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A Study Of Training And Development Programme Of Bsnl

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Abstract:

The procedure of global selection, succession and career planning has become critical to the success of global enterprise transformation. And More so as the globalization evolves from being the latest corporate buzzword to a basic economic reality in consulting organizations, expatriation and repatriation is a way of life, as these organizations survive and prosper on the revenues that are generated by their consultants on site. In recent years, the rules and methods of expatriate management has changed completely and in today's scenario, the companies can no longer afford to be lackadaisical in their efforts to select and develop as the Indian companies continue to expand across the border at a rapid rate and face stiff competition from global giants, they're also incurring millions of dollars in costs as a result of failures attributable to poor expatriate assignments.

As the globalization has evolved from being the latest corporate buzzword to a basic economic reality, more and more organizations today, realize that they need managers with expertise and skills that translate well to the international arena. Some industry commentators call the Human Resources function the last bastion of bureaucracy. Traditionally, the role of the Human Resource professional in many organizations has been to serve as the systematizing, policing arm of executive management.

Keywords: executive management, VSAT, expatriate assignments, WLL, VoIP services.

Introduction:

Human Resources are the wealth of an organization which can help in achieving its goals. The values, ethics, beliefs of the individuals working in an organization also from a part of human resources. All the activities of an organization are executed and completed in a term spirit by the persons who make up an organization. Thus, it is the people or the human beings in the organization who from a significant resource of organization. In today's modern business world every organization realizes the need and important of competent and skilled

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manpower and the necessity of procurement and retaining such employees for the success of organization among its competitors

COMPANY PROFILE

Bharat Sanchar Nigam Ltd. Formed in October 2000, is world's 7th largest telecommunications company providing comprehensive range of telecom services in India: Wire line, CDMA mobile, GSM Mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP services, IN Services etc. Presently it is one of the largest & leading public sector units in India.

BSNL is the only service provider, making focused efforts and planned initiatives to bridges the rural –urban digital divides ICT sectors the country to beat its reach with is wide network giving services in every nook & corner of country and operate across India except Delhi & Mumbai. Whether it is inaccessible area of Siachen glacier and North-eastern region of the country. BSNL serves its customers with its wide bouquet of telecom services.

BSNL is numerouno operator of India in all services in its license area. The company offers vide ranging & most transparent tariff schemes designed to suite every customer. BSNL cellular service, Cell One, has more than 52.09 million cellular customers, garnering 16.96 percent of all mobile users in its area of operation as its subscribers. In basic services, BSNL is miles ahead of its rivals, with 35.1 million Basic Phone subscribers i.e. 85 percent share of the subscriber base and 92 percent share in revenue terms.

The turnover, nationwide coverage, reach, comprehensive range of telecom service and the desire ton excel has BSNL the No. 1 Telecom Company of India.

Interesting Facts:-

- There are 1.2 million BSNL mobile connections in rural India (a record, no other connection is as famous as bsnl in rural areas).
- BSNL supplies phone lines to all other network such as Airtel, Vodafone etc.
- BSNL is the only network which offers broadband connections.
- More than 50% of the international call coming to India, use Reliance network.
- Largest pan India coverage-over 11000 towns & 3 lakh villages.
- India's No.1 wireless services provider with more than 50 million customers.
- An incredible speed of 2mbps is only offered by BSNL.

ASPIRATION:-

- Be The Leading Telecom Service Provider in India with global presence.
- Create a customer focused organization with excellence in sales, marketing and customer care.

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- ❖ Leverage technology to provide affordable and innovative products/services across customer segments.
- ❖ Provide a conducive work environment with strong focus on performance

NATURE OF THE BUSINESS CARRIED:-

BSNL is basically a telecom (land line) service provider. But now a day apart from these Services, the operations of the company has been diversified into several arenas such as 3G, customer care, call centers, mobile services, etc.

