An Empirical Study on the Effectiveness of Training and Development in Public Sector Companies

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Abstract

Training is a process through which a person enhances and develops his efficiency, capacity and effectiveness at work by improving and updating his knowledge and understanding the skills relevant to perform his or her job. Training also helps a person cultivate appropriate and desired behavior and attitude towards the work and people. Unless training is provided, the jobs and lives of employees in organizations are at stake. It gives people an awareness of the Rules & Procedures to guide their behavior. It is an application of knowledge to improve the performance on the Current job or to prepare one for an intended job.

Organization & individual for their survival & attainment of mutual goals should develop & progress simultaneously; this can be done mainly through training technique because training is the most important technique & it is a value addition to the organization through Human Resource Development for the development of the employee. The employee she/he been selected, placed & introduced in an organization should be provided with training facilities in order to adjust & make them suitable for the Job as no organization can get a candidate who exactly matches with the job & organizational requirements. This study gives a detailed idea about the employee's attitude towards the training program and how the employees apply the knowledge, skills and attitude in job performance.

Introduction

Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

The modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives

- Individual Objectives – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- Organizational Objectives – assist the organization with its primary objective by bringing individual effectiveness.
- Functional Objectives – maintain the department's contribution at a level suitable to the organization's needs.

- Societal Objectives – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

According to (Armstrong, 2006) Training and Development is Important for Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals, Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth, Development of skills of employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of Human intellect and an overall personality of the employees, Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal, Team spirit – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees, Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization, Organization Climate – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers, Quality – Training and Development helps in improving upon the quality of work and work-life, Healthy work-environment – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal, Health and Safety – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence, Morale – Training and Development helps in improving the morale of the work force, Image – Training and Development helps in creating a better corporate image, Profitability – Training and Development leads to improved profitability and more positive attitudes towards profit orientation, Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organisational policies, Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

Training in Public Sector

(Boyett, 1997)Indian Public Sector is passing through massive changes due to advancement in science and technology and competition from private sector. India has nearly one-sixth of the world's population. This over abundant human resource needs to be converted to asset. This is possible only through proper training and development. The former Prime Minister Rajiv Gandhi rightly sensed this need and had established a separate Ministry for Human Resource Development in 1985. He stressed on the development of human resources and because of his initiatives, training had taken a front seat in the national economy. Later on, most of the PSEs realized the need and importance of training their employees for better and improved results. The human resource development approach is essential in order to have the optimum utilization of manpower for the benefit of both, the employees and the organization. (Fryer, Antony, & Ogden, 2009)

(Ratto & Burgess, 2003)After opening up of the economy, there has been tremendous amount of pressure on the PSEs to increase productivity of their employees on one hand and reduce surplus manpower on the other. PSEs have found out the route to reduce their manpower strength by adopting Voluntary Retirement Scheme (VRS). The biggest challenge in VRS is to safeguard talent drain. Talented employees see this as an opportunity and are moving away from PSEs in search of high paid jobs in private and multinational companies, which lead to scarcity of trained manpower. On the one side they get lump sum compensation package by opting for VRS and on the other side they will be attracted by MNCs and other private sector enterprises. Nearly 40% of the employees in Reliance Petroleum were drawn from the public sector.(Woźniak & Dobosz, 2003) This again emphasizes the need and importance of training and employee retention in PSEs.(Mulgan & Albury, 2003)Research conducted by TVRLS on VRS also proves that good outside opportunity is one of the important reasons for employees opting for VRS. (Dey, Ray, & Rey, 2003; Maheshwari & Kulkarni, 2003)

Government of India promoted PSEs to fulfill the social objectives since the time of the first Prime Minister Jawaharlal Nehru. (Kaula, 2003)As a result, reservation for socially and educationally weaker sections of the society was introduced in public sector jobs. The government has banned de-reservation of vacancies meant for the reserved categories since 1989 and reservation for other backward classes was introduced in 1993.

Now PSEs are required to recruit up to 50% of their manpower from the reserved categories. In the event of candidates from reserved categories not meeting the required standards, reserved seats are filled after relaxing the standards.(Nader, 2006) This is another reason to concentrate more on training and development activities in PSEs and to provide proper training and development opportunities to persons recruited on relaxed standards, so that they can come up on par with the required standards.

In the year 2000, (Yeoman, 1992)11th Finance Commission emphasized that the second phase of structural reforms should concentrate on the extensive restructuring of PSEs. This restructuring should not only give PSEs the same benefits of autonomy and freedom as the private sector, but also free them from the shackles of ministries from which they originally emerged.

In one of its recommendations, this Commission said that it a public sector enterprise fails to demonstrate its sustainability and cannot come out of the zone of chronic losses after five years of structurally reformed existence, it should be sold of at whatever price it can fetch. This further emphasized the need for training and development in PSEs to improve their performance.

