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"A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN PUBLIC SECTOR"

Submitted by

FARHIN RATHOD

Submitted by

DR. BIJAL SHAH

PARUL UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

P.O. Limda, Tal. Waghodia, District Vadodara-391760

ABSTRACT

Training and development are the act of increasing knowledge and skills of an employee for doing a particular job or task. The main outcome of training is learning. A trainee learns new habits, refined skills during the training and development period which help them improving performance. It enables an employee to do the job more efficiently and effectively and prepare for the higher-level job. The main focus of this study is to determine the impact of training and development of public sectors.

KEYWORDS Training, Development, Public sectors, Effectiveness.

INTRODUCTION

The concept of training and development are taken as an important by professional organization in India. The effectiveness and achievement of any organization rely on the people who are working within the organization, so the employees in an organization are able to perform their duties and make meaningful contributions to fulfil the desired goals. In addition of this fact, most of organizations conduct training and development for the different levels of their manpower in order to be succeed.

Currently, the organisational development has been remarkably high. The widely use of technology in every business process including public sectors have made it essential for another set of hands. This growing technologies at the

workplace and the changing perception of an employees role makes it necessary for public sector training. This training has become a decisive part due to expanded organization and newly adopted equipment. The need for training is felt by most of the organisations, irrespective of its size.

effective training and development can help employees become more adept at performing in their given jobs and bring the measurable changes in knowledge skills, attitude and social behaviour of employees. It also updates Employee Knowledge and personal Skills and helps in avoiding managerial obsolescence.

With the use of these programs, it is easier for the management to measure the job performance and taking decisions like Promotion, rewards, compensations, welfare facilities, retention motivation of employees.

Training and development mainly refer to the practice of providing training, workshops, coaching, mentoring and many learning opportunities to employees to inspire, challenge, and motivate them to perform the best of their ability.

Training and development in public Sector is conducted to provide instruction and experience to new employees to help them reach the required level of performance. and for the existing staff, training brings improvement in their performance and adoption of the new technologies or procedures. It also mobilize them to take higher responsibilities.

OBJECTIVES OF THE STUDY

- To study on the effectiveness of the T&D in the public sector of India.
- To determine the post effect of T&D programme.
- To determine the satisfaction level of personal about T&D.

LITRATURE REVIEW

Beardwell and Holden, 1993 Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management.

Fanibuyan, 2001 defines training as the systematic process of altering the behaviour and or attitudes of employees in a direction to increase organizational goals and development as programme generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of the improvement of the effective performance of all managers.

Devi & Shaik, 2012 Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness.

Wagner 2000 Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover.

Ekaterini, 2009 Manpower training and development is one of the most important organizational dynamics. It constitutes the pivot in which organizational survival is run. The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organizational goals to personnel.

Balogun and Obasan, 2007 Training is one of the most important aspect in the management that helps employees in acquiring the necessary skills, knowledge and abilities that will be needed in the performing the tasks. Training is mainly as a result of needs of the organization which is identified after thorough performance appraisal.

David, 2010 Employee training has been a matter of concern and attention by any business field nowadays. Organizations realize that employee training is an essential element to increase efficiency of job performance and keep their business running, as competition are getting more intense. Training is the process of providing employees with specific skills or helping them to correct deficiencies in their performance.

Goldstein & Ford, 2002 An essential Human Resource Development (HRD) function of any organization - addresses a discrepancy between the current performance of the employee and what is expected of him. Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness.

Becker, 1964 He observed that training efforts produce improvements in the quality of the labor force, which in turn is one of the most important contributors to national economic growth.

Herman Aguinis and Kurt Kraiger, 2009 The adoption of many policies to encourage the design and delivery of training programs at the national level is the recognition of the benefits of training activities for society.

Becker, 1964 observed that training efforts produce improvements in the quality of the labor force, which in turn is one of the most important contributors to national economic growth.

Sackett and Mullen, 1993 suggested that the purpose of evaluation is to help organizations make decision about future training activities, and provide tools needed to assess the type of evaluation possible in a given situation, to conduct the most informative evaluation possible, given the constraints of the situation, and to communicate to organizational decision makers both the strengths and the limitations of whatever evaluation data is obtained.

E study by Grider et. al 1990 suggested that Organizations should provide necessary resources to evaluate the training activity effectiveness while Integrating T&D into the strategic plan of the firm. They also opine that organizations should establish an information network to facilitate access to necessary data for before and after measurement.

cole, 2002:330 in his book Personnel and Human Resource Management, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few.

