



HR Strategies for Coping with Industrial Dynamics and Efficiency Building – Empirical evidences from Insurance Companies

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Abstract

Insurance sector in India in the contemporary market scenario are exposed to number of challenges, it has been a continuous effort from the participants here to embed all such necessary competencies that can help them to be responsive to the dynamics in the market. Changing market structure and customer dynamics are making these markets more volatile in performance. Against an assumption placed that less than 20% of the total Indian Population is covered under insurance sector not many companies here are in a position to report steady growth, and though some have reported growth in absolute value in terms of rate of growth it has been very inconsistent; this most of the times is said be due to the cultural thresholds the conventional side of Indian markets carry and lack of access to customized services to them. Though a number of initiatives have been taken to break the threshold in the market and provide for customize products and service to the customers, the initiatives have not sufficed to meet the objectives. The initiatives taken up by the insurance companies in India towards accomplishing their objective have seen a metamorphic change, they are more away from conventional management practices into contemporary practices and adoption to SHRM practices is one of its kind which is embedding T&D as a key element of strategic formulation. This paper explores how T&D practices taken up by the insurance sectors are providing for strategic competency building and have been successful in realizing their goals. The paper concludes that mere formulation of SHRM practices would not suffice the need but socializing the resources and embedding the strategic intent into very individuals initiatives is what provides for necessary competency building among them – the same is presented inform a model.

Key words: Strategic Human Resource Management; Competency building, Strategic Intent, T&D Design

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01. Introduction

For organizations continuous proliferation of strengths and serving the objective of creating competitive resources Training and Development (T&D) play a pivotal role. T&D initiatives in the current context of business are considered as an integral element of Strategic Human Resource Management (SHRM) practices/objective. It is always read from the organizations experience that whenever an organization undertakes to perform an action backed with a good/holistic strategic intent it will have to necessarily look for the resources they carry with them and assess if it could optimally serve the strategic intent of their operations; else look for either acquainting (from external agents) or acquiring (through internal accomplishments) such required competencies that could serve the purpose. T&D initiatives are most of the times towards creating workforce effectiveness; enhance productivity, educating the HR towards health and safety at workplace and provide for personal development. It also means that operational activities has to be supported by direct attention and effort from time to time has to be made towards facilitating the discharged activities through effective and continuous T&D programmes.

02. Research intent: Organizational performance is always considered as collection of work activities – efficiency and effectiveness. Sometimes there are also experiences of tardiness at work by the employees which results in poor accomplishment of objectives, dissatisfaction of the customers and subsequent decline in reported performance; on the other hand job satisfaction is defined as employee’s affective reactions to a job based on comparing desired outcomes with actual outcomes – which helps them to oversee the disassociation and isolation of employees of organization intended objectives. Hence this research aims at studying the effects of Training and Development programs on creating workforce efficiency among the employees from Insurance Companies.

2.1. Insurance sector: since its presence as organized sectors in India has seen a metamorphic change – both in terms of their approach to market and the markets response towards them. Changing economic standards, life style, demographics, culture all have been reported as major contributors of the sectors development.



- 2.2.**With an objective to enhance the liquidity conditions in the market and providing for more conscientious purpose of the surplus liquidity, and tap all sections of the markets (across all economic groups); diligent efforts have been made by the insurance sectors to offer such products and services that can provide for opportunities to participate.
- 2.3.**It is also true that no economy can prosper without optimal industrialization (which in turn creates economic resources for the country and also provide number of employment opportunities) which requires access to liquidity in the economy; which demands building efficiency in their financial systems (Indian Financial System). Hence the policy makers are also making necessary efforts to develop this sector by promoting people to invest; for which they are offering incentives for people who participate in this sector – Tax benefits to an extent of Rs 1,50,000 for investment u/s 80 C.
- 2.4.**Policy makers are also making the market more efficient by offering opportunities for global players to enter into Indian Markets. This is in continuation to the liberal economic initiatives taken up by the government. Which is evidenced in form of many international insurance companies entering into Indian Market as a part of strategic alliance they are creating, be it Prudential Corp, Alliance AIG, Lombard, AXA, ING group etc. who have been successful in creating a thrive in Indian Insurance Market and forced insurance giant as LIC to lose their monopoly in the market.

All these factors have forced the insurance markets in India to think beyond their conventional norms and be proactive in their approach towards the market; offer more customized products and service to the customers, be responsive to competitive market structures, and build competitive structure within by strengthening their resources to socialize into the contemporary market conditions and the environment around.

Market environment has been very dynamic – in light of global market changes which is having an apparent bearing on domestic market due to mutual dependence of the economies (India being no exception which is greatly depending on global economies for a good number of reasons). Service markets are getting more and more chaotic and changing dynamics of the markets have



been posing major challenges to them. This demands the service industries to strategize their operations that could help them in delivering optimal value to the customers through their optimal service designs.

All these factors make the Insurance sector to undertake contemporary SHRM practices that can help them to rebuild their competencies and carry sustainable market structures. Hence this research is pursued to find out how the T&D practices as a part of their SHRM initiatives are providing for competency building; and what are the CEPs (Critical Evaluation Points) of the Insurance companies while designing their T&D strategies and it they are providing for the objectives with which they are initiated (from the perspectives of the employees working in private and public sector insurance companies – LIC of India in particular).

