

Research article

# On the Job Training: A Step Towards Job Satisfaction- A Case Study of Public Sector Organization in Indian Scenario

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## Abstract

Present research paper deals with problems of public sector employee on the job training from the job satisfaction point of view in the present Indian scenario, where the public sector and the private sector are in a neck to neck competition. This paper examines the level of job satisfaction and its strategic implementation and implications towards the retention of the employees and the development human resources of the organization in particular and the society in general. In this paper, our central attention has been made to find scores on job satisfaction index (JSI) for employees of all cadres-officers, supervisors and workers of a public sector organization. It is proposed here that public sector employee in officer's category has scored 53/100 on Job Satisfaction Index whereas the supervisors of public sector employees have scored 116/200. The workers of public sector employee have scored 465/700. The composite awareness index of public sector employees is 634/1000, which is 63.4 percent. This paper is based on the research conducted in the domain of selected public sector organizations. As far as the government/public sector employees are concerned, the constituent respondents are mainly from Indian Railways, Indian Defense Services, Gujarat State Electricity Board, Gujarat University and its Constituents College's teaching and non-teaching staff, banking sector employees etc. We have examined the satisfaction level of the employee of selected public sector organizations, 200 employees in the officers, supervisors and the worker's category were selected based on proportionate, purposive and random sampling technique. By following this technique a sample of 20 officers, 40 supervisors and 140 workers were collected, from various Public Sector Organizations of India.

**Key words-** Public sector employees, OJT, Job Satisfaction, Strategic Implementation, Human Resource Development

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## 1. Objectives of Case Study

The main objectives of the present study are:

1. To find out the level of job satisfaction among the employees of public sector organizations, with respect to their on the job training facilities provided by their organization
2. To find out difference of job satisfaction among officers, supervisors and workers, with respect to pre service training facilities provided by their organization facilities

## 2. Definition of Job Satisfaction

The term job satisfaction is commonly referred in the context of employee's behaviour at work. Job satisfaction can be understood more clearly in the context of employee's extent of satisfaction in general in his total work/professional life situations.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitudinal concept but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours.

## 3. Universe and Sampling

For the purpose of the present study, both Public and private sector organizations have been selected. As far as the government / public sector employees are concerned, the constituent respondents are mainly from Indian Railways, Indian Defence Services, Gujarat State Electricity Board, Gujarat University and its Constituents College's teaching and non-teaching staff, banking sector employees etc. It has been selected because of the proximity to the researcher's work place.

It was decided to examine the satisfaction level of the employee of selected Public and private sector organizations, 400 employees in the officers, supervisors and the worker's category were selected based on proportionate, purposive and random sampling technique. The respondents belong to 15 states and union territories of India. By following this technique a sample of 40 officers, 80 supervisors and 280 workers were collected, equally from Public and Private sector organizations.

## 4. Determinants of job satisfaction

The following are the main factors of job satisfaction:

- Job satisfaction is closely related to the aptitude of the employees
- Democratic leadership style enhances the job satisfaction
- Workers with high moral will be loyal to the organization
- Job perspective affects job satisfaction considerably
- Interpersonal relationship affects job satisfaction proportionately
- Facilities provided by the organization enhance the job satisfaction proportionately
- Job satisfaction relates to good working condition also
- Economic rewards play a significant role in influencing job satisfaction
- Job satisfaction is directly and indirectly related to the organizational culture & climate

## 5. On-The-Job Training

### 5.1 Definition

On the job training are the instructions which may theoretical or practical depending upon the job requirement, which takes place when an individual joins an organization or a new assignment before a person begins a job or task.

### 5.2 Benefit On the Job Training

Here are the benefits of on the job training.

- (i) The trainees can take all the time they need to focus on their learning without having other responsibilities.
- (ii) The work environment and situations are provided with which the individual employee is likely to work during his service career especially in that particular organization, where the individual is going on the job training.
- (iii) On The Job Training moulds the employees in a required direction and fills the gap between the present skill level and the required skill level. The employer is spending a lot of financial and other resources on the job training of employees to achieve the organizational goals.

### 5.3 Drawbacks On the Job Training

Here are disadvantages of -On The Job Training:

- (i) The real-life situations differ for trainees from one organization to another.
- (ii) The situation and the internal and external environment may differ at a given point of time, as a result of dynamism

A general question was posed to the respondents regarding on the job training facility provided to the employee by the employer, and their satisfaction thereof.