RESEARCH METHODOLOGY

In this research, I am up to evaluate the effectiveness of training and development programmes in the public sectors. Data collection methods, choice of the study area, design of the questionnaire and sampling procedure are the parts of research methodology. Here, following is the Research design.

Research design:

The study is based on the descriptive research approach.

Source of data:

The **primary data** is collected by survey only. The survey is done through the google form questionnaire.

The source of **secondary data** is journals, research papers, articles, websites and other sources which are available at online or offline platform.

Sampling frame:

The sampling frame for this study is limited to Gujarat region in which I am including public sectors like post department of India and police department of India and other public sectors.

Sample size:

The sample size will include a minimum of 30 responses of the employees of various public sectors of India.

Sample unit:

The age limit of respondents is 18-60

Methods of data collection:

Various sources of secondary data.

Questionnaire in google form.

LIMITATIONS OF THE STUDY

This study has some limitations. All respondents participated in this research are from Gujarat in India and it is not a large scale. Therefore, the data generated from this study may not fully represent the general effectiveness of T&D of the whole world.

FINDINGS**Data collection**

the questionnaire was sent to the respondents directly via whatsapp to all the respondents. the answers provided by them are confidential. the name and place of the respondents is not required to disclose.

Data analysis

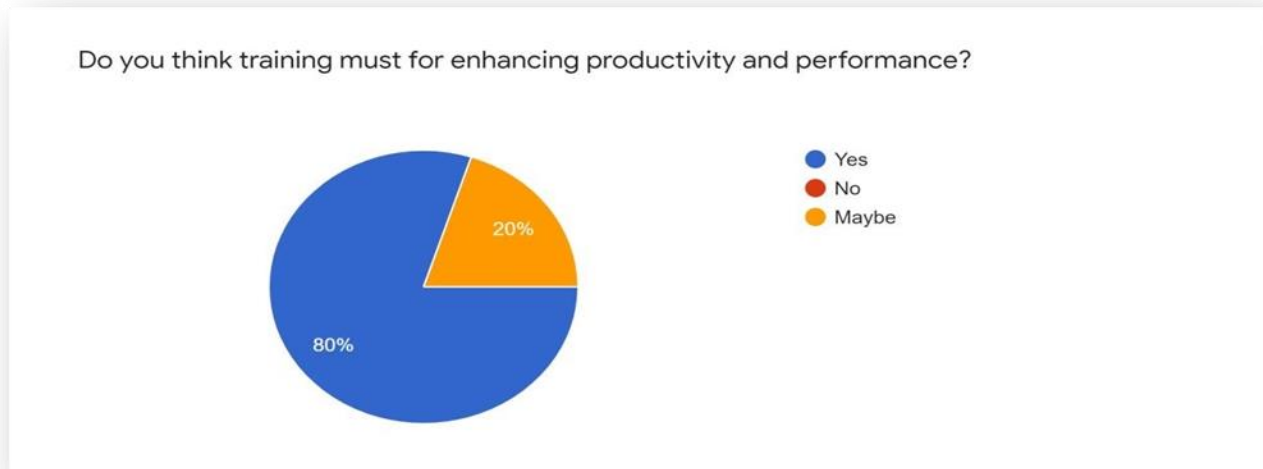
Among the all respondents 80% respondents are male and the 20% are females.

40% respondents having the age group of 18 to 30 year. 20% having the age group of 31 to 40 year and 40% respondents having the age group of 41 to 50 year working with the public sector.