03. Sample design: for the purpose of accomplishing the aforesaid objective it was felt to undertake a descriptive and experimental research (used to test based on the nature of attributes used); testing them with help of sample (n=300). To explore the factors that necessitate the need for T&D practices descriptive research method (Training and development and employee performance with two inter-dependent variables such as Work efficiency and Job effectiveness) is used and to evaluate the pre and post impact of T&D initiatives experimental research is used (the data obtained by questionnaire).

04. Need for the Research

Insurance sector in India is playing a catalyst role in financial and economic development of the country. As one of the key financial intermediaries offering long-term investment profiles, insurance companies are contributing to the provision of long-term finance and effective risk management to both industries and individuals. The sector today is demanding improvement in terms of their efficiency like any other segments of the financial system - such as banking and bond markets. Researches further substantiates that insurance sector contributes to long-run growth through employee performance which necessitates Training and Development Practices (Rodney Lester 2010¹); consequently training and development has become one of the most critical aspects for insurance sector effectiveness. T&D helps employees to learn how to use the resources in an approved fashion that allows the divisional unit to reach its desired output. T&D has also become imperative, which is concerned not only with helping individuals to adequately fill their positions, but also helping whole divisional units and sub-divisional units grow and



develop. Training is concerned with meeting three inputs to their operational units, i.e. Trainer, Employees and Technology. Since an insurance industry can rarely secure people who are efficient at the very outset of their employment, hence for providing mastery on the unique requirements, Insurance sector needs a good T&D programme; which could then be seen as a mixture of activities aimed at improving the performance of personnel in organizations for the attainment of continuous improvement in creating work force efficiency. In the words of Dr. Shefali Verma and Rita Goyal (2011)² T&D focus on four core domains,

- a) Standard programme on repetitive basis,
- b) Role orientation courses in functional areas,
- c) Special courses and seminars,
- d) Sales training for supervisory and field personnel – all aimed at providing holistic development of the employees and thereby the organization.

This research tries to explore and supplement the necessary strategies for an efficient HRM practice that could serve the purpose of providing sustainable holistic development of the operations.

05. Review of literature

Some of the literatures were selected to explore the need necessitated for T&D needs for an organization which are summarized and presented below, very briefly,

Abdulkadir Danlami Sani (2012)³in his research indicate that SHRM is impressively being practiced in the Nigerian Insurance Industry; where it is found that HRM is highly integrated into the overall organizational goals and objectives (among the group of sampled companies). Contrarily the empirical evidence reflects a mixed story; while line managers are highly involved in execution of HR practices; on an average, the level of training given to line managers to perform these practices is low which indicates that the transfer of HRM knowledge to line managers is somewhat limited. Insufficient training offered to line managers is said to greatly undermine the capacity of line managers to perform HR activities effectively. The study concludes that, Strategic HRM Alignment, Line Management Training, Career Planning System and Job Definition are said to be the key drivers of Strategic HR Practices that are said to influence organizational performance among the Sample units in Nigeria.



Dr. R. Hemamalini (2013)⁴ in her study identifies that “Training Need Analysis” should be given pivotal importance so that the organizations can fully achieve desired T&D goals. Training programs should always be linked with employee’s promotions so that these programs help increase employee motivation which ultimately results in high performance – but free from prior hypothesis bias (in other words T&D should serve objective purpose rather than serving subjective purpose). Employees should be clearly communicated about the potential benefits a training program offers them so that they can participate whole heartedly. The study also identifies that there should an independent T&D wing where the Trainer is provided with enough autonomy to design need based training program and should be accessible to employees to serve their needs in the process of executing the designated responsibilities effectively and efficiently. The study concludes with an opinion that training should place a special emphasis on transforming work attitude of the employees, and the organization should necessarily undertake steps towards evaluating the training program which ensure them with the purpose the T&D program has realized.

P.Vijaya Kumar, B.Rajeev Kumar and M.Vidya Sagar (2012)⁵ in their study explained how there is a need for the Contemporary Insurance Organizations to consider T&D programmes for effecting necessary change among the employees. The study evaluates various evaluation methods used to assess the T&D needs and explores those barriers that are considered very predominant for implementation of T&D programmes effectively. It further explored that the policy of T&D program are viewed as key for ongoing processes in support of organizational growth and advancement, which creates a forum for communication of new organizational strategies, new values, new tools, and new and improved ways of performing work – which are considered essential for executing organizational vision among various groups of stakeholders, which has to be necessarily done through the employees, hence, Continuous T&D programmes becomes very essential. The study concludes that apart from the need to provide training aligned with the organizational goals and vision, training should also focus on career development and the customized career needs of individuals.

