Identification of Effective elements, gaps and methods used in training and development in service sector

Introduction

In the globalized time of intensity numerous human resources are required to perform the obligations at different assignments and a specific ability set ought to be controlled by them to perform their errand palatably. Despite the fact that the development of administration division has opened a colossal number of opportunities yet at the same time there are numbered posts like empty this is because of the reason that people don't have the required aptitude set to perform those assignments. It is thusly that a ton of accentuation is being laid on Training and Development to make the accessible human asset sufficiently skillful to gain work.

Today, the forces of competition, consolidation and convergence are exerting continual pressure, on organizations and individuals alike, to deliver the best value under the fast changing complex economic, political and social environment all over the world. The emerging complex confluences of market forces and technology have made business highly competitive. Integration of global markets, reducing profit margins and fast changing consumer preferences are forcing organizations to redefine and reengineer their businesses and adopt different strategies. These trends have a more dominant impact on service industry like banking, Insurance, IT and Telecom where money market dynamics further compound the nature of competition. Many progressive business institutions around the world have begun to internalize this new reality and are redesigning the role of their human resources, in order to get the best value out of their intellectual capital and India is not an exception to all this.

Human resources as the only active resource in organizations are very important because effective and efficient utilization of other resources like money, materials, machines and technology depend upon them. In a rapidly changing scenario when all the developing nations are facing fierce competition in the wake of globalization, deregulated markets, the application of e-technology to all aspects of a complex organization, continuous updating of the staff skills is becoming more

critical. There is pressure on Indian industry to produce quality products and provide quality services in the fast changing competitive environment. With day-to-day increasing pressures of competitive market forces, there is an urge to become cost effective and cost efficient banking, Insurance, IT and Telecom sector.

A well-designed Human Resource Management (HRM) mechanism focuses on acquisition of efficient and cost effective human resources, their training and development, compensations, their welfare and other benefits, health, safety, job analysis, job descriptions, job specification, performance evaluation, and industrial relations.

Training and Development

Modern industrial organizations widely recognize the need for training of their employees so as to acquaint them with the new technological developments. Every company must have systematic training programme for the growth and developments of its employees.

Having the right person at the right place at the right time is the basic object of successful human resource policy. It is the only people, who make the organisation successful. An organization can grow if its people also grow and vice-versa. Human Resource is the most and valuable asset of an organization which never depreciates. Investment in Human Resource or employee leads to success of the organization. It is always essential for an organization to update the knowledge and skill of its employees as it results in more productivity which ultimately provides an edge over its competitors. The need of today is to place training and development at the heart of a business strategy so as to enable the organization to build its competence as a domestic and international player.

Training enables the employees to get acquainted with jobs and also increase their aptitude, and skill and knowledge. It makes newly recruited employees fully productive in the minimum time. Even for the old workers, it is necessary to refresh them and to enable them to keep up with new methods and techniques as well as new machines and equipments for doing the work. Thus, training is not a 'one-step process', but it is a continuous or never-ending process because it increases the

knowledge and skill of new employees in performing their jobs and serves as a refresher course for the old employees. Training job will never be finished as long as the organisation remains in operation. It also comprehends the ability to think clearly about problems arising out of the job and its responsibilities and to exercise sound judgment in making decisions affecting the work. The training of computerized and procedures with proper guidance helps in turning the disguised talent into a precious asset of the service industry specially banking, insurance, IT and Telecom industry. The biggest achievement in the area of human resource management has been the development of strong training system for service industry.

Every organisation works for the development of its existing or potential employees, in order to enable them to be more effective in performing the various functions of management. In fact, the management of development focuses on developing in a systematic manner, the knowledge base, attitudes, basic skills, interpersonal skills and technical skills of the managerial cadre, (Mathis,1990)[1].A service industry's employee development programme aims at increasing the capacities of the individual to achieve the desired objectives. Employee's capacities imply his personnel abilities and potentials. Desired objectives imply consideration for the goal of the organisation and individuals. Increasing the capacities implies that change must occur in the executives of service industry and through him in his subordinates. Thus, training is quite beneficial for the employers as well as employees.

