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## **Training and Employee Development at Pakistan State Oil”**

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# **“Training And Employee Development at Pakistan State Oil”**

## **CHAPTER 1**

# **BACKGROUND OF THE SUBJECT/ TOPIC AND STATEMENT OF THE PROBLEM**

## **INTRODUCTION**

In the contemporary world, competition has proliferated to great heights. Not only this, but there have been significant demands to increase worker productivity and provide a sense of affiliation with the organization, culture too also rapidly changes, technological changes are also evident. With all these forces in play and in a world of unpredictable scenarios, it is eminent that organizations recognize the need for Training and Employee Development (T & ED).

Today many organizations are committed to maximizing the human potential that they have. Providing communication skills training and development solutions that empower managers and employees to significantly improve their performance through behavioral change attains positive results. It is a fact that Training and employee development initiatives when used as a strategy can create a competitive advantage for any organization when properly implemented.

Organizations today, need to have well-adjusted, trained, and experienced people to perform the activities that must be done. Over the years, jobs have become more complex in the dynamic organizations that have emerged, and as a result the importance of employee education has increased.

The challenges associated with the changing nature of work and the workplace environments are very real. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future.

Employee development refers to the strategic investment, by an organization, in the training of its members. Employee development tends to be, by design more future oriented and more concerned with education than with employee job specific training.

There is a greater need for employees today to enhance their ability to comprehend and interpret knowledge. Development therefore, focuses more on an employee's personal growth.

Training is a learning experience that seeks to develop a permanent change in the individual that will improve his or her ability to perform on the job. Training is the mechanism to achieve lower turnover, increased profits, higher productivity, and competitive advantage in the marketplace, greater innovation, world-class customer service, or a reduction in workplace conflict.

Companies will have different needs depending on what level of productivity they are running at. For smaller efficient companies, training and employee development might just be a series of seminars about communication between staff. For larger companies it might be an entire battery of courses and meetings aimed at bringing everybody up to speed.

This is why the focus for me is on the various training methods adopted by Pakistan State Oil Company, its importance and the effect that they have on employee development. By providing various training methods, PSO aims to develop its employees to their greatest potential. Therefore to further elaborate the **mission statement** for the training and organizational development (T & OD) department, that provides the various training methods and determines when a training need exists, is as follows:

“ To empower and motivate its employees for maximum achievement through the design and delivery of quality skill enhancement and employee development programs.”

PSO is aimed at developing and maintaining a professionally trained, high quality, motivated workforce, working as a team in an environment, which recognizes and rewards performance, innovation and creativity, and provides for personal growth and development. It is for this purpose that various training methods are adopted and

implemented to remain competitive and always maintain an edge in the market, as it is because of one's workforce, amongst other things, that a company is successful.

## **EVOLUTION**

Over the years, competition has been escalating. The world has become one small global village, and so an organization not only faces competition locally but also foreign competition as well. Every company therefore needs to be on edge to remain functioning and not be driven out by competitors. Providing good quality products and services and earning substantial profits, is the key solution. However, doing so requires an efficient, productive and flexible workforce.

In this post-fordist era, there exist a diverse and potentially changing array of consumer demands, hence, meaning that the workforce in an organization be flexible enough to integrate the changing demands. Often, an organization is expected to achieve total quality and total integrity. It encouraged to transform its workforce and hence the organization. These expectations can serve as powerful visions to provide direction and purpose. However, as these expectations become strong requirements in the workplace, they must be carefully considered and planned. Otherwise, they can spawn a great deal of despair and cynicism. Consequently, be realistic about training and development plans.

In the past, generally there was not much need for such training and employee development. But today we see this need escalating and different methods of T & ED emerging to cater to the needs of organizations. This basically being because of the competition, changing demands, and increasing information in the contemporary world.

For this reason PSO has also adopted certain training methods and tools.

## **PRESENT STATUS**

Today, T & ED has gained immense significance, and organizations all around the world are beginning to realize its importance. Many people believe T & ED to be boring and very monotonous. However this is not true. The most effective methods used today often involve games and other physical activities that are aimed at bringing people together to achieve a common goal. Often this is enough to illustrate to people how important it is to work together.

Traditional classroom training is no longer the exclusive opportunity to learn. The age of training that includes training CDs, email classes, online learning, blended learning and university degrees online is exploding. These training opportunities are here to stay.

Similarly in PSO as well, the training methods and consequently, the employee development procedures adopted are a continuous process today and they are designed to bring about changes, not only in the attitude of employees with respect to the jobs that they are performing, but also with respect to the people that they interact with. Hence continuous learning takes place in organizations today. In addition the training methods used are also for the purpose of introducing new procedures, techniques and skills in the employees. Through these training methods employees are made more conscious of their responsibilities and for them to learn to perform them well.

Therefore, all the training in PSO is planned and coordinated in a systematic manner in terms of the needs and talents that are required. The training and employee development efforts are not only confined to a few formal classroom courses but extended in all directions to improve and develop an employee's strengths and abolish all of his/her weaknesses.

## **STATEMENT OF THE PROBLEM**

When morale or productivity begins to wane, action should be taken at the onset. If there is a glitch in the way a team is functioning, it should never be ignored. Issues like these usually do not disappear on their own. Addressing them immediately--or even better, preemptively--is insurance that any organization will continue to thrive.

For this purpose an organization adopts various training tool, in order to develop its employees and provide them with the necessary knowledge and motivation, which are imperative in the contemporary world.

The whole idea behind this study is to understand the various training methods that have been used by PSO as a measure to improve their productivity and performance for the overall organization.

## **SIGNIFICANCE OF THE STUDY**

This study is being conducted mainly to discover the various training methods and procedures adopted by the successful organization of PSO, and how they cater to develop an employee.

This research is likely to benefit not only the organization of PSO as the study will provide certain recommendation in its culmination, but also many organizations in general can benefit from this study. Different organizations will be able to learn more about the distinct and different methods of training adopted and the impact that these procedures have on employee development.

Those individuals unaware of the diverse forms of training that are becoming famous in successful organizations today can also be made aware through this research. Many people today do not have significant knowledge of the various forms of training and

employee development procedures that organizations today are using, but this study will enable them to enhance their knowledge of such emerging procedures.

A much deeper and clearer understanding will come out of this research regarding the training methods and employee development efforts made. Hence resulting in an improved state in terms of knowledge and understanding not only for the individual person, but for any organization as well. Employees of any organization, through this study can be more informed of current policies and practices that support employee development and training.

The recommendations in the end of the study can, not only be used by PSO by other organizations as well, that have implemented various training methods into their structures. Hence, better ways of initiating training into an organization can also be learned through this study. However, these are only recommendations and should be used only after more data regarding a particular decision is gathered.

## **SCOPE**

The scope of this study, which is on, the training methods adopted by PSO, their importance and the effect that they have on employee development, is that is will focus only on the organization of PSO and will cover the training methods that are currently in use by this organization.

## **DELIMITATIONS**

The delimitation of the study is that there may be a change occurring in the different training methods that PSO is currently employing, and the ways in which it seeks to influence employee development in the organization. It may, in the future, inculcate new forms of training, which cannot be covered in this thesis and serves as delimitation.



In addition, certain government regulations may be imposed in the future, that may cause the results of the research to change, or the methods of training that are currently being adopted to be reconsidered or eliminated. This too, serves as delimitation.

## **DEFINITIONS**

The following terms have so far been used:

### **TRAINING**

This term is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job.

### **DEVELOPMENT**

This term is often viewed as a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods, e.g., orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self-development. Some view development as a life-long goal and experience.

### **EMPLOYEE DEVELOPMENT**

This refers to the strategic investment, by an organization, in the training of its members. Efforts made by an organization in order to enhance an employees ability to understand and interpret knowledge.

### **EMPOWER**

Giving an employee the training, ability and authority to get a job done on their own, with their own responsibility.

## **KNOWLEDGE**

Knowledge is gleaned by organizing information. Typically, information evolves to knowledge by the learner's gaining context, perspective and scope about the information.

## **INFORMATION**

At its most basic form, a piece of information about something is a "unit of awareness" about that thing. A form of realization from other forms of inquiry.

## **SKILL**

Skills are applying knowledge in an effective and efficient manner to get something done.

## **TASK**

A task is typically defined as a unit of work, that is, a set of activities needed to produce some result.

