



A STUDY ON CREATING INCLUSIVE WORKFORCE THROUGH MANAGEMENT/EXECUTIVE DEVELOPMENT PROGRAMMES WITH REFERENCE TO SELECTED COMPANIES AT BANGALORE

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ABSTRACT

Employee performance is key for the success of any organisation. Employer and employee must have a clear vision related with what kind of work to extracted from whom and what kind of performance to be provided in executing the responsibilities both are the important source of areas for development of the organisation. The organisations need to consider important issues like Continuous technological changes, The increasing removal of trade barriers, The consequent globalisation, The volatility of customer demand within existing markets. These continuous changes have challenged organizations to learn how to manage businesses in the context of these continuous unpredictable changes, to learn how to confront these changes quickly and successfully. It is argued that, for an organization to achieve its objectives and goals. The organisation is also needing to consider the important role of its people, measures to improve competency, skill and training. The need to compete from the inside out has made organization aim to increase the power of their people-related processes to build and sustain competitive advantage as the ultimate organizational objective, thus, outperforming competitors. This paper concentrates at the issues and challenges while conducting the Management Development Programmes in Public and Private sector Organisations based on the primary information sources of employee opinion and perceptions towards the organising and conducting of training programmes like Management/Executive Development Programmes related with Management/Executive Development Programmes. The data was collected through questionnaires which distributed to 450 employees selected by the stratified sampling. The study only confined to only Public and private Sector Companies situated in around Bangalore city.

INTRODUCTION

The action of teaching a person a skill or type of behaviour can be termed as “training”. The simplest definition of the training in the traditional theory is “the acquisition of knowledge and skills for presently known tasks”. We can also define training as “an action that serves to help increase upward mobility within the organization to adjust workers to the technological changes affecting the workplace and often simply to introduce people to the world of work at the entry level”. This constitutes a basic concept in human resource development. It is concerned with developing a skill to a desired standard by instruction and practise. It is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively and responsibly. “The organised procedure by which people learn Knowledge or Skill for a definite purpose is “training”. This refers to Teaching and Learning activities carried on for the primary purpose

of helping members of an organisation acquire and apply the Knowledge, Skill, Abilities, Attitudes and Making the level of performance better needed for job and organization. This can also be defined “as an act of increasing the skills of an employee for doing a particular job”. This is a continuous process designed to meet the training needs of present and future of an individual through increasing knowledge and improving skills which improves employees’ performance and increase productivity at work.

In this connection Management/Executive Development Programmes playing a vital role in executing the responsibilities within the organisation.

OBJECTIVES OF THE STUDY

The objective of the study the impact of Management Development programmes conducting in the Organisations.

- To study the working conditions and feasibility for conducting the



Management/Executive Development programmes in organisations.

- To examine and understand the nature of Management/Executive Development programmes undergoing in the organisations.
- To understand the perception and opinion of the employees on Management/Executive Development programmes.
- To study the impact of the organised Management/Executive Development programmes in Various Public and Private Sector organisations.
- To suggest measures for effective Management/Executive Development programmes designing and executing within the organisations.

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The Advanced Learner's Dictionary of Current English lays down the meaning of research as "a careful investigation or inquiry specially through search for new facts in any branch of knowledge. The research methodology is an approach concerned with the methods or techniques used for data generation and collection when carrying research. Traditionally, research methodologies are broadly classified into Qualitative and Quantitative. For the purpose of the study the overall sample respondents is drawn from various levels of executives from the different organisations.

| Designation | No. of Respondents | Percent |
|------------------|--------------------|---------|
| General Managers | 22 | 10.47 |
| Managers | 90 | 42.85 |
| Executives | 88 | 41.90 |
| Others | 10 | 4.75 |
| Total | 210 | 100 |

Number Of Respondents



Different methods are adopted for investigation of the different aspects relating to the sample, which includes primary and secondary data. The researcher has personally visited the and administered the schedule to the Management employees and collected first-hand information through personal interviews. Secondary data were also collected through various documented feedback sessions on Job Satisfaction, previous internal survey reports, the number of training programs conducted on implementation and effective Job process and percentage of participation in the process.

