

EMPLOYEES SATISFACTION TOWARDS THEIR TRAINING AND DEVELOPMENT PROGRAMME IN UNIVERSITY SYSTEM

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ABSTRACT

The main objective of this paper is to study the level of satisfaction on training and development among the non-teaching staff of A.P.S. University Rewa (M.P.) India. The Hypothesis of the study is the employees of the university has high degree of satisfaction towards their training and development. The data were collected from 300 respondents of different groups, group A comprised of administration cadre, group B of supervisory cadre and group C of assistant cadre. Questionnaire to assess training and development satisfaction, were distributed and the score has been obtained on a 5 point scale in order to make the interpretation easier the mean score was converted in percentage score.

The result have been computed at 2.488 (37.48%) poor for group A, 2.777 (44.43) poor for group B and 1.971 (24.28%) extremely poor for group C. The overall score of the university have been computed at 2.226 (30.65%) that is extremely poor. Therefore the hypothesis stand rejected.

INTRODUCTION

Training is one of the most important functions that directly contributes to the development of human resource. It forms an important instrument and subsystem in the total HRD system. The need to upgrade the skills and knowledge of the non teaching staff working in universities through In service training programmes has been fully recognized by the Govt. of India. The UGC has also initiated in this regard. The training programmes for non-teaching staff have wider concerns in so far as the day to day administration is concerned. Under these circumstances, the non-teaching staff of the university need to be trained keeping in view the following objectives (Report of ASCI Hyderabad 1979).

1. To understand the role of university administration vis-a-vis the university community and the society of large.
2. To understand the university policies and practices and the internal factors which affect them.
3. To improve the individual job performance within the wider context of his career aspiration and capabilities to share higher type of work and greater responsibilities.
4. To improve the ability of the individual to perform the specialist and localized functions of the administration within the wider context of changing need overtime.

Sen Gupta (1993) and Pandya and Sen Gupta (1995) recommended the sustainable HRD orientation for non teaching staff of the University. Some studies have been conducted on contribution of training towards HRD climate and motivation in public sector organization are Mahendiratta (1984), Kumar (1998), IGNOU document, Grossman and Salas (2011), Raja Mumtaz (2011), Tiwari and Tiwari (2011, 2012)

This study is undertaken with a view, to access the training and development among different groups of non teaching staff of A.P.S. University Rewa. The hypothesis of the study is the University has high degree of training & developmental programme and the variations does not exist among the different group of employees.

METHODOLOGY

With a view of analysing the training and development programme in A.P.S. University Rewa questionnaires distributed (1 to 3) among the various group of A, B and C (administrative, supervisory & assistant) employees.

To measure the training and development questionnaire (24-26 No. of 38 items HRD climate survey questionnaire of Rao and Abraham 1991) was administrated to the selected respondents. The scoring was analysed on five point scale and score was simplified in percentage as per formula of Rao (1991). i.e. Percentage score = Mean score - 1 × 25. Five categories of gradation were very good, good, average, poor and extremely poor.

For this study the researcher had to rely greatly on the primary sources of data. Much of the information which the researcher has collected and for which authentic sources can not be quoted is based on personal in view of the researcher with the large no. of employees of the university. The researcher has long discussion with various officials of A.P.S. University Rewa on the related topic.

Training and Development of non-teaching staff of A.P.S. University, Rewa (M.P.)

The studies conducted indicate that this is one of the most neglected aspect of the HRD in APS university. The university staff completes the work assigned to them through intuition, experience and guidance obtained from their seniors (APS University Rewa, Self-study report 2002). But the university neither organizes any such planned training programmes nor sends its employees in some other universities/organization for the desired training.

In the recent past few employees belonging to group C of the staff were subjected to computer training but could not get the desired atmosphere for working experience. Some employees of group B underwent the training of one month during the year 1974-75 for "Official working procedures". About 90% of the employees of the university, including the group A employees have not undergone any training/refresher course since their joining. The studies have explored that the employees feel the necessity of such training/refresher courses to cause many fold improvement in the working efficiency and accuracy, and hence expressed the need of a formal institution as Human Resource Development centre /deptt. in the University.

The analysis of the data collected during the study indicates the essentiality of training programme group wise as indicated below. The procedures in vogue in other well established universities can be followed the project work, job rotation, class training will be useful.

Table 1. Training programmes for the employees of A.P.S. University, Rewa (Group - wise)

Group A	Group B	Group C
Role of University Administrator	Office Management and Automation	Programmes for improving effectiveness of Personnel Secretaries and Assistants
Effective Management of Human Resources	Finance & Financial Management	Record Management
Improving Administrative system and control.	Examination system & Reforms	Finance and Financial Management
	Improving Administrative System and Control	Application of Computer in the University Management
	Record Management	Office Management and Automation
	Application of Computer in the University Management	Examination System and Reforms.

