(6.1)	00(00)	05(8.3)
No Idea	04(44.4)	02(6.1)	00(00)	06(10)
Total	09(100)	33(100)	18(100)	60(100)

Source: Field Study, 2017

Note: Figure in the bracket shows percentage to the total sample units

E. Testing of Hypothesis: For the present study, three null hypotheses have been framed. Testing of these hypotheses has been made using chi-square test which is presented in Table 6. The calculated mean value of the hypotheses I, II and III are 3.23, 3.20 and 3.40 with a positive standard deviation of 1.382, 1.205 and 1.210 respectively. Also, as per the chi-square test is concern, the calculated values of hypotheses I, II and III are 64.933, 37.200 and 63.00 respectively. However, the table value at 0.05 level of significance is 7.81, 5.99 and 9.49 (at Degree of freedom= 3, 2 and 4) respectively for hypotheses I, II and III.

Table 6: Testing of Hypothesis

Particular	I	II	III
	There is no relationship between training & development programs and development in skills and attitudes of employees	Training and development programs have improved productivity and efficiency levels the employees	Trained employees perform better than untrained employees
Chi-Square	64.933	37.200	63.00
Degree of freedom	3	2	4

Source: Field Study, 2017

Hence, the calculated values are much greater than the table values. So, all these hypotheses do not hold good. Therefore, all the three null hypotheses framed for the present study have been rejected. Thus, the study alludes to relationship between training & development programs and development in skills and attitudes of employees; improvement in employees 'productivity and efficiency due to training and development programs and; better performance of trained employees than untrained employees in that order.

IV. CONCLUDING REMARKS

LIC of India is providing various Training and Development Programs to their employees from time to time depending upon the requirement and the availability of training centres. It has been observed that LIC of India is using both on-the-job and off-the job training methods. At present LIC of India is using basically four types of programs in various training centre namely- Standard Program on repetitive basis, Role Orientation Courses in Functional Areas, Special Courses and Seminars and Sales Training for supervisory and field personnel. The study revealed that, Induction Training conducted by LIC of India for their new employees are organized in a very systematic and orderly manner. Mostly, LIC of India is found to have used off-the-job training method for their officers' grade employees. However, subordinate staffs have been mostly imparted training through on-the-job training method.

Further, officer's grade employees of LIC of India are found to have attended training programs as being routine matters. Whereas, the clerical staffs are found attended training programs through initiative of the corporation. On the other side, subordinate employees have attended the training programs through their own efforts as well as due to routine matters of the organization.

Thus, the study unveiled that training & development programs have been a key to enhancement of skills and attitudes of the employees. In addition, training and development programs have led to improvement in employees' productivity and efficiency. Further, training and development programs have increased the performances of trained employees than untrained employees.

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