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An Empirical Study on the Procedures and Practices of Training and Development

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Abstract:

As an organization increases in size and complexity, its management must adopt by becoming more specialized. The history of most ongoing organizations reveals an evolution through which the management has grown from one manager with many subordinates to a team of many managers with many subordinate. The development of different types of managers has occurred as a result of evolution of management over the years. One way to grasp the complexity of management is to see that managers can practice at different levels in an organization and with a different range of organizational activities. Looking at the level and scope of various kinds of managers, it is evident that how different skills and roles are emphasized in different managements. Based on this, management is divided into front line, middle and top managers. The management function of planning, organizing, leading and controlling is performed by all managers. However, the amount of time and effort devoted to each function depends on the manager's hierarchy in the organization. The effort made by the enterprises to update the knowledge of their employees and impart them with newer skills and managerial capabilities through training has been analyzed with the help of the opinions of the sample respondents.

Keywords: Skills, knowledge and abilities, complexity, practice at different levels in organization, different types of managers, scope of various kinds of managers, different skills and roles are emphasized in different managements

1. Introduction

Globalization waves have created considerable ripple in the all-important and areas of human resources their training and professional development and of course, their interaction in the corporate world. The global environment demands up gradation of knowledge and skills in the existing employees and necessitates procurement of skilled /training employees and retraining them.

Training is vital for sustenance and self-process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals. The success of an organization depends, to a large extent, on the talent of its managerial personnel. Managers are key people in any business because the way in which they use resources in their sections, departments, or the company directly affects the efficiency of the organization. Alongside their internal company role and responsibilities, managers and particularly senior managers need to be aware of the wider-social consequences of their actions. The role of managers can be briefly stated to be that of meeting, as far as possible, the requirements of their employer, their staff and those of society.

2. Need for the Present Study

Building human capital at all levels in organization is imperative. The method and approach of human development differs depending on the position held by people, their roles, experience, etc. Management training programmes are organized by the enterprises either through in-company or out-company programmes. Funds are earmarked through budget. The training centers of the select enterprises have been organizing several programmes on continuous basis. There is an imperative need to probe into the strength and weaknesses of managers in order that they can be moulded as right men in the right jobs. The attitude and behavior of managers or executives got to be changed positively so as to enable them to get the required amount of cooperation from superiors, peers and subordinates. The decision-making skills of these managers especially those relating to shop-floor level are also important issues that have to be addressed.

Many studies have been carried out encompassing various issues and dimensions of human resources training and development. The job satisfaction level of these managers is observed to be extremely disheartening and they lack the required dynamism to effectively perform their roles. What was the emphasis on training given to the managers, what more inputs are to be given is again a matter of concern, and that requires that critical examination. As against this backdrop, it is considered imperative to carry out the study on training effectiveness with special reference to two public sector undertakings namely Visakhapatnam Steel Plant (VSP) and Visakhapatnam Port Trust (VPT).

3. Scope of the Study

In an organization, there are four levels of management. Though the classification of managerial positions into management levels varies from organization to organization, the following is the classification, which is generally found to be in existence. Assistant Supervisor, Supervisor, and General Supervisor comes under Junior Management and Assistant Managers, Deputy Manager, and Manager comes under middle level where as Senior Manager, Division Manager and Senior Divisional Manager comes under Senior management cadre. On the other Deputy General Manager, General Manager, Chief Executive, Assistant Vice President, President and Chairman belong to Top-Management.

