



## EMPLOYEES' DEVELOPMENT PROGRAMMES IN PRIVATE ORGANISATIONS; PRESENT SCENARIO AND FUTURE PROSPECTS

\*Dr. Abhilasha Singh, \*\*Dr Naveen Gupta, & \*\*\*Dr Anju Jain

\*Asst. Professor, Hindustan Institute of Management & Computer Studies  
(under SGI), NH-2, Farah, Mathura, U.P. India

\*\* Director, Hindustan Institute of Management & Computer Studies, Farah, Mathura.  
(under SGI), NH-2, Farah, Mathura, U.P. India

\*\*\*Reader. Deptt. of Economics, R.B.S. College, Agra, U.P. India

### Abstract

The managers or executives are the most important and valuable assets of an organisation. Their development has become one of the most important and complex tasks of human resource management. It has now been well recognized that qualified executives needed throughout the industry and trade do not just emerge from labour force without consciously planned action on the part of the organisation. Good organisation select the talented employees and develop them to have adequate inventory of management skill for use in the future to achieve the desired objectives of the organisation. employee development must be recognized by the employees who want to learn or who are willing to learn. When employees are willing to learn, they show their interest in the developmental activities, as a result they are more satisfied with the job which will lead to increase in employee performance.

### Keywords

**Employee development:** Encouraging employees to acquire new or advanced skills, knowledge, and viewpoints.

### Overview

Employee Development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employee and organization as a whole; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena P. 2000). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006).

According to Rosy joshi and Shashi K Gupta (2005) The managers or executives are the most important and valuable assets of an organisation. Their development has become one of the most important and complex tasks of human resource management. Since World War II, tremendous emphasis has been laid on the development of executive talent in the field of management. The dramatic change in the area of management development has been named as "Management Revolution". It has now been well recognized that qualified executives needed throughout the industry and trade do not just emerge from labour force without consciously planned action on the part of the organisation. Good organisation select the talented employees and develop them to have adequate inventory of management skill for use in the future to achieve the desired objectives of the organization.

### *Present scenario of EDP in private organisations*

Virmani, B.R. (1985) pointed out that the imparting training to the employees is important to organizational development. In India attention has been given by the industry, government as well as training institutes towards a systematic development of their employees. As a consequence of the awareness of management training in the country, there has been a growing need to find ways and means to determine the efficiency and of view of organizational improvement.

Whitley and England (1997) found that Indian managers reflect a numbers of positive characteristics; they are highly individualistic, have a high moral orientation and have a strong leaning toward organization compliance and competence.

### *Importance of Employee Development Activities*

Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop (Elena P. 2000).

Many of the organizations are investing in employee development. When organizations are contributing towards the employee development activities, the employees work hard; utilize their full skills and efforts to achieve the goals of the organizations.

This concept indicates that employee development must be recognized by the employees who want to learn or who are willing to learn. When employees are willing to learn, they show their interest in the developmental activities, as a result they are more satisfied with the job which will lead to increase in employee performance (Elena P. 2000). Employee development also depends upon the individual employee, how much curiosity to learn.

**Aim**

1. To investigate the present scenario of Employees' Development in various Organisations.
2. To understand the perception of employees before and after training/EDP.
3. To evaluate the attitude of the employees regarding EDP in organizations.

**Hypothesis**

- H<sub>0</sub>1 There is no significant change in the opinion of the respondents regarding Present scenario of EDP in the organisations..
- H<sub>0</sub>2 There is no significant difference/change in the perception of the respondents about the EDP after training.
- H<sub>0</sub>3 There is no significant difference in the attitude of the respondents regarding EDP in the organisations, after undergoing training.

**Explanation of Methods*****Selection of respondents***

To carry out the presents research the Junior and Middle level executives were selected randomly . While selecting the respondents utmost care has been taken to include all categories from each organisation taken into consideration. The respondents have been selected on the basis of the characteristics like age, gender, designation, organisation, and length of service.

***Reliability***

Reliability of the questionnaire was calculated by using the Sphereman Split half correlation method on 20 respondents (10 Male, 10 Female) and coefficient of correlation was obtained 0.7932 which shows the questionnaire is reliable.

