

A Comparison of Training and Development Practices in Public and Private Sector Undertaking

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Abstract

Employees are the most important assets of any organization and they have been acting as a resource of achieving competitive advantage. Human Resource Management practices refer to organizational activities directed at managing the group of human resources and ensuring that the organizational as well as employees goals can be accomplished effectively and efficiently. The purpose of this study is to explore various training and development practices. Moreover, the present study also compared various training and development practices in public sector and private sector organization. The primary data were collected with the help of a questionnaire from 100 employees currently employed in public sector and private sector organizations. To compare training and development practices in these two organizations t-test was implemented. The findings of this research work will help the selected organizations to evaluate their training and development practices and determine the areas where improvements can be done. It will also serve as a source of references for the future researchers.

Key words: HR practices, Training and Development

1. Introduction

Training and development practices provided by an organization play a prominent role in the retention and increasing the moral of employees in today's competitive business environment. Training and development practices have become the most important factor, because training increases the efficiency and the effectiveness of both employees and the organization (Raja, Furqan and Khan, 2011). Training programs are designed to enhance or improve the behavior of employees in the

work with respect to their job to stimulate effective performance. To develop the desired knowledge, skills and abilities, to improve the performance of the employees on the job, effective training programs should be implemented which can affect positively employee motivation and commitment (Amir and Amen, 2013). The purpose of training is to make the organization achieves its short and long term objectives by utilizing its human capital. Training and development programs are designed to achieve some needs of employees. Thus, training and development

are need based and they are undertaken to fill some knowledge gap within an organization. Training is basically to impart specific skills to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning. The purpose of training and development is to improve the employee competencies so that organizations can maximize efficiency and effectiveness of their employees (Meyer and Smith, 2000). The findings of this study will be helpful in providing information regarding the significance of training and development of employees in the organization. Moreover, it will also help the selected organizations to understand the significance of training and staff development practices. In addition, the findings of the study will help the organization to evaluate how training and staff development proved to be beneficial to them, hence identify various areas where improvements through training can be done. It will also help in planning for the implementation of effective and efficient training programs that will lead to increased performance of organizations.

1. Literature Review

Training is the planned and systematic improvement in the behavior of employees through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Berge et al. 2002). McDowall et al. (2010) explained the

relative importance of training. Now a days the need of training has been increasing due to the cutthroat competition. This is the basic reason of increased investment in employee development by the organizations. Raja et al. (2011) investigated the relationship between training and organizational performance. A sample of 100 respondents was randomly selected. They established a positive relationship between training and organizational performance. Training and development programs are based on employee needs but ultimately has an impact on organizational performance. The organizational performance benefits include profitability, productivity, effectiveness, operating revenue per employee as well as other direct outcomes like reduced costs, improved quality and quantity of output and some indirect advantages like employee turnover, organization's reputation, social capita etc. Moreover, to get the advantage of training program the organizations should conduct a needs based assessment of employees with the help of subject matter experts. As far as training design is concerned the organizations should apply theory-based learning principles like encouraging trainees to organize the training content, making sure trainees are motivated enough for the acquisition of new skills and for training delivery, the benefits of technology should be taken for enhanced training delivery (Herman and Kurt, 2009). Frankling, et. al (2014) explored impact of training and development on employee performance using ESCON Consulting Limited as a case study. They identified that working

conditions and a lack of resources were having an affect on training and development of employees. It was recommended that certain areas like management support, the provision of feedback to employees and the conducting of employee training on a continuous basis should be improved. The findings also revealed that this would improve employee performance in the organization. Job (2015) explored the impact of training and development on workers productivity. For the purpose of his study he targeted ten oil companies. The data were randomly collected from 109 employees with the help of a questionnaire. He identified that most of the organizations meet their needs for training in an adhoc and haphazard way, while few of them identifying their training needs, then design and implement training activities in a systematic manner.

2. Research Methods

For the purpose of study public sector and private sector organization were considered. A samTple of 100 respondents was

considered, 50 employees were taken from public sector undertaking and 50 employees were considered from private sector undertaking. The data were collected vide a questionnaire. The questionnaire was divided into two sections. The demographic information was collected with the help of first section and second section was mainly concerned with the training and development practices measured on five point likert scale. The respondents rates the statements from strongly agree to strongly disagree.

3. Survey Results

The respondents gave their responses for challenges on five point Likert scale against various statements representing the practices related to training and development.

