

AN APPRAISAL OF TRAINING AND MANAGEMENT DEVELOPMENT PROGRAMMES OF PUBLIC & PRIVATE SECTOR UNDERTAKING IN INDIA

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ABSTRACT

Training and Management development programs are very important in modern day organizations. Most of the managers keep updating themselves to be successful in their field. Organizations understand this concern so they themselves arrange MDP. Basically MDP are provided two ways one in-house (organized within organization) and other is provided by external agencies. In the quest of perfection the scope of MDP is continuously increasing. Researcher has tried to find the scope of MDP in public and private sector organization. For the purpose researcher has selected Steel Industry and Executives were considered as a participants in this study. Present study considered the impact of Training and MDP on organization productivity, employee development and employee satisfaction.

Keywords : Training; Management Development Program; Organizational Productivity

INTRODUCTION

Management development is important to businesses who want to take a proactive approach to growth. Training opportunities increase employee retention and motivate employees, resulting in a knowledge and driven workforce. If your business is to grow, you need to invest in the most assets, your employees, and up skilling is an essential growth strategy which can be successfully initiated with our help.

1. Develop a culture of innovation

Your managers have a thorough knowledge of your business and they are some of the best-placed people to be suggested new products, services or improvements. With training and confidence, you can develop a team of innovation managers, which will ultimately lead the way in business improvement and product development.

2. Retain your best employees

Employees want to feel as though they are progressing in their chosen career path and improving their skill-set. Ensure you invest in your employee's professional development. If you fail to do so, this could lead to your employees leaving in search for other opportunities. After all,

if employees feel you are investing in their future, they will be more willing to remain where they are, ultimately reducing your costs.

3. Gain competitive advantage

Maintaining a competitive advantage against your competition is vital. Ensure your managers are equipped with the essential skills in order to distinguish your business from competition. Whether it is a short intervention to instantly improve an individual or a company-wide training programme, we are able to successful development your managers.

4. Management success

Management succession planning allows a business to keep moving forward when the inevitable occurs. Succession planning encourages staff development and makes employees aware that you are serious about developing people. Having a successor from within the company can also save time and expenses as well as aiding continuity.

The above said discussion shows the importance of training and MDP. Further in this study the effect of training and MDP will be considered on

three major aspects viz. organizational productivity, employee development and employee satisfaction. The study will also try to find that whether the opinion of public sector organization and private sector organization are same or different.

For our purpose, Management development is a systematic process of improving managerial performance. It aims to develop manager's competencies required for current and future job responsibilities. This program focuses on the basic and technical skills, knowledge, attitude and capabilities of managerial employees to enhance their current performances and fit for the future responsibilities. This program is conducted for managerial employees who are responsible for supervision and decision making. Management development is future oriented and proactive to future job requirement. It is carried out by increasing conceptual, inter-personnel and decision making skills.

CHARACTERISTICS OF MANAGEMENT DEVELOPMENT

1. Growth Oriented:

Management development is growth oriented. It focuses its activities to enhance the skills, knowledge and capabilities to meet for the higher level responsibilities. After management development, employees get the opportunity of higher responsibility which assists for personal growth.

2. Future oriented:

Management development is future oriented. Main objective of management development is to develop the human competencies for the future job responsibilities. On the basis of succession planning and market analysis, management development aims to uplift the skills, knowledge and capabilities of managerial employees so that

future demand can be fulfilled.

3. Focus to managerial employees:

Management development focuses only to the managerial level employees. It prepares the educational programs to enhance interpersonal skills, decision skills, and technical skills to the managerial employees.

4. Educational process:

Beyond training, management development is an educational program which stands in learning progress. It focuses on overall personality development for business communication, environmental and industry analysis, business planning, maintaining human and business relation, etc. This is possible only through educational programs.

5. Proactive:

Management development is advance thinking. This aims to prepare human resources ready for any types of emergencies. It is not conducted only after realizing the need.

