Original Article

Importance of Human Resource Training in Community Development Organisations in and Around Ranchi District of Jharkhand: An analytical Descriptive Study

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Abstract: *The digital era has transformed the way organizations have been handling their human resources (HR). The human resource management (HRM) practices today require flexible skills, technological competencies, and agile systems. Local community development organisations often struggle to adapt to these rapid changes due to limited knowledge, technology access, and workforce readiness. This study analysed the role of HR training in the sustainability of local community development organisations in and around Ranchi district of Jharkhand, India. The study discusses the importance of HR training in enhancing the digital literacy and commitment among the workforce. In terms of methodology, in-depth interviews were purposively conducted with a sample size of ten participants; and observations were carried out over a period of three months. On the basis of the review of literature, participant suggestions and observation data, the study revealed that appropriate HR training is imperative to the sustainability of the local community development organisations. The findings of this study are expected to assist the organizations operating in the area of community development and public policy.*

Keywords: *Descriptive, Qualitative, Analytical, Human Resources Management, Community Development Organisations, Jharkhand, Ranchi.*

I. INTRODUCTION

As a nation grows economically, there are communities which continue to be marred by the issues of inferior healthcare and education, and poverty. The development of the deprived communities are heavily dependent on the services offered by local Community development organisations in their area. Hence, these organisations play key role in the economy by bringing about the empowerment of the marginalised communities of a country. In the developing states like Jharkhand, local community development organisations are crucial for the local economy. The organisations face challenges related to several aspects like financial stability, use of technology, HR capabilities and competencies, their daily operations, etc.

Some of the HR challenges faced by them are related to low levels of digital adaptability, low employee commitment and unclear job roles. Human resource development initiatives help in improving the quality of personnel (Latifah et al., 2022). One major human resource development initiative is through education and professional training (Abdullayev, 2023).

According to Almeshqab and Ustun (2019), some of the training needs of community development staff are related to the field of finances, networks and equipment so that they are able to perform to their optimal best. Digitalization has become a critical element in organisational HR transformation towards improving community empowerment.

Therefore, there is a need to impart Human resource management training to overcome the obstacles faced by the community development organisations in managing their human resources.

The present study described and analysed the relationship between the HR training and sustainability of local community development organisations in and around Ranchi district of Jharkhand, India.

II. LITERATURE REVIEW

Limited studies are available on the topic of HRM practices in community development organisations from India which have featured in reputed journals. The present study is an attempt to fill this lack of related literature. Most of the information utilised in the first phase of review has been gained from the informal conversations with the relevant personnel.

A. Human Resources (HR) Training

In an organisation, Human Resources Management is a function related to managing and utilising the workforce (Venugopal et al., 2024). Organisational sustainability is hugely dependant on the human resources (Satriadi, et al., 2024).

Mahardika and Luturlean (2020) define training as a series of planned activities organised by the organisation with a focus on improving the experience, skills, knowledge, and attitudes of the workforce.

HR training may include enhancing employees' mindsets so that they are able to be successful in their jobs (Nurdiani, 2022). Ozkeser (2019) asserts that apart from increasing quality, efficiency and commitment among the employees, HR training must also focus on enhancing employee understanding of the mission, philosophy and goals of the company without which, the training programmes cannot achieve their expected outcomes. According to Sutrasna (2024), "Capability enhancement is more important than simply increasing material assets".

As digital transformation has taken over all the human resource management (HRM) practices across all industries, adopting it is the prerequisite of survival for every organisation. In stark contrast to the traditional HRM activities, HRM now includes working with remote teams, e-recruitment and selection, digital performance management system, and bringing about a culture of innovation and agility (Wibowo, et al., 2025). During the initial phase of this study, it was found that most of the community development organisations operating in Jharkhand are ill-prepared for this shift.

B. Community Development

Community can be understood as a group of people who share identity. Community development is amalgamation of the ideas of "community" with "development" (Cavaye, 2006). Thus, community development is made possible by interaction between people and joint action, instead of being dependant on individual activity. Some sociologists also call this concept as "collective agency" (Flora & Flora, 1993). Battilana & Lee (2014) observed that the motivations and goals of community development organisations are non-complimentary to each other. These organisations are able to achieve their mission if their HRM practices and the accounting tools are aligned at maintaining a social culture and engagement of multiple stakeholders (Binder, 2007).

C. Organizational Sustainability

Organizational sustainability for a community development organisation is "the ability of the organization to secure and manage sufficient resources to enable it to fulfill its mission effectively and consistently over time without excessive dependence on any single funding source" (Kulan, 2010). Community development organisations have a key role in reaching out to and uplifting the underprivileged segments of the society. For the community development organisation to be sustainable, it is equally important that they provide a work environment to their employees where they feel valued and recognised, and also are made aware of the organisational values (Sengupta, et al., 2023).