SERVICES OFFERED BY THE BSNL:-

BASIC TELEPHONE SERVICES:-

BSNL launched Data One broadband service in January 2005 which shall be extended to 198 cities very shortly. The service is being provided on exiting copper in restructure on ADSL2 technology. The minimum speed offered to the customer is 256 Kbps at Rs.25/- per month only. Subsequently, other service such as VPN, Multicasting, Video conferencing, video-on-Demand, Broadcast application etc. will be added.

INTENET:-

Keeping the global network of networks network, the countrywide Internet Service of BSN under the brand name includes internet dial up/Leased line access, CLI based access(no account is required) and DIAS service, for web browsing and E-mail.

ISDN:-

Integrated service Digital Network Service of BSNL utilize a unique digital network providing high speed and high quality voice, data and image transfer over the same line. It can also facilitate both desktop video and high quality video conferencing.

Intelligent Network:-

Intelligent Network Service (In Service) offers value-added services, such as

- ➢ Free Phone Service(FPH)
- ➢ India Telephone Card (Prepaid card)
- ➢ Account Card Calling (ACC)
- ➢ Virtual Private Network (VPN)
- ➢ Tele-voting
- ➢ Premium Rae Service (PRM)
- ➢ Universal Access Number (UAN) and more.

I-Net:-India s x.25 based packet Switched Public data Network is operational in104 cities of the country. It offers x.25 x.28 leased, x.28 Dial up(PSTN) connection and frame relay services.

LEASED LINES & DATACOM:-

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BSNL provides leased lines for voice and data communication for various applications on

Point to point basis. It offers a choice of high, medium and low speed leased data circuits as well as dial-up lines. Bandwidth is available on demand in most cities. Managed Leased Line Network (MLLN) offer flexibility of providing circuits with speeds of nx64 kbps up to2mbps, useful for internet leased lines and International Principle Leased Circuits(IPLCs).

CELLULAR MOBIL SERVICE:-

POSTPAID AND PREPAID

BSNL Mobile provides all the services like MMS, GPRS, voice Mail, E-mail, Short Message Service (SMS) both national and international, unified messaging service (send and receive mails) etc. You can use BSNL Mobile in over 160 countries world wide and in 270 cellular networks and over 1000 cities/towns across India. It has got coverage in all National and State Highways and train routes. BSNL Mobile offers all India Roaming facility to both prepaid and post-paid customer (including Mumbai & Delhi).

WIRELESS IN LOCAL LOOP:-

This is a communication system that connects customers to the public Switched Telephone network (PSTN) using radio frequency signals as a substitute for conventional wires for all or part of the connection between the subscribers and the telephone exchange.

EVALUATION OF TRAINING PROGRAMME

The specification of values forms a basis of evaluation. The basis of evaluation and the mode of collection of information necessary for evaluation should be determined at the planning stage. The process of training evaluation has been defined as "any attempt to obtain information on the effect of training performance and to assess the value of training in the light of that information." Evaluation helps in controlling and correcting the training programmed. Humbling suggested five levels at which evaluation of training can take place, viz., reactions, learning, job behavior, organization and ultimate values.

- Reactions: Trainees reactions overall unfulness of the training including the coverage of the topics, the method of presentation, the techniques used to clarify things, often throw light on the effectiveness of the programme. Potential questions of trainees might include.
- What were your learning goals for programmes?
- Did you achieve them?
- Did you like this programme?
- Would you recommend it to others who have similar learning goals?
- What suggestions do you have for improving the programme?
- Should organization continue to offer it?

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- Lerning:- This programme, trainer's ability and trainee's ability as evaluated on the basis of quantity of learned and time in which learned.
- Job behaviour:- This evaluation includes the manner and extent to which the trainee has applied his learning to his job.
- Organization:- This evaluation measures the use of training, learning and chance in the job behavior of the department/organization in the form of increasing productivity, quality, morale, sales turnover, and the like.
- Ultimate value:- It is the measurement of the ultimate result of the contribution of the training programme to the company goals like survival, growth, profitability, etc.

