

PERCEPTION AND ATTITUDE OF EMPLOYEES TOWARDS TRAINING AND DEVELOPMENT IN PUBLIC SECTOR UNIT

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INTRODUCTION

Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals. Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Thus, Human Resource Development is the integrated use of training, organizational development, and career development efforts to improve individual, group and organizational effectiveness.

The reaction of employees' is determined by attitude and perception development by the employees' with in themselves. The attitude and perception have a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and wants of the employees which would be the outcome of their enthusiasm shown by them towards their work accomplishment. The researcher focuses his study on the perception and attitude of the employees towards Training and Development of employees in Public Sector Unit (PSU).

REVIEW OF LITERATURE

Rebecca R. Kehore and Patrick. M. Wright (2010) conducted a study on the Impact of High Performance HR Practices on Employees' Attitudes and Behaviors.

Jennifer L. Schultz, Metropolitan State University and Jeanne L. Higbee, University of Minnesota 2010 has studied on An Exploration of Theoretical Foundations for Working Mothers' Formal Workplace Social Networks.

Gilad Chen and Richard J Klimoshi (2007) Management and Organization Department, Robert H. Smith School of Business, University of Maryland, College Park, USA has studied on Training and development of human resources at work.

Nancy E. Waldec- and Zachary M. Leffakis (2005) conducted a study relating to HR Perceptions and the provision of workforce training in an Advanced manufacturing technologies (AMTs) environment: the study indicates that the perceptions of HR managers regarding technology-driven workforce need to explain a large portion of the variance for both individual and process development activities.

NEED OF THE STUDY

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on. For this purpose the organization must have separate department called HRD/ T&D, which will all the times strive to manage and develop the human resource in organization. To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices. Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices.

STATEMENT OF THE PROBLEM

The perception and attitude of the employees have a greater impact on the success of any organization. If the employees perceive the T&D practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD/T&D practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. The attitude and perception of the employees basically depend on the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by T&D practices viz, Recruitment and Selection procedure, Training and Development Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization. It is found that the previous researchers have concentrated on the job satisfaction of the employees. In order to fill this gap the researcher is compelled to study about the perception and attitude of the employees toward Training and Development (T&D) in PSU.

OBJECTIVES OF THE STUDY

The study is conducted with the following objectives:

1. To study the perception of employees towards Training and Development in PSU.
2. To study the attitude of employees towards the Training and Development in PSU.
3. To offer suggestions and recommendations for successful implementation of Training and Development in PSU to create a favorable organizational climate.

HYPOTHESES OF THE STUDY

1. There is no significant difference in the employees' perception towards T&D Practices among the employees.
2. There is no significant difference in the employees' attitude towards T&D Practices among the employees.

RESEARCH METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data. A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. The value determined is 0.914 proving the reliability of the instrument. The quality of the questionnaire is ascertained and

the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.

Sampling Size and Design

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of Permanent Workers Cadre in selected PSU is 2130 employees. Totally 700 Questionnaires are distributed and 402 are collected, out of which 400 completed questionnaires are found usable.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the all crucial T&D elements.

Scaling Technique in the Questionnaire

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of PSU in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

Secondary Data

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

FRAME WORK OF DATA ANALYSIS

The sources of data are primary as well as secondary. The data collected from employees survey constitute primary source and information gathered through books, journals, magazines, reports and dailies consist of secondary source. The data collected from both the sources are scrutinized, edited and tabulated. The data are analyzed using Statistical Package for Social Science (SPSS) and other computer packages. The following statistical tools are used in the study: Measures of Central tendency and Measures of Dispersion, Parametric paired and One sample t-test, One-way Analysis of Variance, Factor analysis, Cluster analysis, Correlation analysis and Non-parametric chi-square analysis.

RESULTS AND DISCUSSIONS

Employees Perceptions towards T&D Practices Followed In PSU

The current status in the organization stands witness to the proposition that employees contribute to the growth of the organization has become an indisputable fact leading to several enactments to ensure organizational climate to employees. The organization balances organizational climate and traditional management and works best to achieve the desired results from the employees. The employees are effectively encouraged where it proves that there is a favorable climate for their development. One Sample T-test is applied on 7 variables of employees' Perception towards T&D practices and the following results are obtained.

Table 1. One-Sample Statistics for Employees’ Perceptions towards T&D practices

	N	Mean	Std. Deviation	Std. Error Mean
The organization and management policies are acceptable.	400	3.6768	.88199	.03964
Pay and allowances are adequate.	400	3.7899	.93531	.04204
working environment is favorable.	400	3.7919	.79671	.03581
Training and development programmes are enough to update my skill and knowledge.	400	3.8202	.80861	.03634
Grievance redressal mechanism is sound.	400	3.7131	.93651	.04209
Enough opportunities are available to continue in the organisation.	400	3.8707	.86979	.03909
I perceive, the interpersonal relationship in the organization is encouraging to co-operate.	400	3.7111	.96044	.04317

Source: Computed Data

The table 1 shows that all the mean values are greater than 3 in particular ranging from 3.67 to 3.87 with their respective standard deviation. It is observed that the standard deviation of 7 variables of Organization Development is less than 1 implying the uniformity of the opinion of employees in these 7 variables. But the standard deviation of the variable consist of changes done in favor of employees are found to be more than 1, this connotes that the employees differ enormously in their opinion about the changes in favor of them.