## **LEARNING**

Learning is viewed as enhancing one's knowledge, understanding or skills. Enhancing one's capacity to perform

## **CONTINUOUS LEARNING**

Continuous learning is the ability to learn to learn. Learning need not be a linear event where a learner goes to a formal learning program, gains areas of knowledge and skills about a process, and then the learning ceases. If the learner can view life (including work) as a "learning program", then the learner can continue to learn from almost everything in life. It is an on going process of learning.

# **CHAPTER 2**

# **RESEARCH - METHODOLOGY & PROCEDURES**

## **RESEARCH DESIGN**

Keeping in mind that the research should cover all the necessities and justify itself, the type of research that I am conducting is basically exploratory in nature.

As mentioned earlier the purpose of the thesis is to discover the training methods adopted by PSO, their importance and the effect that they have on employee development, the research design suitable to serve this aim is descriptive research, this is because information is already available on how similar problems or research issues have been solved in the past.

The study that has been conducted seeks to analyze the training methods that have today become prevalent in a reputable organization like PSO and the impact that they have had on employee development through out the organization.

## **STUDY SETTING**

This is a field study as it examines the various training methods used. The variables being considered in the study have neither been controlled nor manipulated, and no artificial setting was created for the study.

## **RESPONDENT OF THE STUDY**

The respondent for my study, are the managers and other upper level superiors working in the Training and Organizational Development (T & OD) Department of PSO. These are the people who have helped me obtain the primary information and data that I have acquired for the purpose of the study.

In addition, I will also be distributing questionnaires to the employees of the organization so that their responses can also be used for my study. The responses of the employees will provide me with a lot of answers in regard to the training and employee development methods at PSO and therefore an employee's perspective will also be obtained to improve my research findings.

## **INSTRUMENTS**

An interview was used, which used a formalized set of questions that elicited information pertinent to the topic concerned. It has been the main way in which the data has been collected

In addition, the types of questions used were mostly open ended so that much more information could be gathered regarding the topic. These types of questions helped introduce to the respondent the purpose of my thesis as well as enable him to provide me with a greater amount of information.

Where it was required, I was able to clarify certain questions and provide options where necessary in the questioning process. Through the interview, I was able to gather a lot of primary data for my study. This first hand information has been very useful to my thesis.

The secondary data was collected from the published materials available in the organization and given to me by the upper management and the Managing Director of the T & OD department. The internet has also been a great source of secondary data., where information regarding Training and Employee development is available.

## **TREATMENT OF THE DATA/ INFORMATION ANALYSIS**

The data collected has been presented in theory in the study. Few statistical figures have been used, as the respondents of the study were reluctant to provide me with figures and stats concerned with investment into training and employee development efforts. However, still efforts have been made to inculcate charts into the study.

## **CHAPTER 3**

# **REVIEW OF LITERATURE & STUDIES**

## **RELATED LITERATURE**

### **A. LOCAL LITERATURE**

In terms of local literature, I have found certain articles regarding the training and employee development at PSO from the Internet.

For instance an article was available regarding the health and safety and environment training that was provided to employees. It claimed that HSE Department conducted a Fire fighting and emergency response training session at MCB Tower's Auditorium on 13 October 2004, which was attended by floor coordinators and staff of security department. Training was imparted to 37 employees. Anas Hammad Sr. Executive HSE/QA delivered the presentation and describes the concept of fire and fire triangle, types of fire and use of fire fighting equipments. He also briefed on the regarding importance of emergency response system and types of emergencies.

Another article, concerning local literature, also published in October 2004, spoke of Lotus Smart Suite training that was being undertaken by PSO in an attempt to develop the skills of their employees regarding computers and software programs, hat have become an essential skill that any employee should posses. It spoke of the training that was given to 300 employees and also said that plans were being taken to expand the training for employees working at up country locations.

In addition, an article regarding WOW training for employees, so that they petrol station attendants could learn more in terms of customer courtesies. It talked about T&OD staff continuing their input at Karachi, Lahore and Rawalpindi/Islamabad. In October the training teams concentrated on other divisions in N.W.F.P, Central and Southern Punjab as well as Interior Sindh. The names of trainers were also provided in this article.

Trainers included Aftab Mirani, Ghulam Haider Marri, Kamal Magsi, Javed Bashir, Sikander Rind, Nazir Sheikh, Zahid Memon, Aijaz Qazi, Mohammad Tahir and Fazal-e-Mansoor.

Besides articles on the different trainings adopted by PSO, one particular article was available regarding workshops conducted on performance appraisals. In order to ensure that the company's performance is consistent with its overall objectives through coordinated efforts of all departments and that the Company's Bell Curve performance management system is properly understood by all, a two-day workshop was organized at the Employee Development Centre of the T&OD department.

General managers and deputy general managers attended and discussed the basic philosophy of Performance Management, the various systems prevailing in the world as well as PSO's own system. It was a highly interactive session attended by 20 officials. The workshop facilitator was Arshi Aziz from the Institute of Training & Consultancy.

By looking at the summary of these articles, an idea can be gained on the different and diverse types of training that are being undertaken by PSO.

Amongst the other local literature sources that I have used are the material provided to me by the management of PSO, and any additional information I could gather by the newspaper and magazines that provided any sort of information regarding the topic I am researching on.

## **B. FOREIGN LITERATURE**

The greatest source to me of foreign literature was the Internet. I was able to gather immense information regarding training and employee development not only at PSO but what actually occurs in general around the world. This helped increase my comprehension of the topic much more vastly.

An article on the Internet published on May 1<sup>st</sup> 2005, spoke of why creating formal employee development and training strategies is essential for continual success of one's business. It spoke of the investment in training that should be made not only in monetary terms but rather talking in non-monetary terms. Business owners frequently send their people to training courses that seem right and sound good without knowing what to expect in return. But without measurable results, it's almost impossible to view training as anything more than an expense.

Through this article I was able to compare the mistakes that management make when they don't properly attempt to understand the purpose of training and whether PSO is actually making the same mistakes or not.

Similarly, in another article, it said:

*““We are entering a world where the old rules no longer apply.” The opening quote in the bestseller **Rising Sun** by Michael Crichton ( 1992) sums up how rapidly the future is changing and becoming unpredictable. In response to calls for changes in the way training has traditionally been done, many have responded by calling for redefining the mission of training, renaming training (i.e., witness the recent movement to referring to training and development professionals as "performance consultants"-- Robinson & Robinson 1995), and even firing or getting rid of in-house training altogether because it is not cost effective (see Furnham 1997 for a more detailed discussion of this last point). In short, the pressure is on for trainers and training functions to reinvent, reengineer, revitalize, remake, and improve what they do (Shandler 1996).”*

Therefore, by looking at this piece of information present in this foreign article, I was able to comprehend more and improve the quality of my study. Such articles not only helped me in my study and research but also generally, proliferated my knowledge of training and employee development today.



Other sources of foreign literature, were books, such as “ Human Resource Management” by Gary Dessler, “Human Resource Mangement” by David A. Decenzo & Stephen P. Robbins, “An Integrated Approach to Business Studies” by Bruce R. Jewell, and “Business Studies” by Dave Hall.

## **GAPS TO BE BRIDGED BY THE STUDY**

This study can help gain an understanding of the various training and employee development procedures that are emerging today in well reputed organizations, such as PSO. Currently, in the contemporary world, especially in Pakistan, not much emphasis is placed on employees themselves, but rather, mostly employees are given second preference when it comes to the organization. This study is aimed and focused on how management has adopted certain training and employee development procedures that will help eliminate this gap that has existed over the years. Employees are the core of the organization, but sadly, in Pakistan not many organizations have realized this. The study aims to draw attention to the emerging needs for training and developing employees today to make them productive and also make an organization competitive in the market.

Therefore, through this study, management of many organizations will be able to observe what make PSO stand out when it comes to its workforce, and how it has satisfied its workers in respect of training and employee development.