The study is conducted to find out the overall impact of training and development on the job performance of employees working in different cadre groups in each department of a public sector enterprise. The main purpose is to know the effectiveness of training in relation to the job performance of employees and to reduce the resisting forces in employees to new technological advancement.

According to this study investigation was conducted for some definite purpose with the help of a structural & personal interview to gather primary information as much as possible. The study is an

evaluative & diagnostic attempt to discover empirically the nature of relationship between performance appraisal and training and development.

Classification of Training

Induction training:Here, training is given to newly joined employees. The main objective of this training is to give an idea to the employee about the particular work. It is concerned with orienting a new employee to a new environment.

On-the-job training: Here, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. It gives firsthand knowledge and experience under the actual working conditions.

Apprenticeship training: Apprenticeship training is normally given to artisans, electricians, plumbers and a like. The duration is mainly 6 months to 2 years; this is carried out under the guidance and intimate supervision of master craftsman, expert worker and supervisor. During training period the trainee is paid less than that of a qualified worker.

Job Rotation: This involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments. This method gives an opportunity to the trainee to understand the problems of employees on other jobs.

Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individuals. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvements. But the trainee may not have the freedom or opportunity to express his own ideas.

Job Instruction: This method is also known as training through step by step. The trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.

Committee Assignments: A group of trainees are given and asked to solve an actual organizational problem. The trainees solve the problem jointly. It develops teamwork.

Off the job training: The trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirements, he can place his entire concentration on learning the job rather than spending his time in performing it. There is an opportunity for freedom of expression for the trainees.

Vestibule training: Actual work conditions are simulated in the classroom. Material, files and equipments, which are used in actual job performance, are also used in training. This type of training is commonly used for training personal for clerical and semi-skilled jobs. Theory can be related to practice in this method.

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Role-playing: It is a method of human interactions that involves realistic behavior in imaginary situations. This method of training involves certain characters. This method is mostly used for developing inter-personal interactions and relations.

Lecture Method: The instructor organizes the material and gives it to a group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. This method is direct and can be used for a large group of trainees. Costs and time involved are reduced.

Conference or discussion:This method involves a group of people who pose ideas, examine and share facts, ideas and data, test assumptions and draw conclusions, which contribute to the improvement of job performance.

Programmed instruction:The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainee goes through these units by answering questions or filling the blanks.

Internship Training:Here, the organization makes arrangements with technical institutes to get its employees duly trained in the latest theoretical knowledge and other developments relating to trade, this training is provided to the employee in such a way as to bring balance between theory and practice.

Professional skill training: Here, training is given to Professional staff such as Accountants, Surveyors, Auditors, and Architects etc. Organization provides this training to newly joined professionals to gain the   professional qualification and it is also given to the existing professionals.

General Benefits

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management, e.g., training about sexual harassment, diversity.

Typical Reasons

- When a performance appraisal indicates performance improvement is needed
- To "benchmark" the status of improvement so far in a performance improvement effort
- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization
- To "pilot", or test, the operation of a new performance management system
- To train about a specific topic.

Interpretation

The correlation test is used to link one factor with all the other factors in order to know which the most significant factor and the factor which is most positively correlated to each other and also helps us to decide on the factors which are important in designing the training program. Pearson correlation was effective for my study as the study made use of the nominal scale in the questionnaire.

In the below correlation table the point at which the row and column intersects and there is an star mark, that factor is the most significant factor. if there is one star sign that factor is positively correlated at 0.01 level of significance and when there is 2 star marks that factor is positively correlated at 0.05 level of significance.This table gives us the clear idea about the important factors that are essential for effective training and development programs. when the rows and columns intersect and it has a negative sign those factors cannot be correlated at all or those factors are not at all significant. Therefore we can clearly make out from the below table the significant and not so significant factors in the correlation table.

