

Seminar Paper
on
Effects of Sixty hours on the job training in the Ministry of Public
Administration

Submitted to

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Abstract

The success of any Government largely depends on the effective role-play of its public servants. The efficiency of the public servants relies upon the competent performance of its members. Like other developing countries of the world, public servants of Bangladesh have to face various challenges, including rapid demands of the better service delivery, increasing globalization process, continuous developments in the digital technologies, and the rise in the quantity and pressure of the stakeholders. To overcome these challenges, effective implementation of modern training programmes can serve as catalyst. Empirical studies on training have highlighted that training interventions have positive effects upon the performance of the public servants in Ministry of Public Administration(MOPA) . The objectives of this study is to address the issues of performance and competencies development through training . Based on the relevant literature review and considering the background and content of the problem issues mixed methods research approach has been selected for the study. Necessary primary data were collected through questionnaire survey and through a semi structured interview. From the reliable source, necessary secondary data were also collected. It was revealed by the findings about the observations about post training evaluation at workplaces through performance, competency and professional development and the participants(staffs of MOPA) acknowledged the positive effects of training upon them. Two vital recommendations can be derived from this study. First, it is crucial to ensure proper training activities for the public servants and secondly, training is essential for a performance driven civil administration. The thesis concludes with a challenging implication for more future research on training and performance development based issues.

Keywords: Training; Performance; Competence; Professional Development.

Introduction

The success of any government depends upon the performance and competencies of public servants of that particular country. Generally, the common function of any public servants is to deliver service to the nation so that every citizen can be benefitted equally by the well managed environment of the state (Khan, 1998; Jahan, 2006). As per the constitution of Bangladesh, public servants are obliged to serve the citizens (Art.21). Capacity development of public servants is essential to discharge duties efficiently and effectively. Therefore, training is a very effective tools. Training is a learning process which helps public servants to achieve skills, shape attitudes and acquire new concepts and knowledge to attain organizational and national goals. Training has been treated as a continuous process through which employees can be groomed to respond to the changing needs of organization .

1.1 Background

According to the Public Administration Training Policy (PATP)2003, it is compulsory for all government officials to take on at least ,sixty hours training in a calendar year to update knowledge and skills irrespective of their level . The necessity of transforming public servants into a modern and service oriented workforce is sincerely realized all over the world. To fulfill the desired goal, the public servants need to acquire unique skills, develop their professional competencies and capabilities accordingly through training. (Government of Bangladesh, 2000).

As one of the developing countries of the world, Bangladesh has faced many changes in social, political, and social structures, these structural changes produced in the manifestation of both democratic and high receptive governance. In several occurrences, these transformations emerged with challenges; meanwhile, the transformations are largely in progression (World Bank, 2000). For facing these challenges, a competent and efficient workforce is required for Bangladesh (Anisuzzaman, 1985). This study analyses both the implications of these developments of public servant's training as well as reconsider some of the strategies and means in which these developments have persuaded new methods to the accomplishment of brilliance and future development for their enhanced performance.

1.2 Objectives

The specific objectives of the research as follows:

- To investigate the effects of sixty hours on the job training on the performance, competencies and professional development of the employees,
- To suggest recommendations for training development

1.3 Rationale of the research

The employees of Ministry of Public Administration mainly staffs (3rd and 4th class employees) do not have sufficient knowledge and skills to perform their job efficiently .Even they are not well equipped with modern knowledge and technology. They are lack in modern office management also. The employees are far from professionalism. Keeping these factors in mind, the Ministry of Public Administration has introduced sixty hours on the job training in a year to develop their skills and competencies and ultimately make them efficient. This research will focus on the post training evaluation of sixty hours on the job training in the form of performance, professional development and competencies.

Literature review

Literature review underpins research objectives/questions. The literature review focuses on training, performance, professional development and competencies.

