

Management of Training and Development in Public Sector

Vijeta Kumari¹, Rakesh Kumar²

¹Research Scholar, K. C. B. College, Bero, Distt. Ranchi University, Ranchi (Jharkhand), India

²Assistant Professor, K. C. B. College, Bero, Distt. Ranchi University, Ranchi (Jharkhand), India

Abstract: *Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. The focus of the present study was on studying the training and development of public sector in the current global scenario.*

Keywords: Training, development, employee, Indian railways

1. Introduction

Training and development programs play a vital role in every organization. The need for training & development is determined by the employee's performance deficiency, computed as follows: Training & Development need = Standard performance – Actual performance Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees. Training moulds the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace. 3 Training and Development in public Sector: The aim of any training programmer is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help develop capabilities to improve their performance in their present jobs, to learn new technologies or procedures, and to prepare them to take on increased and higher responsibilities in the future. Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality

of work life.

2. Stages of training and development programs in public sector

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:- a. Assessment of training and development programme's needs. b. Designing the training and development programs. c. Implementation of the training program d. Evaluation of the training program.

Employee Development = Employee Education + Employee Skills + Training Effectiveness + Employee Quality of work life.

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

3. Importance of Training & Development in public sector

Training and development is necessary because of the following reasons-1. Employees are able to balance their work life and personal life in a better manner which leads to reduction of stress. 2. Such programs help in improving physical and psychological health of the employees, thereby bringing down the absenteeism rate. 3. These programs develop the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals. 4. These programs also aim at the progress of the individuals in their personal and professional lives. 5. They improve the communication between all levels

of management which helps in minimizing conflicts between different levels of employees. 6. Such types of programs lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees. 7. These programs enhance efficiency of management and strengthen employee organization.

Individual level:- Diagnosis of present problems and future challenges, Improve individual performance or fix up performance deficiency, Improve skills or knowledge or any other problem, To anticipate future skill-needs and prepare employee to handle more challenging tasks To prepare for possible job transfers.

Group level: To face any change in organization strategy at group levels, when new products and services are launched to avoid scraps and accident rates.

4. Methods of Training

a) On the Job Trainings

These methods are generally applied on the workplace while employees are actually working.

Advantages It is directly in the context of job. It is often informal. It is most effective because it is learning by experience. It is least expensive Trainees are highly motivated. It is free from artificial classroom situations.

Disadvantages: Trainer may not be experienced enough to train. It is not systematically organized poorly conducted programs may create safety hazards

On the Job Training Methods:

- 1) **Job Rotation:** In this method, usually employees are put on different jobs turn by turn, where they learn all sorts of jobs of various departments. The objective is to give a comprehensive awareness about the jobs of different departments. Advantage – employee gets to know how his own and other departments also function. Interdepartmental coordination can be improved, instills team spirit. Disadvantage – It may become too much for an employee to learn. It is not focused on employees own job responsibilities. Employees basic talents may remain under-utilized.
- 2) **Job Coaching:** An experienced employee can give a verbal presentation to explain the nitty-gritty's of the job.
- 3) **Job Instruction:** It may consist an instruction or directions to perform a particular task or a function. It may be in the form of orders or steps to perform a task.
- 4) **Apprenticeships:** Generally fresh graduates are put under the experienced employee to learn the functions of job.
- 5) **Internships and Assistantships:** An intern or an assistant are recruited to perform a specific time-bound jobs or projects during their education. It may consist a part of their educational courses.

Off the Job Trainings: These are used away from work places while employees are not working like classroom trainings, seminars etc.

Advantages of Off-the-Job Training: Trainers are usually

experienced enough to train .It is systematically organized efficiently created programs may add lot of value.

Disadvantages of Off-the-Job Training: It is not directly in the context of job. It is often formal. It is not based on experience. It is least expensive. Trainees may not be highly motivated. It is more artificial in nature.

b) Off the Job Training Methods

- 1) **Classroom Lectures:** It is a verbal lecture presentation by an instructor to a large audience. i. Advantages– It can be used for large groups. Cost per trainee is low. ii. Disadvantages – Low popularity. It is not learning by practice. It is One-way communication. No authentic feedback mechanism. Likely to boredom.
- 2) **Audio-Visual:** It can be done using Films, Televisions, Video, and Presentations etc. i. Advantages – Wide range of realistic examples, quality control possible. ii. Disadvantages – One-way communication, No feedback mechanism. No flexibility for different audience.
- 3) **Simulation:** creating a real life situation for decision-making and understanding the actual job conditions give it. Following are some of the simulation methods of trainings. a. Case Studies: It is a written description of an actual situation and trainer is supposed to analyze and give his conclusions in writing. The cases are generally based on actual organizational situations. It is an ideal method to promote decision-making abilities within the constraints of limited data. b. Role Plays: Here trainees assume the part of the specific personalities in a case study and enact it in front of the audience. It is more emotional orientation and improves interpersonal relationships. Attitudinal change is another result. These are generally used in MDP.
- 4) **Sensitivity Trainings:** This is more from the point of view of behavioral assessment, under different circumstances how an individual will behave himself and towards others. There is no preplanned agenda and it is instant.
- 5) **Advantages** –increased ability to empathize, listening skills, openness, tolerance, and conflict resolution skills. ii. Disadvantages –Participants may resort to their old habits after the training.
- 6) **Disadvantages** – Scope for learning is less; cost of books, manuals or machinery is expensive.

5. Significance of Study

Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g:- 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.

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