



COMPARATIVE ANALYSIS OF THE TRAINING PROGRAMMES BETWEEN GOVERNMENT SECTOR AND PRIVATE SECTOR.

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ABSTRACT

Newly recruited employees require training so as to perform their tasks effectively. Instruction, guidance, coaching help them to handle jobs competently, without any wastage. Training is necessary to prepare existing employees for higher level job promotion. Existing employees require different types of trainings so as to keep of the latest developments in job operations. In the face of rapid technological changes, this is an absolute necessity. Training is necessary when a person is shifted from one job to another Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on organizational needs. Training is needed to bridge the gap between what the employees has and what the job demands. Training is needed to make employees more productive and useful in the long run.

INTRODUCTION

The primary concern of an organization is its viability. There is continuous environmental pressure for efficiency, and if the organization does not respond to this pressure, it may find itself rapidly losing whatever share of the market it has. Employee training imparts specific skills and

knowledge to employees in order that they contribute to the organization's efficiency, and be able to cope with the pressures of a changing environment.

NEED FOR THE STUDY

Even though human resource plays a crucial role in toning up the efficiency and performance especially in Government sector it did not receive the attention and weightage as on the lines of other resources. It is observed that the HRD function in Government sector is not effectively implemented in its various facets as implemented in private sector. The HRD policy in Government sector demonstrated grave loopholes and failed to create desirable work environment, organizational health and excellence. HRD Still appears to be tradition bound and conservative and relegated to the last position among all other functions. In Government Sector the required change is yet to take place in respect of HRD practices and also need a scientific assessment.

In the light of the above an attempt has been made by the researcher to study the scope of training one of the important HRD technique In Government sector and its comparison with private sector.

OBJECTIVES OF THE STUDY

1. To know the policy, objectives, programmes towards Training in Government sector and private sector.
2. To know the way in which the training programmes are organized and the relative emphasis laid on training in respect to different categories of the employees in Government sector and Private sector and also to know the opinions on the part of the employees in respect to the measures taken by the organizations towards training programmes.

METHODOLOGY OF THE STUDY

Primary Data: The primary data was collected through structured questionnaire on direct personal investigation method. The main source of primary data is the opinions of the employees at operational and administrative level in both Industries Department and Biological E. Limited.

Information has been secured from the respondents of both Government and private sector. To have a clear information and understanding about the units, the researcher made a number of visits to both Industries Department and Biological Evans Limited and collected data through designed questionnaires.

Secondary Data

The secondary data and information was collected from the annual reports, office records, documents, action plans and booklets of both Industries Department and Biological Evans Limited. Study relevant data was also procured from journals, periodicals, reference books, reports, records and other useful published and unpublished reports. For survey of literature the researcher visited various libraries in Andhra Pradesh, which include Andhra University Library, Visakhapatnam, Osmania University Library and administrative staff college library in Hyderabad.

Sample Units for the Study

In Government Sector the study covers the Industries Department Government of Andhra Pradesh located at Hyderabad, which has been playing a major role in setting up of the industries in Andhra Pradesh and its 10 District industries centers which are located at Mahaboobnagar, Rangareddy, Medak, Nizamabad, KarimNagar, Adilabad, Warangal, Khammam, Nalgonda, and Hyderabad. In private sector the study covers Biological Evans Limited, a pharmaceutical giant in Andhra Pradesh located at Hyderabad and its branches at Gagan Pahad, Shameerpet and Patancheru.

Sample Size of the study

There are 1252 employees working at operational and administrative level in the head office of the Industries Department including its 10 selected District Industries Centers. Out of this total number, the researcher has taken a sample of 10 percent of the employees based on random sampling technique. Similarly a sample of 10 percent of the employees has been selected randomly out of the 1260 employees working at operational and administrative level in Biological Evans limited, including its branches. To make better comparison the researcher took a 10 percent of uniform sampling limiting the number to 125 in each sector.