Another method i.e. test retest method was also used and reliability coefficient found to be 0.8523 thus the questionnaire is reliable. These respondents were not included in the actual study.

***Validity***

The prepared questionnaire was sent to five experts for their opinion. All the experts reported that the questionnaire is valid for getting the required information. Further item wise analysis has been done to attain the valid conclusions, for this factor analysis was carried out and thus final findings have been determined.

***Variables***

Appropriate independent and dependent variables were identified for the purpose of present study.

***Collection of data***

For the present study both primary and secondary data has been collected to reach to research conclusions. To assess the Effectiveness of Training, a questionnaire was developed and after checking of its reliability and validity it was administered amongst the randomly selected respondents .For the present research both qualitative and quantitative data had been collected.

Primary data was collected from organisations for the purpose of the study. A structured questionnaire and interview schedule was used to collect the primary data. The corporate executives at Junior and senior levels of selected companies were contacted to get the first hand facts, figures and information. The questionnaire was distributed to 150 executives and completed questionnaires were received. Questionnaires were distributed three times to the same respondents.

The questionnaire was administered in the following sequence:

- a) Immediately after the training
- b) After 1 month of training, and
- c) After 3 months of the training.

**Instrumentation**

The collected data were coded, tabulated and analyzed using various statistical techniques. Both descriptive and inferential statistical techniques were used. The statistical tests were used to know the relationship between dependent and independent variables among the selected respondents. The significance level was used as 5 percent and 1 percent for rejecting the hypothesis. Specific purposes for which tests were used have been given in table as follows.

Table .1 statistical tests used and their purpose.

S.No	Statistical tests	Purpose
1.	Percentage	To study the distribution of both dependent and independent variables
2.	Arithmetic Mean	To study the central value
3.	Standard Deviation	To know the variability among the observations
4.	t-test for difference of two means	To test the level of significance of difference between two means
5.	t-test for paired sample	Difference between two observation on a sample

## Results & Discussion

Data is analyzed, presented, and various interpretations are given on the basis of the profile of the selected respondents as given:

Table .2 Profile of the respondents.

PARAMETER	CATEGORY	RESPONDENTS	
		Number	Percentage
AGE	20-35	99	66.00
	35& Above	51	34.00
GENDER	Male	125	83.33
	Female	25	16.67
DESIGNATION	Sr Executive	69	46.00
	Jr Executive	81	54.00
ORGANISATION	Education Department	25	16.67
	Banking	21	14.00
	Rural Development Banks	26	17.33
	Life Insurance	34	4.00
	General Insurance	6	4.00
	Heavy Machinery Industry	8	5.33
	Shoes Industry	12	8.00
	Export Industries	18	12.00
LENGTH OF SERVICE	1-5 years	77	51.33
	6 years & above	73	48.67