Steps In The Organization Of A Development Programme

The following are the important steps in the organization of a management development programme.

Analysis Of Organizational Development Needs:

After deciding to launch a management development programme close and critical examination of the present and future development need of the organization has to be made. We should know how many and what type of mangers are required to meet the present and future requirements.

A comparison of the existing talent with those that are require to meet the projected need will help the top management to take a policy decision as to whether it whishes to fulfill those positions from within the organization or from outside sources.

Appraisal Of Present Management Talents:

In order to make the above suggested comparison, a qualitative assessment of the existing executive talent should be made an estimate of there potentials for there development should be added to that. Only then can it will be compared with the projected required talents.

Inventory Of Management Manpower:

This is prepared to have a complete set of information about each executive in each position. For each member of the executive team, a card is prepare to listing such dada as name, age, length of service, education, work experience, health record, psychological test result and performance appraisal data etc. the selections of individuals for a management development programme is made on the basis of the kind of background they possess such information, when analyzed. Discloses the strengths as well as weaknesses or deficiencies of managers in certain functions relating to the future needs of the organizations.

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PLANNING OF INDIVIDUAL DEVELOPMENT PROGRAMME:

Guided by the results of the performance appraisal that indicates the strengths and weaknesses of each of the executive, this activity of planning of individual development programme can be performed.

ESTABLISHING OF DEVELOPMENT PROGRAMME:

It is the duty of the HR department to establish the developmental opportunities. The Hr department Has to identify the existing level of skills, knowledge etc., of various executive and compare them with their respective job requirements. Thus, it identifies developmental needs and requirements and establishes specific development programme like leadership courses, management games, sensitivity training.

RESEARCH MEHODOLOGY

By Interview Method the research conducted.

Collecting the data :-

There are several days of collecting the appropriate data which differ considerably in context of money costs, time and other resources at disposal of the of research primary data can be V collected either through experiment or through survey.

1. By observation 2 Through personal interview 3.Through telephone interview 4.By mailing of questionnaires 5. Through schedules.

SOURCES OF COLLECTING DATA

A PRIMARY DATA

1 Interview

2 Questionnaires

3 Observation

B SECONDARY DATA

1. Books.
2. Magazines.
3. News papers.
4. Internet.
5. Journal

OBJECTIVE OF RESEARCH

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1. To know the different method use by company to provide training to all level of employees.
2. To ascertain whether training programmer increase the efficiency & productivity of his employees.
3. To know whether the training programme of the company helps them to gets maximum out of its employer so as maximize the profit.
4. To know whether the training programme increases the moral
   Productivity & Job satisfaction of the employee.

Hypothesis

- It is assumed that training and development helps company to increase the productivity of employees.
- By the help of training & development programmer the employee can handle any situation and maintain good relation.
- It is assume that training & development programmer organizes by company helps their employees to acquaint themselves in modern changing environment.

STUDY OF TRAINING & DEVELOPMENT IN BHARAT SANCHAR NIGAM LIMITED

BHARAT SANCHAR NIGAM LIMITED" is abbreviated as BSNL. It is fourth largest department of Telecommunication Company in Asia and seventh in world today. This is one of the most earning revenue in India. Above more than 3 laces employees, officer and engineers working in BSNL at present. Previously electro mechanically exchanges for use in India namely Stronger type exchange, cross bar exchange were there.

These manual telephone exchanges suffered from some disadvantages. To overcome these automatic exchanges was introduced in this system.
In 1980's PITHROTHA LTD. Introduced "C-DOT" exchange in India. These exchanges replaced by electro mechanical exchange.
These exchange which has wide range of capacity replaced electro mechanical exchange, C-DOT-128, C-DOT-256, C-DOT-512, C-DOT-1024(SBM) exchange, C-DOT-2048(MBM) exchange and so on. Besides C-DOT exchange ILT exchange, E-10B exchange also proved of mild stone in Telecommunication Sector to replace electromechanical
Exchanges, which were most sophisticated and modern latest techniques electronics exchange. There after it was OCB-283 exchange which proved very important exchange in this series to replace electro mechanical exchanges. Now it is "WLL" & "GSM" mobiles which is also proved a mild stone in Telecommunication sector. It was 31st march 2002 when

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BSNL started these GSM mobile and today it has provided almost 35 lacks mobiles in all over country. WLL system which is also a mobile with limited mobility in city & can
Have Telecommunication facility in that area almost. While GSM can cover all cities of the country.