REVIEW OF LITERATURE

Fred Luthans : in his book “Organization behavior” pointed out that (1) the need for recognition, security and sense of belonging exert greater impact on workers’ productivity than the physical working conditions. A manager can get good output in poor working conditions if the human relationships are good, but he cannot get good output in good working conditions if the human relations are bad: (2) informal groups operating within the organization exert strong social controls over the work habits and performance of the individual workers: and (3) supervision has a great impact on the behavior of the work groups in determining as to whether they will react positively or negatively while working towards the organizational objectives.

Allen, A. Zallhas : emphasized in his book Human Resource Management, that concern on manpower planning and development of human resources is mainly due to socialization of the individual to work in organization as well as an individual. Socialization involves change in the persons: therefore, when we consider some of the techniques for developing human resources, we should be clear about the changes we have in mind. He further mentions we are specifically concerned with five kinds of changes, viz, changes in skills, changes in knowledge, changes in attitude, changes in awareness, and changes in motivation are the important aspects to promote human resource development. The techniques used for development should be compatible with the type of change that is desired.

R.D. Agarwal : In his book Dynamics Of Personnel Management, compiles the views of eminent foreign and Indian writers on Human Resource Management, exemplifies that the vitality of any organization depends heavily upon the quality of its Human Resource management. The book reveals that the field of Human Resource Management is assuming increasing significance in India under the impact of change in production and distribution technology, increasing the size and complexity of an organization and transition.

R.S. Dwivedi : In his book Man Power Management , contributed to the knowledge of HRM by adopting an integrated approach to personal management and labour relations. His study referred to Dale Yoder, Henemann, Turnbull and Stane who interpreted manpower management as involving procedures through which human resources are organised and directed towards the attainment of organizational, individual and social goals. He extensively discussed the

conceptual frame work of manpower management referring to the contributions made by K.K. Mehra, P. Ghosh, S. Srinivasan, Nitish, R. Day, in the area of manpower planning, recruitment, training and development, compensation and trade unionism, among several other aspects of HRM. He also discussed the changing concept of HRM beginning with a scientific approach. As the book is based on research and empirically verified hypothesis in the Indian context, it is an addition to the existing knowledge on HRM.

S.K. Bhatia : discussed in his article of Trends in Training and Development , the main objectives of training and suggested a shift from knowledge to attitude while designing the training programmes. He identifies three areas of training – technical skills, knowledge of organisation and external systems, conceptual and inter-personnel skills. The emphasis on different skills should vary with the type of employees.

M.K. Ghosh : In his article Balancing Of Training and inputs for The First line Supervisors ,he expressed the need for behavioral inputs in training programmes organised for supervisor and for assessing the training needs of the managers.

P.C. Sethu : In his article Importance Of Training, ,he suggested that training for personnel manager should be directed towards attitudes and beliefs that underlined managerial philosophy and their inter-relatedness.

L. Prasad and A.M. Benergee: In his book Management Of Human Resource, he extensively discussed the philosophy of management, types of organisation structure, manpower planning and selection, training and development, promotion, wages, incentives, working conditions and preparing people in industries for change, among other things, connected with HRM. The work aims at presenting the concepts, principles and practices of organising work and employing appraising, communicating, leading, motivating and developing people for better results.

COMPARATIVE ANALYSIS OF THE EMPLOYEES ON TRAINING IN GOVERNMENT SECTOR AND PRIVATE SECTOR

Table no.1: Level of satisfaction of employees on Induction training programmes

	Industries Department	Biological E. Limited (Private
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Level of Satisfaction	(Government sector)		sector)	
	No. of respondents	Percentage	No. of respondents	Percentage
Highly Satisfied	19	15.2	45	36.0
Satisfied	29	23.2	33	26.4
Dissatisfied	48	38.4	32	25.6
Highly dissatisfied	29	23.2	15	12.0
Total	125	100	125	100