2.1 Training

Training is a very important term for achieving excellence. Training is termed as the organized process of facilitating workforces with the professional skills, knowledge, propensities and capabilities required to perform their day to day works (Lepak and Gowan, 2010). Training is the spirit that serves the need of smooth and fluent functioning of work which helps in enhancing the quality of work, life of employees and organizational development (Kulkarni, 2013). Both public and private organizations utilize it for the development of the competencies of their employees for better organizational performance (Goldstein, 1989), and changing their approaches towards new process, plans, programs and responsibilities (Chunn and Thacker, 1993). Training helps to enhance the ability of the employees for accomplishing the objectives of the organization (Kulkarni,2013).Public servants need training to enhance their capabilities, competencies and performance for better service delivery to the common people as well as accomplishing the project and policy implementation of the Government of Bangladesh (Anisuzzaman,1985). Generally, training concerts an important role in aptitude and skill improvement of any organization (McGuire and Bagher, 2010). Olaniyan and Lucas (2008) have stated that training

improves creativeness and innovation among the employees. It also promotes more efficiency, output and maximizes the potential of the individual. The requirement of advanced output has become an essential component for organization and training needs to play a vital role in that respect (Sloman, 2003). For this reason, investment in training has become essential for the better performance of the employees. However, the authors have argued that training is needed for the organizations to grow and it is founded strongly on the principles of improvement of skills and competencies. Training develops employee's expertise, knowledge and performances adequately to accomplish the specified job in that organization. It should aid the employee to achieve the organizations goal at the best possible way (Baldwin and Ford, 1998). Therefore, the organization needs to make sure that all employees must take training to attain the organizational goal. The organization cannot achieve its goal through unskilled workforces (Miller,2002). Therefore, effective training programme should be undertaken and transfer of training knowledge at the workplaces should be monitored strictly.

2.2 Workplace learning(on the job training)

Work place learning is currently very important issue for both employer and employee as a means of improving organizational performance. Ashton et al (1999) related work place learning with the role of the employees. Work place learning helps employees to achieve personal development, academic knowledge and skills. The objectives of the work place learning is to facilitate the work force to have necessary skills to work efficiently and effectively . The significance of workplace learning is that it contributes to competitiveness (Rainbird et al, 2004). Through work based learning, employees can play an important role in improving their organization's effectiveness by applying their knowledge and skills at workplaces (Meyer and Allen, 1997).

2.3 Professional Development

Professional development is equally important for the employees and organization . It includes learning, analysis, mentoring, coordination, supervision, training and numerous education interventions (Cooke,2000). Lepak and Gowan (2010) refers that development can be termed as future based learning practices that focused at organizing individuals to take on further roles in diverse careers, typically at the upper ladder. Baum (1995) claimed development as a progression, which may occur at any time and is not confined by strict factors or at precise times within a person's life. Pedlar (1995) states development which performs through prospects in both the external and internal arena. According to Nadler and Nadler (1992), development gives awareness to arrangement of life and logical interest for its own sake. Development initiatives are frequently formulated in the direction of making employees to adopt potential higher responsibilities in the establishment. Professional development of public servants in Ministry of Public Administration is very crucial for the overall development of the country. As professional

development gives rise to higher responsibilities among the public servants, this helps them to perform their duties in more developed ways (CIPD, 2005). Professional development, on the other hand, impacts on the performance of the public servants inspires them to achieve organizational goal.

2.4 Performance

According to Cooke (2000), performance is termed as achieving of specific job measured against predetermined or accepted standards of accuracy, inclusiveness, pace and value. Effectiveness and capabilities are essentials of performance and training is an effective tool of escalating employee's professional performance. In most organizations, individual performance is evaluated based on some performance standards. When an employee crosses the standard level of measurement and satisfies organizations expectations, then the employee can be termed as a good performer. A good performer can achieve organizational goal and contribute to the organization effectively. For the success of the organization better performer are required to have a better result (Armstrong, 2011; Brayfield and Crockett, 1955) For achieving progress in organizational performance every employees should involve him or her to organizational goals and try to accomplish it(CIPD,2013).Both in public and private sector training offers benefits for the individual as well as the institution through positive persuasion of employees performance by the expansion of their expertise, aptitude, capability, manner, attitude and competencies(Cooke, 2000).Evans and Lindsay(1999) argue that successful organization guarantee quality services through highest investment for developing their human resources by continuous training. The impact of performance lies in the success of the organization, in achieving organizational goal and performing jobs well. In context of Bangladesh, the performance of public servants relates to achieve organizational goals, giving services to the common people, implementing policies of the Government, utilizing public funds in appropriate way (MOPA, 2009).