Limitations of the study:

As questionnaire is used as Research Tool, it has some limitations for this study. They are:

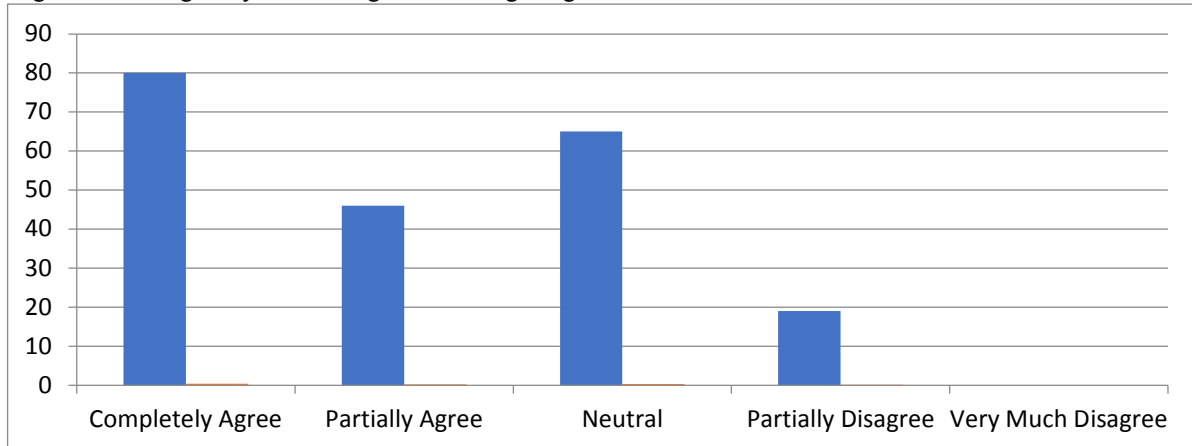
- During the collection of information, it was found that officials were rather hesitant and ambivalent in providing the desired

information and sometimes officials tolerated to discuss in some cases.

- This study being a case analysis of Different companies, some of the applications may not apply equally for all organisations.
- The file keeping and record maintenance was not systematic. Even the data published in the annual reports has not been systematically analysed to help in understanding different aspects of study.
- Employees were hard pressed for time in view of the job demands and rigorous work schedule.
- Questionnaire cannot fully capture emotional responses. There might be some chances for ignoring or overruling the required areas of information for the study.

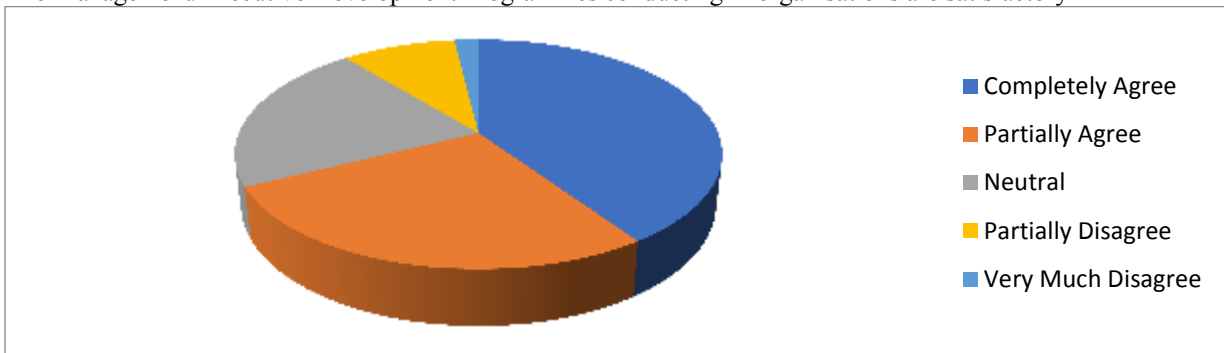
DATA ANALYSIS

Organisations regularly conducting the Training Programmes.



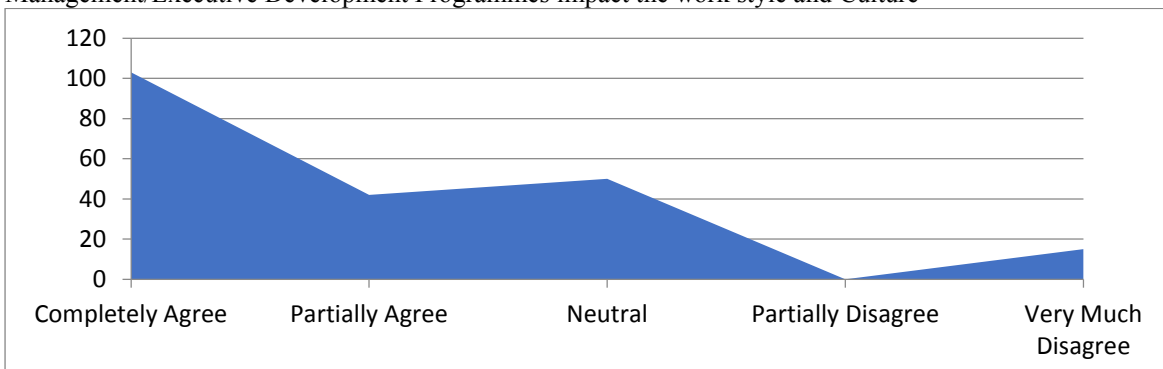
Most of the respondents agreed that organisations regularly conducting the Training the programmes within the organisations.