Dr.Santosh Singh Bais (2011)⁶ in the study discuss (with the help of some of the significant researchers) how employees who know what is expected from them report at least thirty percent more efficiency than those employees who don’t know what is expected from them – terms of



Manpower, Training, Performance, Resource, and Climate. It is always said that quite often these potentials are not optimally utilized by management through appropriate and systematic efforts. Subhash C. Kundu and Divya Malhan (2009)⁷ in their study assess those HR Practices which are practiced among the Insurance Companies in India. Six factors with the help of factor analysis were analyzed; and it is found that, Training and benefits system is highly in practice in the insurance companies. Performance appraisal, Selection and Socialization of Employees, and HR Planning and Recruitment are moderately practiced among Insurance Companies. Workforce Diversity and Contemporary HR Practices and Competitive Compensation are also found to be practiced to some extent. Where the conventional practices were found by the Indian Insurance Companies, not providing for Workforce Diversity; Compensation Practices followed were more Competitive and such Performance Based incentive plans especially among the Multinational Insurance Companies in India paid off optimal benefits to the organization as well as the employees. It was further explored that, gender effect showed competitive compensation was perceived significantly differently among the male and female employees/executives. Interactive effects were significant on workforce diversity and contemporary issues, training and benefits, and selection and socialization of employees.

A thorough review of above literature provides an insight into the need for effective T&D practices but no efforts have been placed to explore how these practices are embedding competencies among the resources, and what are the realized efficiencies of the companies post adopting such T&D strategies. Further, no research places a specific focus on the issues that insurance companies are facing in process of implementing such strategies for realizing sustainable competitive positions. Hence this study is pursued.

Objectives

The study serves the following specific objectives;

- a) To explore the factors which makes the insurance companies to realize the T&D needs
- b) Issues and prospects the T&D strategies provide
- c) Develop such appropriate measures that provide for effective implementation of T&D strategies based on the study outcome



06. Empirical Evidence on T&D for performance efficiency among selected Insurance Companies

To fulfill the objectives of the study data from employees of various insurance companies were compiled and the same is summarized, analyzed and presented in the following section

Training is considered as an integral part of any organizations functional accomplishments. Training programmes are always structured by the organization on a continuous basis which can help them to develop such necessary skills that can help their resources in realizing the objectives for which they are absorbed by the organization. Service sectors are prone to higher degree of dynamics; as the customer dynamics are seen on a higher level in services markets. Insurance today is being considered as one of the essential needs for major sections of the markets and are seen adopted to meet dynamics needs of the markets. Indian markets are getting more matured in terms of their attitude towards these products, changing demographics and economic characteristics are making insurance to be considered from a diverse perspective; markets are also getting more clustered into domestic and global insurance service providers (a part of advent of global service providers into Indian markets). Liberalization of services exports or imports has been a major contributing factor for such developments in the market. Many a number of global insurance organizations (as a part of strategic alliance) are collaborating with Indian financial service providers and offering insurance solutions to the customers demanding the domestic company to strategize their activities that can help them in creating competitive market structure and realize the optimal benefits from the market. Hence, these companies are transforming their human resource management practices as strategic human resource management (SHRM) practices; which greatly considers HRD (human resource development) practices as a integral part of their activities that can act as a catalyst for their growth and development and help them in realizing competitive sustainable market positions in the market place. Further, training and development practices are considered as an important element of SHRM practices. With this objectives, the respondents were asked to respond to the major determinants of the training requirements in light of the current competitive market conditions of Indian insurance, the same is summarized and presented in table – 1 below, followed by a brief analysis.



Table:1: Factors determining the need for training and development requirements

Factors	Number of Respondents	% to total number of Respondents	Rating
Increasing the overall productivity of the organization	230	76.50	2
Developing the required skills for optimizing employees efficiency	223	74.50	3
Providing for all plausible Career advancement/growth opportunities	161	55.50	4
Enhance the skills and ability to effectively handle the market dynamics and competitive pressure	234	78.00	1
Other functional factors	30	10.00	5

Source: Primary data

Note: n > N = 300, Multiple Responses Allowed

From the above table the following become very evidential;

01. The increased market clutter due to a number of insurance companies entering into the market is demanding the insurance companies and its employees to be more dynamic and responsive to the changes in the market. This in turn necessitates the organization to look for developing necessary skills and efficiencies that can help them to foster to the needs and demands of the market.
02. Training and development activities so initiated will necessarily be in response to the organizations objective to enhance their productivity in the market, in the process they will have to impart all such skills that would be essential for providing efficiency to the resources to work in accordance to the market demands and help the organization in enhancing their overall efficiency and realize the growth objectives (aspects rated 1, 2, and 3 respectively).
03. A fair responses can also be observed in terms of carrying a futuristic approach where it is felt that responsiveness to the current challenges would not suffice the organizations needs rather, the T&D initiatives will have to be towards building efficiencies to meet future challenges and embedding process level efficiency in accordance to the future vision of the organization as well.



The other factor that becomes necessary to have an insight into is the authorities who are responsible for assessing the training and development needs of the organization. From the contemporary perspective it is strongly believed that the organizations management and its leaders are no more considered as mere mediums of accomplishment of organizational goals, but are becoming strategic leaders who are vested with the responsibility of delivering optimal value to the customers through value embedded services. This requires key and active role of management in evaluating the needs of the process and design their services in accordance to their needs; SHRM practice of any service sectors today hence are considered as a major deliverers of functional value to the operations, which considers T&D as integral responsibility of the management. With this objective the respondents were asked to respond towards the authorities who should be taking key interest in determining the training needs and the same is been presented in table below;

Table:2: Authorities Responsible for determining T&D needs for the organization

Authorities	Number of Respondents	% to total number of Respondents
HR/ Personnel department	267	89.50
Specialists from outside/ outsourced agencies	91	30.50
Branch Managers/Zonal Managers	283	94.50
Supervisory Staff/Team Leads/Territory Managers	177	59.00