2.5 Competencies

The term competencies refer to the ability to do any work effectively or efficiently. Graven et al (1995) characterized competencies as a basic attribute of an individual, which reflect his intention, behaviour, trait and capability. Parry (1996) refers competency is a means of enhancing one's performance that are evaluated through well-established benchmarks and that are developed by means of professional training and continuous development process. The competencies are important ingredients for the public servants because they utilize public funds and the interest of the common people is connected with the public funds, not only that the development of the society basically depends upon the proper utilization of public funds (Pickett,1998). Therefore, the competencies of public servants are very important so that no public money can be misappropriated. The misappropriation of public funds infringes the rights

of the common people as well as it hampers the development of the country. Developing country like Bangladesh cannot bear the cost of misappropriation of taxpayer's money (Anisuzzaman, 1985). The management of both public and private sector has prioritized the crucial role played by the competent employees in the organization (CIPD, 2010). Hollis and Clark (1993) argue that employees expose their competencies through their professional performance. The organization can achieve goal through the competencies and performance of the employees (Hondegghem and Vandemeulen, 2000). The crucial relation between organization's success and employee's competency based performance has developed a growing interest in both public and private sector organizations to recruit, retain and successfully manage their workforce through training and development (Lawlor, 1994; Baruch, 1998). The impact of competencies for public servants lies that they can deliver public service more smoothly and can meet up the expectations of the common people (Ahmed, 2001). Through competencies, public servants can achieve organizational goal and lead civil service into a performance driven service.

Research methodology

The research methodology section discusses the methods of conducting the study. It focuses on research design, research philosophies, selecting the right methods and the reason of selecting the methods, the mode of sample, population, questionnaire, interviews, the mode of data analysis and limitations if there is any.

3.1 Research design

A research design deals with a detailed framework for the collection and analysis of data (Bryman & Bell, 2015). Generally, research design comprises definite objectives, collection of data, analysis of data, ethical issues, and any probable problems relating to research in future (Cooper and Schindler, 2006). It helps the researcher to carry out the research in a successful manner. In research design broad explanation about the techniques of the study would be stated (Creswell, 2009). The researcher used semi structured interview and survey as a means of collecting primary data. The researcher selected mixed methods in the research project (Creswell and Clark, 2007; Bryman and Bell, 2015). The researcher used semi structured interviews in the form of qualitative study and conducted a survey using questionnaire in the form of quantitative study. The sampling method for questionnaire was purposive sampling method. The researcher analyzed the collected data and then interpreted the data using the methods. The researcher was well aware about the ethical issues. The researcher thought that the selected method would satisfy his queries and personally believed that this approach fitted to his study.

3.2 Research philosophies

The word research philosophy denotes to a system of assumptions and beliefs about the improvement of knowledge (Saunders, Thornhill and Lewis, 2012). These consist of assumptions about human knowledge (epistemological assumptions), about the realities faced by the researcher in conducting particular research (Ontological assumptions) and the extent and ways of the researcher influenced the research process (axiological assumptions) (Collis and Hussey, 2014). The study focused on the post training evaluation of the public servants of MOPA, which was ontologically connected to the reality. The current study ontologically discussed about the various aspects of training, the outcome of training, the effects of the public servants through training in the form of professional development, performance enhancement, competencies etc. Furthermore, the current study was related to the transfer of training in the workplaces. Epistemology assumptions is concerned with knowledge. It is about selecting methods and the strengths and limitations of research findings. The epistemological assumptions of the study were related to the appropriate choice of research methods and using knowledge to find out the probable results. The study epistemologically was related to the valid knowledge of the researcher in conducting the research. Epistemological assumptions are important for the research in a sense to decide how and what method the researcher would conduct the research, In the present study the researcher's epistemological assumption dealt with the choice of mixed method which the researcher thought would be appropriate to resolve his research queries. However, axiology assumptions refer to the role of values and ethics in the research. The present study gave the researcher the axiological assumptions that there were no unethical issues in the research and the values of the researcher was consistent with the study. The consent of the participants was fully voluntary and they participated in the research knowing the topic and the aim and objectives of the research so there was nothing unethical in the study and the researcher did not hide anything to the participants nor influenced or induced them to participate, rather the participants voluntarily participated knowing that the study was related to their service related issues.