### 5.4 On-The-Job Training- A Step Towards Job Satisfaction

Expert OJT is a structured on-the-job training system based on high performance principles of expert workers training co-workers. Expert OJT recognizes that workers can best be trained at the job site under real life conditions. Expert OJT is a proven and award-winning program for delivering low-cost and high-quality training.

Expert OJT builds self-sufficiency and worker ownership that reduces dependency on outside training providers and materials. Put skill standards to work by applying performance outcomes to your process-specific applications and equipment. Train SMART, not hard!



#### Topics Covered

- Plan a Structured On-the-Job Training (OJT) Project
- Develop Training Lists & Performance Expectations
- Prepare SMART Job Aids
- Develop OJT Lesson Plans
- Prepare Training & Curriculum Schedules
- Conduct Structured On-the-Job Training Sessions

#### What You Will Learn

- How to identify critical work activities to make sure OJT is directed at essential skills that make a difference in your productivity.

- How to plan OJT by completing project planners and training schedules that capture the most effective and efficient learning sequence.
- How to prepare SMART Job Aids that tell workers how to perform a task. Job aids are actually used for training on-the-job and can serve as Standard Operating Procedures (SOPs).
- How and when to write OJT Lesson Plans. Lesson Plans educate the worker about the process and provide a structured learning experience to guarantee that training is done correctly the first time.
- Techniques for presenting structured on-the-job training using state of the art, one-to-one instructional methods.
- How to integrate OJT with classroom, video and CD-ROM learning to reinforce critical skills and ensure teamwork in the training design

To what extent they are satisfied with their on the job training facility, various responses made by the respondents in this regards are categorized below:-

- (i) Not Available,
- (ii) Available,
- (iii) Reasonable,
- (iv) Good,
- (v) Excellent

**Table 1:** Satisfaction with respect to on the job training of public sector employees

Satisfaction	Officer	Supervisor	Worker	Total
1	2	3	11	16
2	8	10	26	44
3	6	18	32	56
4	3	6	49	58
5	1	3	22	26
Total	20	40	140	200

### 5.5 Satisfaction with Respect to On the Job Training of Public Sector Employees

There are only 2 officers out of 20 officers of public sector employees, which form 10 percent of their respective sample, who have given their satisfaction rating as the 1 out of 5. There are 8 officers out of 20 officers of public sector employees, which form 40 percent of their respective sample, who have given their satisfaction rating as the 2 out of 4. There are 6 officers out of 20 officers of public sector employees, which forms 30 percent of their respective sample, who have given their satisfaction rating as the 3 out of 5. There are 3 officers out of 20 officers of public sector employees, which constitute 15 percent of their respective sample, who have given their satisfaction rating as 4 out of 5.

There is only 1 officer out of 20 in the sample and which forms 5 percent of their sample, who is satisfied to the highest level and given the satisfaction grading of 5 out of 5, who is fully satisfied with, on the job training.

There are 3 supervisors out of 40 supervisors of public sector employees, which form 7.5 percent of their respective sample, who have given their satisfaction rating as the lowest, which is 1 out of 5. There are 10 supervisors out of 40 supervisors of public sector employees, which form 25 percent of their respective sample, who have given their satisfaction rating as low as 2 out of 5. There are 18 supervisors out of 40 supervisors of public sector employees, which forms 45 percent of their respective sample, who have given their medium satisfaction rating as 3 out of 5. There are 6 supervisors out of 40 supervisors of public sector employees, which form 15 percent of their respective sample, who are satisfied to a higher level and given the satisfaction grading of 4 out of 5. There are 3 supervisors out of 40 supervisors of public sector employees in this sample, which forms 7.5 percent of their respective sample, who are satisfied to the highest level and given the satisfaction grading of 5 out of 5, this implies that 7.5 percent of supervisors of public sector employees are completely satisfied with their on the job training.

There are 11 workers out of 140 workers of public sector employees, which form 7.86 percent of their respective sample, who have given their satisfaction rating as the lowest, which is 1 out of 5. There are 26 workers out of 140 workers of public sector employees, which form 18.57 percent of their respective sample, who have given their satisfaction rating as low as 2 out of 5. There are 32 workers out of 140 workers of public sector employees, which form 22.86 percent of their respective sample, who have given their medium satisfaction rating as 3 out of 5. There are 49 workers out of 140 workers of public sector employees, which form 35 percent of their respective sample, who are satisfied to a higher level and given the satisfaction grading of 4 out of 5.