Source: Primary data

Note: n > N = 300, Multiple Responses Allowed

%age calculated against total number of respondents i.e. N = 300

The following factors are disclosed from the above table;

01. The respondents continue to hold their apprehension towards the management by considering it is the responsibility of the management i.e. personnel department to make a continuous evaluation of the needs of the organization and its employees and design appropriate T&D programmes that could provide for continuous growth and development; this argument is also supported with the appreciation of the role of Branch Managers and the Zonal Managers who are the sole determinants of the organizational success. These managers who are



considered as the functional heads are the one who are in continuous interface with the market and can make a necessary evaluation as to the major challenges that are encountered by them; in the context of the market challenges when it comes to insurance sector where there are large group of participants developing appropriate functional strategies and communicating the same to the employees through an appropriate T&D design is the pivotal responsibilities of these functional managers (94.50% of the respondents substantiate this claim).

02. Some of the functional issues that are concerning the individual or group performance would always not be generic but be specific to that individual group. Hence more customized programmes for imparting the required skills becomes very important, for which the supervisory staff and team leads would be the right source of information to assess the T&D needs.
03. The changing dynamics of the industries and the complexities of the market make it mandatory for the organization to infuse specialized skills into their resources. To carry in house training activities would always not be feasible and hence some of the important training programmes are provided to the employees as a part of their continuous development through external training agencies or specialized groups. Most of the times, these training would be non functional and aimed at providing holistic development of the organization.

Not all T&D programmes carry bearing on all groups of employees. There are specific training programmes that are designed to specific group of employees, depending upon the nature of responsibilities discharged by them. The frequency in which they are exposed to training programmes are also determined based on the nature of work and the role they display in the organizations formal setup. To make a assessment of the frequency to which they are exposed to the training programmes the respondents were asked to respond to the frequency to which different employee groups are exposed to training and the same is presented in table below;

From the table 3 below we can observe that more emphasis is placed by the insurance companies to train their executive level staff i.e. employees, team leads and the divisional managers as they account for major part of the success frequently (with a weighted average score of $>2 <3$), and the Territory Managers, Zonal Managers and Regional Managers are not exposed to training not so frequently who most of the time are trained only on the developmental initiatives or strategic



intents and any corrections incorporated into their approach. In other words the training programmes imparted to them in strategic rather than functional hence only periodic training would become feasible for them.



Table:3: Response towards the Frequency which the employees participate in the need assessment of T&D and to which they get exposed to

Authorities Trained	Frequency of Training										Weigh ted values	Weigh ted Avera ge Values
	Most frequently		Frequently		Not so Frequently		In frequently		Not at all			
	Number of Respond ents	% to total number of Respon dents	Number of Respond ents	% to total number of Respon dents	Number of Responde nts	% to total number of Responde nts	Number of Respond ents	% to total number of Responde nts	Number of Responde nts	% to total number of Responde nts		
Regional Managers	32	10.50	114	37.50	43	14.50	5	1.50	108	36.00	497	1.49
Zonal Managers	37	12.50	84	28.00	51	17.00	26	8.50	102	34.00	427	1.43
Territory Managers	66	22.00	67	22.50	51	17.00	27	9.00	88	29.50	507	1.69
Divisional Managers	72	24.00	109	36.50	45	15.00	4	1.50	69	23.00	642	2.14
Supervisors/ Team leaders	97	32.50	101	33.50	39	13.00	19	6.50	44	14.50	746	2.49 ≈ 2.5
Sales executives	78	26.00	118	39.50	64	21.50	12	4.00	27	9.00	782	2.61

Source: Primary data

Note: Values to corresponding weights = Most Frequently 4, Frequently 3, Not so Frequently 2, Infrequently 1, Not at all -1



T&D strategies are always designed by the organization, either in response to the environmental demands or in response to the internal needs of the organization to build competencies. Most of the times the exposure to the T&D initiatives by the employees becomes a matter of policies and there is seldom chances that the employees receive it with a positive frame of mind and an opportunity for developing required skills. In this background the respondents were asked to respond to the purpose the T&D serves to the organization from the employee perspective and the same is presented in table 4 below;

Table:4: Purpose served by the T&D policies of the Organization

Purpose served	Number of Respondents	% to total number of Respondents
Optimum utilization of Human resources and look for providing continuous learning environment	63	21.00
Provide for internal growth opportunities and oversee the problem of high labor turnover effectively	63	21.00
Provide for requirements of expansion and diversification requirement by embedding all the required skills that can help the employees to effectively foster to the requirements of the organization to handle the new markets/customers	51	17.00
Create congenial environment for the employees for working by creating better relationship among the human resources	72	24.00

Source: Primary data

Note: $n < N = 300$, due to poor assessment by the respondents regarding the contribution of T&D initiatives taken by the organization and involvement by the employees

Many a number of times the organization reports failure of their initiatives or strategies not because of poor formulation, but due to poor implementation of the same. Success of realization of intended actions depends upon the responsiveness of the employees, which demands a congenial environment by creating better relationship among the human resources (24% of the respondents substantiate the claim). Other major section of the respondents strongly (21% each) believe that most of the T&D initiatives by the organization is always subjective appraisal and aimed to provide for internal growth opportunities and oversee the problem of high labor turnover which can be administered effectively by training the workforce to motivate and provide positive reinforcement of the objectives of the employees; further, the aim of the organization is focused at Optimum utilization of the rich Human resources and look for providing continuous learning environment who in the long run contribute for sustained business



opportunities. A small group of employees feel that T&D needs are not for functional requirements alone but in response to building all the required skills required by the organization to meet the strategic initiatives of the organization. In today’s context where Insurance sectors are moving beyond leaps and bounds looking for diversifying their markets, products and customers base will have to build competencies among their resources. This demands the organization to adopt an optimal SHRM practices that can serve the purpose of the organization; hence, T&D is designed to provide for all such requirements of expansion and diversification requirement and try to embed all the required skills that can help the employees to effectively foster to the challenges of the organization and handle the new dynamic markets/customers.