3.3 Data collection

The researcher used primary data for the research. The researcher used an interview and survey with the participants with a view to collect primary data collection. According to Collis and Hussey (2014), the data originated from original source are called primary data. For collecting primary data, the researcher conducted a semi-structured interview and a survey to have a clear understanding of issues relating to sixty hours on the job training in MOPA and post training evaluation that is enhancement of performance ,competencies and professional development of the staffs .

3.4 Individual interviews

The researcher decided to conduct in depth interviews specifically about objectives of the study (Saunders et al, 2012). The follow up interview helped the researcher to have a clear picture about the issues related to sixty hours on the job training and professional development of public servants. All the five interviewees were current employees of MOPA. The researcher developed a structured questionnaire for interview consists of four questions to know their opinions about the important issues related to training and professional development. All the participants willingly expressed their opinions. The researcher recorded their answers properly which were translated for analysis.

3.5 Survey questionnaire

Primary data was collected through a survey questionnaire. In a quantitative study, it is a general tendency to collect primary data using self-completion questionnaire. Self-completion questionnaire is those questionnaire, which can be answered by the respondents (Bryman and Bell, 2015). As the population of the survey are educated it was anticipated that the self-completion questionnaire would be very useful tools to have high standards figures relating to the study. The researcher included open and closed questions (Saunders et al,2012)the questionnaire dealt with the questions related to training, performance, professional development, and competencies, Participants were expected to answer their views through a 5-point Likert scale (Smith, 2005). The collected data then analyzed and interpreted by using SPSS and other analytical software

3.6 Sampling method

Sampling is a procedure to select a small portion characterized from the population (O'Leary, 2004). Sampling is used to shorten the study, saves the time and reduces the cost (Brynard and Hanekom,2005). According to Bernard (2002) data collection is very important element of any research and sampling method is the pre-condition of data collection. The researcher used a purposive sampling method to assemble objectives of the research. According to Reeves and Harper (2005), purposive sampling is a kind where slices are taken through organization and people are selected as well for the reason of their particular positions they hold. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, the sample being studied is not representative of the population but for the researcher pursuing mixed methods research designs ,this is not considered to be a weakness (Saunders et al,2012).Bernard(2002) argues that purposive sampling includes population who are interested and knowledgeable enough to answer the research problems and can satisfy the aim and objectives of the research. The population of the research that is public servants of MOPA were the interested group and knowledgeable enough to answer the research problems and satisfied the aim and objectives of the study.

3.7 Population

The target population of the study are the employees of MOPA. The researcher completed individual interviews of five employees and 21 employees for questionnaire. According to Kasi (2009) with the help of this approach, a researcher can utilize small sample and assess them comprehensively to appreciate the viewpoints of a large population. From that perspective, the sample size was quite acceptable.

3.8 Research area

public servants are responsible for good governance and service delivery to the common people (Anisuzzaman, 1985). In a recent study conducted by UNDP (2007) has revealed the performance related inefficiency among the public servants of Bangladesh. This issue has raised concern for the present government and the common people as well. The recent study is exploratory as the training and development is a contemporary issue. The study tried to discover the issues that would develop the professional performance and competencies of staffs. Therefore, the researcher collected necessary figures from the public servants in MOPA, Bangladesh.

3.9 Secondary data

The researcher relied upon the secondary data and for acquiring the secondary data he depended on related journals, academic reports, printed articles, and government publications, journals of MOPA, various agencies and NGO's websites. Secondary sources were mainly utilized to realize the better concept about effects of training on professional performance by analyzing works of eminent scholars and organizations. The researcher utilized only trustworthy websites.

3.10 Data analysis

The researcher analysed both quantitative and qualitative data in an auxiliary manner, in this way the data that were collected would be analysed and subsequently presented separately in favour of the interpretation and thus reached to the conclusions. In this way, the qualitative data were analysed qualitatively and quantitative data were analyzed quantitatively (Collis and Hussey, 2014). Within quantitative analysis, the researcher used SPSS to analyse the collected data and tried to figure out. Within qualitative analysis, the data collected from interviews coded as a means of interpretation by the researcher (Cassel and Symon, 2004; Maxwell, 1999).