Source: Survey

An attempt was made to compare the satisfaction levels of employees on Induction training programmes between the employees of Industries Department (Government sector) and Biological E. Limited (Private sector) to find out whether there is a difference in the satisfaction/dissatisfaction level of employees in the two sectors. The data presented in Table 8.8 for this purpose reveals that with respect to the government sector, 15.2% were highly satisfied, 23.2% satisfied, 38.4% dissatisfied and 23.2% highly dissatisfied. In the private sector, 36% were highly satisfied, 26.4% were satisfied, 25.6% were dissatisfied and 12 % were highly dissatisfied. The analysis reveals that in the Industries Department, only 38.4% were satisfied and the remaining majority i.e. 61.6% were dissatisfied. In contrast, in Biological E. Limited about 62.4% were satisfied and only 37.6% were dissatisfied. Hence, it can be inferred that though the level of satisfaction varied, satisfaction of employees on Induction training programme was more in the private sector organisation whereas dissatisfaction was reported to be more in the Government sector organisation. In order to find out the Statistical significance about level of satisfaction of employees on Induction training programme in both Industries Department and Biological E. limited, chi-square test has been applied to the data and the following findings were observed.

STATISTICAL PACKAGE

Statistical Package for Social Sciences (SPSS)

- Degree of Freedom $df : 3$
- Chi-square value: 18.48
- Table value at 1% confidence level at $df: 11.3$

Inference: The calculated chi-square value for the above table is 18.48 found significant at 1% level because the degree of freedom is 3 and the tested chi-square value is higher than the table value 11.3. Therefore, it shows that there is a significant difference between the level of satisfaction of employees on Induction training programmes in Government and private sector because the level of satisfaction of employees on induction training was more in private sector whereas dissatisfaction was reported to be more in the Government sector.

The findings suggested that, response of the employees in respect of induction training programmes from both Government and private sector is valid statistically.

It can be observed that, employees from both organisations have on-job training programmes. All the respondents (100%) have attended on-job training programmes from both Industries Department and Biological E. Limited. The researcher also compared the type of on-job training programmes attended by the employees from both sectors.

Table no.2: Different types of on-job training programmes attended by the employees

Industries Department (Government sector) Type of training programmes	No. of respondents	Percentage	Biological E. Limited (Private sector) Type of training programmes	No. of respondents	Percentage
Project management	29	23.2	Good manufacturing practices	22	17.6
Accounts management	12	9.6	Total quality management	19	15.2
Network and system administration	25	20	Food and drug administration	32	25.6
Value based administration	22	17.6	Production, quality and distribution control	17	13.6
Office management and supervisory development	14	11.2	Modern office management	16	12.8
Industrial promotion	23	18.4	Automation	19	15.2
Total	125	100%	Total	125	100%

Source: Survey

An attempt was made by the researcher to compare the different types of on-job training programmes attended by the employees from both sectors.

From the above table it can be observed that, all the respondents have attended for different types of on-job training programmes based upon the requirement from both organizations and every employee is nominated for on-job training programmes in both sectors. Both general and also practice oriented training programmes are conducted in both Industries Department and Biological E. Limited.

Table no.3: Level of satisfaction of employees on On-job training programmes

Level of Satisfaction	Industries Department (Government sector)		Biological E. Limited (Private sector)	
	No. of respondents	Percentage	No. of respondents	Percentage
Highly Satisfied	27	21.6	24	19.2
Satisfied	43	34.4	46	36.8
Dissatisfied	23	18.4	33	26.4
Highly dissatisfied	32	25.6	22	17.6
Total	125	100	125	100