T&D components are diverse and are most of the times customized to the needs of the Individuals, Groups, and Departments in response to the skills required for discharging the vested responsibilities effectively and efficiently. With an objective to appraise the emphasis of the insurance sectors while designing their training programmes to impart the required skills the data from the perspective of the employees towards the skills imparted by the training program data is compiled and presented in table 5 below;

Table:5: Skills on which the Employees are exposed to Training

Skills trained on	Number of Respondents	% to total number of Respondents
Computer skills	238	79.50
Communication skills	244	81.50
Selling Techniques	246	82.00
Motivation and goal setting	219	73.00
People management	213	71.00
Others	229	76.50

Source: Primary data

Note: n > N = 300, Multiple Responses Allowed

From the above table it becomes evidential that;

- a) The insurance companies while designing their training programmes uphold the conventional objective to imparting techniques among the employees that can help to build brand image,



position their products and services through their effective communication (81.50%) and successful meet their selling objective through efficient selling techniques (82%).

- b) The emphasis of the Insurance sector like any other service sector (be it banking, financial services, mutual funds) is to adopt technology enabled services that can provide more efficient and convenient services. Adoption of technology is been more a mandate requirements for any other organizations to deliver optimal customers value and the apprehension of them from adopting technology enabled solutions is getting eroded, as such apprehension would prove very fatal for the organizations from realizing both functional and corporate objectives (hence 79.50% of the respondents strongly believe that SHRM practices focuses on enthralling the effects of technology on their business and necessitate the need for exposing the employees to the required technology or technical skills that can help them to better the process of value delivery to their customers).
- c) Some of the need based training programmes other than predetermined activities has to be taken up by the companies in response to the marketing dynamics to which the employees get exposed to; many a times changing policies of the policy makers would necessitate the companies to correct their initiatives in such a way that their competencies in the market are not lost. Hence the insurance companies design all such programmes in response to the market forces and the environment dynamics that can help them to realize their objectives by building necessary competencies among their resources through efficient training programmes (76.50%).
- d) Insurance industry in getting more complex day by day and the competitive structures of the market are changing; many insurance companies in response to it are thinking of providing more innovative SHRM practices, which is moving from people management to rather objective management. In the process of competent resources they are creating competitive resources that most of the times focus on objective accomplishment, losing their focus on restoring values when it comes to building interpersonal relationships. Hence, the contemporary training practices of the insurance companies are providing a specific relevance to people management and motivation as key elements while exposing their employees to training programmes.

Evaluation of the effect of training programmes on imparting the skills are evaluated in the following section – table 6;



Table: 6A: Response towards performance of Employees before imparting the training programmes

Nature of Skills imparted by training	Level of excellence								Weighted values	Weighted Average Values
	Very Effective		Effective		Not so effective		Ineffective			
	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents		
Computer skills	42	14.00	145	48.50	92	30.50	21	7.00	488	1.63
Communication skills	51	17.00	118	39.50	83	27.50	48	16.00	425	1.42
Selling Techniques	193	64.50	102	34.00	5	1.50	0	0	789	2.63
Motivation and goal setting	164	52.50	123	41.00	19	6.50	0	0	738	2.46
People management	41	13.50	51	17.00	142	47.50	66	22.00	300	1.00
Other skills	75	25.00	99	33.00	5	1.50	121	40.50	306	1.02

Table:6B:Response towards the contribution of training towards enhanced efficiency of the Employee

Nature of Skills imparted by training	Level of improvement in performance								Weighted values	Weighted Average Values
	Very Effective		Effective		Not so effective		Ineffective			
	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents		
Computer skills	118	39.50	106	35.50	61	20.50	13	4.50	616	2.06
Communication skills	134	44.50	116	38.50	43	14.50	7	2.50	677	2.23
Selling Techniques	142	47.50	139	46.50	18	6.00	0	0.00	725	2.42
Motivation and goal setting	128	42.50	119	39.50	49	16.50	5	1.50	665	2.22
People management	99	33.00	129	43.00	52	17.50	18	6.50	588	1.96
Other skills	49	16.67	123	37.88	109	36.87	26	8.59	458	1.53