HYPOTHESIS OF RESEARCH

(Null Hypothesis)

1- There is no relation of training and management development programs on organizational productivity, employee development and employee satisfaction.

2- There is no difference in the perception of executives about training and management development programs of public sector enterprises and private enterprises

(Alternate Hypothesis)₁:

1. There is relation of training and management development programs on organizational productivity of public sector enterprises

2. There is significant difference in the perception of executives about training and management development programs of public sector enterprises and private enterprises

RESULTS

(A) Responses of executives about training and development effect on organizational productivity, employee development and employee satisfaction.

Correlations Table		
		Training MDP score
Organizational Productivity score	Pearson Correlation	.647**
	Sig. (2-tailed)	.000
	N	100
Employee Development score	Pearson Correlation	.586**
	Sig. (2-tailed)	.000
	N	100
Employee Satisfaction score	Pearson Correlation	.618**
	Sig. (2-tailed)	.000
	N	100
** . Correlation is significant at the 0.01 level (2-tailed).		

The correlation table shows that MDP and Training is positively related with organizational productivity. The correlation value is .647 which is above 0.600. The value shows that both have a GOOD correlation. This can be easily explained as in organizations the productivity is a function of training, skills, resources and planning. With results of correlation table H₀ is rejected so we can say “Training and management development programs have an impact on the organization productivity”.

The correlation table shows that MDP and Training is positively related with Employee Development. The correlation value is .586 which is close to 0.600. The value shows that both have a moderate to strong correlation. With results of

correlation table H₀ is rejected so we can say “Training and management development programs have an impact the employee development”.

The correlation table shows that MDP and Training is positively related with Employee Satisfaction. The correlation value is .618 which is above to 0.600. The value shows that both have a low to moderate correlation. This can be easily explained as in the employee satisfaction is a function of training, incentives, appraisals and work environment etc. With results of correlation table H₀ is rejected so we can say “Training and management development programs have an impact on the employee satisfaction”.

(B) Responses of managers towards training and development

Statistics for Training MDP Score	
N Valid	100
Mean	21.9400
Median	22.0000
Mode	26.00
Std. Deviation	7.33997
Skewness	.189
Std. Error of Skewness	.241
Kurtosis	-.845
Std. Error of Kurtosis	.478

The skewness and kurtosis value shows that the data is normally distributed. Applying parametric test to the score to compare means (t-test) researcher got following results:

Group Statistics					
	Company Profile	N Upper	Mean	Std. Deviation	Std. Error Mean
Training MDP Score	Public Sector	50	21.0200	8.08751	1.14375
	Private Sector	50	24.8600	5.99323	.84757

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Training MDP score		7.555	.007	2.697	98	.008	-3.84000	1.42356	-6.66501	-1.01499

Test result show the Levene's test sig value is .007 (below 0.05), t- test sig value is .008 (below 0.05), t- value is above 1.96. So it can be said that there is significant difference between they opinion of managers towards training and MDP. St Deviation among public sector managers is higher than private sector managers. So it can be said that private sector managers are more consistent in their opinion. Higher mean value shows that private sector managers think more favorable about training and MDP in comparison with public sector managers.

CONCLUSION

Organizations select various people for managerial responsibilities through different sources. Some of them may not be efficient exactly for the job description as they were supposed to be. Because of changes in organizational goals, structures, level of technology, working procedures and etc., efficiency of existing managers also need to be updated.

For succession planning, some assistant level employees need to be prepared for the higher level responsibilities. In these different situations, organizations conduct various development programs to update and uplift the skills, knowledge and capabilities of managers. Such competency development programs for managers are known as management development.

Training provides only the skills required for the job but attitude, personality, knowledge and behaviour are merely provided. In order to fulfil this gap, management training is implemented. In this sense, management development programs are implemented to impart required knowledge and skills to improve their behaviour, attitude and performance. It is long term educational process of developing managerial potential by enhancing conceptual, interpersonal and decision making skills.

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