

A COMPARATIVE STUDY OF TRAINING AND MANAGEMENT DEVELOPMENT PROGRAM ON ORGANIZATIONAL PRODUCTIVITY OF EXECUTIVES

*S. D. Sharma¹, Ms. Smita Saxena², Saman Khan³

¹Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India, ²Research Scholar, Himalyan University, Chimpu, Near Arunachal Pradesh Forest Corporation Guest House, Gohpur, Tinali, Itanagar, Arunachal Pradesh, India, ³Department of Commerce, Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India

* Address for Correspondence : Prof. S. D. Sharma, Principal, Sri. J.N.P.G. College, Lucknow, Uttar Pradesh, India, Email ID : prin.jnpg@gmail.com

ABSTRACT

While drawing a distinction between training and development, we introduced, in brief, the concept of development. Based on that concept, we can now elaborate it in more detail. The term 'development' implies overall development in a person. Accordingly, executive development means not only improvement in job performance, but also improvement in knowledge, personality, attitude, behaviourism of an executive, etc. It means that executive development focuses more on the executive's personal growth. Thus, executive development consists of all the means that improve his/her performance and behaviour. Executive development helps understand cause and effect relationship, synthesizes from experience, visualizes relationships or thinks logically. That is why some behavioural scientists suggest that the executive development is predominantly an educational process rather than a training process. Therefore, training and management development is indispensable for public and private sector enterprises. The present study is based on a survey among 120 executive of public sector enterprise (TATA STEEL and SAIL) .The survey evaluates the impact of training and MDP on organizational productivity.

Keywords : Training; Management Development Program; Organizational Productivity

INTRODUCTION

Flippo has viewed that “executive/management development includes the process by which managers and executives acquire not only skills and competency in their present jobs but also capabilities for future managerial tasks of increasing difficulty and scope”.

According to S.B. Budhiraja, former Managing Director of Indian Oil Corporation “Any activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organisational

requirements is called management development”. It is now clear from the above definitions of executive/management development that it is based on certain assumptions Training and Development process refers to the actual sequence of activities in which training and development function works in an organization (Robbins and DeCenzo, 1998).

The steps involved in training and development process are

Training Process



Fig: Flow chart of Steps in Training and Development Process

INTRODUCTION

Considering the need of training and development recently lots of training and development programs are organized by several organizations. DPE is implementing a Plan Scheme of Research Development and Consultancies (RDC) for the executives of Central Public Sector Enterprises (CPSEs) and State Level Public Enterprises (SLPEs). Under the Scheme Management Development Programmes on various topics for increasing the knowledge & skill of executives of CPSEs and SLPEs are organized at various Centers for Excellence such as IIMs, IITs, IIPA New Delhi etc. During the year 2017- 18, 11 training programs were planned and successfully conducted.

Few recent studies for training and management development programs are needed to be discussed. R. Suhasini and Dr. T. Suganthalakshmi (2015) have studied about emerging trends in training and development. H.Shukuhian and S. H.Ashraf (2016) have done a

study on human resource accounting practices, which show the importance of training in improvement of human assets. Dr. R. Padmaja and K. Padmavathi Nageswaramma (2017) have studied the same concept in Indian steel industry. Dr. N.P. Maheshwari and Parul Garg (2017) have done study on training and development programs in BHEL. Bodipudi Sydababu and D.A.R Subrahmanyam (2017) have studied the impact of training and MDP on non executives. Shouvik Sanyal and Mohammed Wamique Hisam (2018) studied the impact of training and development on performance of employees in bank. The present study is different and serving a completely new purpose as it is:

- Considering the impact of training and MDP in executives
- Considering the MAHARATNA companies for study
- Observing directly employee productivity with training and management development program.

Management development is an active process by which capabilities of the executives can be improved to meet the organizational needs in terms of their knowledge, skills and attitudes required in performing organizational tasks and functions, within a relatively short period of time. Therefore, management development is concerned with the acquisition or development of those skills, techniques, attitudes and experiences which enable an individual to make his most effective contribution to the combined effort of the team of which he is a member. Thus, the management development entails the bringing up of the knowledge, skills and abilities of the executives, not only to perform better, the job assigned to them, but also to keep ahead of current requirements, so as to prepare them to take up higher responsibilities. The qualities which enable an executive to be most effective in contributing to the progress of the organization are as follows:

1. He should have the ability to identify problems and arrive at quick decisions for action.
2. He must have the ability to get people's co-operation and involvement for accomplishing the well-defined objectives.
3. He should have the courage to accept challenging tasks.
4. He must have the knowledge and understanding of the forces of environment that have their impact on his enterprise.
5. He must have the professional attitudes towards his tasks.
6. His efforts should be result-oriented.