Source: Primary data

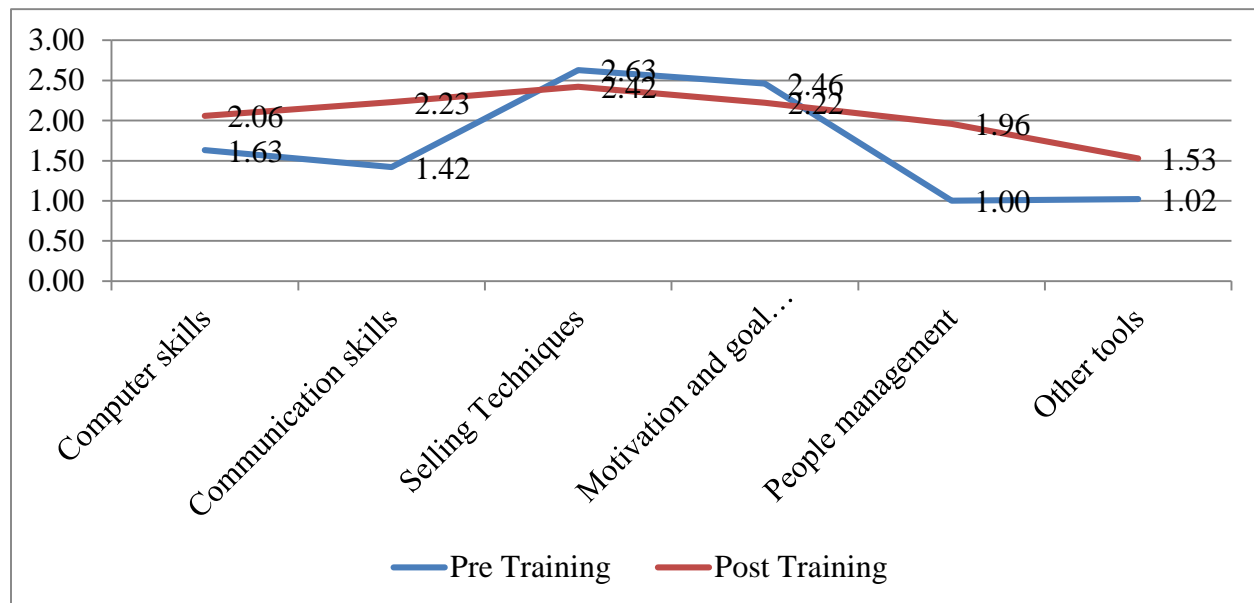
Note: Values to corresponding weights = Very Effective 3, Effective 2, Not so effective 1, Ineffective -1

A closer observation of the contents of the above tables makes it very evidential regarding the role played by T&D programmes in enhancing the efficiency of the employees towards discharging their responsibilities. To have a better insight into the efficiency reported we can look at the summary of the table presented below;

Nature of Skills imparted by training	Level of Efficiency (Weighted Average Values)	
	Pre	Post
Computer skills	1.63	2.06
Communication skills	1.42	2.23
Selling Techniques	2.63	2.42
Motivation and goal setting	2.46	2.22
People management	1.00	1.96
Other Skills	1.02	1.53

Source: Table 6A and 6B

Weights: Very Effective 3, Effective 2, Not so effective 1, Ineffective -1



It can be observed that training has been effective in enhancing the efficiency of the employees as compared to the pre training period, we can see that where pre training observation of the employees was considered effective post training majority of respondents felt that their communication skills, computer skills, people management skills has been optimized, where as when it comes to selling techniques and the motivational levels of the employees and their corresponding skills that provides for the same has been significantly reduced. Further, it is also



true that exposing them to unwarranted training beyond the requirements creates clutter in their minds and such factors because of psychological constraints leads to adverse effects. Looking from the perspective of the weighted average scores from the above chart we can observe that; where communication skills, computer skills, people managements skills and such other skills required for performance enhancements and building process efficiency, T&D activities has been successful in enhancing their efficiency. Contrarily T&D programmes have proven destructive towards motivational skills and selling skills; as the complacencies restored among the employees post training would deter them from learning the real time issues and adjust themselves to the needs of the organization and respond positively to the challenges. Hence, assessing the appropriate measures and determining the need for T&D with rational judgments becomes very crucial. Further, to make an assessing on embedded efficiency on the reported performance of the employees, the same was compiled from the employees and reported below – table – 7;

Table:7: Response towards nature of performance reported post employee training

Factors	Number of Respondents	% to total number of Respondents
Significant improvement in self motivation to work post completion of training	54	18.00
Significant improvement in workplace performance	85	28.50
A significant difference in objective accomplishment when compared between post training and pre-training performance	149	49.50
Optimal value delivered to the clients and the customers on checking about the feedback of the trained workforce	130	43.50

Source: Primary data

Note: n > N = 300, Multiple responses allowed

T&D programmes when rationally designed is found to provide for significant improvement in objective accomplishment when compared between post training and pre-training performance (49.50%), which indicates that a organization will have to integrate their functional objectives into their SHRP (Strategic Human Resource Planning) that can provide with all the requisites skills for the resources (HR), essential for accomplishing their objectives. Further, no organization can think about survival without providing optimal value to their customers through value embedded process. Training is hence felt necessary for delivering optimal value to the clients and the customers; this has to necessarily check with the help of feedback from the



employees post exposure to the training initiated (43.50%). Employees also opine that T&D programmes when administered effectively would significantly improve the self motivational level of the workforce (18%) and also restore all the required skills on a continuous basis that can provide for significant improvement in their performance at the point of execution or delivery of service (28.50%); which is comparatively low level of realization among the workforce, as it demands them to have a thorough insight into the purpose with which the programmes are designed and why it becomes essential for them to enhance their efficiency in delivery or executing optimal value for the process – this has to be reported at 100%. This calls for the organizations to take necessary steps to have more participation of employees in the need assessment of the T&D programmes and provide for holistic development of the organization.

