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# Perception of employees of local bodies towards training on project management

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**Abstract**
The prime objective of the study is to know perception of employees towards training provided in the local bodies. The study is based on primary data collected from the employees of local governments. It was found that majority of the employees have spent 11-15 days for training and 35 percent of the employees have attended 6-10 trainings. Though the employees expressed their low level satisfaction towards technical and interpersonal skills provided through short term training programmes, they were highly satisfied with on the job training facilities.

**Keywords:** Employee perception, local bodies, project management training, on-the-job training, technical and interpersonal skills, training effectiveness, job satisfaction, primary data analysis

## 1. Introduction
Once the employees have been recruited, they should be made fit into the job by providing training to do the Job. Training would be the act of increasing the knowledge and skills of people for a definite purpose. Education would be concerned with increasing the general knowledge and understanding the total environment. It would be given both for the new and existing employees to teach the basic skills they need to effectively perform their Job. It would be possible through the conduct of systematic training programmes. Necessary professional knowledge would be imparted, skills developed and attitudes attuned to work situation during such training programmes (Dubhashi: 1983) [5].
Training would be a kind of investment. However, most of the business organizations in India have considered resources spent on training and development as current expenditure rather than investment which would yield continuous results in the years to come (Biswanth Gosh: 1986) [4]. Training is to be a continuous process. The purpose of training, according to Japanese approach would be continuous improvement in the performance of whatever one did, benefiting the worker as well as the employer.
The training need of an organization would arise from three main factors. It would not always be possible to have the right man at the right Job. Secondly, the need would also arise from structural changes which are bound to alter the relationships among the people who run the organization. Lastly, there would be a need for training in the organization to bring about changes in performance, attitude, behaviour or relationships (Biswant Gosh: 1986) [4]. The outcome of the training with respect to any type of organization should include increased productivity of employees, heightened morale, reduced supervision, reduced accidents, increased organizational stability and flexibility (Edwin Flippo: 1984) [7]. Besides, training would also contribute to improve the quality of work, create an organizational climate and prevent obsolescence.

## Research Methodology
A qualitative study is conducted by collecting primary data from the employees of local bodies. This study covers both primary and secondary data. A well-structured intereview schedule is designed to elicit the necessary data from the respondents. The secondary data has been collected from the books, journals, magazines, web portals, etc. Purposive sampling method has been adopted to collect data from the employees of local bodies in Tamilnadu. The sample size of 143 employees have been duly selected for the study. The data collected from the respondents are analysed with the help of Statistical Package for Social Sciences

(SPSS). Percentage analysis and Friedman's test have been applied to present data.

## Results and Discussion

Opinion of employees on Number of trainings attended, number of days spent for training, level of technical and interpersonal skills acquired by the employees and satisfaction of employees towards training programmes have been gathered, tabulated and interpreted in this section.

**Table 1:** Opinion on Training Programme

| Criteria | Options | Frequency (N=143) | Percent |
|---|---|---|---|
| Number of days Spent for Training | <5 | 31 | 21.7 |
| | 6-10 | 29 | 20.3 |
| | 11-15 | 59 | 41.3 |
| | 16-20 | 22 | 15.4 |
| | > 20 | 2 | 1.4 |
| Number of Trainings Attended | <5 | 37 | 25.9 |
| | 6-10 | 50 | 35.0 |
| | 11-15 | 40 | 28.0 |
| | 16-20 | 13 | 9.1 |
| | > 20 | 3 | 2.1 |
| Degree of technical skills acquired | Very High | 10 | 7.0 |
| | High | 34 | 23.8 |
| | Low | 52 | 36.4 |
| | Very Low | 43 | 30.1 |
| | Nil | 4 | 2.8 |
| Degree of interpersonal skills acquired | Very High | 21 | 14.7 |
| | High | 37 | 25.9 |
| | Low | 43 | 30.1 |
| | Very Low | 28 | 19.6 |
| | Nil | 14 | 9.8 |

The above table shows that 41.3 percent of the employees of local bodies have spent 11-15 days, 21.7 percent of them spent less than 5 days, 20.3 percent of them spent 6-10 days and 15.4 percent of them spent days for attending the training programme.

Number of trainings attended by the employees of local body indicated that 35 percent of the employees attended 6-10 training programmes. 28 percent of them attended 11-15 training programmes and 25.9 percent of them attended less than 5 training programmes.

Level of technical skills acquired by the employee showed that about 31 percent of the employees have gained high level technical skills and 66.5 percent of them acquired low level technical skills during the training programmes.

Level of interpersonal skills acquired by the employee showed that 40 percent of the employees have gained high level technical skills and 49.7 percent of them acquired low level interpersonal skills during the training programmes.

**Table 2:** Satisfaction with Trainings Attended

| Variables | Mean Rank | $\chi^2$ | Sig. |
|---|---|---|---|
| On the Job training | 8.03 | | |
| Out sourced/ External | 6.56 | | |
| Review Meetings | 5.88 | | |
| Feed backs / Comments | 5.09 | | |
| Training in Urban centres | 6.02 | 102.50 | .000 |
| Manuals | 5.92 | | |
| Computerized Documents | 5.93 | | |
| Sponsored formal degrees | 5.22 | | |
| Job Rotation | 5.47 | | |
| Job Enlargement | 5.68 | | |
| Certificate Course/ Diploma | 6.20 | | |

The above table portrayed that the value of $\chi^2$ stood at 102.5 which was significant at 5% level ($p$=<0.05). So, there was significant variation found with regard to the satisfaction of employees on the training programmes attended by the employees of local bodies. The mean scores indicated that employees were highly satisfied with on the job training followed by outsourced/ external trainings, certificate course/ diploma and training given in urban centres.

## Conclusion

The present study focused on the perception of employees towards training programmes conducted by local bodies. On the basis of the results obtained from the study, it was concluded that the employees have acquired low level of technical and interpersonal skills during the training programmes. They were highly satisfied with on the job training. Besides it has also been found that the perception and attitude of employees assumed paramount importance in local bodies in order to frame suitable policies on developing their potentials and capabilities. More number of trainings should be given to employees on par with their expectations.

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