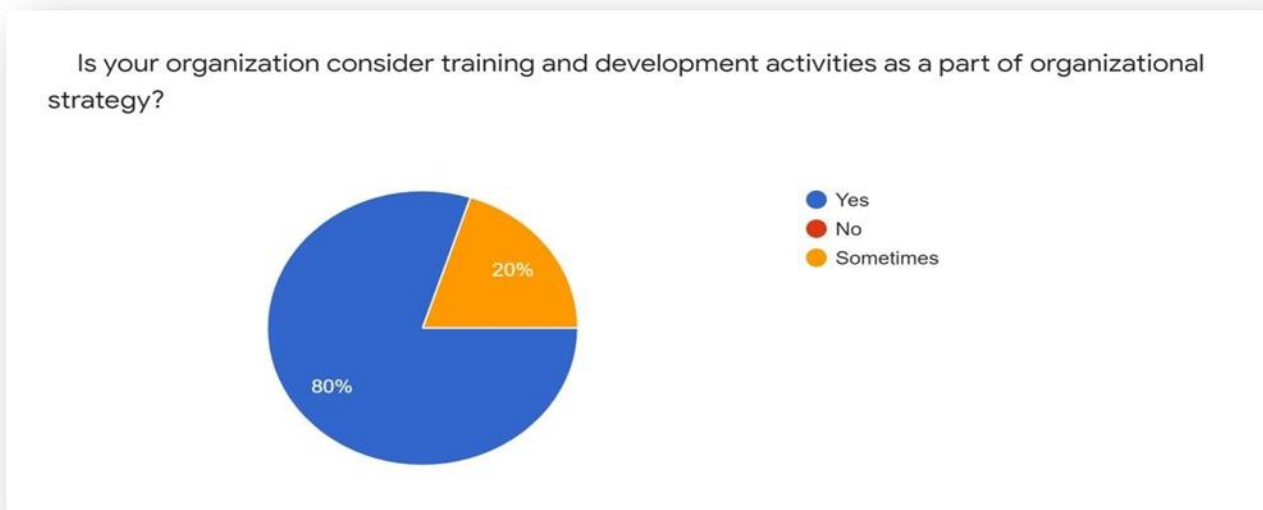
What do you understand by training?



40% of the respondent believes that training is a learning while rest 60% believes that it is both learning and sharing information.

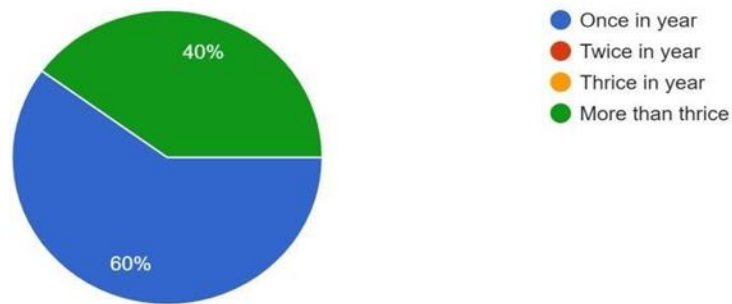


According to collected data 20% of the respondents think that training is must for enhancing productivity and performance and the rest think that maybe it is must and 100% of the respondents feels that T&D programme should be compulsory for employees.



80% of the respondents organization consider the T&D activities as a part of their strategy and 20% respondents organization consider it sometimes.

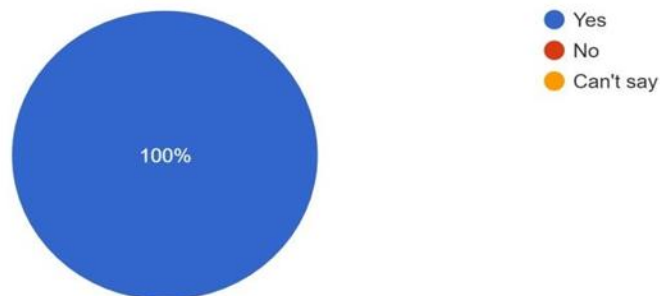
How often training and development programmes are conducted in a year?



100% of the respondents have attended the T&D programme. Among them 60% respondents organization conduct once in a year and 40% respondents organization conduct more than thrice.

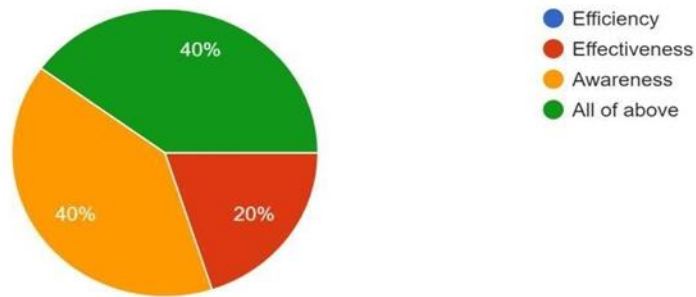
Further, in collected data 20% of the respondent accept that T&D programmes conducted for the junior staff in their organization and rest 80% accepted it is conducted based on the requirement.

Does training and development programmes enable employees more productive?