3.11 Content analysis

Content analysis is purely descriptive in nature and sometimes suffered by the availability of relevant material. The researcher considered various variables as relevant content and by using interview findings, analysed these contents. Like other research approaches, content analysis

suffers from several pitfalls and the researcher in the study tried to avoid these pitfalls (Bryman and Bell, 2011).

3.12 Reliability and validity

Reliability and validity are two important things to conduct any research. Reliability is generally linked with subjects of consistency of measures (Collis and Hussey, 2014). For reliability, the recurrent research must have the same result. Reliability is typically linked with quantitative research (Bryman and Bell, 2015). Validity attaches to the situation in which the researcher himself needs to measure and recognise the reflection of the result. Validity can be exaggerated by errors, such as, faulty procedures, poor sampling, deceptive or erroneous processes (Collis and Hussey, 2014). The researcher was conscious about reliability and validity of the study.

3.13 Ethical considerations

According to Saunders et al (2012) ethical considerations is directly related to the standards that guides the manner or behaviour relating to the issues of the research. Bryman and Bell (2015) have witnessed that ethical guidelines leads any research to be carefully supervised. In recent year's emphasis have been given on the code of ethics so that it can guide research conduct in such a manner to accompany ethical standards (Saunders et al, 2012). The researcher sent a consent form to the participants describing the objectives of the research and the identity of the researcher. The researcher strictly maintained the privacy of the participants

Data analysis and findings

4.1 Individual semi structured interview

Topic: 'Effects of sixty hours on the job training in MOPA. The researcher conducted a semi-structured interview with five public servants in MOPA. The employees were two Administrative officer, two office assistant cum computer operator, and one office shoyayok The researcher recorded the answers and later on interpreted the answers as follow: Questions: (1) How do you evaluate the sixty hours on the job training in a year for the overall development of the public servants in MOPA . The interviewee expressed their viewpoints as such that it is a mandatory training for all officials to undertake at least sixty hours training in a year to refresh and update knowledge and skills irrespective of their levels. The main objectives of the on the job training is to give details ideas about important office procedures, make them efficient about office management, human resource and financial management .Moreover, encourage them to use English and computer literacy. Another objectives of the on the job training is to increase the efficiency of the public servants in the day to day activities, to improve positive attitude towards service seekers. They expressed their views that the training modules is not much public service oriented rather it is a kind of theoretical training. Training modules should focus on overall development issues. The main objectives of the on the job training is to increase

the efficiency and performance of the public servants in the day to day activities, to enhance positive attitude towards service seekers. Interviewees above comment supports the statement of Rae (1991). All the interviewee however acknowledged that they had been benefitted from the training in the form of enhancement of performance, competencies and professional development.

(2) In your opinion, what are the obstacles of professional performance development of staffs? The answers were as follows:

There are some specific barriers of professional performance development; firstly, changing traditional mind-set of the senior bureaucrats is one of the barrier. Secondly, lack of available budget for training, thirdly, absence of proper democratic culture and political instability impedes the public servants. The absence of proper job performance evaluation system is another problem that acts as a barrier of the public servants

(3) In your opinion, what measures should be taken to overcome these obstacles?

The answers were as follows:

The public servants should be given emphasis on practical training such as computer literacy, e-nothi management, office management and human resource management.

The training should be exercise based and practical problem oriented as well as imparting knowledge. More emphasis should be given on skills development through practice sessions. Interviewees above reflections are also supported by the work of Doherty and Home (2005). In their book 'Managing Public Services Implementing Changes- A Thoughtful Approach', they demonstrated various ways to overcome training and performance development related barriers and highly emphasized on continuous training interventions

(4). In your opinion how can we improve the existing training and development functions

The interviewees willingly disclosed their thoughtful opinions about the improvement of the existing training and development functions to build up a modern and performance driven bureaucracy in Bangladesh. Successful implementation of technology transfer would help the country to ensure quality public service delivery". For this reason, modern technology should be incorporated in the training programmes. Other participants' views were similar. From their comments the prime point is as follows: In terms of proper human resource management system in the public administration, it is necessary to develop the organizational arrangements about attracting and retaining the best human capital, merit based leadership, performance driven management, coordination and better communication across all parts of the administration. Interviewee's above statement support the work of Armstrong (2011), where he highlighted the importance of proper human resource management and performance management system for employee development.

