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Training for Development: A Comparative Analysis of Employees on Service and Industrial Sector

Bhabani Kanta Pattanaik¹, Soumya Mishra² and Manoranjan Dash²

¹ Research Scholar, Siksha O Anusandhan University, Bhubaneswar, E-mail: bhabanikant.pattanaik@gmail.com

² Asst. Professor, Siksha O Anusandhan University, Bhubaneswar, E-mail: soumya0784@gmail.com; manoranjanibcs@gmail.com

Abstract: Today's dynamic, evolving and creative learning organization can be created in the course of training and development which make certain the worth addition for employees in turn they can perform their job effectively, gain competitive advantage and hunt for self help growth. Training enriches the knowledge base of all employees but it adds cost to the employer whereas the employers found the development cost has to be cost effective. Despite the cost and time training and development provides the benefits to employees as well as employers. The output in terms of performance will provide insights and knowledge to employers and consequently equipping employers in translating the knowledge to put into practice and thus increasing the organization effectiveness and productivity. This paper intended to find out the differences in perception of employees from service sector and manufacturing industrial sector with regard to the effectiveness of training and development programmes in their organizations. It is observed that training effectiveness is perceived more positively in the service sector compared to manufacturing industrial sector. The finding is discussed in the light of current work – motivation theories.

Key Words: Training, development strategy, process, effectiveness, work motivation, organizational development.

1. INTRODUCTION

In a globalized world, quality of product and service has become an essential requirement for most organizations. Maintaining quality and standard gives them a competitive advantage. For achieving desired goals and objectives, employees need to get appropriate and up-to-date training inputs in the organizations. After the establishment of the Ministry of HRD at the centre in 1980, many organizations started a department of HRD and training and development replacing personnel and administration. Since then, within the last two decades, it has gathered momentum. Training has become mandatory for both service sector and industry. In the present global market, India's economic growth is going to surpass most developed

countries. India can effectively train its youth to fuel expected future economic expansion. Many of the jobs which will be created will be skill based and there will be challenge in the future due to two factors training industry and the mismatch between demand and supply of skilled labor and current development programs. It is an alarming for various stakeholders –government, private sector, social sector and non profits enterprises. Private sectors are coming forward in initiation of training to ensure competitiveness and to face the shortage in labor supply shortfall. Employee and organization capabilities can be improved through the implementation of training and development programs. Investment made by employers in training and development is always being measured in term of output. Training and development in organization may focus on team performance or individual performance. Proper identification of training for employee is very much essential so that the time and money invested in training and development may be linked to the mission and core business of the organization. Forrest & Peterson defines training and development program should take into account the employees who are adult learners in order to make the effectiveness of training and development. Andragogy or Adult learning is based on the following ideas a) adults need to be self directed b) adults need to know why they learning something c) adults bring more work related experiences in to the learning situations”) adults are motivated to learn by intrinsic an extrinsic motivators. Accounting, marketing, strategy and functional competence are the different stages of management education with different learning outcomes. Different employees working in organization have different needs and the needs are dynamic which changes over time so in order to take maximum benefits from the effectiveness of training and development organization must monitor their employees training and development needs and identify their requirements and to prepare them as the future employee in the organisation .Performance of employee is increased through the training. Thus consistent experienced is being gained by employees The investment made by employer ensures the value for the money spent on training and development Employees who are appreciate through training perform well in their job .The present study was designed to analyse the comparative differences of employees belonging to service sector and manufacturing industry with regard to training effectiveness.

2. LITERATURE REVIEW

Organization development” (OD) is a planned, top down, organization-wide effort to increase the organisation is effectiveness and health. OD is achieved through interventions in the organization’s “Processes” using behavioural science knowledge (Richard Beckhard).Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris Amisano,2010). According to warren Bennies, OD is a Complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Warner Burke emphasizes that OD is not just “anything done to better an organization,” It is a particular kind of change process designed to bring about a particular kind of end result OD involves organizational reflection, system improvements, Planning and self analysis. Mwita (2000) explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996; Tihanyi *et al.*, 2000; Boudreau *et al.*, 2001). Many organization are not meeting the employee demands with reference to training and development and there is wide gap between knowledge and skill imparted and acquired in the

institutions and its application in the real industrial environment. Training and development cannot be disconnected from business activities and there is a positive relationship between training and organizational performance. Delivery style is a very important part of Training and Development (Carlos A. Primo Braga, 1995). Employees are very conscious about the delivery style Michael Armstrong, 2000).