Table 2. One-sample test for employees’ Perception towards T&D practices in PSU

Test Value = 3					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
17.072	399	.000	.67677	.5989	.7547
18.790	399	.000	.78990	.7073	.8725
22.115	399	.000	.79192	.7216	.8623
22.568	399	.000	.82020	.7488	.8916
16.942	399	.000	.71313	.6304	.7958
22.272	399	.000	.87071	.7939	.9475
16.473	399	.000	.71111	.6263	.7959

Source: Computed Data

From the above table, it is inferred that the PSU Employees agree with the above 7 variables, as the table confirms that t-test values are significantly greater than the test value 3 at 5% level of significance. Thus PSU Employees perceive that HRD practices creating a favorable climate.

Employees Attitude towards T&D Practices in PSU

Employees attitude towards T&D practices play a conscious and effective role among PSU employees. To be successful in today's working environment, employees need the knowledge, ideas, energy, and creativity. The T&D practices in PSU are implemented with the hope of building employees' commitment, overcoming worker dissatisfaction, and reducing absenteeism, turnover, poor quality work, and sabotage. The main concern of PSU is on improvement of employees' in the organization. In response to the efforts of PSU management how the employees' feel about them is analyzed with the help of one sample T-test.

In this study employees attitude on T&D practices of PSU employees are identified through 9 variables. One Sample T-test is applied on nine variables of Employees attitude towards T&D practices. This test is performed with the test value 3 and the following results are obtained.

Table 3. One-Sample Statistics for Employees attitude towards T&D on practices

	N	Mean	Std. Deviation	Std. Error Mean
I feel, the nature of work is assigned to me is appropriate.	400	3.9475	.99252	.04461
There is a cordial relationship between the works and the management.	400	3.9515	.94036	.04227
HRD principles and policies are easier to understand and favorable to the employees.	400	3.6424	.97510	.04383
I feel the Pay structure is attractive.	400	3.8364	.80954	.03639
I feel working environment is congenial to work.	400	3.8081	.96996	.04360
I feel enough Training and development opportunities for career development.	400	3.8505	.80602	.03623
The policy of empowerment improves morale among the employees.	400	3.8465	.81773	.03675
I feel there is provision for speedy redressal of grievances.	400	3.6869	.85658	.03850
I feel job satisfaction is attained through HRD measures.	400	3.6889	.98376	.04422

Source: Computed Data

From the above table it is found that all the mean values are greater than 3 in particular ranging from 3.64 to 3.95 with their respective standard deviation it is observed that the standard deviation of these nine variables are strictly less than 1, this implies consistency in the attitudes of employees.

Table 4. One-Sample Test for Employees attitude towards T&D practices followed in PSU

variables	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	21.239	399	.000	.94747	.8598	1.0351
2	22.512	399	.000	.95152	.8685	1.0346
3	14.658	399	.000	.64242	.5563	.7285
4	22.986	399	.000	.83636	.7649	.9079
5	18.535	399	.000	.80808	.7224	.8937
6	23.476	399	.000	.85051	.7793	.9217
7	23.030	399	.000	.84646	.7743	.9187
8	17.840	399	.000	.68687	.6112	.7625
9	15.580	399	.000	.68889	.6020	.7758

Source: Computed Data

From this, it is observed that the employees have positive attitude towards; nature of work, relationship, pay structure, work environment, training, redressal of grievances and job satisfaction.

FINDINGS

1. Employees Perception towards T&D Practices in PSU: From analysis, it is found that the employees accept the T&D Practices in a wholehearted manner.
2. Employees attitude towards T&D Practices in PSU: From the analysis, it is observed that the employees' have positive attitude towards: nature of work, interpersonal relationship, pay structure, work environment, training, redressal of grievances and job satisfaction.

TESTING OF HYPOTHESIS

Null Hypotheses 1

It is rejected. There is significant difference in the employees' perception towards T&D Practices among the employees in PSU.

Null Hypotheses 2

It is rejected. There is significant difference in the employees' attitude towards T&D Practices among the employees in PSU.

SUGGESTIONS

1. It is also suggested that the employees are to be given enough opportunities to express their views in the development of the organization.
2. The management of PSU should encourage the principle of "Workers Participation in Management."

SOCIAL RELEVANCE OF THE STUDY

Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees' determine their work efficiency and in turn it influences the development of any organization. The study focuses on the importance of perception and attitude and their implication towards the various organs of society.

SCOPE FOR FURTHER RESEARCH

Detailed study on the employees' perception and attitude towards T&D practices and its impact on individual and organization, opened the fascinating vistas that could be explored analytically for further research. A separate study may be taken to identify the difficulties encountered in implementing T&D practices needs in the organizations in Indian context.

CONCLUSION

The present study focuses on the identification of the T&D practices, their implications, perception and attitude of the employees towards T&D practices implemented by PSU. Further the study is being carried out with collection of review of literature and relevant information collected from the employees of PSU. On the basis of the results obtained from the study, it is found that the T&D practices followed by PSU have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. It is concluded that the employees have positive attitude towards the T&D practices followed in PSU. They perceive the T&D practice in a positive manner. Besides it has also been found that the perception and attitude of employees' assume paramount importance in the context of present industrial scenario.

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