## **AREAS FOR FURTHER STUDIES**

My study on the training and employee development at PSO, may offer areas for further research to be conducted. Such areas may include,

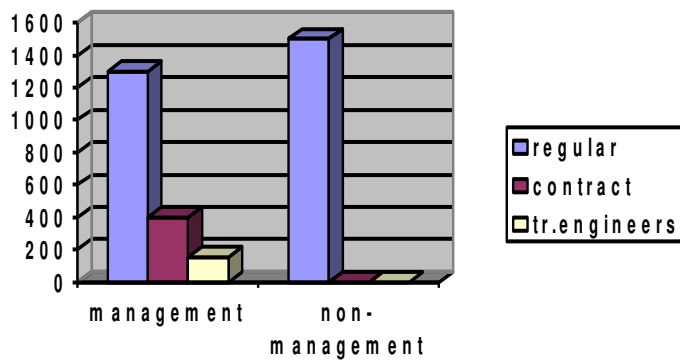
- If through my study it is discovered that employees are dissatisfied for some reason, of the existing training methods, then further research can be undertaken to determine the causes and find possible solutions.
- Further research can be conducted in terms of issues regarding how to make training and employee development methods more effective in other organizations that for some reason are not as efficient as PSO itself.

# CHAPTER 4

## PRESENTATION ANALYSIS

Training and development is a continuous process and is designed to bring about a change in the attitude of employees with respect to the job they are doing, the people around them, the new procedures, the new techniques and skills that they can use. In addition, it is also to make them more conscious of their responsibilities and how to perform them effectively. Therefore, all training is planned and coordinated in a systematic manner by PSO, in terms of identifying the following needs and the skill required in the company. For PSO the training and skill development efforts are not confined to a formal classroom course but extended in all directions, hence helping to improve the productivity of employees by imparting useful knowledge and training in the areas, which are neglected, and to add up to most of their strengths, the growth of the employees is not only a short term vision of enhancing inputs through skill based training but also an effort for the long term development of employees by education and planned management development inputs.

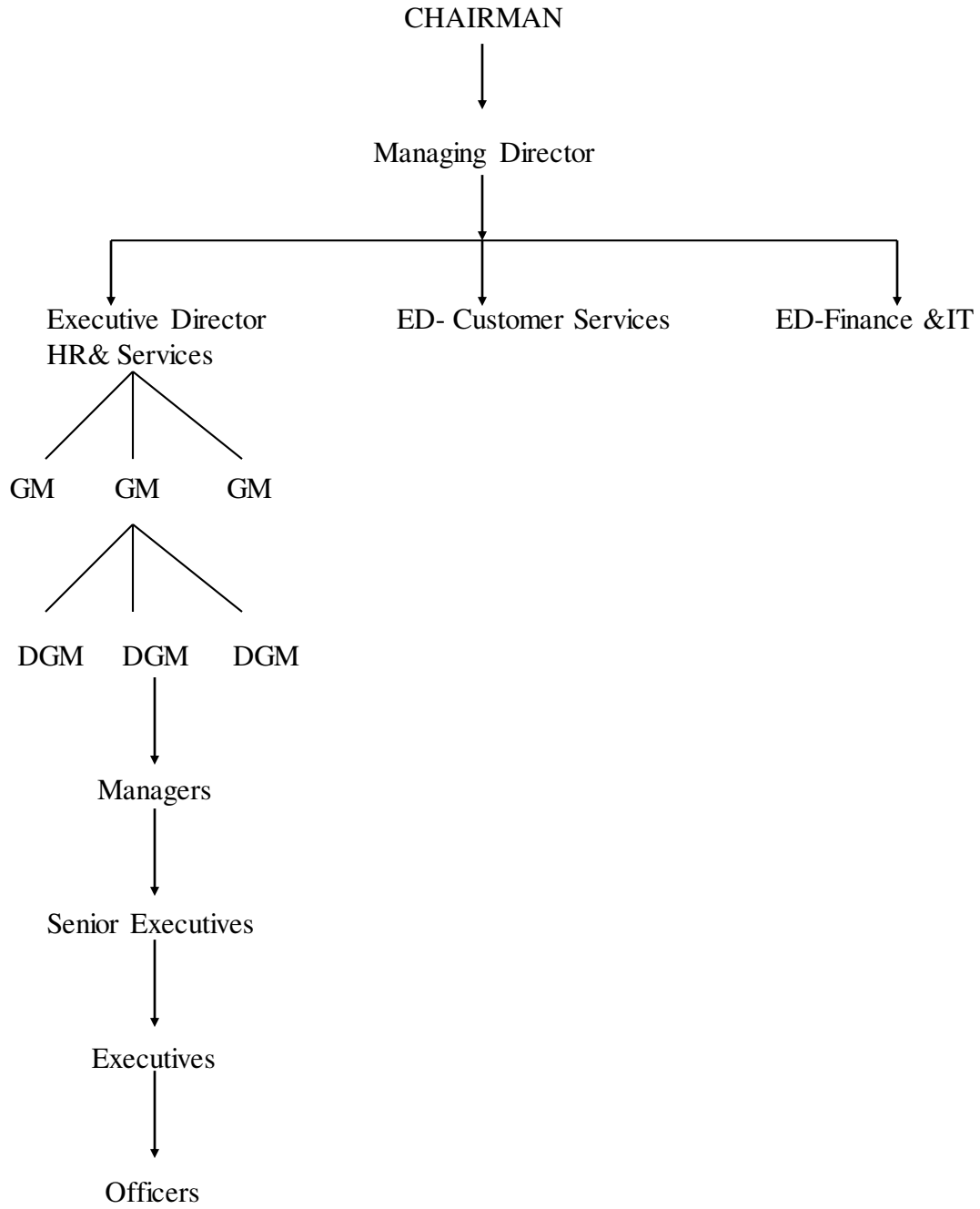
### EMPLOYEES



	Management	Non-Management
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Regular	1300	1500
Contract	400	
TR. Engineers	150	

**ORGANIZATION CHART**



## **TYPES OF TRAINING**

The scope of training and employee development is spread to the following types of training and development programs adopted by the company.

### **ORIENTATION TRAINING**

All employees that newly join PSO are given orientation training to familiarize them with the company organization, functions, activities, policies, procedures and programs. This type of training is of two types:

- On individual basis
- Group classroom training

The decision of which type of orientation training to use depends on the number of participants available and that have currently joined PSO.

The type of information given to the new employee upon joining the organization includes;

- The organization- history, development, management and activity.
- Personnel policies
- Terms of employment- including disciplinary rules
- Employee benefits and services
- Physical facilities
- General nature of the work to be done
- The role and work of the supervisor
- Departmental rules and safety measures
- The relationship between different jobs

It may also contain:

- A detailed description of the employee's job
- Introduction to fellow workers
- Follow up after several weeks

The duration and content of the course varies depending on the various needs of the individuals concerned and the content of the courses are decided upon consultation with respective Department Heads/ General Managers. However, usually this training takes one whole day at the least.

Depending on the type of the job and the expense needed, newly hired employees as well as the promotees assigned to new fields of activities, are given on the job training for a period ranging from one week to twenty- four weeks as may be deemed necessary.

## **TECHNICAL AND SPECIALIZED SKILL TRAINING**

Knowledge of one's job is part of every employee's responsibility in any position. Since technology, methodology, processes are changing at a fast pace, it is imperative that employees should learn new skills and techniques through specialized and technical courses organized within PSO, or by outside agencies. With the help of these courses employees are able to attain a much higher level of proficiency, which would not have been possible if such training methods did not exist.

The technical and specialized skill training is given to all those employees who may possess some sort of deficiency when it comes to technical skills. The number of employees given this form of training is not exact but rather vary from case to case. In one year it may be so that 10 to 20 employees are given such training and in another year only 5 may be given this training depending on the scenario. Similarly when asked, Mr. Waqar said that the duration of training and employee development methods varies from case to case, it may be possible that one employee is able to learn something in one day while another employee may take 4 days.

## **HEALTH AND SAFETY AND ENVIRONMENT TRAINING (HSE)**

I also discovered during my interview with the management that training is also provided to employees concerning the health and safety environment and how to deal with situations such as fires, and other major emergencies that can occur at any time. Appropriate training is imparted to employees of PSO on how to counter fires and how to use equipment, as well as respond to different emergency situations. Employees of all levels are given this training. Advanced HSE for Operations Staff and Field Engineers is also given.

This is the most common form of training given to all employees all year round.

## **LOTUS SMARTSUITE TRAINING**

Special focus is given to Lotus Smart Suite training concerning computer skills. At PSO around 85% of the employees at the PSO House have been given this form of training. Beaconhouse Informatics was selected in October 2004 to impart training on the basis of the technical and financial evaluation to initially train around 500 employees. About 300 employees were trained till end-August and the planning is in progress to expand this training for employees working at up-country locations.