Source: Survey

An attempt was made to compare the satisfaction levels of employees on on-job training programmes between the employees of Industries Department (Government sector) and Biological E. Limited (Private sector) to find out whether there is a difference in the satisfaction/ dissatisfaction level of employees in the two sectors. The data presented in Table 8.11 for this purpose reveals that with respect to the Government sector, 21.6% were highly satisfied. 34.4% satisfied, 18.4% dissatisfied and 25.6% highly dissatisfied. In the private sector, 19.2% were highly satisfied, 36.8% satisfied, 26.4% dissatisfied and 17.6% highly dissatisfied. The analysis reveals that in the Industries Department, about 56% were satisfied and the remaining only i.e. 44% were dissatisfied. In Biological E. limited about the same 56% were satisfied and only 44% were dissatisfied. Hence, it can be inferred that there is no significant difference between Government and private sector with respect to level of satisfaction/ dissatisfaction of employees on on-job training programmes. In order to find out the statistical significance about level of satisfaction of employees with on-job training programmes in both Industries Department and

Biological E. limited, chi-square test has been applied to the data and the following findings were observed.

STATISTICAL PACKAGE

Statistical Package for Social Sciences (SPSS)

- Degree of Freedom (df): 3
- Chi-square value: 3.92
- Table value: 7.81

Inference

The tested chi-square value for the above table is 3.92 shows no significance because the degree of freedom is 3 and table value is 7.81, which is higher than the chi-square value. Therefore, it infers that there is no significant difference between level of satisfaction of employees with on-job training programmes in both Government and private sector. The findings suggested that, response of the employees in respect of on-job training programmes in both Government and private sector is valid statistically.

Table no.4 : Number of employees attended External training programmes

Opinion	Industries Department (Government sector)		Biological E. Limited (Private sector)	
	No. of respondents	Percentage	No. of respondents	Percentage
Yes	79	63.2	112	89.6
No	46	36.8	13	10.4
Total	125	100%	125	100%

Source: Survey

From the above table it can be observed that, external training programmes are conducted in both Industries Department and Biological E. Limited. But In Biological E. Limited about 89.6% of the respondents attended external training programmes whereas only 63.2% of the employees attended external training programmes in Industries Department. In order to find out the statistical significance of the opinions about External training programmers in both Industries

Department and Biological E. limited, Chi-square test has been applied to the data and the results are shown below.

STATISTICAL PACKAGE

Statistical package for social sciences.

- Degree of Freedom (DF)=1
- Chi-square value at above DF=24.16
- Table value at 1% confidence level at DF=6.63

Inference: The tested chi-square value for the above table is 24.16 is indicated significant at 1% level because of the degree of freedom is 1 and table value is 6.63 therefore it can be analyzed that there is a significant difference in the response of employees from Government and private sector organization on attending external training programmes conducted by the organizations, because compared to private sector, in Government sector external training programmes were conducted only to few employees, so most of the employees are not nominated for external training which played vital role to give exposure and knowledge to the employees. Whereas in private sector most of the employees are provided external training compared to government sector.

The results suggested that, response of the employees from both Government and private sector valid statistically.

Table no.5 : Different types of external training programmes attended by the employees

Industries Department (Government sector) Type of training programme	No. of respondents	Percent-age	Biological E. Limited (Private sector) Type of training programme	No. of respondents	Percent-age
Management for organizational excellence	12	15.2	Exhibitions related to company products	22	19.6
Workshop on rating and drafting skills	11	13.9	Workshops on food & drug administration	18	16.1

Work shop on conduct rules and disciplinary procedures	19	24.1	Workshops on warehouse management	17	15.2
Seminars on communication skills	17	21.5	Workshops on production & distribution control	12	10.7
Seminars on change management	11	13.9	Seminars on managing change and personality development	21	18.8
Seminars on office administration	9	11.4	Conferences on creativity and innovation	22	19.6
Total	79	100		112	100

Source: Survey

From the above comparative table it can be observed that, about 89.6% of the respondents were nominated for external training programmes in Biological E. Limited but in Industries Department only 63.2% of the respondents were nominated for external training programmes. Most of the training programmes in Biological E. Limited are Innovative and development oriented whereas in Industries Department most of the training programmes are general in nature.