Competitive advantages of Training

Gaining and maintaining upper hand is basic to the organizations. Organizations embrace numerous approaches to pick up point of interest over their rivals; yet promoting human resources stays to be not by any means ordinarily recognized. There exists developing furor including individual's helpful asset procedures albeit just number of organizations underwrites men and ladies valuable asset deliberately. Instructing might be utilized for occurrence including individuals valuable asset systems of which help with perform advantage above restriction. Organizations look to make the top use of their own employees through impressive

individual's valuable asset training programming programs. It might help employees perform much better on the undertakings (MacMillan and Schuler, 1984[2]). As plot by Thang (2009)[3] individual's valuable asset money is standard asset to acquire contending advantage. Person money is nor copied nor obtained accessible in the business sector. Showing offers abilities learning furthermore aptitudes of which upgrade singular adequacy in addition to it at long last control towards organizational viability. Instructing has numerous advantages like company's viability, vocation delight (Shore and Martin, 1989)[4] and organizational duty. There exists a productive organization concerning saw training rewards furthermore organizational duty (Al-Emadi& Marquardt, 2007)[5].

Observations including training and additionally organization utilizing organizational responsibility are by and large broadly researched. Reports did inside Malaysian (Ahmad & Bakar, 2003)[6] furthermore China (Newman, Thanacoody, &Hui, 2011)[7] structure reflects strong useful relationship concerning training thoughts furthermore organizational responsibility. Embracing including reasonable individuals valuable asset strategies result in employees submitted for the firm. Work forces that are candidly associated utilizing the firm are for the most part unrealistic to leave the organization. Organizational duty furthermore profession delight is almost exceedingly essential indicator including work force purpose to withdraw (Karsh, Booske, &Sainfort, 2005)[8].

It is essential worry with the hour or so administrator to overwhelm work force turnover. There are specific expenses connected with overhauling the present employees like promoting and showcasing, selecting, enlisting furthermore training (Dalton, Todor, &Krackhardt, 1982)[9]. Crisp employees can't start work appropriately in light of the fact that prior staff performs, since they need to comprehend this customs including totally new firm. Turnover including instructed staff is social decrease with the firm (Dess & Shaw, 2001)[10]. Hour or so procedures edify the worth including training that is significant inside making helpful individuals thought designs furthermore causes to support organizational viability as a result of work force upkeep.

In this concentrate, every one of us examines which training has identified with emotional duty. At the point when employees comprehend of which training is all the time promptly accessible when craved they'll likely have feeling including mental association utilizing the firm. These individuals trust that firm is dedicated to them of which create duty in the person. This specific emotional responsibility enhanced basically by supporting comprehension training conceivable outcomes. Comprehended accessibility of training has solid helpful relationship utilizing the full of feeling duty. At the point when employees are by and large dedicated to their own undertakings, they're not going to fire their own profession that will reduce these turnover intensions. All through Pakistan, all administration businesses like bank furthermore telecom are by and large offering training for their employees. Alterations arrive to a great degree quickly inside these sorts of parts so it's the need of that time of which employees ought to be up to day utilizing the latest up and coming conformities. Accordingly, training could be the prerequisite with the crisis of such areas.

Employees Mindset towards Training:

In accordance with Rothmann and in addition Rothmann (2010)[11], employee proposition have any kind of effect employees' state of mind with views to their own inspiration and also acing. Moreover, they further more distinguished that employee proposition creates a lot of optimistic final results for the partnerships including inspiration, responsibility, small turnover cost yet others. On top of that, as per Gallup (2004)[12], they gathered employee proposition specifically into 3 unique classes. Included yourself staff individuals are normally any kind of staff individuals with whom will most likely think enthusiasm on the livelihood and willing to work testing. As contradicted, the real non-connected with staff individuals are normally to a great extent unwilling that will put additional or possibly more exertion on the business by basically performing the real work opportunities that at this point organized him or her. The third sort is typically effectively separated staff individuals.

For the most part, employees' information, aptitudes and capacities need to keep current to coordinate with the prerequisite of the job That's the reason, training and improvement framework are important to make certainties genuine employees' capacities are for the most part state-of-the-art.

In view of Aguinis and in addition Kraiger (2009)[13] training and also improvement schedules will bring results toward business and their specific individual target. Also, predominant training and in addition advancement may perhaps enhance the certainty and in addition self-viability including staff to execute legitimately from the employment (Wang, 2005)[14]. Chiefs may publicize progressed associated with employee jewel giving fitting training also as development to the staff.