## **WOW TRAINING**

In my interview with the management I was also able to learn that employees of PSO are also provided training so that they excel in delivering value to customers. Training & Organizational Development (T&OD) staff is now imparting Customer Care WOW trainings to forecourt attendants. About 17,000 pump attendants have been coached so far from last year, in customer courtesies, and health, safety and environment (HSE) as well as specific WOW training to ensure best possible care for their customers driving into

their stations during the last 12 months at Karachi, Hyderabad, Sukkar, Multan, Lahore, Rawalpindi and Islamabad.

This form of training is basically imparted in Urdu, because it is for lower level employees, but still the quality of training is maintained. WOW training is a continuous process that is imparted and focuses on providing excellent customer service so that customer says “ WOW”. All pump attendants at all petrol stations are given this training.

## **DEFENSIVE DRIVER TRAINING**

This form of training is for all those drivers at PSO that are driving either company vehicle or contractor vehicle. Such training is to make the drivers realize the consequences of unsafe driving and to make them learn to drive safely.

The duration of this training is 1 day, and is a continuous form of training that is carried out throughout the year.

## **TELEPHONE COURTESY TRAINING**

All employees at each location undergo telephone courtesy training in order to enhance communication with stakeholders. At the PSO house itself, many of the employees that come into direct contact with customers often undergo such training thrice a year.

## **SPECIAL SESSIONS**

Special sessions on training in terms of –realizing potential, ethics, presentation skills etc. are also conducted for employees. These sessions are usually short, of around one week, and the numbers of employees that attend such sessions are random.



## **TRAINING FOR TRAINERS**

A course of training for trainers is also provided to around 15 to 20 employees that will be providing the training or employee development course to ensure that they are capable of training others. Staff members are groomed to become seasoned trainers. Trainers are taught to establish goals and objectives for their training and to determine how these objectives can be used to influence the productivity of their departments. They also are made aware of how adults learn and how best to communicate with adults.

## **SUPERVISION/MANAGEMENT DEVELOPEMENT THROUGH IN-HOUSE TRAINING COURSES & COURSES CONDUCTED BY OUTSIDE ORGANIZATIONS IN PAKISTAN**

PSO, being a very well reputed company aims to develop a balanced approach to an all-round development of its management employees, and it lays appropriate emphasis on the development of supervisory and management skills. To this end, selected employees are called to participate in formal classroom courses/ workshops, which may be either company organized or conducted/ sponsored by outside organizations such as *Pakistan Institute of Management, Pakistan Management Associations* or other similar organizations.

Standard basic management training programs, which may be considered for participation by PSO, include:

- Effective supervision
- Practice of Supervision
- Problems of Management Seminar
- Advance Management course
- Management course for junior Executives
- Problem Analysis and Decision Making
- Conference Leadership

- Job Instructions Methods etc.

The employees are exposed to these courses in a systematic manner. The supervisor of the participants will be responsible for determining whether the training was effective and follow up on the training as well as ensuring that the techniques and the methods learnt by the those involved are applied to thee on-the-job performance. Nomination of the employee that will attend such courses is mostly always at the discretion of the management.

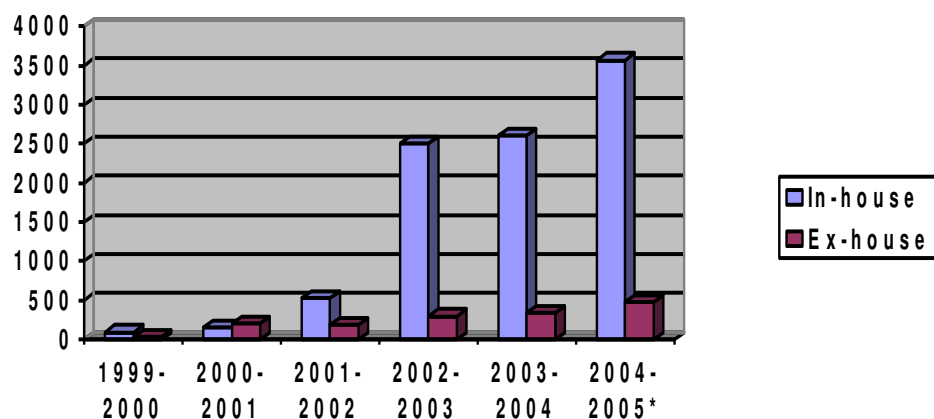
## **TRAINING RESOURCES**

In order to arrange for classroom courses and workshops, PSO utilized different resources such as the following:

### **In-house training sessions:**

When the company sees that a large number of employees exist who are in need of exposure and the required training, development or understanding of a particular subject, usually in-house training courses are conducted. Employees from within PSO at times facilitate these sessions or at other times guest speakers are invited.

Nominations for participation in these workshops or courses are received from the departmental heads.



<b>Training Inputs</b>			
<b>Year</b>	<b>In-house</b>	<b>Ex-house</b>	<b>Total</b>
1999-2000	87	33	120
2000-2001	154	206	360
2001-2002	530	184	714
2002-2003	2500	297	2797
2003-2004	2605	335	2940
2004-2005*	3570	475	4045

#### **Sessions conducted by outside agencies:**

At times what happens is that external training resources announce short-term or long-term courses or workshops for training on a diverse number of subjects. Once again, it is the company that identifies those employees who require undergoing the training sessions.

If training is conducted outside the PSO premises, it is known as **out-house training**.

## **ON-THE –JOB TRAINING**

An employee is basically trained while carrying out the job or activity, often at the place of work. This is also known as hands on training and is part of the different methods of training and employee development adopted by PSO. The superior here coaches and instructs the employee. At times an experienced worker shows the trainee exactly what to do. It can vary from working next to a machine operator or traveling with a salesperson.

This training is given to all those employees who need it and hence varies from year to year and it's duration is dependent on the employee's ability and speed to grasp what is being taught.

## **EDUCATIONAL REFUND POLICY**

As part of off-the-job training, employees can continue their education and equip themselves with more knowledge and skills. This purpose is facilitated by a separate “*Education Refund Policy*”, which serves as an important tool for employee development. Selected employees after getting approval from the Company as well as fulfilling the required criteria are given a chance to enroll themselves in universities and colleges to pursue and study desired courses for attaining degrees/ diplomas. A point here is that PSO refunds the expenses incurred in the due courses. Therefore, it can be said that the education of the employee does not end with the start of their job at PSO, and this also serves as an eminent means of motivation and employee development, as part of the off- the-job training.

## **TRAINING ABROAD**

In order to take courses conducted outside Pakistan, PSO nominates management employees so that they can acquire specialized skills with the help of international

training institutions of repute or such organizations, which may be having commercial affiliation, or technical collaboration with PSO, e.g. Castrol, Air Total, EXXON group etc.

Such opportunities for training are offered by foreign governments or international institutions to Pakistan through the Ministry of Finance or the Ministry of Petroleum & Natural Resources, and it is only then that nominations are made for suitable courses and seminars. The number of management employees selected to go abroad depends on the budget set and it is not necessary that management employees be sent every year.

## **ATTENDENCE IN TRAINING**

Whenever an employee is nominated to attend a training course by PSO, whether it is conducted in-house or arranged with an outside agency he or she is not supposed to miss the training session.

During the length of time that the employee is undergoing training he does not attend the office to carry out his normal function.

However, in case of an absolute emergency the department head may request the **Incharge Training and Development** of PSO to allow the employee to leave the training session and attend the office. Once, after attending to the emergency work the employee then goes back to resume the training session which is in progress.

## **REPONSIBILITIES**

- **Line Management**

Training is a line responsibility. In order to improve the performance of the employees and prepare them for future assignments, each supervisor/ manager is expected to train and develop his/her subordinates in a systematic and planned

manner. By carefully judging the potential of the people working for them, the supervisors determine the individual training and development needs as well as recommend and implement actions in coordination with the in-charge of Training and Development in PSO.

- **Employees**

It is always up to the employee whether he/she is willing to take the initiative and be prepared to improve his/her job knowledge and performance. PSO is therefore, responsible only to provide support and opportunity to supplement employee for self-development.

Recognizing the need for self-development is the prime responsibility of the individual. PSO encourages and provides opportunities for development by making available the professional literature, job rotation, counseling, discussions, seminars relating to the job of the individual and nominating the person for attending different courses/workshops. Education Refund Program is an evidence of the company's support for the self- development of an employee.

