



An Analysis of Training Effectiveness at Bharat Heavy Electricals Limited

Author: Akshita Anil Kawde, M Com Sem-IV, Dr S C Gulhane Purna College of Commerce, Science and Arts, Nagpur

Guide: Dr. Jai Nishad, Dr S C Gulhane Purna College of Commerce, Science and Arts, Nagpur

Abstract

This study examines the effectiveness of training and development programs at Bharat Heavy Electricals Limited (BHEL), a leading public sector enterprise in India. By analyzing employee perceptions, training methodologies, and their impact on job satisfaction and productivity, the research aims to provide insights into the efficacy of BHEL's training initiatives. Data is drawn from various units, including Haridwar, New Delhi, and NOIDA, utilizing both qualitative and quantitative methods. Findings indicate a positive correlation between training programs and employee performance, though areas for improvement remain.

Keywords: Training Effectiveness, Employee Development, Training Programme, Employee Satisfaction, BHEL, Training Practice

1. Introduction

BHEL, established in 1964, is India's largest engineering and manufacturing enterprise in the energy and infrastructure sectors. Recognizing the pivotal role of human resources, BHEL has consistently invested in training and development to enhance employee capabilities and organizational performance. This paper analyzes the effectiveness of these training programs, focusing on their design, implementation, and outcomes.

Bharat Heavy Electricals Limited (BHEL) is India's largest engineering and manufacturing enterprise. The India's largest engineering and manufacturing enterprise, primarily focused on designing, manufacturing, and installing products and services for the energy and infrastructure sectors. Training helps employees acquire necessary skills, knowledge, and attitudes. The study aims to help local businesses adapt to digital trends while sustaining profitability.

2. Literature Review

Previous studies highlight key trends:

- Digital Training Platforms: Increasing use of e-learning and blended learning approaches, especially post-COVID.
 - Customization and Role-Based Training: Tailoring training modules based on job roles for better relevance and application.
 - Measurement and Feedback Systems: Integration of feedback loops and ROI analysis into the training process.
- This study builds on existing research by analyzing localized impacts on small retailers.

3. Methodology

Generally, research is considered as an endeavor to arrive at the answer to intellectual and practical problem through the application of scientific methods to the knowledge universe. It is movement from known to unknown. Research is essentially a logical and an organized enquiry seeking facts through objective verifiable methods in order to discover the relation among them and to refer from the board principles or laws. It is really a method of critical thinking.

Data collection: Primary Data: - Structured questionnaires were



administered to 600 employees across BHEL's Haridwar, New Delhi, and NOIDA units.

Secondary Data: -Information was gathered from BHEL's official reports, academic journals, and previous research studies.

4. Findings

Mixed Trainer Feedback – Internal trainers are well-received, but external trainers sometimes lack BHEL-specific customization.

Learning Retention and Application: Around 60% of employees were able to apply learned skills on the job within 3 months of completing training. The findings suggest that BHEL's training programs are effective in enhancing employee performance and satisfaction. However, disparities exist among different units, with the Haridwar unit reporting higher satisfaction levels. This indicates a need for standardizing training practices across all units to ensure uniform effectiveness.

5. Conclusion

Training and development are crucial for organizational growth and employee satisfaction. BHEL's

commitment to employee development is evident through its diverse training programs. While the overall effectiveness is positive, continuous evaluation and improvement are necessary to maintain and enhance training outcomes. The study on training effectiveness at BHEL reveals that the organization's training programs positively impact employee performance, skill development, and job satisfaction. However, regular evaluation and updates to training methods can further enhance their relevance and effectiveness, ensuring alignment with organizational goals and technological advancements.

References

- Lika, M. (Year). Examining the effect of employee training on job satisfaction: A case study of BHEL. Quest Journals.
- BHEL. (2020). BHEL optimises emphasis on employee engagement during the lockdown.
- BHEL Official Website. <https://www.bhel.com>