The talent of managing can be improved through proper training. Though training is beneficial for all managerial personnel, it seems to be the necessity for junior and middle level of management as they are concerned with execution of policies laid down by and senior management levels. The study was confined to the two levels, junior management level and middle management level, because of two reasons:

1. These two levels are directly connected with getting things done by others, managerial training is considered to be more important for such levels as compared to the senior management level and top management level.
2. Due to lack of time and other resources

3.1. Statement of the Problem

Management Training is to develop in the executives at lower, middle and top management levels the needed skills and abilities to enable them to assume higher responsibilities with the aim of strengthening the organization. For the survival of the organization, an effective shortage of trained managers, there is a growing interest in management training programmes. Management training is a systematic process by which individuals gain and apply knowledge, skills, insights and attitude to manage work effectively. Many organizations engage in training and development of its staff and also have departments, units and sectors that cover training and development. Visakhapatnam Steel Plant (VSP) and Visakhapatnam Port Trust (VPT) are Public Sector Undertakings these organizations practice Managerial Training and Development Programmes.

3.2. Sampling Method

The present study is based up a sample of 415 managers selected at random from public sector undertakings; these are Visakhapatnam Steel Plant (VSP) and Visakhapatnam Port Trust (VPT), Visakhapatnam.

3.3. Size of Sample

The sample size was 415, made up of 225 managers from Visakhapatnam Steel Plant (VSP), 190 managers from Visakhapatnam Port Trust (VPT). The sample size of 415 was small for the kind of study intended but time and financial resource constraints made it imperative to restrict the sample to that size.

3.4. Objectives of the Study

1. To study the procedures and practices in organizing the training programmes in the selected organizations based on the perceptions on elicited from the sample respondents;

3.5. Hypothesis

1. The progress in the organization of training programmes in selected industries is on the positive side;

4. Analysis

It is amply evident from the analysis that some employees are required to play multiple roles and the efficiency and effectiveness with which they discharge their functions will go a long way to keep up good organizational health, increase employee productivity, morale and motivation of workforce under their control.

The supervisors who are the rank and file employees played a vital role between the middle and higher level of management and workforce. These managers' perception and understanding of the organization, its goals and objectives, job knowledge, behavior, leadership skills and such other managerial capabilities have got to be renewed and updated at regular intervals in response to the organizational requirements in order that they can play their roles effectively and efficiently. Thus training of supervisory cadre is a complex and hard task which needs a scientific approach in different dimensions such as identification of training needs, reasons to undergone training, selecting the employees, desirable criteria for training, selection procedure, subjects covered by training programmes, the methods and techniques to identify training needs, usefulness and problems in attending the training programmes been presented in this study. An in-depth analysis of these aspects has been attempted with the help of collected data.

4.1. Need for Training

Any training programme will yield good results when it is well understood by trainees. Training is always a necessary part of an effort to equip the people with requisite skills. The employees at all levels of the organization should realize that why they need training and what benefits they generate out of training. If the employees have a positive attitude and remove their narrow thinking and misconception that training is a waste of time and un-necessary exercise fruitful results can be yearned. Against the above background the need for training has been analyzed with the help of opinion elicited from the sample respondents.

Table 1 presents the opinion of the respondents regarding the need for training. It can be observed from the data that the factor essential to up-date employee knowledge assigned highest percent of 50.22 in VSP out of the total 225 respondents. The factor which states that training is essential in view of introducing new technology occupied second and third place (32 percent and 44 percent) followed by the factor essential to impart new skills (42.22 percent). As against the above traced in VPT highest rank is given to the factor essential to impart new skills with an opinion of 31.58 percent, second and fourth ranks were given to the factor essential in view of changing job content with 30.00 percent and 26.32 percent respectively third rank is accorded to the factor essential in view of introducing new technology which accounted for 43.69 percent as compared to the factor which was awarded least rank stating essential to tone up human relations with the opinion accounting for 60 percent..