3. METHODOLOGY

The study followed a 2x2 factorial design of research. Factor 1 refers to sector (Service Vs industry), Factor 2 refers to level of employees (Executive Vs Nonexecutives/staff). In each of the four SWL groups, there were 40 respondents (N=160). The service sector included police personnel's and industry included employees from a public sector organization. Non executives / staff from police organization included constables/surgents / habildars. Non executives from PSU included clerical staff from accounts, HR, administration, quality control, fire, security and transport. Executives from PSU included frontline officers (E1-E4). Executives from Police included asst. S.I to DSP. Stratified random sampling technique was used

Table 1
Shows item mean for all the four subgroups : Group i, Executives form Police, Group ii, Non-Executives from Police, Group iii, Executives from industry, Group iv, Non-executives from industry

<i>Items</i>	<i>Mean Values for employees</i>			
	<i>Gr-i</i>	<i>Gr-ii</i>	<i>Gr-iii</i>	<i>Gr-iv</i>
1	2.3	1.8	3.2	2.7
2	3.1	2.2	3.3	2.8
3	2.9	1.7	2.8	2.3
4	3.3	3.1	3.2	2.7
5	3.2	2.8	3.4	3.2
6	2.6	2.3	2.8	2.6
7	2.8	2.5	2.8	2.3
8	1.2	1.2	2.3	2.4
9	3.5	3.1	3.5	3.3
10	3.2	3.1	3.6	3.7
11	2.3	2.2	3.2	3.1
12	2.8	2.2	3.3	2.7
13	2.3	1.8	2.7	1.6
14	3.3	2.2	3.6	2.3
15	2.7	2.4	2.8	2.2
16	2.6	2.2	2.8	2.1
17	1.6	1.3	2.2	1.7
18	2.6	2.4	2.8	2.7
19	3.3	2.2	2.7	2.4
20	1.2	1.3	2.7	2.5
21	1.2	1.1	1.7	1.5
22	1.7	1.5	2.2	2.1
23	3.3	2.6	3.4	2.6
24	3.2	2.7	3.6	3.4
25	2.2	2.1	3.4	3.2

to select the respondents. The standardised questionnaire (Rao, 2000) was given to them at the work place and data were collected personally covering a period of six months.

4. RESULTS AND DISCUSSION

The tool used has 25 items. Each item is scored by a 5-point scale ranging from 0-not at all true to 4-very true. The score can range from 0 to 100. A score above 75 indicate that the training function is effective in the organization. The item – wise data can be used to identify the areas in which improvement is required (Rao, 2000).

Two way Analysis of variances were conducted on the scale. The results revealed that there were significant main as well as interaction effects ('F' values were significant at 01 level). The mean for executives from industry was the highest. Even induction programmes were positively perceived. Group ii (Police staff) scored the lowest in almost all the 25 items. They could not benefit from training, may be, because of their lower educational qualification and job experience. Induction training was perceived positively by all the four subgroups. Items 9,10,11,14,23,24 and 25 were scored higher than other items. These items pertain to technical skills and knowledge capability development, human relations competencies, taking training seriously, external training programmes and designing and sharing of training programmes. The results indicate that both level and sector do contribute towards differential effectiveness of training programmes. It lends support to current observations (Padmanabhan and Rao, 2016, Lulla, 2016, Dwivedy, 1998).

SUMMARY AND CONCLUSION

The study was designed to analyse, the perceptual difference among employees of service sector and industrial sector with regard to training effectiveness in their organizations. Both executives /officers, and non-executives / staff participated. It is observed that sector as well as their level / cadre influenced their perception of facets or areas of training effectiveness. Officers of industrial sector benefited maximum from training. It might have happened because of their education, technical knowledge, organizational climate and work culture (Brown, 2002). In the service sector, the work culture is not –sufficiently synergetic. That might have pulled down the positiveness of their attitude towards training. The study implicates and suggests that further extensive research may be undertaken in service sector to maximize benefits of training.

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