Survival of an enterprise largely depends on an effective management team. Every executive

position is a mixture of many activities such as planning, organizing, co-coordinating, leading human efforts etc. the executive require certain skills and abilities to perform his duties as efficiently as possible. The progress of an enterprise depends upon technical know-how of executives as well as management skills. A combination of technical competence and management skills in planning, organizing, co-coordinating and guiding human efforts etc. is necessary for every executive of public, private sector enterprises and government departments. Technical skills are most important for operating functional executives while management skills are significant for senior and top executives. An organization must know what activities of executives at each level need improvement and who are likely to improve through a process of executive development. Though the importance of managerial skills is well recognized all over the world, yet there is no consensus on the specification of skills required for an effective executive.

Hypothesis of research:

(Null Hypothesis) ₀:

There is no relation of training and management development programs on organizational productivity of public sector enterprises

(Alternate Hypothesis) ₁:

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

Details of responses of executives about training and development and organizational productivity

(A) Responses of executives about training and development

Training MDP score	
N	120
Mean	20.5417
Median	20.0000
Mode	19.00a
Skewness	-.010
Std. Error of Skewness	.221
Kurtosis	-.607
Std. Error of Kurtosis	.438

The skewness of the total score is -0.010 with standard error of skewness 0 .221. The kurtosis value of data is -0.607 with slandered error of kurtosis 0.438. A z-score is applied for normality

test using skewness and kurtosis. A z- score could be obtained by dividing the skewness value or kurtosis value by their slandered errors (Hae-Young Kim, 2013).

$$Z = \frac{\text{Skewness value}}{\text{SE of Skewness}}$$

$$Z = \frac{\text{Kurtosis value}}{\text{SE of Kurtosis}}$$

The z score of skewness is 0.045 and z score of kurtosis 1.38. This shows that the data are normally distributed.

(B) Responses of executives about organizational productivity

Organizational Productivity score	
N	120
Mean	20.0917
Median	20.0000
Mode	22.00a
Skewness	.043
Std. Error of Skewness	.221
Kurtosis	-.640
Std. Error of Kurtosis	.438

The skewness of the total score is 0.043 with standard error of skewness 0 .221. The kurtosis value of data is -0.640 with slandered error of kurtosis 0.438. A z-score is applied for normality test using skewness and kurtosis. A z- score could

be obtained by dividing the skewness value or kurtosis value by their slandered errors (Hae-Young Kim, 2013). The z score of skewness is 0.1945 and z score of kurtosis 1.46. This shows that the data are normally distributed.

Correlations			
		Training MDP score	Organizational Productivity score
Training MDP score	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	120	120
Organizational Productivity score	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. 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 .662 which is above 0.600. The value shows that both have a strong correlation. With results of correlation table H_0 is rejected so we can say "Training and management development programs have an impact on the organization productivity".

CONCLUSION

The role of training and management development programs are very crucial. It is very important in modern day organizations. The present research has been an effort to estimate training and management development programs impact on the three important factors. The study concludes with an explanation of MDP providing institute that can help to increase the organizational output. The research further leaves a vast scope of future study. Researches can be done to find other areas of business organizations that are effected by training and management development programs. Further new methods of training and management development and their impact can be explored on research level on the basis of present study.

Therefore, a management development program should be tailor-made to the need of the organization and the needs of specific executive within an organization.

Before formulating management development program, a management development needs analysis must be undertaken. The selected public sector and private sector enterprises have adopted the following systems of identification of executive development needs:

1. The present management programmes which have been conducted are evaluated through feed-back of participating executives and these indicate the management development needs.
2. Meetings are held with departmental heads to ascertain the management development needs of their respective departments and programmes are drawn up accordingly to meet such executive development needs.
3. Executive training and development needs survey have been conducted for which a comprehensive questionnaire is issued to all executives of organization, with a view to identifying training and development needs

of executives.

4. With a change of job which involves change in skills the development needs are assessed.
5. Sometimes special seminars or workshops have been organized for identifying training and development needs of organization as well as executives.
6. Training and development needs of an individual executive are identified by his superior in consultation with the concerned executive.
7. Sometimes the chairman of organization offers suggestions pointing out management development needs.
8. An individual can also point out the desired area of development.

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