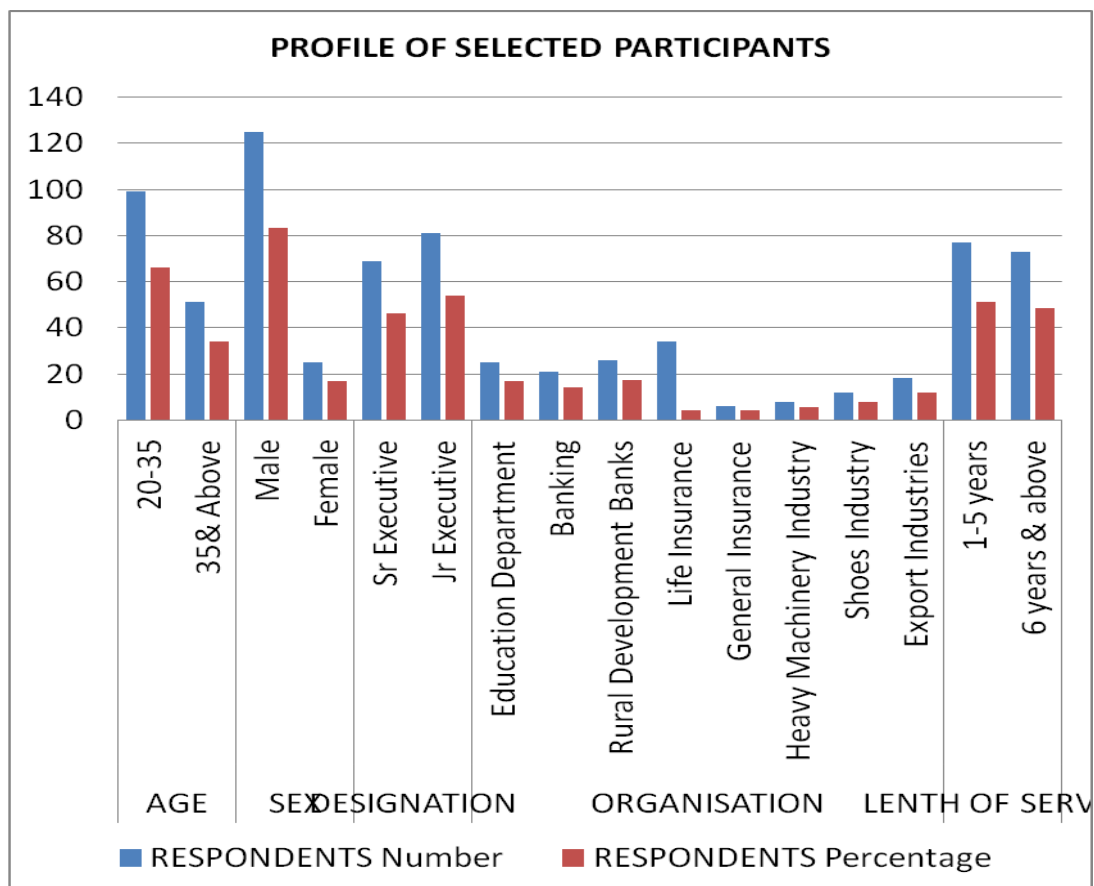


Figure .1 Profile of the selected respondents.

Table. 3 Need of Training.

S.N.	RESPONSE	RESPONDENTS	PERCENTAGE
1	Strongly Agree	31	20.67
2	Agree	40	26.67
3	Neutral	28	18.67
4	Disagree	38	25.33
5	Strongly Disagree	13	8.67
	Total	150	100.00

The above table reveals the data regarding need of training according to the respondents .The table indicates that about 40 respondents ( 26.67%) agree that training is needed and about 31 respondents strongly agreed ( 20.67%) that need of training is their in the organisations only about 13(8.67%) and 38(25.33%) respondents strongly disagree and disagree respectively. Hence the need of training has been clearly understood by the respondents in the organisations.

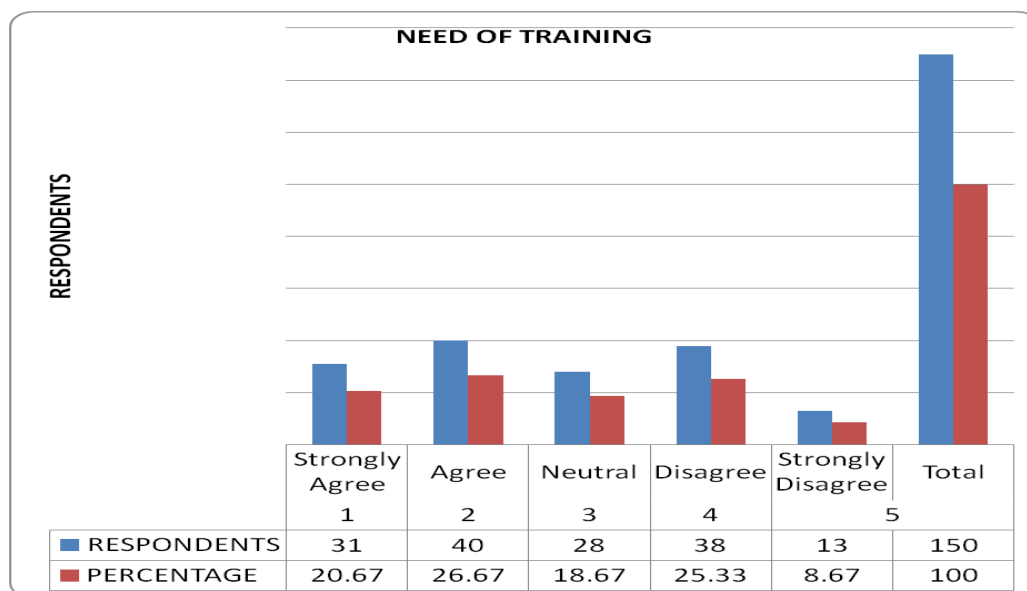


Figure .2 Need of training

Table. 4 Training provided after problem occurs.