Correlations

		Training helps to increase productivity & achieve org goal	Training programs are well planned	Training Program are of sufficient duration	Training is periodically evaluated & improved	Training Program emphasis on managerial & technical capabilities	Training is given adequate importance	Employees are sponsored for trainig programs	Sponsored employees take training seriously	Employees participation in determining training needs	Ehe quality of training is excellent	External training program are well examined	Training program is well designed & widely shared
Training helps to increase productivity & achieve org goal	Pearson Correlation	1.000	.172	.284**	.275*	.079	.291*	.402**	.315*	.141	.055	.098	.228
	Sig. (2-tailed)	.	.088	.004	.028	.537	.020	.001	.011	.268	.663	.443	.070
	N	100	100	100	64	64	64	64	64	64	64	64	64
Training programs are well planned	Pearson Correlation	.172	1.000	.252*	.280*	-.037	-.141	.209	.044	.077	.129	.164	.002
	Sig. (2-tailed)	.088	.	.011	.025	.773	.267	.098	.730	.545	.310	.196	.987
	N	100	100	100	64	64	64	64	64	64	64	64	64
Training Program are of sufficient duration	Pearson Correlation	.284**	.252*	1.000	.365**	.434**	.512**	.427**	.378**	.357**	.456**	.293*	.490**
	Sig. (2-tailed)	.004	.011	.	.003	.000	.000	.000	.002	.004	.000	.019	.000
	N	100	100	100	64	64	64	64	64	64	64	64	64
Training is periodically evaluated & improved	Pearson Correlation	.275*	.280*	.365**	1.000	.299*	.386**	.349**	.066	.195	.230	-.026	.219
	Sig. (2-tailed)	.028	.025	.003	.	.017	.002	.005	.606	.122	.067	.841	.083
	N	64	64	64	64	64	64	64	64	64	64	64	64
Training Program emphasis on managerial & technical capabilities	Pearson Correlation	.079	-.037	.434**	.299*	1.000	.300*	.227	.441**	.137	.344**	.215	.369**
	Sig. (2-tailed)	.537	.773	.000	.017	.	.016	.072	.000	.280	.005	.088	.003
	N	64	64	64	64	64	64	64	64	64	64	64	64
Training is given adequate importance	Pearson Correlation	.291*	-.141	.512**	.386**	.300*	1.000	.360**	.361**	.441**	.424**	-.050	.535**
	Sig. (2-tailed)	.020	.267	.000	.002	.016	.	.003	.003	.000	.000	.696	.000
	N	64	64	64	64	64	64	64	64	64	64	64	64
Employees are sponsored for trainig programs	Pearson Correlation	.402**	.209	.427**	.349**	.227	.360**	1.000	.522**	.629**	.440**	.298*	.320*
	Sig. (2-tailed)	.001	.098	.000	.005	.072	.003	.	.000	.000	.000	.017	.010
	N	64	64	64	64	64	64	64	64	64	64	64	64
Sponsored employees take training seriously	Pearson Correlation	.315*	.044	.378**	.066	.441**	.361**	.522**	1.000	.507**	.483**	.396**	.423**
	Sig. (2-tailed)	.011	.730	.002	.606	.000	.003	.000	.	.000	.000	.001	.000
	N	64	64	64	64	64	64	64	64	64	64	64	64
Employees participation in determining training needs	Pearson Correlation	.141	.077	.357**	.195	.137	.441**	.629**	.507**	1.000	.640**	.125	.350**
	Sig. (2-tailed)	.268	.545	.004	.122	.280	.000	.000	.000	.	.000	.327	.005
	N	64	64	64	64	64	64	64	64	64	64	64	64
Ehe quality of training is excellent	Pearson Correlation	.055	.129	.456**	.230	.344**	.424**	.440**	.483**	.640**	1.000	.276*	.548**
	Sig. (2-tailed)	.663	.310	.000	.067	.005	.000	.000	.000	.000	.	.027	.000
	N	64	64	64	64	64	64	64	64	64	64	64	64
External training program are well examined	Pearson Correlation	.098	.164	.293*	-.026	.215	-.050	.298*	.396**	.125	.276*	1.000	.372**
	Sig. (2-tailed)	.443	.196	.019	.841	.088	.696	.017	.001	.327	.027	.	.002
	N	64	64	64	64	64	64	64	64	64	64	64	64
Training program is well designed & widely shared	Pearson Correlation	.228	.002	.490**	.219	.369**	.535**	.320*	.423**	.350**	.548**	.372**	1.000
	Sig. (2-tailed)	.070	.987	.000	.083	.003	.000	.010	.000	.005	.000	.002	.
	N	64	64	64	64	64	64	64	64	64	64	64	64

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The following charts show that Training helps to increase productivity and achieve the goals of the organization. Training programs are well planned in the organization. The training given in organization is not of sufficient duration. The training programs are not evaluated periodically. The training programs strongly focus on technical and managerial capabilities. The training programs are not given adequate importance due to the work pressure in the organization. Employees' attitude towards the training programs is casual/informal. There is no involvement of employees in determining the training need analysis. The quality of training programs in the organization is excellent. The training programs are well designed and widely shared in the organization. More priority is given for on the job trainings than the value addition programs like motivation, stress management, group dynamics.