## **FEES AND EXPENSES**

Participants in the training programs are not required to pay fees themselves, but rather it is PSO that undertakes the responsibility to pay fees for training programs within the country and abroad. All expenses such as, boarding, lodging and traveling expenses outside Karachi or outside the country are paid by the Company as it is in its regulation to do so, as well as required by the State Bank of Pakistan.

### ***Role of the training department in training:***

- In PSO the training Department is required to provide advice and assistance to the line management in defining the training needs and developing the appropriate programs relevant to those needs.

- It is also responsible to evaluate the various training activities that various departments are conducting within the organization.
- In addition, it is the training departments role to coordinate and integrate the training needs and the training activities together within the Company to create a match between the two.
- It is essential that the training department also be able to design, develop and coordinate supervisory and management courses for employees.
- The preparation of the formal training program and budget is also its responsibility.
- Acquiring relevant information in relation to training and educational courses from various institutions within the country is also a role of this department.
- Also, selection of trainers for training is another role.

## **METHODS USED FOR EMPLOYEE DEVELOPMENT**

As previously mentioned employee development by design is more future oriented and concerned with education rather than job specific training. By education, it is meant that employee development activities attempt to instill sound reasoning processes to enhance the employee's ability to understand and interpret knowledge rather than imparting a body of facts rather than teaching a specific set of motor skills. Development therefore, focuses more on the employee's personal growth. Successful employees within PSO prepared for positions of greater responsibility have analytical, human, conceptual and specialized skills.

At least 600 employees at PSO undergo employee development each year to help improve workforce motivation and productivity.

## **JOB ROTATION**

Job rotation basically involves an employee changing jobs or tasks from time to time. It is regarded by PSO as the *most effective process for employee development*. Here the employee gets an opportunity to have on-the-job exposure/ training in a diverse range of fields within the same department or maybe even other different departments. From the employees point of view this should reduce boredom and monotonous work.

Job rotational assignments are given:

- To fill a leave vacancy in addition to an employees own functions;
- To have a general development program in line with career planning; or
- To groom a person for a particular position in line with a succession plan of the Company.
- To improve morale.

How fast an employee learns determines the length of the time the trainee stays on the job. The rotation programs in PSO are tailored to the needs, interests, and capabilities of the individual employee and it is not a standard sequence that all employees go through.

## **COACHING**

Here the trainee works directly with the senior manger or with the person he or she is to replace; the person being replaced is responsible for the trainees coaching. The initial task involves the coach and employee working out a mutual understanding of the scope of work and documenting that understanding in a contract. Then the coach goes to work assessing the employee's current performance and looks for ways to address any improvements needed.

Like individual coaching, team coaching focuses on improving performance. In the case of a team, the coach observes the team's current functioning, assesses the team's strengths and weaknesses, and develops a plan for addressing any needed changes.



## **MENTORING**

PSO also has mentoring programs as part of its employee development. Mentoring is both formal or informal. In formal mentoring programs, there are usually program goals, schedules, training (for mentors and mentees), and evaluation.

For example, in some programs, newcomers to the organization are paired with more experienced people (mentors) in order to obtain information, good examples, and advice as they advance.

In other cases, mentoring is used to groom up-and-coming employees deemed to have the potential to move up into leadership roles. Here the employee is paired with a senior level leader (or leaders) for a series of career coaching interactions. This is basically a form of coaching, designed to increase employee development.

## **COUNSELLING SESSIONS**

Conducting counseling sessions also facilitates performance enhancement. It provides an opportunity for employees to discuss problems that they are experiencing in PSO and to take advantage of advices and expertise of the specialized staff of the Training and Organizational Development Department. Other departments may send their employees for an extended period to avail such performance enhancement measures. A dedicated room is also available in T& OD where counseling sessions are held.

***What sets employee development methods apart from traditional training methods are:***

- Participation is voluntary.
- Learning takes place primarily (or even exclusively) in the learners' own time
- Participants can choose what learning to undertake with relatively few restrictions.
- Activities supported are additional to normal job-related training and development.

***Benefits of employee development methods to PSO:***

- PSO feels that employee development methods help it handle change more effectively and to work more flexibly.
- Employee development methods encourage a "learning culture" in the workplace, increasing the accessibility of training and enhancing its image.
- Employee development methods contributing to higher standards of productivity, efficiency, quality and customer service.
- Employee development methods are instrumental in enhancing confidence, morale, commitment and motivation in the workforce.
- Employee development methods help in communications around the workplace, thus contributing to teamwork and increasing delegation of responsibility.

## **CHALLENGES OF TRAINING AND EMPLOYEE DEVELOPMENT AT PSO**

The challenges associated with the changing nature of work and the workplace environments are as real for PSO as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future.

As a superior, one of the key responsibilities is to develop the staff or the workforce. The Philosophy of T& ED states that a manager can:

"Encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals and develop human resources by providing adequate training... encouragement of staff development, and opportunities for growth."

It is important to recognize that employee development requires a shared responsibility among the organization, the superior, and the employee. In this partnership:

### ***PSO (the organization)***

Ensures that policies and programs facilitate the continuing development of staff.

### ***The Superior***

Work with staff to: assess and provide feedback on their skills and interests; select training and development activities that match their career development objectives and job needs; use the Training & Development policies and procedures inculcated in the organization as a tool to tell employees about training and development opportunities and to create an annual development plan; stay informed of current policies and practices that support employee development; follow up with employees after a learning activity to integrate new skills and knowledge into their responsibilities.

### ***The Employee***

Takes initiative to assess skills and interests and seek development activities that match needs; works with the superior to identify training and development objectives.

Most employee development and training programs fall under the following categories:

- Management Development
- Career Development
- Basic Skills
- Professional Skills
- Technical Training
- Supervisory Skills

Once the challenges of T & ED have been met, the organization will have; employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace; employees with higher morale, career satisfaction, creativity, and motivation; increased productivity and responsiveness in meeting departmental objectives.

## **SWOT ANALYSIS**

During my interview with Mr. Waqar Ahmed Khan, I asked about the different strengths, weaknesses, opportunities, and threats faced while conducting training and employee development. He mentioned a few of each:

### **Strengths**

- PSO has a modern training facility with adequate funds and equipment.
- There exists a computer lab for in house trainings.
- PSO has now gained much experience in organizing and handling a number of training sessions and workshops.
- PSO has capable and adequate human resource available for conducting in house training.
- It conducts training courses on company wide basis.
- First time in the history of PSO they have a Training Needs Analysis.
- Another major strength is that various useful cases are provided by the internees, which are then implemented and provide positive results.
- Finest working environment.

### **Weaknesses**

- PSO had to disable its multimedia library where much material on training was available because of copyright legalities.
- In terms of management development programs, only a few films are available.
- According to Mr. Waqar Ahmed Khan, there are lacks of comprehensive books available on particular subjects related to the needs of training.

### **Opportunities**

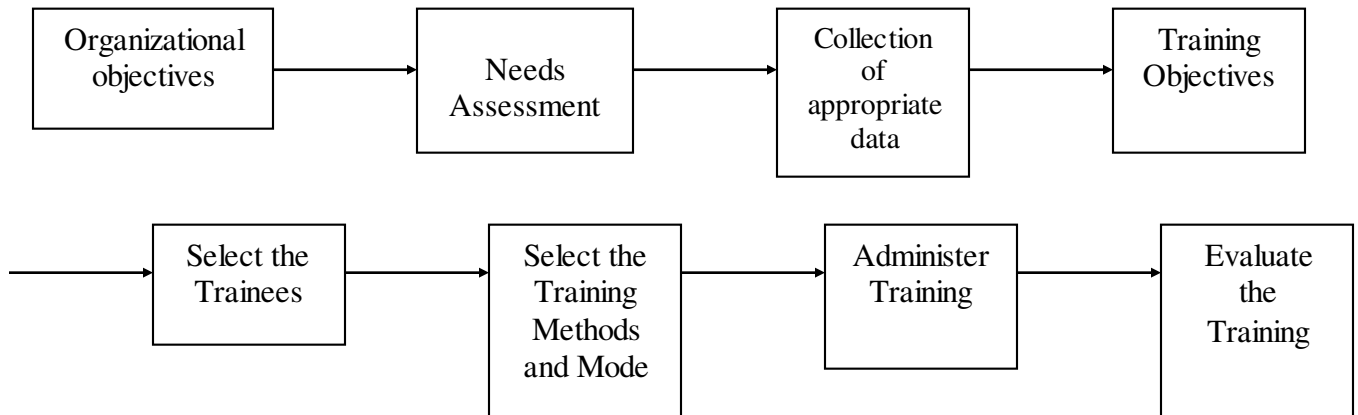
- The Managing Director's vision is to develop and groom management staff in making presentations to train others in the department, resulting in organizational development.