4.2 Survey

The researcher conducted a survey using a questionnaire among 21 respondents. Among the participants 7 were administrative officers,8 were office assistant cum computer operator and 6 were office shohoyak.

Questionnaire

Total 21 respondents participated in the survey .

4.2.1 Effects of training on the professional performance

Table-01

		frequency	percent	Valid percent	Cumulative percent
valid	yes	16	76.2	76.2	76.2
	no	5	23.8	23.8	23.8
	total	21	100	100	

The following table demonstrates the valuable opinion about effects of training on the professional performance at the work places. The recent trend in public service is marked by a growing concern about effects of training on the professional performance of the public servants. The table illustrates that the most respondents(n=16;76.2%) of this study recognize the positive effects of training on the professional performance of the employees(Giasuddin,2000).These outlooks are aligned with the fact that the implementation of training interventions is one of the most suitable steps to develop workforce performance(Lepak and Gowan,2010).The majority of the respondents supported the contention that training certainly enhance the potential of the staffs which ultimately helps to gain organizational goal and better service delivery to the common people(Goldstein,1989).However, Herzberg(2001) advocated that the performance of the workforce is bound to improve by training and it is urged that more and more training is needed for staffs of the organization.

4.2.2 Respondent’s perceptions about professional performance through sixty hours on the job training

Table-02

variable	Strongly disagree	disagree	neutral	agree	Strongly agree	Interpretation
	Frequency and percent					
Training is the most important tools for enhancing job performance		3 14.3%	1 4.8%	15 71.4%	2 9.5%	agree
Training has positive effects on the employees performance	4 19.1%	2 9.5%	2 9.5%	10 47.6%	3 14.3%	agree
Participating in training programme is of better use in improving skills and competencies related to staffs professional development	2 9.5%	3 14.3%	1 4.8%	11 52.3%	4 19.1%	Agree
New and modern method for training should be introduced for increasing performance	1 4.8%	5 23.8%	1 4.8%	13 61.9%	1 4.8%	Agree

One of the objectives of the study was to investigate the effects on performance following mandatory on the job training. The questionnaire asked the respondents about the effects of on the job training with professional performance. The researcher revealed important findings from the responses of the respondents. The findings and analysis are discussed below: Table 02: perceptions about staff’s professional performance The table illustrates the relationship between training and performance at the workplaces. Majority (n=15; 71.4%) of the respondents agreed that training is the most important tools for enhancing job performance and this is an important findings of the survey. The majority of the respondents personally believe that training has

enhanced their job performance (also observed by the researcher). According to Jurjensen (1947) both in public and private sectors training offers benefits for the individual as well as the institution through positively persuasion and through training interventions employees job performance can be enhanced positively. This finding is very important in the context of the Bangladesh because it reveals the fact that training is one of the important tools for enhancing job performance for the staff's. It also relates with the objectives of the study which links to the post training evaluation at the workplaces, it meant that through training interventions the trainees (here staff's) job performance has enhanced, again this finding is important because it relates to the objectives that is to investigate the effects on performance following mandatory training . While 10(47.6%) respondents agreed with the statement that training has positive effects on the employee's performance. This realization came from their personal and professional experience. According to Leepak and Gowan (2010) training is the organised process of facilitating workforces with the professional skills, knowledge, propensities and capabilities required to perform their day-to-day works and it has a long and positive impact on the employee's performance. The finding is very important in context of the Bangladesh because it revealed the fact that training has a positive and long term impact on the employees performance at the workplaces. It supports the objectives, which tries to analyze the post training evaluation at the workplaces. Post training evaluation can be measured through employee's performance,competencies and professional development at the workplaces. Again, the findings support the first objectives, that is effects of sixty hours on the job training on the performance ,competencies and professional development of the employees,