Telecom factories to manufacture telephone switching boards and accessories at Bhilai, Mumbai, Calcutta and Jabalpur.
• I.T.I. Bangalore for the manufacturing for the carriers, VFT, Coaxial and microwave equipment.
• I.T.I. Gonda for the manufacturing of E-10B electronic exchange equipment.
• Hindustan Cables LTD. Hyderabad & Rupnarainpur for manufacturing underground cables.
• Hindustan teleprompters LTD Chennai for manufacturing teleprinters.
Local telecom network at the metropolitan cities of Mumbai and Delhi are under

TRAINING & DEVELOPMENT:-

Stimulated minds are learning minds that contribute effectively to business. Corporate learning and OD aspires to create a Learning Organization, a place where people are high on job satisfaction resulting from stimulating work environment and Learning Opportunities. The Corporate Learning and OD team strives towards attaining HR vision of making 'BSNL the most Desired Workplace for top talent'.

(1) IDENTIFICATION OF TRAINING:

The training needs are identified by Concern Validation Studies (CVS) and the gaps are filled by providing training. The training needs can be identified by the immediate superiors or by the employee's performance appraisal.

- The training needs are identified:
- At the time of interview
- Annual appraisal
- Training identification format
- Specific recommendations by functional head

(2) DECIDING THE OBJECTIVE OF TRAINING: The gathered information is forwarded to human resources officials for consultation and then the training objectives are established. The training objective is prepared after finding the requirement of training whether the gaps are about knowledge, skill or attitude. Then the objective of training is established and efforts to accomplish started.

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(3) TRAINING PLAN: Based on the collected data and discussions with hr manager training plan is prepared. The training plan is prepared. The training calendar is prepared monthly with the name of the trainees and the trainer.

(4) TRAINING METHODS & TOOLS: Considering the type of training, a suitable training method and required tools and equipments are finalized. The venue is finalized and all logistics are prepared. The methods and tools are also finalized once the type of training is decided whether it is knowledge, skill or attitude.

(5) TRAINING IMPLEMENTATION: List of employees are first of all collected with their name, designations and department and than a proper schedule with date, day and time and venue is finalized and all the employees are made aware of. The training is conducted and completed as per the schedule.

(6)TRAINING EVALUATION: Evaluation means the assessment of value or worth. The organization giving training to their employee can come to know what returns they are getting for efforts and expenditure it has committed to the training and it can find out from it whether the training efforts are in correct direction or not.

TALENT DEVELOPMENT:-

Managing a group of critical and high potential talent differently is the key to managing talent in an organization. The process of identifying and developing Top Talent needs to be fair, transparent and acceptable in an organizational culture. Corporate Learning & OD seeks to create and implement a robust framework to manage this process, the primary purpose being to create depth in leadership, fast track high potential talent and built in robustness in the leadership fabric of BSNL.

ORGANIZATION DEVELOPMENT

OD is about change and growth. Corporate Learning and OD team is engaged in anchoring the HR journey of 'Making BSNL the most desired workplace for Top Talent'. This, though ambitious, is not impossible, if systematically done with sharply defined objectives and clear milestones. There will be several interventions required at different levels across the BSNL in the next few years to get closer to this Vision. Corporate Learning & OD team will design and anchor these initiatives.

Internal Resourcing

"The company first scouts for talent within the organization to provide growth opportunities to its employees. This is done by notifying vacancies internally. This practice helps in managerial cross-functional exposure for career development and learning."