Around one more know, staff are the group had gotten to be one of the regular properties all through advanced offices (Jungert, 2012)[15]. Partners all through group skilled to work more at home including without anyone else's input; match and in addition set up each and every and additionally everybody 's conduct with the goal these should achieve their specific points. One of numerous results which may be seen by method for group and also collaborators help is chopping down the more normal various leveled sentimental relationship in the middle of business bosses and staff over the work relationship. Moreover, building up acquaintanceship set up of work one of those staff and in addition colleagues fortify the genuine precious stone of the staff (Tews et ing, 2013)[16].

Review of Literature

Gurulakshmi. K.G.and Vidhya.M. (2011)[17] In their article made basic study on training and development programs in State Bank of India. They focused on the requirement for training and development programs furthermore their assessment routinely keeping in mind the end goal & to enhance them. The training techniques, for example, target groups, reasonable varying media, sorts of projects and other related general perspectives are called as four mainstays of training in the banks training framework. They recommended that training projects ought to be on the

imprint with the goal that they react to employees, organization and industry needs. Watchful arranging, execution and assessment of training projects expand the positive change in human conduct and in this way enhance the bank`s effectiveness.

Jaffee, Cabot. L in the year (1969)[18] **has done his exploration in the point "Analyze BEFORE TRAINING"** and he has prepared a detailed synopsis of the qualities and shortcomings of hopefuls in line for advancement can be assessed to decide the sort of training commonly useful to the individual and to the organization. Such a methodology is said to be better than a general course intended to cover expansive themes, for example, correspondence, inspiration, and administration in that apropos data about the students accessible in different parts of the firm might be disregarded. The creator suggests that incorporating all accessible data around an individual, then giving him differential treatment relying upon how his qualities and shortcomings line up in a proficient way. This methodology is said to be to some degree more costly, additionally more beneficial and productive on account of its integrative methodology.

Greenberg, D. H. In the year (1968)[19] has done his exploration in the theme "bosses and labor training projects" and he says that this paper covers framework investigation as connected to labor programs, with a perspective towards building up a judicious, thorough premise for assessing progressing and proposed programs, and giving direction to the outline of future projects. The update uses information gathered specifically from the faculty records of 16 organizations which enlisted moves on from four labor training programs.

Premila Seth in the year (1980)[20] **has done her exploration in the point "Administration TRAINING AND DEVELOPMENT: A CRITIQUE"** and she has looked into that improvement of top notch administrative labor in the nation is viewed as crucial for replicating with the quickly changing modern scene. This has prompted extension in the quantity of training exercises and foundations. The creator feels that it is time that the training and improvement experts nearly look at whether the development is coordinating the subjective necessities of our evolving surroundings. The creator additionally feels that is imperative that the training

foundations perceive the private relationship between administration training logic, standards and practices for setting up judicious, objective – coordinated advancement strategies, coming up short which they may prompt exuberant of training panaceas, distraction with routine examples, and disregard of general goals.

Russel, Terborg and Powers (1985)[21] showed a connection between the appropriation of business training programs and money related execution. Koch and McGrath (1996)[22] reported that organizations utilizing more refined staffing rehearses had higher work profitability. **John Wilson. P and Steven Western in the year (2000)**[23] have done their exploration in the point "Execution APPRAISAL: AN OBSTACLE TO TRAINING AND DEVELOPMENT?" And they have checked on that in this article the expression "execution examination" by and large implied for the yearly meeting that happens between the chief and the employee to talk about the individual's occupation execution amid the past 12 months and the arrangement of activity arrangements to empower enhanced execution. Execution examination is a piece of the bigger procedure of execution administration. Marchington and Wilkinson in the year 1996 depict it as a patterned procedure: deciding execution desires; supporting execution; looking into and assessing execution; lastly overseeing execution benchmarks. The exploration was directed in a medium-sized autonomous clinic which is a piece of a substantial human services organization that has 26 intense healing centers and various psychiatric units all through the UK. An assortment of exploration strategies were utilized, including a survey, semi-organized meeting and an audit of training records. A poll was sent to 110 individuals from staff and 74 were returned. From these a pilot study was then led with ten individuals from staff who were not to be met in the fundamental review. The discoveries demonstrated that the larger part of training and advancement arrangements were straightforwardly identified with the necessities of the occupation and just a little extent was included with general self-awareness. Most arranges were identified with fleeting occupation necessities and few were worried with long haul improvement and headway.