It can be inferred from the above analysis that in VSP the factor essential to update employee knowledge (50.22 percent) and in VPT essential to impart new skills (31.58 percent) which might be due to the employee perception that updating one's domain knowledge pertaining to job will enhance his career prospects. The factor essential in view of introducing new technology in VSP with 32 percent and in VPT it is essential in view of changing job content with 30 percent this development may be because of the fact that management might be under the impression that introducing new technology is better than changing job content. The factor essential in view of introducing new technology in both VSP and VPT with 44 percent and 43.69 percent respectively state that both organizations have shown equal importance to the factor by focusing the fact that new technology can pave way for better training practices. The facts in VSP with essential to impart new skills (42.22 percent) is better than the factor in VPT which states it is essential in view of changing job content (30 percent) may facilitate imparting new skills which pave way for better training needs. The factor it is essential to tone up human relations in both VSP and VPT with 64 percent and 60 percent respectively may be due to the fact that employee is under the perception that toning-up of human relations is essential for survival within the organization. It is dissatisfying to note that training as a tool for better understanding of dynamics of human relations was given a lower rank by almost all the respondents in both the organizations. The managers can be considered to have a clear idea about the need for training in general and they have a positive perspective about the significance of training.

Factors	VSP						VPT					
	1	2	3	4	5	Total	1	2	3	4	5	Total
Essential in View of Changing Job content	27 (12.00)	63 (28.00)	36 (16.00)	54 (24.00)	45 (20.00)	225 (100.00)	22 (11.58)	57 (30.00)	42 (22.10)	50 (26.32)	19 (10.00)	190 (100.00)
Essential in View of introducing New Technology	32 (14.22)	72 (32.00)	99 (44.00)	18 (8.00)	4 (1.78)	225 (100.00)	30 (15.79)	26 (13.68)	83 (43.69)	35 (18.42)	16 (8.42)	190 (100.00)
Essential to update employee knowledge	113 (50.22)	67 (29.78)	18 (8.00)	18 (8.00)	9 (4.00)	225 (100.00)	53 (27.89)	42 (22.11)	15 (7.89)	38 (20.00)	42 (22.11)	190 (100.00)
Essential to impart new skills	36 (16.00)	40 (17.78)	36 (16.00)	95 (42.22)	18 (8.00)	225 (100.00)	60 (31.58)	53 (27.89)	35 (18.42)	30 (15.79)	12 (6.32)	190 (100.00)
Essential to tone up human relations	14 (6.22)	0 (0.00)	27 (12.00)	40 (17.78)	144 (64.00)	225 (100.00)	23 (12.11)	7 (3.68)	12 (6.32)	34 (17.89)	114 (60.00)	190 (100.00)

Table 1: Respondents Opinions about the Need of Training

4.2. Reasons to Undergo Training

One of the training objectives of the PSU is to increase the knowledge and understanding of the employees. Training is the only means to achieve this objective to the desired extent. The motives and the reasons of the employees to undergo training vary from organization to organization and from employee to employee. Self-desire to learn and acquire new skills may be the general phenomena to undergo training. Sometimes by the virtue of seniority, advised by colleagues, employees shown interest to undergo training as per the direction of the management. The opinion of the respondents regarding the reasons to undergo training is exhibited in Table 2. It can be observed from the table that out of 225 in VSP about 135 respondents accounting for 60 percent stated that the reasons to undergo training was self-desire to learn and acquire new skills followed by the factor as per the direction of management as stated by 24.45 percent as against, in VPT majority 121 respondents accounting for 63.69 percent stated the factor was as per the directions of the management as compared to self-desire to learn and acquire new skills as stated by 22.11 percent of the respondents.

Factors	VSP	VPT
Self-Desire to learn and acquire new skills	135 (60.00)	42 (22.11)
Advised by colleagues	12 (5.33)	0 (0.00)
By virtue of seniority	23 (10.22)	27 (14.20)
As per the direction of the Management	55 (24.45)	121 (63.69)
Total	225 (100.00)	190 (100.00)

Table 2: Respondents Opinions on the reasons to undergo Training

4.3. Selecting the Employees for Training

A well-laid procedure for selecting the employee for training is essential, since such an arrangement will not only avoid controversies but will also boost up the image of the management among the employees. Table-3 exhibits the opinions of the respondents regarding procedure adopted for selecting managers to undergo training in VSP.