- PSO has proven capability of counseling and motivating performance as well as under performing staff to enhance performance. Mr. Waqar Ahmed Khan can provide more assistance for other identified employees for evaluation and counseling of staff with performance disorder syndrome where short sessions can provide remedy.
- One of PSO's greatest opportunities is that it has turned a liability into an opportunity by effectively utilizing under-performing or de-motivated staff for training Forecourt attendants.
- There also exists a mutual exchange of training activities/ workshops with friendly organizations/ clients like WAPDA, Armed Forces, etc.
- PSO has also developed exchange-training programs with others in the corporate world. Inviting speakers and trainers.
- As per the Managing Directors vision the internship program can be used as a recruitment tool, which gives opportunity to see talent for an extended period.

## **Threats**

- Because of business considerations, PSO hesitates in sending more effective people for training
- In terms of Senior Management Training business needs prevent the development of such superiors.
- Other organizations are also providing training to their employees. Employees may be pulled towards them.

## **TRAINING AND EMPLOYEE DEVELOPMENT PHASES AT PSO**



### **TRAINING NEEDS ANALYSIS**

PSO has now started training needs analysis to better understand the needs of its employees and the training and employee development methods that should be implemented.

Training needs analysis is a process of gathering and interpreting data for identifying performance problems and suggesting solutions. The challenge is to obtain complete and accurate data.

At PSO, training needs analysis is the systematic basis for decisions about how to influence performance. The key is to seek the gap between the current situation and the desired situation and then to focus resources where they're most needed. The analysis determines the root causes.

Several basic Needs Assessment techniques include:

- Direct observation

- Questionnaires
- Consultation with persons in key positions, and/or with specific knowledge
- Review of relevant literature
- Interviews

## **PERFORMANCE APPRAISAL**

When I asked the Mr. Waqar about the type of performance appraisal that PSO used, he answered that basically two methods of performance appraisal were used. These were:

- Appraisal by the superior
- Self appraisal

In terms of appraisal by the superior an appraisal sheet is given, PSO followed certain steps of employee appraisal. These steps included;

### ***Step 1 - Involves appraising the elements of performance***

Here the superior is required to firstly, tick on given options in terms of what the employee accomplishes and consider the result of the employee's work and that of his subordinates.

Secondly, the superior then has to tick on an option that best describes how the employee works and consider the degree to which the employee applies sound methods in getting his job done.

Thirdly, the superior has to tick on an option in the appraisal sheet that best describes what the employee is and consider the degree to which the employee's personal qualities contribute to his effectiveness.

Lastly, the superior is required to tick on an option that best describes what the employee knows and consider the employee's knowledge in his functional and related fields and his understanding of environmental matters necessary to effective performance.

***Step 2 – Involves analyzing performance***

Here the superior is required to analyze the elements of performance appraisal in step 1 and record significant findings. Also list the employee's greatest strengths by giving examples of good performance and the areas in which he excels.

***Step – 3 Involves identifying improvement and development needs***

The superior here summarizes the employee's improvement and development needs. Wherever it is practical, the superior includes specific work experiences, training measures, or other improvement and development plans for the employee.

***Step 4 – Involves discussion summary***

This highlights the topics to be discussed with the employee after the Department Head's review and approval of the appraisal.

***Self- appraisal***

Self-appraisal at PSO is also used. The employee's comments about his or her own performance is used to ensure that employees feel a part of the organization and that their own views are also considered. How the employee rates himself or herself is then matched with the superior's ratings and finally decisions are taken.



## **FINDINGS**

A very interesting thing that I discovered when I went to PSO to distribute questionnaires to the employees who had undergone training as well as those who had not undergone training, was that, I was told by the management that there did not exist any employee in the organization that had not undergone training of some sort. Even the lower level employees, such as pump attendants had received training.

Therefore amongst the two questionnaires that I had formed for two types of employees, that are, one for those who had received training and one for those who had not received training, only the former questionnaire was useful in generating the findings that I will now present.

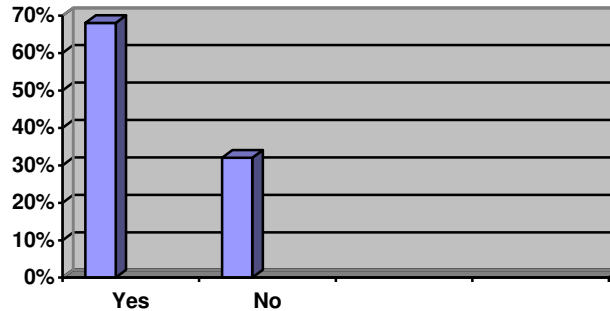
## **THE QUESTIONNAIRE**

The questionnaire that I formulated consisted of a total of nine questions centering on the training and employee development methods adopted at PSO and the satisfaction of employees. Amongst the nine questions two of the question were open-ended questions so that the employee could provide his/ her views and opinions enabling me to get a much better response and gain more information.

**Question # 1:**

Are you satisfied with the current training and employee development methods at PSO?

- (a) Yes
- (b) No



	Yes	No
Respondents	38	18
Percentage	68%	32%

**Interpretation:**

As it can be observed from the answers to this question majority of the employees in the organization at PSO are satisfied with the current training and employee development methods. It is quite apparent that PSO is a very successful organization and well known when it comes to capable and effective workforce. The answer to this question further shows that the training methods that have been adopted at PSO are to the satisfaction of majority of the employees, that is 68%.

However, the 32% of employees that seem dissatisfied cannot be ignored. From the statistics it can be observed that some of the respondents answered in negative to this question. Therefore, PSO should not be completely confident when it comes to its

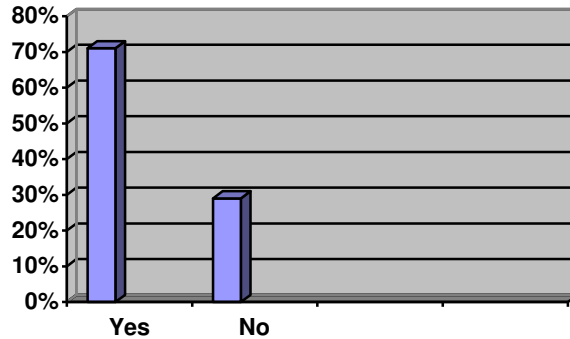
training and employee development procedures. It should hence look into this matter as well.

This question shows that even though majority of the workforce at PSO are satisfied, a number of dissatisfied employees still exist. The reason that I asked this question was to determine that whether the management views and employee views actually support each other or contradict each other, when it comes to satisfaction of current training and employee development procedures adopted.

**Question # 2:**

Do you believe that significant gains in your productivity have been made as a result of training?

- (a) Yes
- (b) No



	Yes	No
Respondents	40	16
Percentage	71%	29%

**Interpretation:**

As is apparent here as well that majority of the employees believe that their productivity has increased as a result of the of the training methods adopted at PSO. A large percentage, that is, 71% claim to have experienced productivity gains in their work.

During my interview with the Mr. Waqar Ahmed Khan, he also claimed that training at PSO of the employees has resulted in productivity gains. However, 29% of the employees were of the opposite opinion. The believed that no significant gains in productivity had resulted from training. By looking at this figure it is apparent that the views of management and employees do contradict, but majority of the workforce views do coincide with management.

This question was asked in order to ascertain whether the employee feels that productivity gains are being made or not. Simply asking the question to the management may have resulted in a much different answer than what has now been discovered.

**Question # 3:**

If no, what improvements do you think should be made?

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**Interpretation:**

For this question I won't be using any charts to show the answers of employees. Here an open-ended question was formulated to acquire a wider number of answers and not inhibit the employee to a set of options. The reason for asking this question was to discover the diverse range of opinions that employees at PSO have.

This question was also asked to provide leverage to the previous two questions and determine the reasons that employees have. The 29% of employees who believed that no significant gains in productivity had been made and the 32% of the employees that were not satisfied with the training and employee development methods at PSO gave a number of opinions in terms of improvements that should be made.