Lateral Recruitment

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"Market-skilled' employees from other companies are periodically inducted into the organization from time to time. A combined force of existing talent and induction of fresh blood helps the company to be competitive in the face of increasing business complexities."

OBJECTIVE OF THE STUDY:-

- To increase the skills and knowledge of the employees working of various job of BSNL.
- To acquaint which latest development in the workings files and uplates employees BSNL
- To improves the employee's decision making ability at BSNL.
- To encourage the employees of BSNL
- Toward the creative thinking.
- To achieve the economy.

Recruitment:-

- Summer Trainees will be recruited from the leading business schools which are short-listed by the Group.
- All selected Summer Trainees will be expected to join in the first week of April/May (depending on the academic calendar)

TYPES OF TRAINEES

- Engineering Graduates
- Technology Graduates
- MBA's – Marketing/Finance/HR/Exports
- Chartered Accountants
- Telecom Graduates

Recruitment Process & Career path of Trainees

Management Trainee Annual Requirement: Corporate HRD will assess the requirement of Trainees in consultation with all Unit /Divisional Heads

- Campus Recruitment:
  - Trainees will be selected on All India basis through campus interviews
  - Corporate HRD and Divisional HRD will be responsible for Recruitment by Campus Interviews or any other suitable process.
- Final Interview
  - The panel for the Final Interview for Trainees shall consist of Divisional Head VP – HR and General Manager – Corporate HRD.

EMPLOYEE TRAINING AND DEVELOPMENT

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An Effective Training Program

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. Hiring and keeping good employees is the key to the first factor. (Hiring has been discussed in the first section and retaining employees will be discussed in the third section.) If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

Purpose of Training and Development

Reasons for emphasizing the growth and development of personnel include

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.

Research has shown specific benefits that a small business receives from training and developing its workers, including:

- Increased productivity.
- Reduced employee turnover.
- Increased efficiency resulting in financial gains.
- Decreased need for supervision.

Employees frequently develop a greater sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. Generally they will receive a greater share of the material gains that result from their increased productivity. These factors give them a sense of satisfaction through the achievement of personal and company goals.