100% of the respondents believes that T&D programmes make an employee more productive.

What training and development programmes increase most in employees?

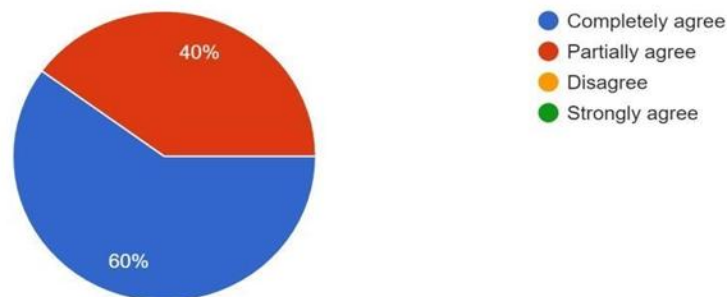


20% of the respondents believes that T&D programmes increase effectiveness the most. 40% believes that it increase awareness and rest of the 40% believes that It increase the efficiency, awareness and effectiveness.

60% of the respondents believes that T&D programmes helps to increase the motivation level and the rest are unsure about it.

Further, 40% of the respondents believes that T&D programmes reduce the stress level in employees and the rest 60% are unsure about it.

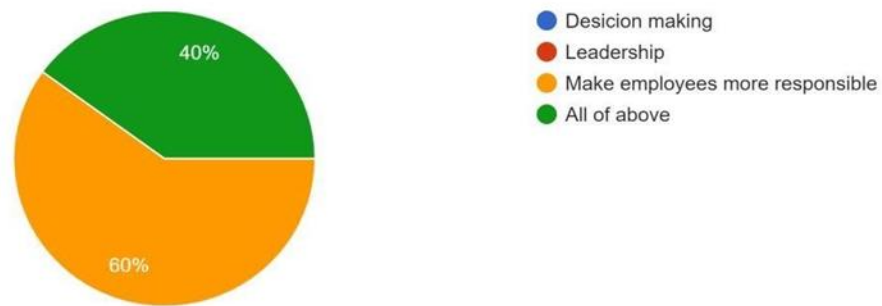
The training sessions conducted in the organisation are useful- do you agree?



60% of the respondents are completely agree on T&D is useful in the organization and the rest 40% are partially agree on it.

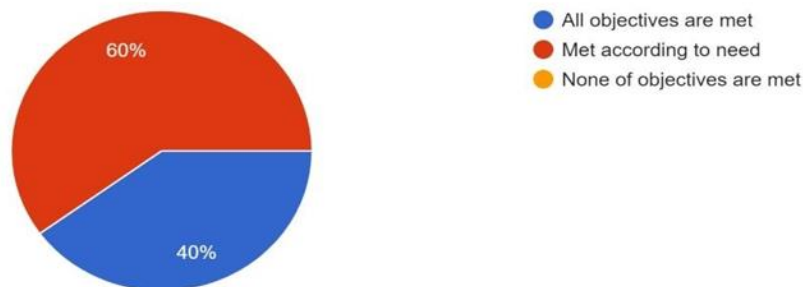
Some of completely agree respondents also said that, training helps them for smooth working and it is useful to enhance knowledge, knowledge and taking responsibilities to the personnel.

The training and development programmes focus on developing which of following skills?



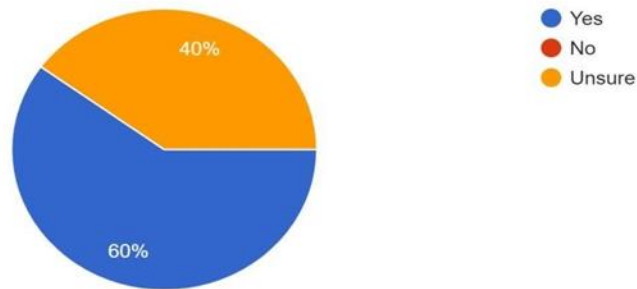
In a collected data 40% of respondents believes that T&D programmes develops the decision-making skill, leadership skill and make employees more responsible while rest 60% believes that it only make an employee more responsible.

Does the objectives of training and development session meet after the completion of the session?