Many of the employees thought that more expedient planning in terms of training procedures and proper management assessment of the training needs should be adopted. Employees wanted dedicated professionals to constantly try to determine the needs of training in employees. In my interview with the management, they had claimed that the procedure of training and its planning were very efficient but on seeing the employees answers this suggested otherwise.

Similarly, employees also claimed that training and employee development methods and procedures should be continuously updated in order to remain effective in the competing world.

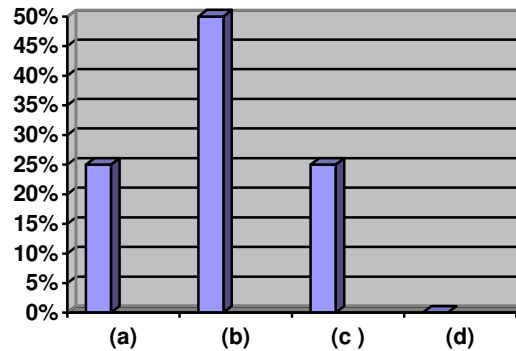
In addition it was also suggested that training and employee development methods should focus more on the practical goals of the organization. This was a very strange answer, as usually employees want to develop themselves and their skills so that they have potential for growth. But in this answer employees wanted training to be only job specific and organization specific.

Amongst the other answers given employees wanted PSO to send them abroad for training and training and employee development methods should be more focused on financial and strategic planning.

**Question # 4:**

How often do you think that training and employee development procedures should be implemented?

- (a) Whenever necessary
- (b) Twice a year
- (c) All the time
- (d) Other \_\_\_\_\_



	(a) Whenever necessary	(b) Twice a year	(c) All the time	(d) Other
Respondents	14	28	14	0
Percentages	25%	50%	25%	0%

**Interpretation:**

As it can be observed from this question majority of the employees at PSO, that is, 50% believed that training and employee development procedures should be implemented twice a year. Percentages in terms of the answers to, part (a) whenever necessary, and part (c) All the time were the same, being 14% each.

Surprisingly majority of the employees wished only to go through such training and employee development procedures only twice a year. On discovering this, I went and



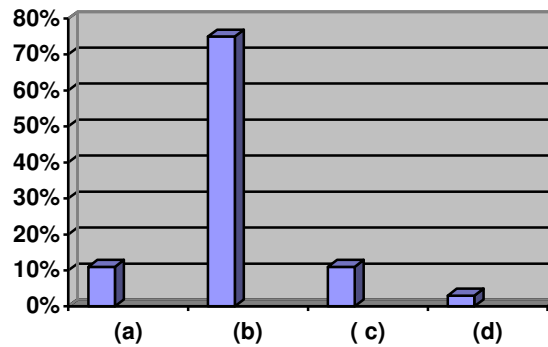
asked some of the employees on why they had chosen this option, the answer was that they did not wish to spend a lot of their time in one year focusing only on training but rather also wanted to be more involved in their work and at times training and employee development methods divert the employee away from this.

However there were some employees who wished to go through training and employee development all the time and others who thought that they should go through it only when necessary. The percentage of such employees was an equal 14% each.

**Question # 5:**

You acquired training as a result of,

- (a) Your request for training
- (b) As a necessary implementation made by management
- (c) Performance appraisal showed the requirement for training
- (d) You fulfilled certain criteria on the basis of which training and employee development was given.



	(a) Your request for training	(b) Necessary implementation made by management	(c) Performance appraisal	(d) On fulfilling certain criteria
Respondents	6	42	6	2
Percentages	11%	75%	11%	3%

**Interpretation:**

I asked this question to see, on what basis did majority of the employees get training. As it is evident from the statistics and the figure that 75% of the respondents underwent training because it was a necessary implementation made by the management.

Here the answer does coincide with the management answers, that majority of the employees at PSO acquire training as a result of the implementation made by the management. However, the other answers should not be ignored, that is 11% of the employees got training because they had made a request to get training of a specific type.

Although at PSO all employees do undergo training, sometimes employees feel the need to get some type of training and employee development method, and for this purpose, they themselves request for the training and if management approves then the employee does undergo the requested training.

The other 11% of the employees actually underwent training because their performance appraisals showed that they lacked the capabilities and technical skills necessary for the job. For this purpose, that is 11% of employees at PSO were trained because they had to improve their technical skills and abilities.

Only 3% of the employees had acquired training as a result of fulfilling certain criteria. Although this does occur in PSO that sometimes on reaching a certain target or working in the organization for a certain period of time an employee will be given training or undergo an employee development course to improve potential as a reward.

**Question # 6:**

Which method of training and employee development do you think is the best at PSO and why?

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**Interpretation:**

Once again as this is an open-ended question I won't be presenting the findings in the form of a chart. I kept this question open ended in order to give employees the option of choosing any type of training and employee development from amongst the many forms as well as provide reasons to why they consider such training and development method the best.

There were two basic types of trainings that were found the most in the answers. Firstly, many employees believed that *orientation training* was the best. The reason that they gave for this answer was that it is only in this training that a detailed description of the job, the organization and the responsibilities of the employees are elaborated on, and the employee is given a feel for the organization.

The second type of training and development method that the employees found the best was the *training needs analysis*. The reason given for this method was that it is done both with the employees and with the superiors, and hence results in training that helps achieve a desired situation much more quickly and efficiently as possible. Although one point that I noticed here was that, even though many of the employees believed this method to be the best, training needs analysis is not exactly a method of training or employee development rather it is the way in which the need is determined.

Amongst the other training and employee development methods mentioned were *Health and safety and environment*, which is necessary for all employees at all levels to

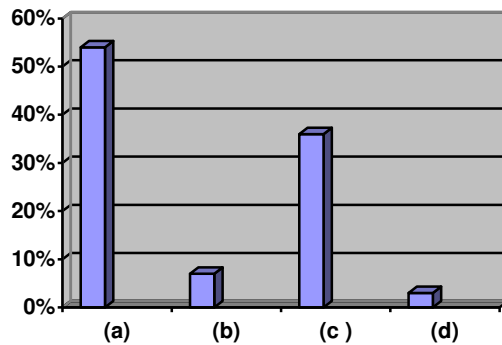
undergo, the reason for this that as given by the employees was that it helps prepare an individual for any sort of emergency situation and how to respond under different emergency situations.

Other methods favored by employees were WOW training; telephone courtesy, job rotation (as it increases diversity), in-house trainings (saves time) and technical skills training (helps improve job specific performance).

**Question # 7:**

The main advantage of training and employee development that you see is,

- (a) Opportunity for career development
- (b) Increase in your market value
- (c) Improved productivity and motivation to work
- (d) Other \_\_\_\_\_



	(a) Opportunity for career development	(b) Increase in your market value	(c) Improved productivity and motivation to work	(d) Other
Respondents	30	4	20	2
Percentages	54%	7%	36%	3%

**Interpretation:**

For this question I discovered that majority of the employees at PSO, that is 54% regarded the opportunity for career development as the main advantage of training and employee development, although many employees had ticked on two options together, which were both option (a) opportunity for career development, and option (c) improved productivity and motivation to work

36% of the respondents believed that improved productivity and motivation to work was more of an advantage. However only a mere 7% regarded increase in the market value as an advantage of training and employee development. This shows that only a few

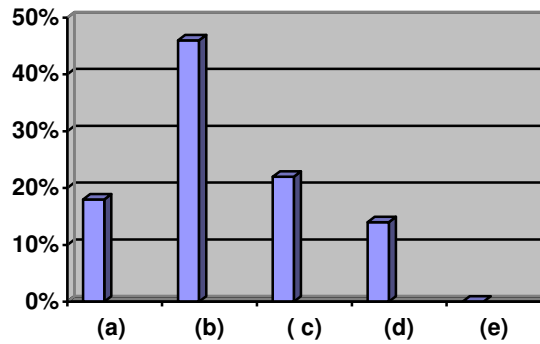
employees are actually focused on developing their careers outside PSO, because it is only this 7% that regard training and employee development to be a benefit in terms of increasing one's market value and therefore creating a demand for oneself in the market.

3% of the employees gave other answers, such as the benefit gained in the form of increased learning and personal development that of the individual.

**Question # 8:**

Once you had received the training, what method of evaluation for the effect of training and its success did management use?