However, majority 11(52.3%) participants agreed that participating in training programmes is of better use in improving skills and competencies related to staff's professional activities. This statement supported by Graven et al (1995) who termed competencies as a basic attribute of an individual which reflect his intention, behaviour, trait and capability. However, Parry (1996) refers competency as a means of enhancing one's performance that are evaluated through well-established benchmarks and that are developed by means of professional training and continuous development. So the above statement is well supported by the experts. This finding is consistent with the researcher's aim and objectives. The finding is important as it tells us that participating in training programme has improved skills and competencies related to professional activities of the officers. Notably 13(61.9%) participants agreed that new and modern training should be introduced for increasing performance. This significant opinion came from the respondents that new and modern training should be introduced for increasing performance. For achieving excellence in the arena of the public service, governments all over the world inevitably require their public servants with the competencies necessary to generate the capability to evaluate and adopt new and diverse realities in rapidly changing working environment. The growing concern of creating a result driven and target oriented public service requires the combination of greater responsibility and receptiveness and creates new challenges for the public servants of Bangladesh. Therefore, new and modern training programmes are necessary which indicates the value of overall competency development of the staff's(Arifuzzaman et al,2012).The training

policies and modules from developed countries should be reviewed and should be included in the contents of the training. Job related issues should be included in the modules of training. The finding is important in the sense that existing mandatory training, to a greater extent, failed to meet up the challenges for a competent and performance driven workforce. Emphasizing on creative and innovative training programmes, implementing work based learning, developing levels for promoting the standards of public service. Bangladesh government is trying to build up a mission driven public service. Through these approaches, a public servant can develop core professional competencies to achieve his or her career goals and implement the targets of the government (GoB, 2000).

Conclusion and recommendations

5.1 Conclusion

The basic objectives of the research is to explore the post training evaluation through professional development, performance, and competency development at the workplaces. The researcher's key intention is to assess the effects of training on the staffs at workplaces. The key hypothesis advocated that training has positive effects on the overall professional development of the employees. The key findings drawn from the study are-First -most of the respondents agree that on the job training provided by the MOPA is not sufficient for performing professional duties ,rather it is more theoretical than practical. The findings clearly demonstrated that sixty hours on the job training is not enough to discharge the professional duties of the public servants of Bangladesh. Islam et al (2012) suggest that on the job training needed to be reshaped with the modern training modules of the foreign countries and work based learning. Second important finding is that the most of the respondents agreed that training is the most important tools for job performance and has positive effects on the employee's performance, competencies and professional development. This finding is important in the perspective of public servants because it reveals the importance of training and gives suggestion to the Government of Bangladesh for arranging training on regular basis. Third finding is that existing training method is enough to improve the desired performance but most of the participants viewed that new methods should be introduced for increasing performance. This finding is important because it gives suggestion to introduce new methods of training for the public servants. Fourth finding is that most of the respondents admitted that they have been benefitted from training. Most of respondents agreed that training has improved their personal development, performance capabilities, professional competencies and personal management and leadership qualities. This finding support the researchers aim and objectives. It revealed the positive effects of training at the workplaces. Fifth finding is that organizational support is essential for training, it reveals the reality that no training programme is possible without the help of the government. This finding is significant in the sense that government should arrange more and more relevant training programme which will improve performance of staffs at the workplaces.