As indicated by **Wright and Geroy (2001)**[24]**,** employee skills change through compelling training programs. It not just enhances the general execution of the employees to successfully perform the present place of employment additionally improve the learning, aptitudes and mentality of the laborers important for the future occupation, hence adding to predominant organizational execution. Through training the employee abilities are created and empower them to execute the occupation related work proficiently, and accomplish firm goals in a focused way. Encourage still, disappointment protestations, absentism and turnover can be significantly lessened when employees are so very much prepared that can encounter the immediate fulfillment connected with the feeling of accomplishment and learning that they are building up their inalienable capacities

Franco Gandolfi in the year (2009)[25] has done his research in the topic **"TRAINING AND DEVELOPMENT IN AN ERA OF DOWNSIZING"** and he has investigated that scaling back as a rebuilding system which has been effectively executed throughout the previous three decades. While employee decreases were used primarily because of emergencies preceding the mid-1980s, scaling down formed into a completely fledged administrative system for a huge number of organizations in the mid to late 1980s. From that point forward, cutting back has changed the universal corporate scene and influenced the lives of a huge number of people the world over. While the general impacts of cutting back have been broadly reported, numerous misinterpretations encompassing the idea of scaling down have remained. This reasonable paper concentrates on the part of training and advancement (T&D) amid the scaling down procedure. Specifically, the exploration delineates the present assemblage of writing connected with the capacity of HR and its arrangements, projects, and approaches that organizations receiving cutting back must give to their surviving workforces. At last, this paper offers closing remarks with respect to successful cutting back practices that have risen in the writing.

Cody Cox. B in the year (2009)[26] has done his research in the topic **"THE MODERATING EFFECT OF INDIVIDUAL DIFFERENCES ON THE RELATIONSHIP BETWEEN THE FRAMING OF TRAINING AND**

INTEREST IN TRAINING" and has examined that the directing impact of individual contrasts in the relationship between surrounding training was analyzed for specialized and nontechnical substance ranges. Members were 109 working age grown-ups (Mean age 38.14 years, SD 12.20 years). Self-viability and objective introduction were analyzed as mediators. Results demonstrated a three-path association between execution introduction (a measurement of objective introduction mirroring the yearning to show ability in an accomplishment setting), age, and edge for specialized training and a three-route connection between execution introduction, self-viability, and edge for nontechnical training. Suggestions for future exploration and additionally confining training to improve interest are talked about.

Pilar Pineda in the year (2010)[27] **has done his examination in this point "Assessment OF TRAINING IN ORGANIZATIONS: A PROPOSAL FOR AN INTEGRATED MODEL"** and the creator's motivation of this paper is to show an assessment model that has been effectively connected in the Spanish setting that incorporates all training measurements and impacts, to go about as a worldwide apparatus for organizations. This model investigations fulfillment, learning, pedagogical viewpoints, exchange, effect and productivity of training and is in this manner a worldwide model. The creator says that training is a key methodology for HR advancement and in accomplishing organizational targets. Organizations and open powers put a lot of assets in training, yet seldom have the information to demonstrate the consequences of that venture. Just a couple of organizations assess training inside and out because of the trouble included and the absence of substantial instruments and reasonable models. The paper's methodology is hypothetical, and the approach utilized includes an audit of past assessment models and their change by looking at their application by and by. The creator has additionally connected the model effectively in a few open and private organizations, in industry and in the administrations area, which shows its value and suitability in assessing the aftereffects of training. In this manner, this assessment model has fascinating and pragmatic ramifications, as a valuable instrument for training directors in assessing training results, and in addition giving a worldwide disentangled way to deal with the mind boggling assessment capacity. The inventiveness of this assessment model lies

in its emphasis on a key and novel perspective – i.e. the pedagogical measurement, giving a coordinated apparatus that can be effortlessly adjusted to any organization.