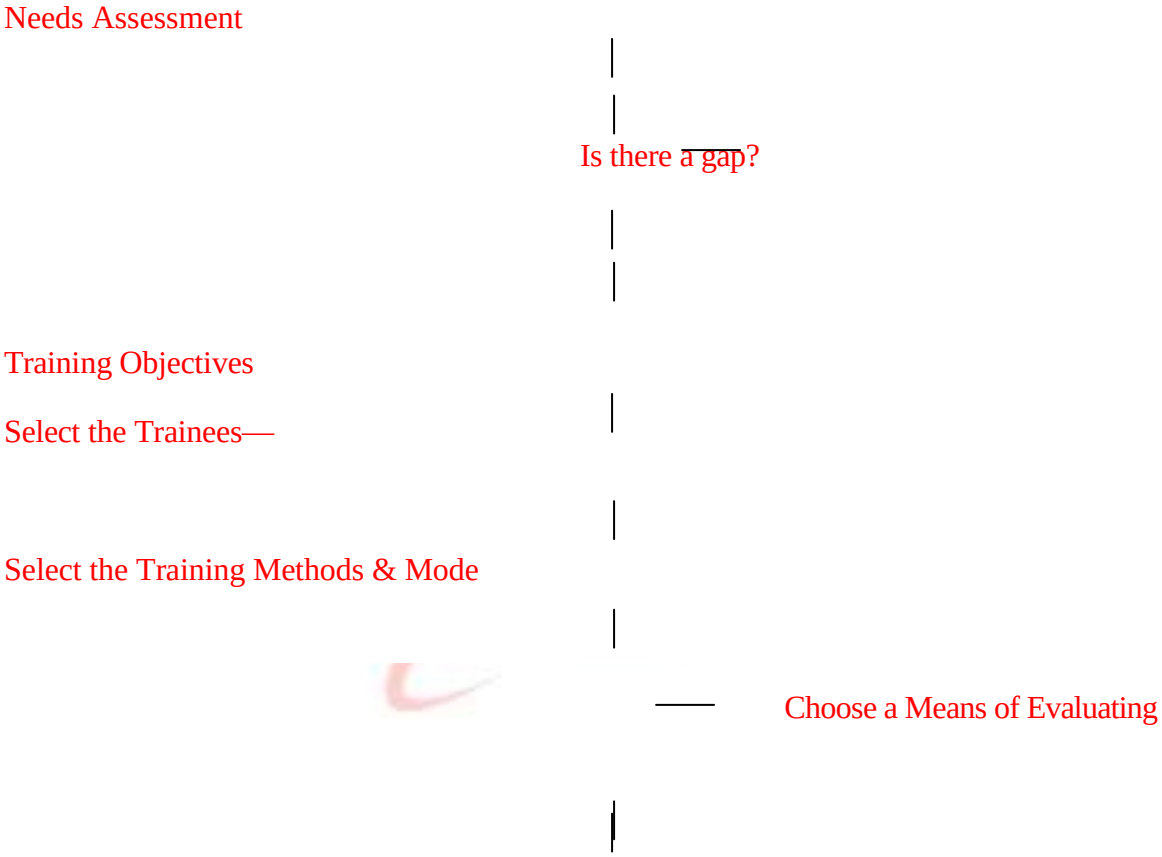
The Training Process

The model in Chart 1 traces the steps necessary in the training process.

Chart 1 - Steps in the Training Process

Organizational Objectives

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Firms that plan their training process are more successful than those that do not. Most business owners want to succeed, but do not engage in training designs that promise to improve their chances of success. Why? The five reasons most often identified are.

- Time - Small businesses managers find that time demands do not allow them to train employees.
- Getting started - Most small business managers have not practiced training employees. The training process is unfamiliar.
- Broad expertise - Managers tend to have broad expertise rather than the specialized skills needed for training and development activities.
- Lack of tnist and openness — Many managers prefer to keep information to themselves. By doing so they keep information from subordinates and others who could be useful in the training and development process.
- Skepticism as to the value of the training — Some small business owners believe the future cannot be predicted or controlled and their efforts, therefore, are best centered on current activities ~ i.e., making money today.

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A well-conceived training program can help your firm succeed. A program structured with the company's strategy and objectives in mind has a high probability of improving productivity and other goals that are set in the training mission.

Identifying Training Needs

Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis will provide answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

Selection of Trainees

Once you have decided what training is necessary and where it is needed, the next decision is who should be trained? For a small business, this question is crucial. Training an employee is expensive, especially when he or she leaves your firm for a better job. Therefore, it is important to carefully select who will be trained.

Training Goals

The goals of the training program should relate directly to the needs determined by the assessment process outlined above. Course objectives should clearly state what behavior or skill will be changed as a result of the training and should relate to the mission and strategic plan of the company.

Training Methods

There are two broad types of training available to small businesses: on-the-job and off-the-job techniques. On-the-job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A timetable should be established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

Off-the-job techniques include lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by small businesses although, some may be too costly.

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Training Administration

Having planned the training program properly, you must now administer the training to the selected employees. It is important to follow through to make sure the goals are being met. Questions to consider before training begins include

! Location.

! Facilities.

! Accessibility.

! Comfort.

! Equipment.

! Timing.

Careful attention to these operational details will contribute to the success of the training program. An effective training program administrator should follow these steps:

! Define the organizational objectives.

! Determine the needs of the training program.

! Define training goals.

! Develop training methods.

! Decide whom to train.

! Decide who should do the training.

! Administer the training.

! Evaluate the training program.

Following these steps will help an administrator develop an effective training program to ensure that the firm keeps qualified employees who are productive, happy workers. This will contribute positively to the bottom line.

Evaluation of Training

Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills.