Table no.6 : Level of satisfaction of employees on external training programmes

Level of Satisfaction	Industries Department (Government sector)		Biological E. Limited(Private sector)	
	No. of respondents	Percentage	No. of respondents	Percentage
Highly Satisfied	12	15.2	47	41.9
Satisfied	18	22.8	32	28.6
Dissatisfied	26	32.9	19	17.0
Highly dissatisfied	23	29.1	14	12.5
Total	79	100	112	100

Source: Survey

An attempt was made to compare the satisfaction levels of employees on external training programmes between the employees of Industries Department (Government sector) and Biological E. limited (Private sector) to find out whether there is a difference in the

satisfaction/dissatisfaction level of employees in the two sectors. The data presented in Table 8.15 for this purpose reveals that with respect to the Government sector, 15.2% were highly satisfied, 22.8% satisfied, 32.9% dissatisfied and 29.1% highly dissatisfied. The analysis reveals that in Industries Department, only 38% were satisfied and the remaining majority i.e. 62% were dissatisfied. In contrast, in Biological E. limited about 70.5% were satisfied and only 29.5% were dissatisfied.

Hence, it can be inferred that though the level of satisfaction varied, satisfaction of employees on External training programmes is more in the private sector organisation whereas dissatisfaction was reported to be more in the Government sector organisation. In order to find out the statistical significance about level of satisfaction of employees on external training programmes in both Industries Department and Biological E. limited, chi-square test has been applied to the data and the results are shown below.

STATISTICAL PACKAGE= statistical package for social sciences.

- Degree of Freedom (DF)=3
- Chi-square value at above DF=8.01
- Table value at 1% of confidence level at DF=7.81

Inference:

The calculated chi-square value for the above table is 8.01 found significant at 5% level because the degree of freedom is 3 and the tested chi-square value is higher than the table value 7.81. Therefore, it shows that there is a significant difference between the level of satisfaction of employees on external training programmes in both Government and private sector because satisfaction of employees on external training programmes was more the Government sector.

The findings suggested that, response of the employees in respect of external training programmes from both Government and private sector is valid statistically.

Table no. 7 : Opinion of the employees on perceived benefits from the training programmes

Opinion	Industries Department (Government sector)		Biological E .Limited (Private sector)	
	No. of respondents	Percentage	No. of respondents	Percentage
Skill improvement	43	34.4	43	34.4
Technical knowledge development	21	16.8	35	28.0
Improvement of leadership traits	30	24.0	41	32.8
No improvement	31	24.8	6	4.8
Total	125	100%	125	100%

Source: Survey

From the above table it may be observed that, about 34.4% of the respondents have opined that, the training has provided improvement of skills among the employees in both Industries Department and Biological E. Limited. In Biological E. Limited about 28% of the respondents have opined that, the training has provided technical knowledge development to the employees whereas only 16.8% of the respondents in Industries Department have perceived same benefit from training programmes. In Biological E. Limited about 32.8% of the respondents whereas in Industries Department only 24% of the respondents have opined that the training programmes provided improvement of leadership traits among the employees. In Industries Department about 24.8% of the respondents have opined that there was no benefit from the training programmes but in Biological E. Limited only 4.8% of the respondents have opined with the same reason.

It may be observed that In Biological E. Limited majority of the employees perceived benefits from the training programmes compared to the employees in Industries Department. In Industries Department majority of the employees did not perceive benefits from the training programmes.

In order to find out the statistical significance of the employees on perceived benefits from the training programmes in both Industries Department and Biological E. Limited, chi-square tests has been applied to the data and the results are shown below.

STATISTICAL PACKAGE: Statistical package for social science.