The respondents awarded highest rank to the factor like discretion of management as stated by as many as 42.22 percent and respondents awarded second rank to the factor personal drive and initiative with 30.22 percent, whereas respondents awarded third and fourth rank to the performance appraisal reports and Qualifications with 36.00 percent while the respondents given least rank to qualifications with 32 percent.

VPT respondents awarded highest rank to the factor discretion of management with 64.21 percent, followed by second and third rank to performance appraisal with 32.11 percent and 36.32 percent respectively. Respondents who awarded fourth rank to service experience with 47.89 percent and respondents gave fifth and last rank to qualifications factor with 60.00 percent.

As can be seen from the different ranks assigned to different criteria for selection of managers, the Discretion of Management was ranked first by majority of the respondents of VSP with 42.22 percent and VPT with 64.21 percent respectively. It is appreciable that discretion of management carried a higher rank for both the units, closely followed by personal derive and initiative (30.22 percent), Performance Appraisal (36 percent) and Qualifications (36 percent) in VSP, Performance Appraisal (36 percent), Service Experience (47.89 percent), Qualifications, while 60 percent in VPT are worth mentioning.

Informal discussions also highlighted some of the views that organizations need to indicate the policy and procedure of managers' selection to various training programmes either in-company or out-company. Selection process should infuse confidence in employees and ensure justice to all. These are some correlation between managers selected and sent for training and those who actually need to be trained. Discretion of Management is one of the basic sources to speak about managers' strengths and weaknesses. This factor was given due importance by the organizations. Selection procedure could be made much more objective and transparent and acceptable to managers.

It is concluded from the analysis that the factor discretion of the management occupied first place as the reasons for selection if managers for training as stated by the respondents of both VSP and VPT, the total opinion stood at 42.22 percent and 64.21 percent respectively, against, the least factor which influenced for selection was qualification with 32 percent and 60 percent standing in VSP and VPT respectively.

Factors	VSP						VPT					
	1	2	3	4	5	Total	1	2	3	4	5	Total
Performance Appraisal Reports	50 (22.22)	49 (21.78)	81 (36.00)	27 (12.00)	18 (8.020)	225 (100.00)	34 (17.89)	61 (32.11)	69 (36.32)	11 (5.79)	15 (7.89)	190 (100.00)
Service Experience	32 (14.22)	49 (21.78)	22 (9.78)	58 (25.78)	64 (28.44)	225 (100.00)	31 (16.32)	38 (20.00)	11 (5.79)	91 (47.89)	19 (10.00)	190 (100.000)
Qualifications	18 (8.00)	22 (9.78)	32 (14.22)	81 (36.00)	72 (32.00)	225 (100.00)	8 (4.21)	0 (0.00)	27 (14.21)	41 (21.58)	114 (60.00)	190 (100.00)
Personal drive and initiative	32 (14.22)	68 (30.22)	58 (25.78)	40 (17.78)	27 (12.00)	225 (100.00)	23 (12.11)	53 (27.89)	57 (30.00)	38 (20.00)	19 (10.00)	190 (100.00)
Discretion of Management	95 (42.22)	41 (18.22)	22 (9.78)	27 (12.00)	40 (17.78)	225 (100.00)	122 (64.21)	41 (21.58)	12 (6.32)	4 (2.10)	11 (5.79)	190 (100.00)

Table 3: Opinions of the respondents on Selection of Training

4.4. Desirable Criteria

The study is not only attempted to probe into the deficiencies of the existing procedure of selecting managers for training but also elicited from the respondents the most desirable criteria for selecting the candidates for training. Since, these managers are sufficiently experienced, it is felt that their views in this regard will go up to strengthen the selection procedure.