- Don't tell only good things

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- Allow employee an opportunity to provide you, the owner, with information question and suggestion. In this way, communication are two way.

Fairness

Fairness ranges from consistency in personnel actions and fair market practices to adherence to the various laws governing the workplace. The concept of due process requires that a small business follow its own rules and policies.

The key to healthy work relations is managing communications within the firm. Most of the communication will flow as orders and instructions to employees. Nevertheless, communicating (and honesty and fairness) is a two-way process. It is difficult for employees to be intelligent and enthusiastic team workers if they do not know the reasons behind orders and instructions. Perhaps even more important is giving employees the opportunity to contribute ideas and opinions before the manager-owner makes a decision. This adds dignity and meaning to the job in the eyes of most employees and their families.

Some practical human relations techniques that stimulate two-way communications include

! Periodic performance review sessions (every three months).

! Bulletin boards.

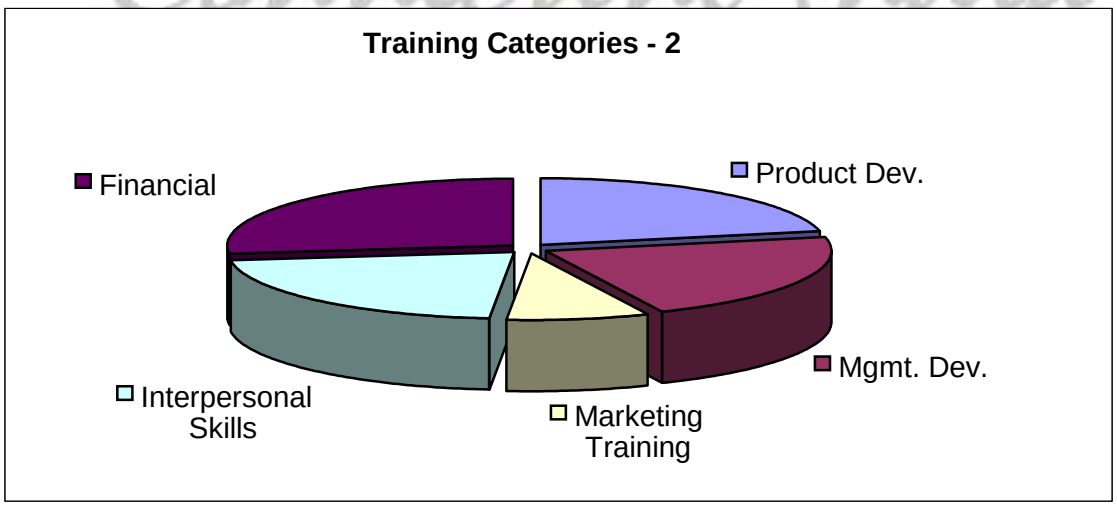
! Suggestion boxes.

! Newsletters.

! Regular open meetings.

NUMBER OF EMPLOYEES NOMINATED PER PROGRAM :