In the contemporary conditions of the industry and the demanded efficiency from the organization and its resources (in light of the challenges the market poses), table – 8 below the respondents were asked to respond as to which are the methods of training that would embed the required skills in them, and help them to foster to the dynamic challenges of the industry. The responses so compiled are presented in table below. From the summary of the table it can be found that none of the contemporary practice of training such as, Group discussion and Experience sharing is greatly received by the employees as in the complex nature of work the employees get exposed to time would always be constraint for them to coordinate such learning opportunities. Further, seldom are chances that these programmes would deliver the expected benefits as they are informal modes of learning and would fail to carry good participation from the employees (with a weighted average score of <1 it can be said that these initiatives for learning has failed to provide the expected results). Exception to this formal measures taken up by the organization such as job rotation; which is normally initiated with an objective to build in versatility among the employees has paid off to the insurance companies as they have been successful in realizing efficiency and the respondents also feel that it is proven very good to deliver necessary value to the employees that also provides for their holistic development (weighted score of 1.46). Other formal measure used by most of the organizations is the mentoring and lecturing which is inevitably received by the employees and there is no option for the employees to be isolated from this program. This program is always a part of the socialization initiative either for the incumbents as a part of process level improvement which



necessitates understanding by the staff as a part of formal measure, the employees find it favorability good measure.



Table:8: Response towards effectiveness of Training methods adopted in enhancing Performance Efficiency of the Employees

Training programmes offered	Attitude towards the training programmes offered										Weighted values	Weighted Average Values
	Excellent		Very good		Good		Poor		Very Poor			
	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents		
Coaching and Lecturing	72	24.00	24	8.00	126	42.00	45	16.50	28	9.50	284	0.95
Job Rotation	90	30.00	78	26.00	79	26.50	36	12.00	17	5.50	437	1.46
Group discussion	63	21.00	34	11.50	73	24.50	67	22.50	62	20.50	141	0.47
Experience sharing	33	11.00	77	19.00	101	33.50	57	19.00	53	17.50	152	0.51

Source: Primary data

Note: Values to corresponding weights = Excellent 3, Very good 2, Good 1, Poor -1, Very poor -2



Insurance markets are getting more and more fragmented today, and every organization operating within this industry are facing competition within a organized setup are exposed to challenges both form the domestic as well as global participants. Hence they are said to design a number of strategic initiatives that provides the companies with such competencies that can provide for continuous, sustained and profitable growth. In this regard a good number of SHRM and SHRP practices are observed and how they are been received and utilized by the resources are presented critically in the above section. Though it is very much evidential a summary of facts regarding what the insurance companies have been realizing from the T&D strategies designed as a part of their SHRM practices were appraised and the same is summarized and presented in table – 10 below.

It can be observed here that the insurance companies are in position to realize satisfaction in almost all the variables used for appraising the underlying assumption that T&D initiative always provides for organizational betterment and prosperity. With a weighted average score of more than 2 all the underlying variables are placed with favorability and the employees believe and agree that the objective with which the organization necessitates training for the employees provides for optimum utilization of efficiency or potential the market offers them and report favorably high rate of production compared to those who don't strategies their HR impediments. These initiatives not only provide for problem solving and crisis handle efficiencies but also focus on embedding all the required skills in them that can provide for both internal efficiency building and external competency building. In the process of realizing competencies in the market the Insurance companies are building more and more competitive environment within and the resources that they carry always compete with each other to report phenomenal potential compared to the other. These issues when most of the times not handle properly will lead to conflict. Hence, providing for self motivated – self driven workforce and one who can handle the situation and resources effectively are the key concerns of the organization; which is deemed to be delivered by the SHRP initiatives or T&D initiatives taken up by them.



Table:10: Responses towards the contribution of Training and Development programmes towards Employees and Organization

Impact of training and its requirements felt	Level of Agreeability										Weighted values	Weighted Average Values
	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree			
	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents	Number of Respondents	% to total number of Respondents		
Increase in productivity	112	37.50	114	38.00	71	23.50	3	1.00	0	0.00	633	2.11
Improvement in ability, to manage people and Situations effectively	114	38.00	154	51.50	32	10.50	0	0.00	0	0.00	682	2.28
Improvement in ability to cope with dynamic situations	101	33.50	162	55.50	33	11.00	0	0.00	0	0.00	668	2.23
Increased problem solving skills	140	46.67	118	39.33	42	14.00	0	0.00	0	0.00	698	2.33
Better customer handling	116	38.83	171	57.00	4	1.17	3	1.00	6	2.00	680	2.27

Source: Primary data

Note: Values to corresponding weights = Strongly agree 3, Agree 2, Neither Agree nor Disagree 1, Disagree -1, Strongly Disagree -2



Not all companies in the sectors are in a position to necessitate the required T&D programmes. Or not all initiatives report efficiency by themselves; there are a number of factors that hinders or acts as detriments for adopting efficient training programmes. The factors that are detrimental to adopt an effective training program are compiled from the respondents and presented in table – 11 below.