The last finding is that most of the respondents agreed that effectiveness of the training depends on the active engagement of trainees and trainer and the ways of communication between them, another related finding is that the contents of training and techniques of teaching and assessment are vital factors for effective training. The finding is important as it relates to the cause of effectiveness of training, it also matches with the objectives of the study. The finding recommends how to make training more effective. Apart from the last finding the researcher draws another important finding is that most of the respondents disagreed that employee performance evaluations are fair and appropriate in public service. This finding is important in the sense that it gives suggestion to the betterment of public service. This study provides a comprehensible depiction of the positive impact on the performance development of the public servants. In terms of reconsidering the existing training policies, techniques and views of the Government of Bangladesh, the findings of this study indicate that adopting more modification on these fields there are numerous scope to develop the performance capabilities of the public servants. Regarding the competence development of the public servants, the research results show that training can positively enhance their performance and professional competencies at workplaces. Evans and Lindsay (1999) argue that successful organizations guarantee quality services through highest investment for developing their human capital by continuous training. Likewise, public servants can be benefitted through continuous training and thus, giving services to the common people, implementing policies of the government and utilizing public funds in appropriate way. Based on the findings of the study it is evident that training has numerous effects on workforce development. Through the training and employee development, the tasks and the functions they accomplish inside and outside the organization are highly accentuated. There is a great impact not only in the performance development but also in the well management and proper planning and implementation of overall organizational strategies for managing and developing the workforce. Through exhaustive training, the dynamic development process both can bestow on the total performance of the individual and the institution. It may be affixed that the research findings affirm the positivism philosophy for the researcher and the social learning theory for the employees through training and competency development and are capable to transfer the training into their professional field. The study is very important in the context of Bangladesh because the performance of the public servants is crucial for the development of Bangladesh. The study revealed that on the job training or mandatory training has effects on the performance of the staffs at the workplaces. In fact, only training does not guarantee the competencies and professional development of the public servants. There are other factors which contribute to the overall performance of staffs but it cannot deny the importance of training as a tool of enhancing performance of the employees at the workplaces.

5.2 Recommendations

There are some recommendations which the researcher think appropriate for the development of the staffs based on the literature review and the researcher's personal

experience in the service. 1) Workplace learning may be an alternative for training. Work place learning helps employees to achieve personal development, academic knowledge and skills. The aim of the work place learning is to facilitate the work force to have necessary skills to work effectively and efficiently. The significance of workplace learning is that its contribution to competitiveness. Through work place learning employees can play an important role in improving their organizations effectiveness by applying their knowledge and skills (Fuller et al, 2004). The success of work place learning includes on the job learning. 2) Training should be modified with combination of pre service and in service training. The training modules should be carefully selected in the light of 21st century . More emphasis should be given to improve the training facilities. At the same time, professional and efficient trainers should be posted in the training institutions (Siddiquee, 2003).3) All officers should have equal training facilities. Officers should be evaluated according to his performance. Training programme is one of the important tools for evaluation. It is essential to create a linkage between performance appraisal and training and professional development (Islam et al,2012). 4) Mandatory training should be aligned with the organizational needs. There should be a basic training in abroad in collaboration with the apex training institution around the world (MOPA, 2009). 5) Designing and developing a modern competency framework for the civil service and based on that competency framework for the civil service and based on that competency framework training programs can be organized. Career planning and training should be linked together for better performance of the civil servants (MOPA, 2015). 6) Modern HRD policy, talent search and talent development intervention, learning and employee development should be incorporated in the public service human resource management policy and public administration training policy(Sarkar,2004) 7) By providing a range of capability development courses, civil servants can have more option to choose his or her individual requirements on the profession and career trail. Moreover, training and development courses should be more diverse and appealing for employees to meet the continuous changing necessities and the latest constraints of the external and internal environment (Cooke,2000; Lepak and Gowan,2010). 8) The efficiency level of public servants should be increased to meet the challenges of local and global economy (UNDP, 1993).

Survey Questionnaire
129 th ACAD course

Questionnaire

1. Does sixty hours on the job training an have any impact on the professional performance improvement?(Please tick √).

☐ Yes

☐ No

2. Please rate the followings according to your opinion: On a scale of 1-5 with one= strongly disagree, two= Disagree, 3= neither agree nor disagree, four= Agree, 5= strongly agree. (Please tick, √).

Factor	Individual opinion	1	2	3	4	5
Training and performance	Training is the most important tools for enhancing job performance					
	Training has positive effects on the employees performance					
	Participating in training programmes is of better use in improving skills and competencies related to public servants professional development					
	New and modern method for training should be introduced for increasing performance.					

Thank you very much for your kind participation in this survey.

Individual Interview Questionnaire

129 th ACAD Course

- (1) How do you evaluate the sixty hours on the job training in a year for the overall development of the public servants in MOPA ?
- (2) In your opinion, what are the obstacles of professional performance development of staffs?
- (3) In your opinion, what measures should be taken to overcome these obstacles?
- (4) In your opinion how can we improve the existing training and development functions?

Thank you very much for your kind participation in this survey.

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