S.N.	RESPONSE	RESPONDENTS	PERCENTAGE
1	Mostly	26	17.33
2	Generally	63	42.00
3	No	61	40.67
	Total	150	100.00

The above table reveals respondents' opinion regarding providing training after problem occurs. The above table clearly indicates that majority respondents 63(42%) responded that training is provided generally when problem occurs, 26 respondents (17.33%) also supported the same with response mostly while 61 respondents (40.67%) responded against.

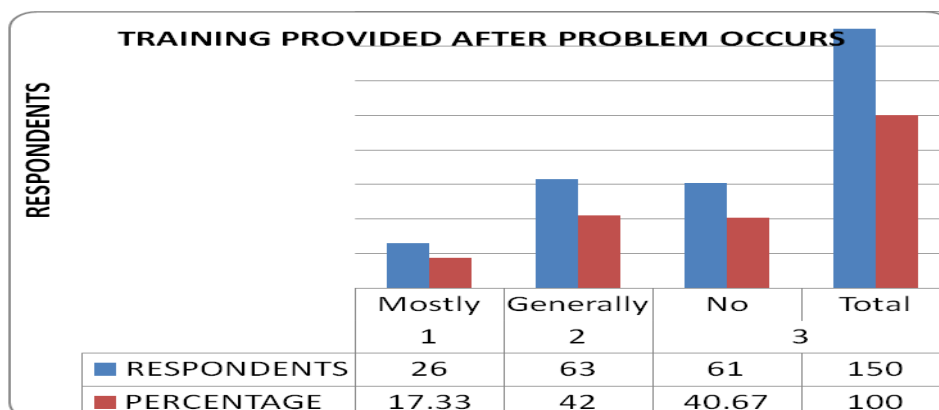


Figure .3 Training provided after problem occurs

Table. 5 Purpose of training.

S.N.	PURPOSE	RESPONDENTS	PERCENTAGE
1	Knowledge enhancement	23	15.33
2	Skill Enhancement	60	40.00
3	Attitude Enhancement	53	35.33
4	Behavior Enhancement	14	9.33
	Total	150	100.00

The above table reveals the data regarding respondents opinion about the purpose of training .As per the responses of the respondents the purpose of training is to increase skill and attitude as reported by 60 ( 40%) and 53 ( 35.33%) respondents respectively. The respondents reported that the least change is observed in behavior as reported by 14 (9.33%) respondents. Therefore the main purpose of training as observed is to bring change in skill enhancement and Attitude Enhancement.

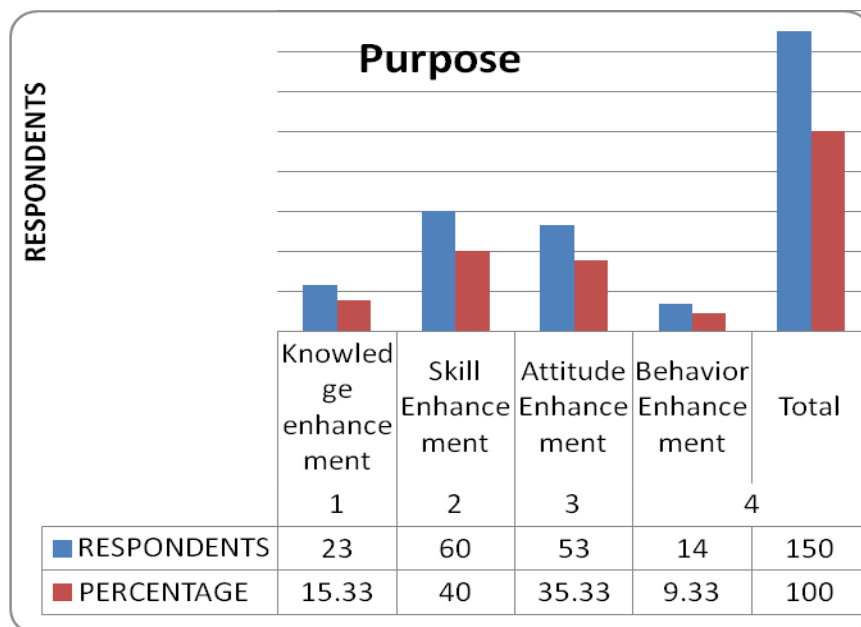


Figure . 4 Purpose of Training.