The Management/Executive Development Programmes conducting in organisations are satisfactory



Most of the employees are satisfied with the Management/Executive Development programmes organising within the organisations.

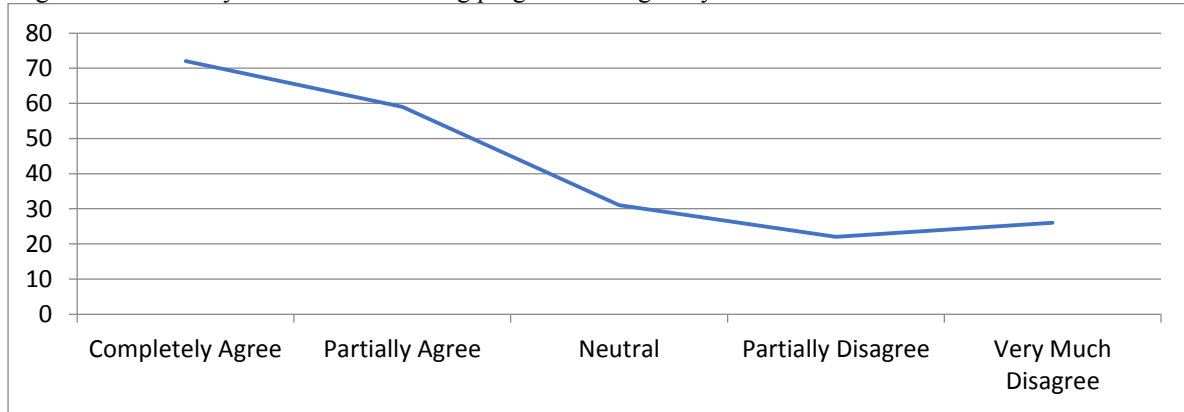
Management/Executive Development Programmes impact the work style and Culture



Most of the employees opined that the Executive programmes conduct in the organisations will impact the work style and procedure.

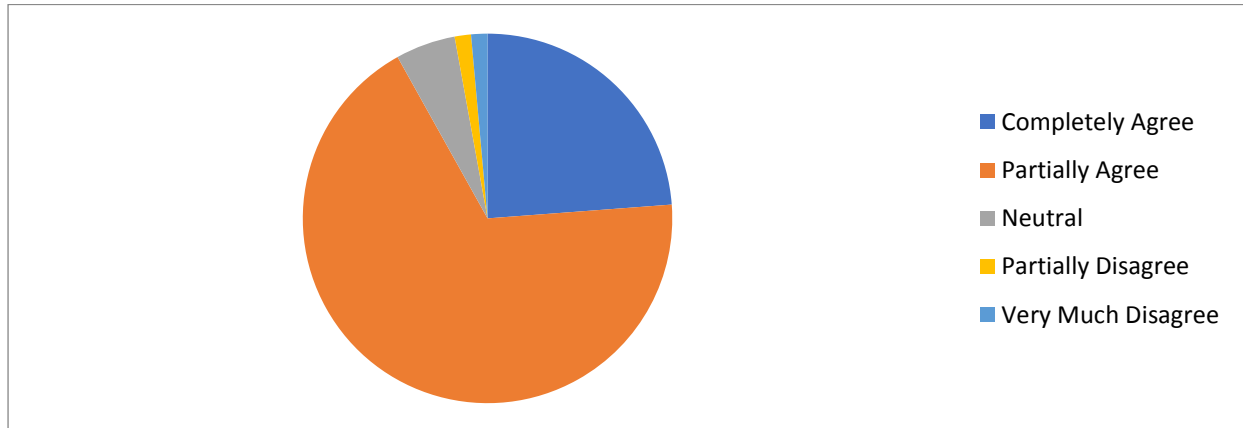


Organization identify the needs for training programmes regularly



“Organization identifies the need for training regularly”. Most of the respondents opined that the above statement is true

Management/Executive Development programmes on Emotional Balance, stress relieving counselling highly effective



Most of the respondents expressed the positive opinion on the effectiveness of stress relieving and counselling programs.