- (a) Informal discussion
- (b) Questionnaire
- (c) Performance appraisal
- (d) No specific method was used
- (e) Other \_\_\_\_\_



	(a) Informal discussion	(b) Questionnaire	(c) Performance appraisal	(d) No specific method was used	(e) Other
Respondents	10	26	12	8	0
Percentages	18%	46%	22%	14%	0%

**Interpretation:**

In this question it can be observed that the responses of the employees are very much spread out, although the highest response to the question is 46% for part (b) Questionnaire. Majority of the employees received a questionnaire after training had been administered to evaluate its success and effectiveness.



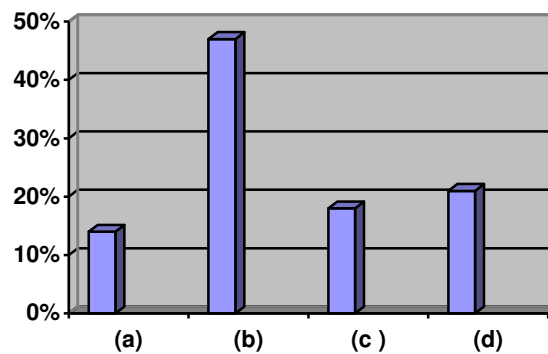
However, many employees claimed to have undergone performance appraisal by the management in order to evaluate the training and effect that it had on the employee's performance. The percentage of such employees was 22%.

18% of the employees had an informal discussion with the management in order to evaluate the success of training that had been administered. However, 14% of the employees claimed that the management used no specific method of evaluation. This shows that the employees at PSO faced different methods of training evaluation by the management and no standard method was adopted. This can be a major factor in why employees may have been dissatisfied by training because until and unless management does not adopt an expedient and standard method of evaluating the training and development method there is no way that employees satisfaction with it can be judged.

**Question # 9:**

Were you given a questionnaire before the training was given to you and then after training as well?

- (a) Yes, a questionnaire was given only before training
- (b) Yes, a questionnaire was given only after training
- (c) A questionnaire was given both before and after training
- (d) No questionnaire was given



	(a) Yes, a questionnaire was given only before training	(b) Yes, a questionnaire was given only after training	(c) A questionnaire was given both before and after training	(d) No questionnaire was given
Respondents	8	26	10	12
Percentages	14%	46%	18%	21%

**Interpretation:**

In this question it can be observed, that employees gave very diverse and different answers, even though this should not be the case.

The reason that I have included this question in my questionnaire is to determine whether employees are actually asked about training and to see whether management of PSO wishes to see potential changes in the responses of employees before and after they have received the training.

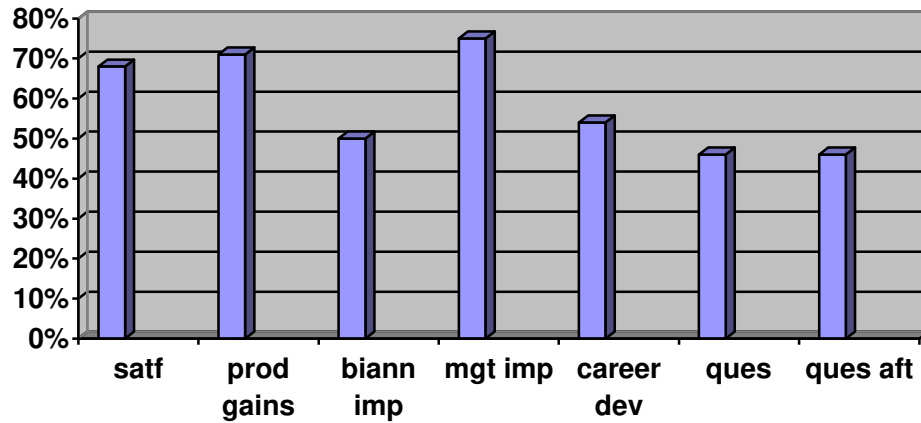
Majority of the employees, that is 46% claimed that a questionnaire was given to them only after undergoing training. This method may not be as effective as giving a questionnaire both before and after training as better judgments can be made. 18% of the employees had received a questionnaire both before and after training but 21% claimed that no questionnaire was given to them. 14% of the respondents claimed that a questionnaire was given only before training.

# **CHAPTER 5**

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **SUMMARY OF FINDINGS**

- Majority of the employees are satisfied with the existing training and employee development methods at PSO while only 32% claim to be dissatisfied.
- Most employees believe that significant gains in productivity have been made as a result of the training and employee development methods.
- In terms of the improvements that employees thought should be made the major improvement that they suggested was that the training should be more planned.
- 50% of the employees thought that training should be implemented twice a year. There were no employees that thought that training should not be implemented at all.
- Majority of the employees have acquired training as a necessary implementation made by the management.
- Orientation training, training needs analysis and health safety and environment training are considered to be the best by the employees of PSO.
- In terms of the main advantage of training and employee development that employees see, it is the opportunities for career development, that majority of the employees believe to be the main advantage.
- Questionnaire is the main method of evaluation of training being used by the management of PSO when it comes to actually seeing whether the training was effective or not.
- To evaluate training questionnaires are given to employees only after training has been given.



## CONCLUSION

To culminate, a brief review of my findings is portrayed. As it is evident both the management of PSO and the employees have tended to give different answers to the same questions. But it also particularly clear that there are many issues on which both employees and the management answers coincide.

From the perspective of the management, they believe that PSO has very effective and up to mark training and employee development methods. This is very true as is quite apparent that PSO is one of the many organizations today in Pakistan that is so well known for its contribution to the development of employees and giving eminence to creating the awareness of such procedures today. There exist many organizations where the importance of the workforce and its satisfaction is still ignored. But PSO has taken immense measures to help develop its workforce in all respects and this is one of the main reasons why so many people today want to be a part of it.

Similarly it can also be observed that PSO does not only focus on its upper level employees and management employees only, rather it gives equal importance to lower level employees in the hierarchy. Training methods such as WOW training is designed specifically for pump attendants and aimed at developing their skills.

From the perspective of the employees as well, it can be seen that a major proportion of the employees are satisfied with what PSO is doing with its workforce. It is always impossible to achieve a level of complete perfection and therefore there will always exist certain dissatisfied workers in any organization, saying that the whole workforce is satisfied would be unjust. Similarly majority of the workers are keen on receiving training at least twice a year to help improve their own potential and opportunity for career development.

The questionnaire given to the employees has immensely helped improve comprehension in terms of how employees think and in reality how they evaluate PSO in terms of its training and employee development procedures.

## RECOMMENDATIONS

After conducting this thorough research I was more clearly able to comprehend the topic and the measures of training and employee development becoming prevalent today. By looking at the answers of not only the management but also of the employees in the questionnaire given, a number of recommendations that I feel can be given are as follows;

- Firstly, I believe that there should be some training programs for employees specifically for dealing with change. In the contemporary world, and with a process of globalization occurring, it is impossible for any employee to be secluded in the workplace. All employees should be willing to adapt to change and not feel threatened by it, as usually is the case. Therefore special training programs should exist that help curtail the fear of change and sow roots of confidence in the employee. This training should help all employees understand the long- and short-term impact of change on their roles and responsibilities in the workplace. As far as I was able to discover no specific program existed for dealing with change.
- More emphasis should be given to team development and employees should be made to work in teams more often. PSO should place a higher emphasis on developing teams and creating assignments involving teamwork, although it does so, the extent of teams is still low. As it is apparent that today to remain competitive, an organization needs to have a cooperative workforce that is willing to work collectively to achieve goals, teamwork and team building is therefore very important.
- With regard to the above recommendation given, I believe that PSO should start team performance appraisals as well. Generally speaking, all organizations not only in Pakistan but also around the world have individual performance appraisals, but very few actually have team performance appraisals. Today more

and more organizations are restructuring themselves around teams and so as of this reason it is also right to say that team appraisals should also be used.

- In addition the management of PSO should attempt to inculcate training and employee development methods that are much more interesting and unique, like for management training it could use *management games*, which involves developing management employees by making them compete in teams by making them make decisions regarding realistic but simulated situations.
- Another recommendation that I would like to give is that the management of PSO should try to make sure that when it is implementing training it should first give out questionnaire before training is given and then after the training is given. This will give the management of PSO a much better idea of whether the training was successful and whether it led to significant gains in productivity and knowledge.
- In addition, the superiors at PSO, should constantly and on a regular basis take the opinion of employees on how to keep on improving their methods and procedures, because the more employees feel involved the more likely they are going to be satisfied. As I was told that management did keep an open system of communication, greater encouragement still should be given to the employees to give suggestions.