The opinions of the respondents regarding the criteria of selection as perceived by them are exhibited in Table 4. It can be witnessed from the table that respondents from VSP rated job knowledge skill is very important for selection of the managers as stated by 74.22 percent and respondents accounting for 66.22 percent stated the factor service /experience is important to some extent and the factor qualifications is not important with 10.22 percent. In VPT respondents as many as 64.21 percent stated the factor job knowledge is very important and the factor aptitude to learn and get trained rated as not so important with 57.89 standing and same rating has been given to the factor service and experience with 52 percent

Out of the total sample respondents 415(both in VSP and VPT) have given weight age for desirable criteria for training is Job knowledge skills. This may be because in order to select candidates for training based on their knowledge skills because which have an impact in their routine job situations and working environment. Variations of opinions are noticed in respect of other factors too. The absence of unanimity among the respondents in ranking of particular factors as the desirable criteria; may be attributed to factors like difference in organizational climate, nature of the industry attitudes of work force, style of management and the like.

Factors	VSP				VPT			
	Very Important	Important to some extent	Not Important	Total	Very Important	Important to some extent	Not Important	Total
Qualifications	72 (32.00)	130 (57.78)	23 (10.22)	225 (100)	87 (45.79)	92 (48.42)	11 (5.79)	190 (100.00)
Service/Experience	36 (16.00)	149 (66.22)	40 (17.78)	225 (100)	87 (45.79)	99 (52.00)	4 (2.11)	190 (100.00)
Job Knowledge Skill(Present)	167 (74.22)	49 (21.78)	9 (4.00)	225 (100)	122 (64.21)	64 (33.68)	4 (2.11)	190 (100.00)
Job Performance Levels	96 (42.67)	125 (55.55)	4 (1.78)	225 (100)	99 (52.10)	80 (42.11)	11 (5.79)	190 (100.00)
Aptitude to Learn and get Trained	117 (52.00)	104 (46.22)	4 (1.78)	225 (100)	80 (42.11)	110 (57.89)	0 (0.00)	190 (100.00)

Table 4: Opinions on Desirable Criteria for selecting the Candidates for Training Programmes (both in VSP & VPT)

4.5. Selecting Procedure

Table 5 represents the opinions of respondents regarding the fairness of their existing selection procedure for training. It can be observed from the table that out of 225 respondents in VSP, 64 percent held the view that the selection procedure was always fair and objective whereas 33.78 percent of respondents opined that the procedure is fair and objective sometimes. On the other hand, it is interesting to note that in VPT 121 respondents out of 190 accounting 63.68 percent opined that employee selection for training is always fair and objective. Whereas 30 percent stated that of the respondents stated that selection procedure is sometimes fair and objective. The above analysis reveals that the procedure adopted by the study units in selecting the employees for training programme is scientific as stated majority of the sample employees. Hence the management of VSP is advised to make selection procedure transparent in order to build up more and more trust among the employees/executives and further motivate them to undergo training.

Factors	VSP	VPT	Total
Employee selection for training is always fair & objective	144 (64.00)	121 (63.68)	265 (63.86)
Never fair and objective	5 (2.22)	0 (0.00)	5 (1.20)
Sometimes fair and objective	76 (33.78)	57 (30.00)	133 (32.05)
I can't say	0 (0.00)	12 (6.32)	12 (2.89)
Total	225 (100.00)	190 (100.00)	415 (100.00)

Table 5: Opinion on the following Selection Procedure for Training

4.5.1. Methods to Identify Training Needs

Every employee should be convinced that he/she is in need of training so that he can participate in the training programme with enthusiasm and commitment. Employees, out of their experience, from a good source of getting information regarding the training needs and also the possible method or ways to identify training needs. Employees generate ideas and views out of their day-to-day observations and involvement in the management of people earlier training too enable employees to analyze issues and make suggestions for improvement of current system and practices. Keeping in this view, respondents are asked to give their opinion about desirable and effective methods to identifying training needs of employees are given in Table 6. Employees to undergo training in particular topics/subjects were ranked first place as opined by 378 respondents (91 percent). Of the total sample 373 respondents (89.88 percent) expressed the opinion that discussion should held with employees to know their deficiencies. Reasons not known majority of the respondents (96.84 percent) in VPT the discussions with the immediate supervisor/HOD is adopted for identifying training needs. However, the same percent of respondents in VSP expressed the need that the discussion with employees to identify the desire to undergo training in a particular topic/subject in their organization. A similar percent of the respondents in VPT endorse the opinion that management may discuss with them to know their deficiencies. Followed by the method to identify training needs is canvass questionnaire (90.53 percent).