There are 22 workers out of 140 workers of public sector employees, which forms 15.71 percent of their respective sample, who are satisfied to the highest level and given the satisfaction grading of 5 out of 5, this implies that 15.71 percent of workers of public sector employees are completely satisfied with respect to their on the job training.

There are 16 respondents out of 200 respondents of public sector employees, which form 8 percent of their respective sample, who have given their satisfaction rating as the lowest, which is 1 out of 5. There are 44 respondents out of 200 workers of public sector employees, which form 22 percent of their respective sample, who have given their satisfaction rating as low as 2 out of 5. There are 56 respondents out of 200 respondents of public sector employees, which form 28 percent of their respective sample, who have given their medium satisfaction rating as 3 out of 5. There are 58 respondents out of 200 respondents of public sector employees, which form 29 percent of their respective sample, who are satisfied to a higher level and given the satisfaction grading of 4 out of 5.

There are 26 respondents out of 200 respondents of public sector employees, which form 13 percent of their respective sample, who are satisfied to the highest level and given the satisfaction grading of 5 out of 5, this implies that 13 percent of respondents of public sector employees are completely satisfied with the attitude with respect to their on the job training.

## 6. Comparative Analysis

The public sector employee in officer's category has scored 53/100 on Job Satisfaction Index which is 53 percent of their category, whereas the supervisors of public sector employees have scored 116/200 on Job Satisfaction Index which is 58 percent of their category. The workers of public sector employee have scored 465/700 on Job Satisfaction Index which is 65 percent of their category. The composite job satisfaction index of public sector employees is 634/1000, which is 63.4 percent.

## 7. Findings of the Present Case Study

There is only 1 officer out of 20 in the sample and which forms 5 percent of their sample, who is satisfied to the highest level and given the satisfaction grading of 5 out of 5, who is fully satisfied with, on the job training.

There are 3 supervisors out of 40 supervisors of public sector employees in this sample, which forms 7.5 percent of their respective sample, who are satisfied to the highest level and given the satisfaction grading of 5 out of 5, this implies that 7.5 percent of supervisors of public sector employees are completely satisfied with their on the job training.

There are 22 workers out of 140 workers of public sector employees, which forms 15.71 percent of their respective sample, who are satisfied to the highest level and given the satisfaction grading of 5 out of 5, this implies that 15.71 percent of workers of public sector employees are completely satisfied with respect to their on the job training.

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The composite job satisfaction index of public sector employees is 634/1000, which is 63.4 percent. The workers category of public sector employees is the most satisfied category with 65 percent satisfaction scored on JSI. Rightly said the proverb that those who have more, they desire more and who have less they manage with that. The supervisors

among public sector employees are moderately satisfied as far as on the job training is concerned and the officers among the public sector employees are the least satisfied with training provided by their respective organizations.

## 8. Conclusion

In this research paper, we have obtained composite job satisfaction index of public sector employees. The composite job satisfaction index of public sector employees is 634/1000, which is 63.4 percent. India being a developing country, with the constrained financial resources, the satisfaction level is reasonably quite good.

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**Dr. V. N. Maurya;** author of the present paper and former founder Director at Vision Institute of Technology, Aligarh (Uttar Pradesh Technical University, Lucknow (India), former Principal/Director at Shekhawati Engineering College (Rajasthan Technical University, Kota) and former Professor & Dean Academics, Institute of Engineering & Technology, Sitapur, UP, India; is now the Professor & Head of Shekhawati Engineering College (Rajasthan Technical University, Kota). He is the Chief Editor of Editorial Board of American Journal of Modeling and Optimization; Science and Education Publishing, New York, USA and Statistics, Optimization and Information Computing; International Academic Press, Hong Kong and Advisory Editor of World Research Journal of Numerical Analysis and Mathematical Modeling; Bioinfo Publications, Pune, India and Member of Editorial and Reviewer Board of over 50 Indian and Foreign International journals published by leading publishers of USA, Italy, Hong Kong, Austria, U.K., Algeria, Nigeria and other European and African countries.. He has been associated with leading Indian Universities-U. P. Technical University, Lucknow during 2005-06 and Chhatrapati Shahu Ji Maharaj University, Kanpur for three terms during 2000-2004 for significant contribution of his supervision as Head Examiner of Central Evaluation for Theory Examinations of UG (B.Tech./B.Pharm.) and PG (MA/M.Sc.) programmes.