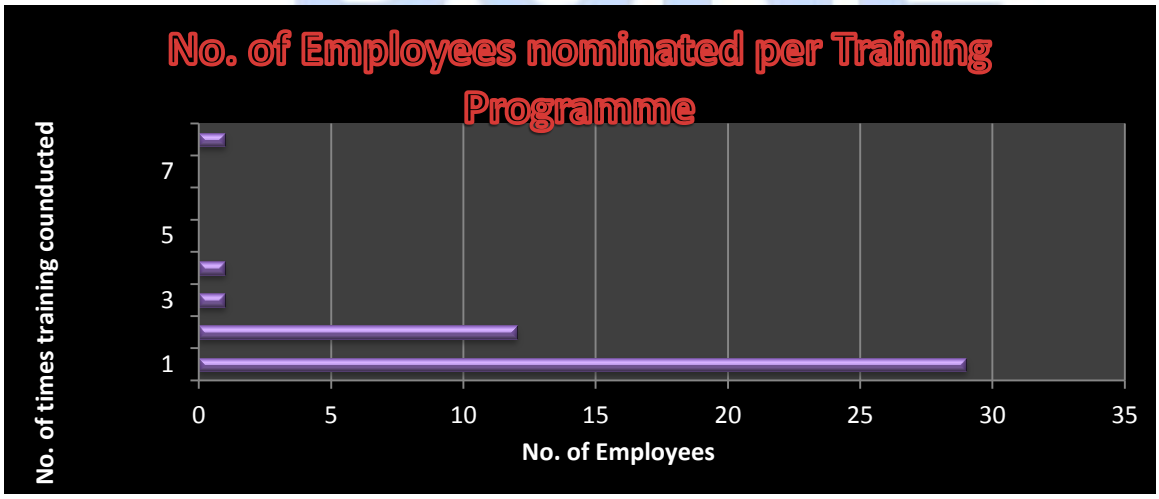
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Number of employees nominated per programme is an important indicator of the company's views towards training and development. If the company is seen to send many employees at a time to any training programme its effectiveness would be reduced and manpower shortage would be felt and important decisions would be delayed. It's also advisable that the organization should concentrate on development activities on certain categories of people to get the best results.

In BSNL the number of employees who have been nominated over the time to under go any particular training programme is always restricted to two or three senior or middle level managers. These managers can be a cross functional team or from the same department. Employees are usually nominated for training programme based on their development plan goals and based on their ability to initiate overall organizational development through using the training matters. The HR department decides what programmer or training would the employees attend and asks the respective department head to suggest names of their employees. Superiors usually nominate their team members as they are in a better position to understand their potentials and training needs. At times training needs arise due to change in law or other external factors.



NUMBER OF PROGRAMME CONDUCTED IN HOUSE OR EXTERNAL:

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When planning for training and development activities one of the most important aspect under consideration is weather the training should be done in-house or should an external trainer be brought in to conduct training. In BSNL most of the training provided to management staff is behavioral and attitudinal in nature. Skill based training is also provided. Such training sessions would cover Communication skills or presentation skills. Training sessions that cover Organizational Development, Management Grid or Team roles etc. are also provided to managers. External trainers best provide such training as they have the required experience and knowledge to conduct them. On analyzing the training & development Programme of the year 2018, all the training programme that employees were sent for were, organized by external trainers. In all 33 external training institutes provided training on various topics to managers. This was done with a view to provide quality training for its employees on a array of topics.



INFERENCE FROM THE ABOVE DATA:

- Mostly the number of employees selected to attend various training programme are more than the training programmes' held.
- In the month of March , highest number of employees were selected to under go training (12)
- In the month of July and September the number of trainees and training programme went down.

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- This data is useful in finding out the structure of training calendar.
- Most of the employees were nominated twice for different training programme in the same month.

CONCLUSION

1. It is concluded that BSNL have very sound procedure of training & development in their organization.
2. The company provides training to fresher as well as old employees for improving their skills confidence the and help to know new techniques.
3. Company Providers training after recruiting the person for encouraging him her.
4. Training Programmer helps employee to increase their productivity and efficiency.
5. Training help to decreases laboure turnover rate.
6. Company also held training for safely and development of employees.
7. After Providing training employee feeds comfortable adjust them self know according to changing situation.

SUGGESITION

- BSNL should develop managerial skill particularly to identify the weaker section to reach the benefits the social and economic objects.
- BSNL must play prominent role in financing which may result in rising level of income and employment.
- The present official staff of BSNL can be given a suitable management training that

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modern management concept and management technologies can be vitalized in the day to day business of BSNL for the further improvement.

- They should give the detail information to employees about launching of a new scheme and service by their training programmer.
- Company should apply modern latest techniques for giving training to its employees.
- Company should charge penalties on those who are not regular in attending training programmer.
- Company should adopt a good performance appraisal system so that need of further training is know.
- Company should encourage its human resources to attend training programmer which are held frequently so that they have latest knowledge and can improve their skill.

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