Training helps to increase productivity & achieve org goal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat agree	33	33.0	33.0	33.0
	strongly agree	67	67.0	67.0	100.0
	Total	100	100.0	100.0	

Training programs are well planned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	8	8.0	8.0	8.0
	neither agree nor disagree	3	3.0	3.0	11.0
	somewhat agree	21	21.0	21.0	32.0
	strongly agree	68	68.0	68.0	100.0
	Total	100	100.0	100.0	

Training Program are of sufficient duration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	5	5.0	5.0	5.0
	neither agree nor disagree	6	6.0	6.0	11.0
	somewhat agree	51	51.0	51.0	62.0
	strongly agree	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Training is periodically evaluated & improved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neither agree nor disagree	8	8.0	12.5	12.5
	somewhat agree	39	39.0	60.9	73.4
	strongly agree	17	17.0	26.6	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Training Program emphasis on managerial & technical capabilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.6	1.6
	neither agree nor disagree	2	2.0	3.1	4.7
	somewhat agree	22	22.0	34.4	39.1
	strongly agree	39	39.0	60.9	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Training is given adequate importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	4	4.0	6.3	6.3
	neither agree nor disagree	5	5.0	7.8	14.1
	somewhat agree	26	26.0	40.6	54.7
	strongly agree	29	29.0	45.3	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Employees are sponsored for trainig programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	4	4.0	6.3	6.3
	neither agree nor disagree	5	5.0	7.8	14.1
	somewhat agree	38	38.0	59.4	73.4
	strongly agree	17	17.0	26.6	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Sponsored employees take training seriously

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.6	1.6
	somewhat disagree	2	2.0	3.1	4.7
	neither agree nor disagree	8	8.0	12.5	17.2
	somewhat agree	32	32.0	50.0	67.2
	strongly agree	21	21.0	32.8	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Employees participation in determining training needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	3.1	3.1
	somewhat disagree	7	7.0	10.9	14.1
	neither agree nor disagree	8	8.0	12.5	26.6
	somewhat agree	36	36.0	56.3	82.8
	strongly agree	11	11.0	17.2	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

The quality of training is excellent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neither agree nor disagree	5	5.0	7.8	7.8
	somewhat agree	16	16.0	25.0	32.8
	strongly agree	43	43.0	67.2	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

External training program are well examined

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	1	1.0	1.6	1.6
	neither agree nor disagree	14	14.0	21.9	23.4
	somewhat agree	20	20.0	31.3	54.7
	strongly agree	29	29.0	45.3	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

Training program is well designed & widely shared

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat disagree	1	1.0	1.6	1.6
	neither agree nor disagree	4	4.0	6.3	7.8
	somewhat agree	16	16.0	25.0	32.8
	strongly agree	43	43.0	67.2	100.0
	Total	64	64.0	100.0	
Missing	System	36	36.0		
Total		100	100.0		

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Through the interview that the author had done with the employees the following views where observed. Employees should decide and determine the training programs that they need so that they can work more effectively and efficiently, employees should decide some of the training they would like to undergo. The HR department should conduct briefing and debriefing sessions for employees for Training as to give them an idea as to why this training is been conducted and what they have to learn in the training program conducted and also after training completion they should take a feedback as to how effective was the training so that the necessary improvements in training programs can be considered and implemented. Apart from on-job training programs the HR Department should conduct constant value addition programs such as Time management, Stress management trainings, group dynamics, grievance redressal; these will help to add value and is also essential in today's business scenario. Performance of every employee undergone training should be evaluated so as to get Improved quality of training activities, Improve ability of the trainers to relate inputs to output know their understanding about the training programme conducted. Training program should evaluate the abilities, competencies and potentials of the trainees for a particular job or work skills. It should aim to narrow down the gap between expected level of performance and the actual level of performance. It should provide new recruits or trainees a scientific pace for imbibing the knowledge and skills required to discharge their duties and responsibilities meaningfully and purposefully. The company should conduct training programs at regular intervals, which helps the employees to enhance their knowledge for their current jobs. The company should design the training program based on the current requirement, which includes development of technical skills, personality development, time management, computer knowledge etc. The training session should be made more interactive and participative so that trainees and trainer are in constant interaction

Conclusion

The trends in Human Resource Management practices throughout the world are changing dynamically. Nowadays, employers are more concerned about employee's retention and controlled employees' turnover than cost cut off. The need of employee's retention has encouraged the employers to pay attention towards employee's development through training in order to keep them motivated. The core purpose of involvement in training and employee's motivation is to improve employee's performance resulting in enhanced organization's performance. Training is considered as an act that involves growing the knowledge and skill level of an employee in order to perform a specific job. Training in the corporate world is considered as a necessity rather than a luxury. It is more like an investment of the organization in Human Resource. Performance might be described as the attainment of particular job calculated on the bases of identified or set standards of accurateness, completeness, speed and cost. Under an employment agreement, performance is supposed to be the achievement of an assigned obligation in such a way that releases the performer from all accountabilities written in the contract.

The objective of the study was to examine the impact of training and development on employee's performance in public sector firms. Also, to gauge the level of performance enhancement due to training programs in the industry keeping these objectives in view, I suppose that training has a positive relationship with performance of employees on job. Public sector firms should develop a sound training and development process where the performance of employee is evaluated through

transparent systems. Training must be based on need based analysis and returns should be collected statistically. It should be a continuous process as it helps reduce cost in long run.

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