III. METHODOLOGY

The present study adopts a descriptive research design. Qualitative methods were used for data collection and analysis. Primary data was collected through in-depth interviews conducted among ten senior employees, and observations conducted at the several community development organisations operating in and around the district of Ranchi, Jharkhand. The interview participants were selected through the technique of purposive sampling. Each interview lasted for around 45 to 60 minutes. Each interview had been recorded and transcribed. Pseudonyms were used for the interview participants to protect their identity, so that they shared their perspective without any hesitation or fear. These in-depth interviews and the observations were conducted over a period of three months. Secondary data was collected from published government and non-government organisational reports and academic publications. Thematic analysis technique given by Braun and Clarke (2006) was utilised for the collected data.

Table 1 : Interviewee Profile

Participant	Gender	Age (In years)	Work experience (In years)
P1	Male	51	25
P2	Female	50	25
P3	Female	35	17
P4	Male	42	11
P5	Female	35	20
P6	Male	37	13
P7	Male	32	10
P8	Female	27	11
P9	Male	38	14
P10	Male	37	17

IV. ANALYSIS AND DISCUSSION

Each transcription was read thoroughly to identify underlying meanings. Phrases and sentences which projected similar meanings were clubbed to find common themes and then the common themes were grouped to provide a theoretical framework for the study. Each interview so coded was compared with earlier coded interviews to compare the themes, and the process was repeated until a saturation in coded data was reached.

The observation phase of the study involved assessing the current HRM practices in the organisations and the level of digital readiness among the workforce. At this stage, the major problems faced by HRM were diagnosed and specific training needs were identified. This phase led to the finding that most of the community development organisations in and around Ranchi lacked structured HRM systems. The employees were generally found to be informally associated with the organisations, and underwent minimal or no training. The data tracking was still done manually in most of the organisations. This had not only resulted in low digital adaptability among the employees but also unclear job roles, which was causing low job performance and hence, inability of the organisations in achieving the organisational goals.

The findings also showed that although many employees acknowledged the importance of digital adaptation in their work, and welcomed change, there was an overall lack of awareness and practical guidance on how to overcome the challenges.

V. CONCLUSION AND RECOMMENDATIONS

The following five themes related to the relevance and necessity among the employees of local community development organisations were identified after the thematic analysis of the interview transcripts:
- Improving the Understanding of HR Management
- Enhancing their ability to resolve conflicts
- Building Effective Communication Skills
- Planning skills
- Digital readiness

The participants of the in-depth interviews were unanimous on the view that human resource training develops a sense of belongingness and fosters organisational vision among the employees. Since community development organisations work on empowering communities, it is important that the employees are aware of and identify with the organisational objectives of uplifting communities. This can be made possible through training programmes which aim at enhancing employee mindset and commitment towards social upliftment.

The HR training also advances the knowledge, skills and abilities of the employees. Training programmes aimed at improving professionalism and ethics among the employees are also expected to benefit the community development organisations in managing their employees well.

The study recommends that the process of employee training in the local community development organisations should be tailored to match the varied needs of individual employees, and direct practice which is applicable to the context of Ranchi district and nearby areas. The data obtained from the process of observation should be the basis for designing suitable and purposeful training materials. The training materials should also cover important functions of HRM like HR planning, recruitment and selection, training and development, performance evaluation and career advancement. In addition to all this, the training material should also include strategies for conflict management and developing effective communication skills for community welfare organizations. The appropriate methods for delivering training can include lecture, and group discussion methods which aim at involving the experiences and challenges faced by the HRM staff in their community development organizations.

The training sessions should be drafted to encourage the training participants to share their experiences, and discuss the various issues that they have been facing on field. Apart from that, role play or simulation will also be used to train participants in dealing with real situations that often occur in social organizations.

The measurement of goal achievement of the training programmes can be done by capacity building of managers and employees in handling human resources. This, thus, can enhance the effectiveness and sustainability of community development programs in and around Ranchi.

VI. SCOPE, SIGNIFICANCE AND LIMITATIONS OF THE STUDY

The study was aimed at analysing the relationship between the HR training and sustainability of local community development organisations in and around Ranchi district of Jharkhand, India. It was an analytical descriptive study which adopted a qualitative design. The interview sample consisted of ten participants. The observation sample consisted of the staff at several community development organisations in the mentioned location. The study was one of the few studies

which have aimed at assessing the effect of HR training on organisational sustainability in the sector of community development.

One of the limitations of this study is the language barrier. Most of the employees did not have sufficient knowledge of the English language because of which the questions were translated in the local dialect. There was a perception in the beginning in the minds of the employees about the effects the study might have on their day-to-day organisational activities.

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Competing Interests Statement:

The authors declare that they have no conflict of interest.

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