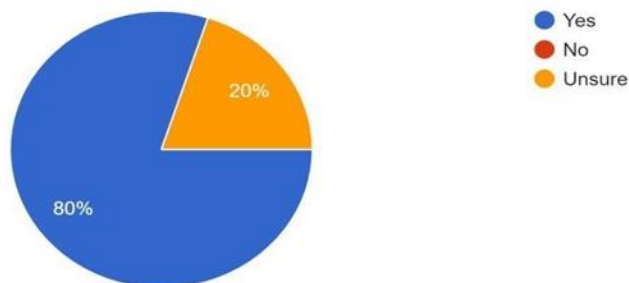
60% of the respondents believes that T&D objectives meet according to the need and 40% believes that all the objectives are meet.

Does the training and development activities helps the organisation to maintain employee employer relationship?



Further, 60% respondents consider that T&D activities helps in maintaining the employee employer relationship and the rest 40% are unsure about it.

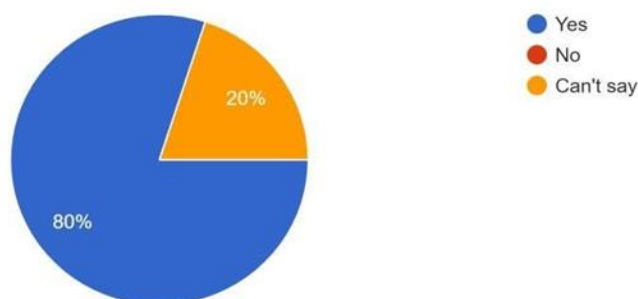
Enough practice given to employees during training and development programmes?



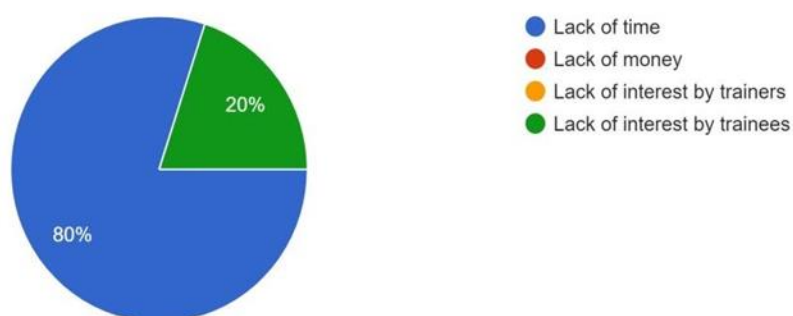
80% respondents get the enough practices during the T&D sessions and 20% are unsure about it.

40% of the respondents considered that the workplace of the training is excellent and 60% accepted it as a good.

Does the training is well planned in the organisation?



What are the barriers do you feel in training and development programmes in organization?



80% of the respondents consider the T&D sessions as a well-planned and rest 20% are unsure about it.

Further 20% of respondents feels that there is lack of interest by trainees during the T&D sessions and rest 80% feels there is lack of time in T&D sessions as a barrier.

CONCLUSION

In view of the findings and of the collected data of this study, it can be concluded that training leads to important benefits and effective job doing in employees in public sector. For any of organizations whether it is public or private training is an important part and it is an investment of the employees working within. The ultimate target of every T&D program is to add value to human resource by making them more effective and efficient. The results of this research strongly supported the relationship of T&D and organizational success. T&D has become increasingly vital to the success of public sector organizations. It plays a central role in strengthening the organizations and becomes the part of the backbone of strategy implementation.

It is a core fact that effective and meaningful training is an investment in the human resources of the organization, with both short-term and long-term returns, because it ultimately upgrade the performance graph of the employees and also of the organization as employee development is the key to organizational development and achievement. The training practices in the public sector are much effective that there is high level of employee satisfaction towards providing the T&D programmes and such programmes leads to make strong the relationship among the employees and also with their superiors. It improves knowledge, skills and abilities (KSAs) to match up with newly adopted processes and each employees involvement in the organizational activities and this provides opportunity for application of new knowledge and skills in employees and get prepared for a higher position with increased responsibilities, which facilitate on workplace and leads to completing organizational visions, missions and strategies. The employees feel positive about T&D programmes.

Improvement in training effectiveness directly facilitate the employees awareness of objectives of T&D courses, continuity of T&D programmes, and application of training in the work place and proper implementation of the learning objectives.

The framework developed by this study display that T&D programmes leads to effective job doing and increase the level of satisfaction in the employees of public sector as they feel positive about T&D programmes. Though this study has been tested in the public sector. Hence, we can assume that T&D programs leads to job satisfaction among the employees in public Sector.

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