Factors	VSP		VPT		Total	
	Yes	No	Yes	No	Yes	No
Discussion with the employees to Know their deficiencies	198 (88.00)	27 (12.00)	175 (92.11)	15 (7.89)	373 (89.88)	42 (10.12)
Discussion with the employees to identify desire to undergo training in a particular topic/subject	207 (92.00)	18 (8.00)	171 (90.00)	19 (10.00)	378 (91.08)	37 (8.92)
Discussion with the supervisor/HODs to find out Training needs of Employees	180 (80.00)	45 (20.00)	184 (96.84)	6 (3.16)	366 (88.19)	49 (11.81)
Canvass Questionnaire to find out employee training Needs	161 (71.56)	64 (28.44)	172 (90.53)	18 (9.47)	330 (79.52)	85 (20.48)

Table 6: Opinion about Method to Identify Training needs

5. Findings

1. It can be observed from the analysis that there is dire need for updating employee knowledge through training programmes as stated by 50.22 percent in VSP against the factor that it is essential to impart new skills in VPT as stated by the 31.58 percent.
2. It is found out from the analysis that the reason to undergo training in VSP is self-desire to learn and acquire new skills as stated by the 60 percent of the sample as compared to the factor as per the directions of the management in VPT as stated by 63.69 percent.
3. It is noticed from the study that the factor discretion of the management occupied first place as the reasons for selection if managers for training as stated by the respondents of both VSP and VPT,
4. It is a good sign that the factor job knowledge skill is rated very important for the selection of managers for training by as many as 74.22 percent respondents, VSP as compared to respondents accounting for 64.21 percent in VPT who rated the same factor as important.
5. It is found out from the above analysis that majority of the respondents accounting for 64 percent in VSP in relation to 63.65 percent VPT have stated that the factor employee selection for training is always fair and objective whereas respondents accounting for 33.78 percent in VSP and 30 percent from VPT stated that the selection procedure is sometimes fair and objective.
6. It is also observed from the analysis that the employees to undergo training in particular topic/subjects were ranked first place as opined by respondents (91 percent). Majority of the respondents (96.84 percent) in VPT the discussions with the immediate supervisor/HOD is adopted for identifying training needs.

6. Suggestions & Recommendations

1. It is suggested that the training centers need to tone up not simply the quantitative aspects but the quality aspects of the training programs. It is recommended that the managements of the selected organizations (VSP & VPT) may concentrate more on economic factor rather than factors like job satisfaction, pride, position and recognition of work.
2. It is suggested some more efforts need to be made by the organizations to develop and implement the training programmes with a holistic perspective in order that they yield progressive results in the long run to the individual trainees as well as to the organizations.
3. As more than one fourth of respondents was not very active, or not active, it might be either defective methodology or delivery or some attitudinal problems of participants. It is recommended to take necessary steps to diagnose the reasons and enhance their participations
4. As the employee performance levels depends on the exposure to new ideas and methods of performing job in both the selected organizations, it is suggested to introduce and inculcate the cost effective techniques while they undergone training.
5. It is recommended that superiors or top management need to realize that the employees should be allowed to undergo training uninterruptedly. The training departments of both VSP and VPT should impose rigid discipline on the participants selected for training, so that they will not deviate from training and feel more comfortable, active and interested to undergo training without any fear and hesitation

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