Table:11: Factors detrimental for adoption of training and development needs for the organization

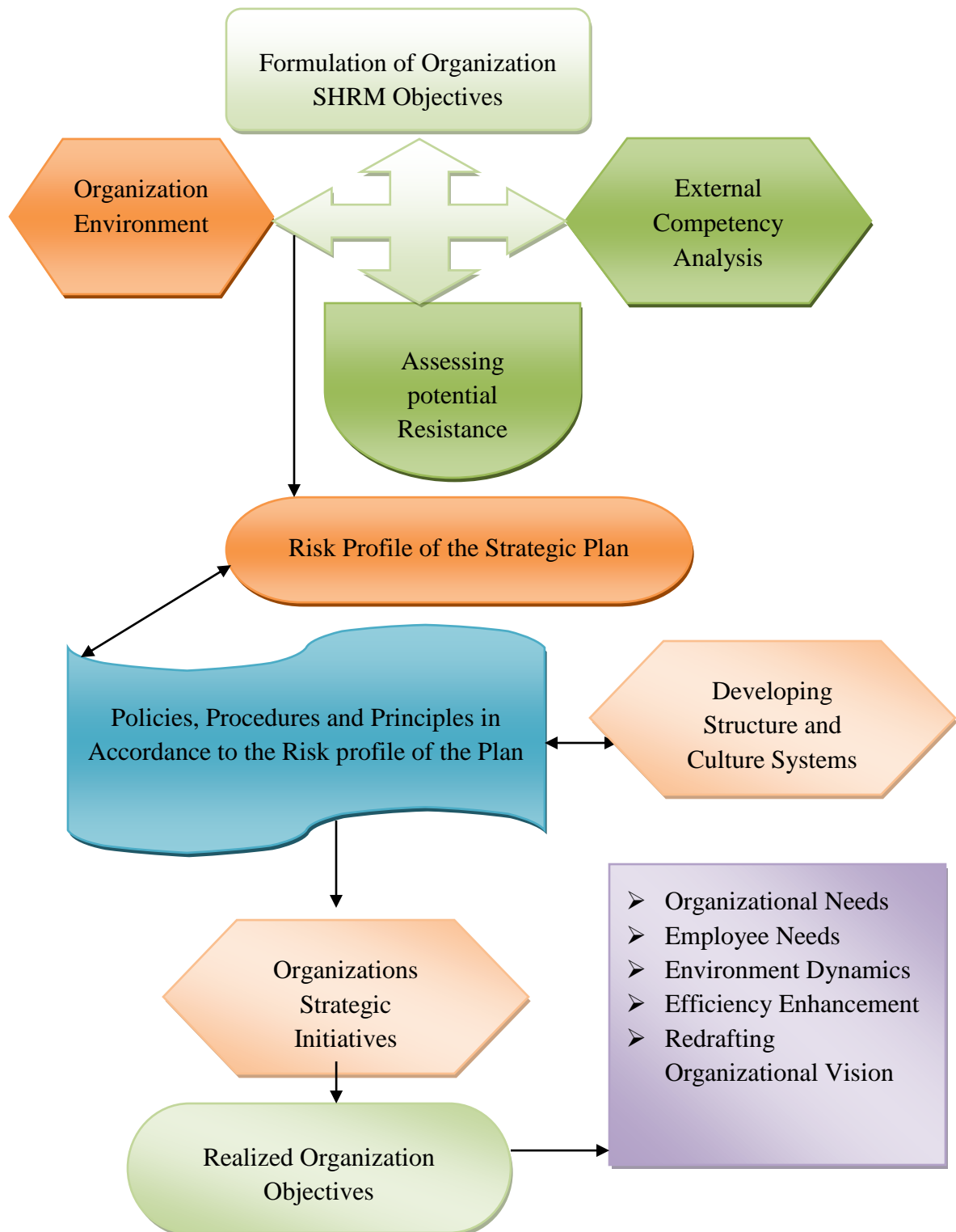
Factors	Number of Respondents	% to total number of Respondents
Less Probable benefits to be realized from T& D schedules	300	100.00
Time consuming- unproductive T&D Schedules	300	100.00
Redundancy of Training and Development initiatives and felt inessential in light of dynamics of the market and obsolescence of the products and services offered by the organization	300	100.00
High Labour turnover – failing to provide for durability to the potential benefits that could be realized from T&D programmes designed	300	100.00

Source: Primary data

Note: n > N = 300, Multiple Responses Allowed

From the above table we can conclude that most of the factors detrimental to effective execution of training programmes are psychological rather than rational. All the respondents place their opinion to the variable posted and we can observe that T&D strategies fail due to the complacent attitude they carry towards the initiatives taken. Most of the times the resistant behaviour of the employees towards the programmes and the risk that these companies perceive, or increased Labour Turnover; which is most of the times daunting concern as most of the competitor firms would be interested to take over the resources of their counterpart as a part of their back-pocketing strategy with a belief that resources of competing firms would provide them all the competencies to curb the potential risk they pose. Hence we can conclude that T&D strategies in themselves wouldn't provide for efficiency, rather proper socialization into the system and the initiatives would help the companies to develop sustainable competitive structures. Based on the study outcome following model for T&D assessment and implementation is proposed.

Model for Competency Building and Realizing Strategic Competencies





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