- Degree of Freedom (DF)=3
- Chi-square value at above DF= 22.10
- Table value at 1% confidence level at DF= 11.3

Inference:

The calculated Chi-square value for the above table is 22.10 is indicate significant at 1% level because the degree of freedom is 3 and the calculated value shows higher than table value 11.3 therefore, the table analysis and the calculated statistics indicate that there is a significant difference in the opinions of government and Private sector employees on perceived benefits from training programmes, because in private sector majority of the employees perceived the benefits from the training programmes compared to the employees in Government sector. In Government sector majority of the employees did not perceive benefits from the training programmes.

The results suggest that, response of the employees on perceived benefits from the training programmes in both Government and private sector is valid statistically.

FINDINGS

Induction training programme: It is mandatory to newly recruited employees in both Government and Private sector. The duration of the programme was 2 to 3 weeks in Government sector whereas the duration was 1 to 2 months in private sector. All the employees from both Industries Department and Biological E. limited were nominated for induction training programme out when it comes to level of satisfaction of the employees with Induction training, satisfaction of the employees was more in private sector organisation whereas dissatisfaction was reported to be more in the Government sector organisation.

On-job training programmes: In both Government and private sector on-job training programmes are conducted to the employees based upon the requirement and job description of the employees. Both general as well as practice oriented training programmes were conducted to the employees in both Government and Private sector. The duration of the programme was

Government and private sector whereas the duration was 3 weeks to 1 month in private sector. When it comes level of satisfaction, there is no significant difference between Government sector and Private sector with respect to level of satisfaction/dissatisfaction on on-job training programmes.

External training programmes: Most of the external training programmes were general and theoretical in nature and the duration was 2 to 3 weeks in Government sector whereas in private sector most of the training programmes were technical and practical oriented and the duration was 1 month to 2 months. Majority of the employees 89.6% were nominated for external training in private sector whereas only 63.2% were nominated for external training in Government sector. When it comes to level of satisfaction, satisfaction of employees was more in the private sector organisation whereas dissatisfaction was reported to be more in the Government sector organisation.

Perceived benefits of the employees from the training programmes

About 34.4% of employees expressed that, training programmes provided skill improvement in both Government and private sector but in Government sector 24.8% of the employees have chosen no improvement option whereas only 4.8% of the employees have chosen no improvement option in private sector. Hence, it is found that in Government sector majority employees were not getting any benefits from the training programmes whereas majority employees were getting benefits from training programmes in private sector.

SUGGESTIONS

- Induction programme which is vital and giving exposure and awareness about company rules and regulations, culture and ethics and entry, exit procedures to the newly recruited employees. It is not possible to gain full knowledge and awareness about induction training in short duration of time. Hence, it is suggested that the duration of induction training should be increased in Government sector.
- It is suggested that, it is effective to enhance the time duration of on-job training programmes to the employees in Government sector to have more knowledge about the task completion.

- External training programmes helped employees to have exposure, to acquire new knowledge and specific skills on particular task. Hence, it is suggested that, in Government sector practical, technical and creative training programmes should be conducted and better to avoid general and theoretical programmes. The duration of the programmes should be enhanced.
- In Government sector in respect of training policy in all the parameters, the dissatisfaction level of employees was more. Hence, it is suggested that, to increase duration of the training programmes, to conduct skill oriented training programmes and to design suitable training programmes as per requirements.
- In private sector training policy in repeat of few parameters, the dissatisfaction level of employees was more. Hence, it is suggested to take effective steps in fair selection of the employees for training programmes and also provide facilities for full time training.

CONCLUSION

It is believed that all the organisations in the world especially in any sector in order to long last in operational service have to bestow attention and create opportunities for lifelong learning on the part of the employees. Training needs have to be identified scientifically after prior discussion with the employees so that the needs are identified aptly. The traditional training programmes being used may be redesigned with new advantages and technically and process of training be made more scientific with proper evaluation system in Government sector and also in private . The HRD department should take sufficient care in the administration and content of the HRD practices in both ssectors.

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