Muhammad Zahid Iqbal et. al, in the year (2011)[28] has done their exploration in the subject "AN exact investigation of the relationship amongst qualities and developmental assessment of training" Their examination is about the relationship amongst attributes and developmental assessment of Training. This paper endeavored to imply the utilization of developmental training assessment. The creators have completed a learn at three open area training foundations to exactly test the anticipated relationship between the training attributes and developmental training assessment under the Kirkpatrick model (response and learning). This study clarifies the causal linkage between segments of developmental training assessment, the intervening part of response in the connections between training attributes and learning was additionally examined. The essential finding uncovered that an arrangement of seven training attributes clarified 59% and 61% difference in response and adapting individually. All training qualities were found to positively affect response and learning with the exception of training substance. The study closed with zones of future examination underscoring on connecting developmental assessment with summation one i.e. Conduct and results.

Objectives of the Study

The study is conducted with the following objectives:

1. To study the effective elements of Training and Development in service sector.

2. To identify gaps of Training and Development in service sector.

3. To offer suggestions and recommendations for successful implementation of Training and Development in service sector.

Research Methodology

The study is conducted using both analytical and descriptive type of methodology. The study

depends on primary and secondary data. 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 universe of the study comprised of employees working in service sector. The data was collected from 600 respondents working in Service Industry. Respondents from four service industries were selected namely Banking, insurance, Telecom and IT Service sector from Punjab, Haryana and Chandigarh. Data was collected from 250 respondents from Punjab (50 respondents from Patiala, 50 from Ludhiana, 50 from Jallandhar, 50 from Bathinda, 50 from Mohali), 100 respondents from Chandigarh and 250 respondents from Haryana (50 from Gurgaon, 50 from Kurukshetra, 50 from Ambala, 50 from Panchkula and 50 from Hissar). The data was collected regarding the four major Objectives of the research study i.e. To analyse various methods used in assessing Training and Development needs, to know about the perception of employees regarding training and development programs, to study whether assessment of Training and development leads to job satisfaction and job delight of employees, to study the impact of assessment on organizational performance and managerial effectiveness. The objectives of the research study were demanded as to infer the situation regarding Employee's perception in relation to Training & Development: A study of service sector and that was done via construction of Questionnaire.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to various methods used in training and development and to identify the gaps in 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

banks, insurance, It and telecom service sector 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. SPSS 16.0V was used to conduct the data analysis primarily based on the statistical tools like frequency distribution tables, rank analysis, correlation analysis, T test, multiple regression analysis, cross tab analysis and ANOVA analysis, to make out the concrete results and findings for the research study conducted.

RESULTS AND DISCUSSIONS

Table 1: Descriptive Analysis of Effectiveness Elements of T & D

Descriptive Statistics				
Effectiveness Elements of T & D	**N**	**Mean**	**Std. Deviation**	**coeff. Of Variance**
Developing Educational material	600	4.103	.6532	15.9193214
Competent Faculty	600	3.92	.949	24.2381699
Resource used	600	2.46	1.139	46.3858488
Information gained	600	3.53	.719	20.3383323
Evaluated after training	600	4.48	.507	11.3063611
Comfortable training environment	600	4.60	.510	11.0828852
Interval between	600	3.55	.723	20.3716181

Well planned	600	4.59	.506	11.0467552
Overall training	600	4.59	.506	11.0262713
Importance to the personal	600	4.52	.551	12.187014
Develop my career	600	4.56	.519	11.3819354
Organisation development	600	4.45	.555	12.4750402
New skill	600	4.51	.557	12.3639286
Self development	600	4.54	.531	11.6867169
Technical skill	600	4.51	.529	11.7302132
Work better with job satisfaction	600	4.57	.531	11.6339407
Improves job performance	600	4.48	.569	12.6881934
Offered minimize accident	600	4.89	.318	6.51201097
Improve working condition	600	4.48	.569	12.6881934
Work development	600	4.54	.518	11.4065424
Valid N (listwise)	600	85.872	11.9598	298.469293