4.1 Respondents Profile

The demographic profile of the respondents is presented with respect to gender, age, education qualification, experience etc. The description of sample can be seen as below:

Table 4.1: The demographic characteristics of sample

Variables	Categories	Frequency
Gender	Female	35
	Male	65
Marital Status	Single	40
	Married	58
	Divorced	2
Education Qualification	Postgraduate	31
	Graduate	36
	Diploma	21

	Senior secondary	5
	Others	7
Age	20-30	27
	30-40	43
	40-50	17
	Above 50	13
Working Experience	0-2	8
	2-5	17
	5-10	30
	10-15	24
	15-20	12
	20 above	9
Total		100

Source: Survey Result

It shows that out of the total 100 respondents, 65 were male respondents and remaining 35 were female respondents considered as sample for the study. Looking at the age of the respondents, it was revealed that the majority of the respondents, 43 were from the age group of 30-40. It was followed by the age group of 20-30 having 27 of the respondents. It was also observed that 17 were from the age group of 40-50. Considering the educational qualification of the respondents, majority 36 were graduates, 31 were post graduate, 21 were diploma holders, 5 were senior secondary and rest 7 belonged to others. Out of 100, it was

revealed that 58 were married while 40 were still single and the rest 2 were divorced. As per work experience is concerned, 8 were having an experience 0-2 years in the current employment, 17 belonged to an experience from 2-5 years. A maximum of 30 respondents were having an experience from 5-10 years.

4.2 Training and Development practices

An independent t-test was implemented to compare and analyze the training and development practices in public sector and private sector organizations.

Table 2: t-tests, Mean and Standard Deviations of respondents on various T & D practices

Training and Development Practices	Public sector org. (n=50)		Private sector org.(n=50)		df	t-value	Sig.-value
	Mean	SD	Mean	SD			

Training and development programs are in accordance with the needs of employees	3.97	.92	3.99	.84	98	.006	.937
The organization provides training and development opportunities for career development of employees.	3.77	1.44	3.66	1.24	98	.191	.663
The employees get an opportunity to discuss their training and development needs with my employer	3.01	1.45	3.91	.90	98	.014	.004
This organization is committed to provide training to its employees.	2.89	1.38	3.98	1.05	98	.060	.000
The training and development programs enable employees to extend their skills and abilities	3.75	1.37	3.82	1.16	98	.069	.793

4.3 Testing of Hypotheses

Ho1: There is no significant difference between types of organizations and training and development programs according to the needs of employees.

It is accepted because the significant value is more than .05. It shows no significant difference, both type of organizations conduct training and development programs according to needs of employees.

Ho2: There is no significant difference between types of organizations and training and development opportunities for career development of employees.

The significant value is .663 which is more than .05. So in this case again null hypothesis is accepted showing no significant difference in providing training and development

opportunities by public sector and private sector organizations.

Ho3: There is no significant difference between types of organizations and an opportunity to discuss training and development needs by the employees.

As it can be seen from the above table that the significant value is .004 which is less than .05. In this case the null hypothesis is rejected, showing that public sector and private sector organizations significantly differs in providing opportunities to employees to discuss their needs. The mean value is high in private sector organization representing that private sector organization is better in providing an opportunity to discuss training needs as compared to public sector organization.

Ho4: There is no significant difference between type of organization and commitment to provide training by the organization. In this case the null hypothesis is again rejected because the significant value is .000 which is less than .005. It means both types of organizations significantly differ regarding the commitment to provide training to employees. The mean value is higher in case of private sector organization which means private sector organization is more committed to provide training as compared to public sector organization.

Ho5: There is no significant difference between types of organizations and improvement in the skills and abilities of employees.

The significant value is .793 which is more than .05. So in this case again null hypothesis is accepted showing no significant difference in enhancing the skills and ability of employees by public sector and private sector organizations.

5 Conclusion

The present study was concerned with the identification and comparison of the T&D practices in public sector and private sector organizations. Training and development have been considered as a key instrument in improving employee performance and moral. Some of the important training and development practices were identified and various hypothesis were formulated to check the significant difference in private and public sector organizations with respect to these practices. The findings show that two practices significantly differ in these two

types of organizations. Private sector organization was better in providing these two T & D practices. Based on the findings from this study, it is concluded that training and development are very significant for the growth of employees as well of the organizations. The study also represented the following recommendations: First, public sector organization should provide opportunities to their employees to discuss their training needs. Second, public sector organization should improve its commitment towards the training programs.

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