Dr. Maurya was born on 15<sup>th</sup> July 1974 and he is having an outstanding academic record. He earned his M.Sc. and Ph.D. Degree in Mathematics & Statistics with specialization in Operations Research with First Division from Dr. Ram Manohar Lohia Avadh University, Faizabad, UP, India in the year 1996 and 2000 respectively and thereafter he accomplished another two years Master's Professional Degree-MBA with First Division (B+ Grade) with specialization in Computer Science from NU, California, USA in 2003. His Ph.D. Thesis titled as "A study of use of stochastic processes in some queueing models" submitted to Department of Mathematics & Statistics, Dr. R.M.L. Avadh University, Faizabad under supervision of Prof. (Dr.) S.N. Singh, Ph.D. (BHU); was offered to publish in Scholar's Press Publishing Co., Saarbrucken, Germany in view of his excellent research work. Since his primary education to higher education, he has been a meritorious scholar and recipient of meritorious scholarship. He started his teaching career as Lecturer in 1996 to teach post-graduate courses MBA, MCA and M.Sc. and later he was appointed as Professor & Head, Department of Applied Sciences and Engineering at Singhania University, Rajasthan in the year 2004. Since then, Prof. V. N. Maurya has rendered his services as Professor & Head/Dean as well as keen Researcher for Post-Doctoral research and he has devoted his entire scientific and professional career in teaching at various premier technical institutions of the country such as at Haryana College of Technology & Management, Kaithal (Kuruchhetra University, Kuruchhetra); Institute of Engineering & Technology, Sitapur and United College of Engineering & Research, Allahabad. On the basis of significant research work carried out by him in the last 17 years of his professional career, Prof. V. N. Maurya has authored three textbooks and published more than 55 scientific and academic research papers including 25 research papers as Principal Author based on his Post-Doctoral work and D.Sc. Thesis in Indian and Foreign leading International Journals in the field of Mathematical and Management Sciences, Industrial Engineering & Technology. Some of his published research papers in India, USA, Algeria, Malaysia and other European and African countries are recognized as innovative contributions in the field of Mathematical and Physical Sciences, Engineering & Technology. Prof. V. N. Maurya is an approved Supervisor of UGC recognized various Indian Universities for Research Programs leading to M. Phil. & Ph.D. such as Shridhar University, Pilani (Rajasthan), Singhania University, Rajasthan and CMJ University, Sillong, Meghalaya and JJT University Jhunjhunu, Rajasthan and U.P. Technical University Lucknow etc. and since last 7 years, he is actively engaged as Research Supervisor of M. Phil. & Ph.D. Scholars in wide fields of Operations Research, Optimization Techniques, Statistical Inference, Applied Mathematics, Operations Management and Computer Science. He has guided as Principal Supervisor and Co-Supervisor to several Research Scholars of M. Phil. and Ph.D.

During his tenure as the Director, Vision Institute of Technology, Aligarh (Uttar Pradesh Technical University, Lucknow) and as the Principal, Shekhawati Engineering College (Rajasthan Technical University, Kota); massive expansion of infrastructure, research facilities, laboratories upgradation/augmentation and other relevant facilities and services for B.Tech./M.Tech./MBA academic programmes in different branches had taken place to accommodate and facilitate the campus students. His major contribution was to enhance the result of weaker students of their University Examination. He planned strategically and developed some tools and methods and then finally implemented for getting successfully considerable better result of campus students particularly in numerical papers.

Prof. Maurya is also on active role of Fellow/Senior/Life Member of various reputed National and International professional bodies of India and abroad including Operations Research Society of India, Kolkata; Indian Society for Technical Education, New Delhi; Indian Association for Productivity, Quality & Reliability, Kolkata; Indian Society for Congress Association, Kolkata; International Indian Statistical Association, Kolkata; All India Management Association, New Delhi; Rajasthan Ganita Parishad, Ajmer and International Association of Computer Science & Information Technology, Singapore etc.

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