Table 1 assesses the Effectiveness Elements of Training & Development in the selected Service industry. . It is observed that the average mean is 4.29 and when it is compared with actual mean it provides with respect to parameters. In case of first parameter i.e. Developing Educational material the actual mean is 4.103 and is less than average mean which implies that the performance of this parameter is less significant and needs improvement i.e. more of educational material in terms of notes should be developed and circulated amongst staff. When asked about the second parameter of Effectiveness of Training and Development i.e. competent faculty the actual mean is less than average mean which indicates there is requirement of more competent faculty for the purpose of training who can improve the level of understanding and can provide more detailed insights in the Training program and can lead to development of an employee. In case of parameters

information gained and interval between Training session had the mean score lesser than the average mean which determines that there is lesser performance of these parameters and trainer must come to the level of staff and then impart training to its employees and the intervals between the Training programs should be balanced out. While in case of rest of the parameters, the value of actual mean is greater than the average mean score which indicates that there is significant contribution and positively contributes in the effectiveness of employee's training and development. Evaluation of employees performance after training has significantly improved, it is also discovered that training is imparted in comfortable environment and is well planned, overall training, turned important to a individual and leads to the development of his career as well as overall organizational development. It is also discovered that training has led in the new and improved employee skill set, improvement in Technical skill set, self development of individual, leads to improved performance and job satisfaction, minimized the occurrence of accidents, better working conditions and developed work.

Standard deviation is directly correlated with the sample and describes the variations of variable from the arithmetic mean and with the increase in sample size the standard deviation becomes diminishing. Min standard deviation describes the accuracy in our results. In the above said statements the parameters having value less than .598 describes the accuracy in results whereas those having values lesser than .598 states that their consistency is to be balanced. Developing Educational material, Competent Faculty, Resource used, Information gained, Interval between are the statements with higher values than the average standard deviation and hence their effect is to be balanced out in the sample whereas performance evaluated after training, Comfortable training environment, Well planned, Overall training, Importance to the personal, Develop my career, Organization development, New skill, Self development, Technical skill, Work better with job satisfaction, Improves job performance, Offered minimize accident, Improve working condition and work development are the statements having actual standard deviation lesser than the average standard deviation therefore it determines that there is accuracy in data thus collected.

Coefficient of variance is the ratio of standard deviation to arithmetic mean lesser the value of parameter implies that the parameter is effective. Parameters of effective elements of training and development namely Developing Educational material, Competent Faculty, Resource used, Information gained and Interval between trainings have values lesser than 14.92346465 it is therefore that these parameters should be worked upon in order to get the minimum coefficient of variation. Whereas the rest of the parameters of effective elements of raining and Development has lesser than the value average coefficient of variation which determines that the effectivity of these parameters is effective.

Table 2: Analysis of Method of training attended

Training Methods	Frequency	Percent	Valid Percent	Cumulative Percent
Lecture	93	15.5	15.5	15.5
Demonstration	151	25.16667	25.16667	40.666667
Discussion	115	19.16667	19.16667	59.833333
Presentation	178	29.66667	29.66667	89.5
Seminar	63	10.5	10.5	100
Total	600	100	100	

Table 2 represents the response of 600 respondents towards the various methods attended by them at their jobs. Out of five training methods i.e. lecture, demonstration, discussion, presentation and seminar, 178 respondents (29.67%) have attended presentation method of Training, 151 respondents (25.16%) respondents attended demonstration as a training method, followed by 115 respondents (19.16%) have attended discussion as the training method, followed by 93 respondents (15.5%) attended lecture as a method of training and 63 respondents (10.5%) have attended training during seminar.

Table 3: Methods of Training attended by Private and Public sector Employees

Training Methods	Nature of Organization		Total
	Private	Public	
Lecture	18	75	93
Demonstration	37	114	151
Discussion	34	81	115
Presentation	48	130	178
Seminar	12	51	63
	149	451	600

Cross Tabulation was also done in order to understand the methods used by services sector industries in private and public sector. Table 3 shows the respondents surveyed have been divided into five groups on the basis of various methods attended by them viz. Lecture, demonstration, discussion, presentation and seminar. The table shows that majority of the respondents of the training methods of the public and private service sector employees have adopted presentation method as a mode of training whereas in the case of the public sector the number is quiet high than that of private sector as 130 respondents in private sector has mentioned it and in public sector 48 respondents have mentioned the same. While demonstration method is the second most popular method of training in both the public as well as private sector with 114 respondents from public sector and 37 respondents from private sector respectively. The third most commonly adopted method is discussion method with 81 respondents from public sector and 34 respondents from private sector, followed by 75 respondents from public sector mentioned lecture as their mode of training and 18 respondents from private sector has their training mode as lecture method.