The above study has shown that the A.P.S. University, Rewa does not organize any training programme for the non-traching staff in its establishment. While the employees of all cadres feel the need of training, and are eager to learn the latest methods for effective disposal of the works assigned. The university can establish the training programmes/HRD centre as the required infrastructure and specialists are already in existence. Further, other local institutions and guest specialists can be invited for the training. Which will reduce the financial burden on the university in one hand, and will enhance effective, qualitative and quantitative improvement in the employees of the university.

The University Grants Commission provides financial assistance for such programmes. Therefore, effective and attractive proposal should be sent to UGC for approval, till the sanction is received, the university itself should organize such training programees so that the important aspect of human resource development can be used for the development of the employees of the university. The employees of the university in groups need to be trained in other universities where such training programme are organised. This will cause effective and intellectual improvement in disposal of the official workings and will ultimately lead to development, and face the forthcoming challenges.

It needs to be stressed upon the point that the administration/authorities of the university should take necessary steps to train their employees like those in the other universities.

Employees Satisfaction in relation to Training & Development

Table 2. Employees Satisfaction in relation to Employees Development

S. No.	Statement/Groups	(A)	(B)	(C)	Overall
		Percentage	Percentage	Percentage	
1.	Highly satisfied	-	8.3	-	
2.	Satisfied	50.0	33.4	15.6	
3.	Just satisfied/Average	33.3	25.0	9.4	
4.	Normally	16.7	25.0	25.0	
5.	Dissatisfied	-	8.3	50.0	
	Overall satisfaction%	50%	41.7%	15.6%	30.5%

Source: Primary Data (Item 15 to Job Satisfaction)

Satisfaction in relation to employees development in A.P.S. University, Rewa is shown in Table-6.2, which indicates that the level of satisfaction in the employees development programme is 50.0, 41.7 and 15.6 in, respective, groups A,B and C employees.

Table 3. Average mean score and percentage for training and development programme in different groups of employees of the University (HRD climate)

Item	Group A MS	Group B MS	Group C MS	Overall
24	1.833	2.583	1.791	1.98
25	2.666	1.166	1.916	2.30
26	3.00	2.583	2.208	2.20
AMS	2.488	2.777	1.971	2.226
Percentage	37.48	44.43	24.28	30.65
CAG	EP	P	EP	EP

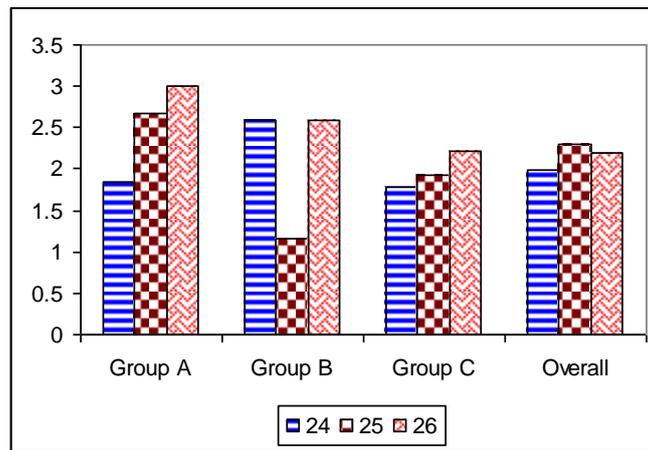


Fig 1. Item wise mean score for training and development programme in different groups of employees (HRD Climate)

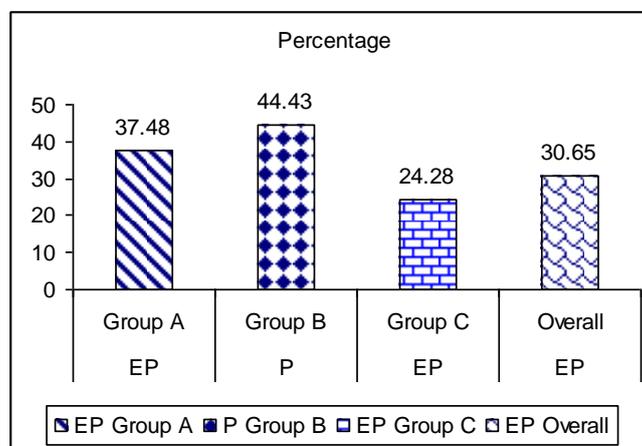


Fig 2. Percentage scores and categories for training and development programme in different groups of employees (HRD Climate)

Overall percentage of satisfaction in the employees is 30.5% (Table 1.2), while the HRD climate is stands to 3.65% (Table 1.3 and fig 1.1 and 1.2) is extremely poor. The study does not support the hypothesis, obviously, it stands rejected.

It is therefore suggested that the all groups of the university should be subjected to integrated and sound training and development programmes either at university level or elsewhere.

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