Table . 6 Relevance of the training programme according to the job

OPINION	MEAN	SD
At the time of Training	2.43.	1.15
After One Month Of Training	2.010	1.00
Changes	-0.410	1.10
T	4.565	
P	<0.05	
After Three Months Of Training	1.930	0.96
Changes	-0.500	1.12
T	5.468	
P	<0.05	

Above table reveals the mean scores regarding the relevance of training programme to the job initially after one month and after three months. The mean scores regarding relevance of the programme were found to be 2.43, 2.01 and 1.93 at the time Of training, after one month of training and after three months of training respectively. After one month and after three months of training relevance was reduced by -0.41 and -0.50 respectively. These changes were found to be statistically significant at 5% level of significance. Hence the  $H_0$  1.2 rejected and changes were observed.

Table . 7 Respondents attitude after training about their job as per Designation.

DESIGNATION		STRONGLY AGREE		AGREE		NEUTRAL		DON'T AGREE		STRONGLY DISAGREE		TOTAL
		No	%	No.	%	No.	%	No.	%	No.	%	
At the time of Training	Jr Executive	9	13.0	26	37.80	23	33.3	9	13.00	2	2.90	69
	Sr Executive	7	8.6	29	35.8	32	39.5	13	16.10	0	0.00	81
After One Month Of Training	Jr Executive	10	14.5	32	46.4	24	34.8	3	4.30	0	0.00	69
	Sr Executive	9	11.1	38	47.9	30	37.0	4	4.90	0	0.00	81
After Three Months Of Training	Jr Executive	16	23.2	35	50.7	17	24.6	1	1.50	0	0.00	69
	Sr Executive	22	27.20	37	45.6	22	27.2	0	0.00	0	0.00	81

The above table reveals the data regarding respondents reflect better attitude after training about their job as per the designation of the respondents. The tabulated data represents the data at the time of training, after one month of training and after three months of training. At the time of training it was found that as per the Jr. Executives about 26(37.8%) show a better attitude towards their job as compared to Sr. executive ,32 ( 39.50%) who were neutral towards the effect of training. After one month and three months of training a positive change was observed amongst the Sr. Executives and Jr. Executive which is evident from the data i.e 50.7% amongst Jr. Executive and 45.6% amongst the Sr. Executives. Thus we can say that people demonstrate better attitude towards their job after the training.

## Conclusion

Employee is a valuable resource and asset of the organization. The success or failure of the organization depends upon their performance. Therefore, organizations are investing huge amount of money on employee development. The study examines and investigates the literature review on employee development and its affect on employee performance. The key variables identifies related to employee development and Employee performance. The study presents the importance of the employee developmental activities, importance of investment in a human capital, and challenges in employee development.

Trained human resource is precious for an organisation, existence of an organisation cannot be thought without the employee. For achieving the goal of any organisation its human resource needs development befitting to center the needs of the same. It is important that for attaining desired results an organisation has to impart suitable training to its employees to attain skills. Employees are the valuable assets hence, there has to be consistent employees development programs for their development

## Suggestions

- Corporate practitioners should give importance to all these variables when they design the Employee Development Programme policy, procedure and responsibility distribution for the organisation.
- Companies should use training as a means to improve its competitiveness whereas it has been observed that companies in Agra are not competing with respect to training as training is not being planned with respect to what competitors are doing.
- More interesting and easy reference and reading materials should be provided to the participants to get maximum effectiveness of the EDP.
- EDP's/training should be organized on regular intervals not as training is being provided in the organisations only after problem occurs.
- More informal departmental practice and precedents are required in allowing executives to use what they have learned. Informal departmental practice and precedents when neutral, discourage executive to use what they have learned.

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