From the above discussion we can conclude that the employees working in the private and public sector has a significant relationship between the methods of training used though the percentage and number of respondents may vary from each

other. But the popularity of training method shows the similar trend in the method of training being attended.

Table 4: Cross tabulation: Methods of training attended by Employees as per Sector

Sector			Nature of Organisation		Total
			Private	Public	
Banking	Methods of training attended by you	Lecture	8	25	33
		Demonstration	12	35	47
		Discussion	6	24	30
		Presentation	15	34	49
		Seminar	3	18	21
	Total		44	136	180
Insurance	Methods of training attended by you	Lecture	4	26	30
		Demonstration	5	19	24
		Discussion	14	23	37
		Presentation	17	47	64
		Seminar	6	19	25
	Total		46	134	180
I.T	Methods of training attended by you	Lecture	3	9	12
		Demonstration	15	33	48
		Discussion	5	22	27
		Presentation	3	22	25
		Seminar	2	6	8
	Total		28	92	120
Telecom	Methods of training attended by you	Lecture	3	15	18
		Demonstration	5	27	32
		Discussion	9	12	21
		Presentation	13	27	40
		Seminar	1	8	9
	Total		31	89	120
Total	Methods of training attended by you	Lecture	18	75	93
		Demonstration	37	114	151
		Discussion	34	81	115
		Presentation	48	130	178
		Seminar	12	51	63
	Total		149	451	600

Table 4 represents the cross tabulation analysis of methods of Training used by different nature of organization in service sector i.e. private and public. It shows the method wise Training attended by the employees of public and private sector. For the purpose of study 600 respondents working in service sector were selected and for the purpose of gaining good results the service industry was divided into 4 sector namely, Banking, Insurance, It and Telecom industry. The methods of training were further divided in five methods i.e Lecture, demonstration, discussion, presentation and seminar method.

Out of 180 respondents from banking industry majority of respondents, 49 respondents (34 respondents from public and 15 respondents from private sector) are trained by presentation method while the lowest numbers of respondents are trained with seminar method. However 47 respondents in banking industry are trained with Lecture method (35 respondents from public sector and 12 respondents from private sector), 30 respondents are trained by discussion method (24 respondents from public sector and 6 respondents from private sector). In case of Insurance industry presentation is the most popular method of training with 47 respondents from public sector and 17 respondents from private sector and with the total of 64 respondents, followed by 37 respondents for discussion method with 23 and 14 respondents from public and private sector respectively, followed by 30 respondents for lecture method with 26 and 4 respondents from public and private sector respectively, while 25 respondents attended seminar as the mode of Training out of which 19 respondents and 6 respondents from public and private sector respectively and 24 respondents attended demonstration as the mode of training out of which 19 respondents from public sector and 5 respondents from private sector.

However in I.T. sector the trend was a little different, as the most popular method with which respondents were given Training was demonstration. As majority of respondents i.e. 48 respondents have attended demonstration method as their Training module out of which 33 respondents are from public sector and 15 respondents from private sector. 27 respondents have undergone Training with discussion method (22 respondents from public sector and 5 respondents from

private sector), followed by 25 respondents have got their training with the Presentation as their aid (out of which 22 respondents are from public sector and 3 respondents from private sector), followed by 12 respondents responded that lecture method as their training method (9 respondents from public sector and 3 respondents from private sector. However 8 respondents have got their training with the help of seminar method (6 respondents from public sector and 2 respondents from private sector).

However in case of telecom industry, the respondents were mostly trained with the help of Presentation as 40 respondents reported they had their training with the presentation as their mode of Training (with 27 respondents from public sector and 13 respondents from public sector), followed by 32 respondents were trained with demonstration method (27 respondents from public sector and 5 respondents from public sector), followed by 21 respondents in telecom industry were trained with the help of discussion (12respondents from public sector and 9respondents from public sector), followed by 18 respondents trained with lecture method (15 from respondents from public sector and 3 respondents from public sector) and 9 were trained by seminar as the method of training (8 respondents from public sector and 1 respondents from public sector.

It can be easily be identified that in banking , insurance and telecom sector the most preferred method of training is presentation where as in I.T. sector demonstration was the most preferred method of training.

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