Management/Executive Development programmes enhance the Opportunity to work on interesting projects given by organisations

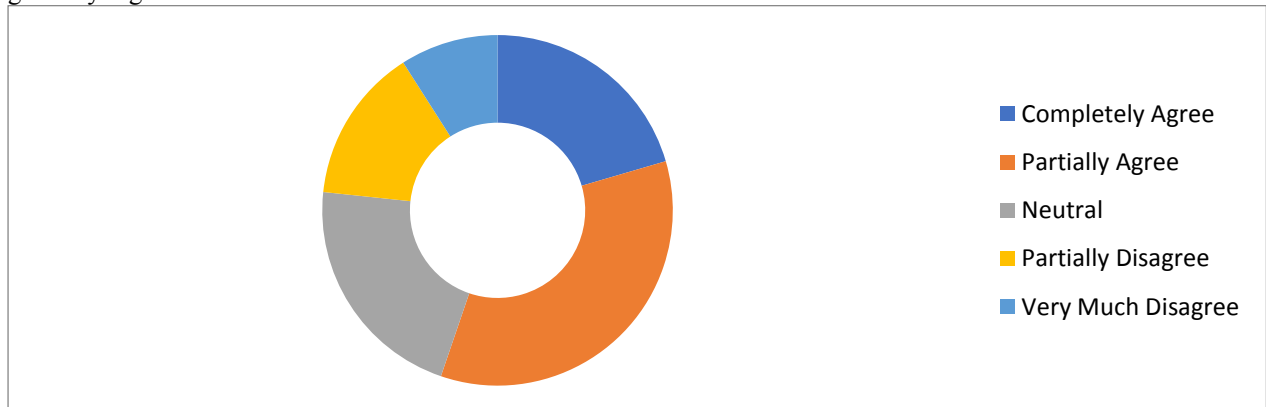
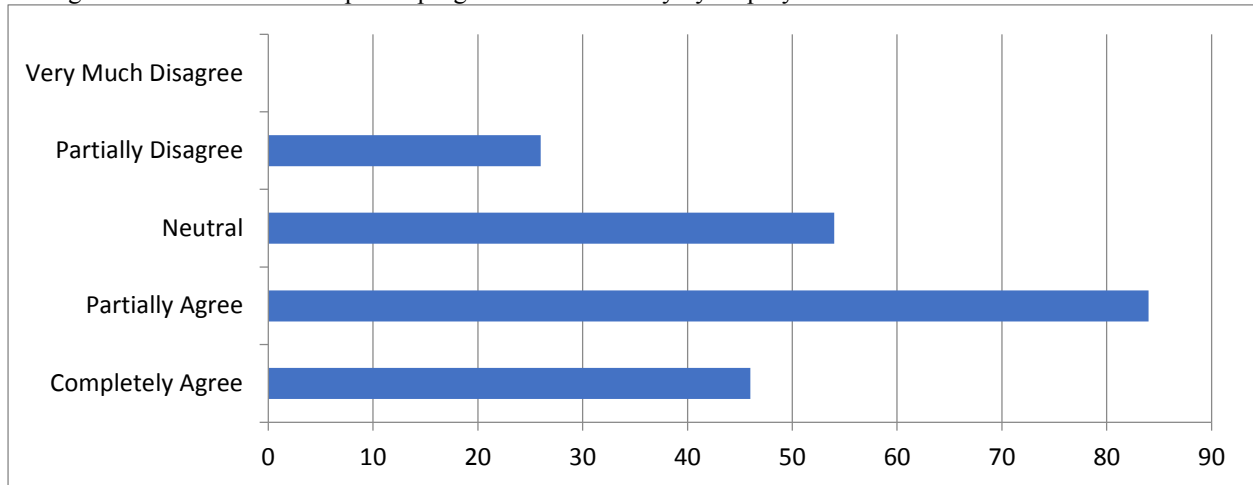


Table reveals the overall opinion of the respondents on the opportunity to work on interesting projects with help of the effective Management/Executive

Development programmes provided by the organisations.



Management/Executive has created an open and comfortable work environment to participate in various Management/Executive Development programmes voluntarily by employees



The table discloses that the overall opinion of the respondents on the statement “Management has created an open and comfortable work environment” where the employee voluntarily can participate in

various training programmes for effective performance and career development.

Management/Executive Development programmes disturbs the routine and daily work environment and later it enhances the work burden for employees

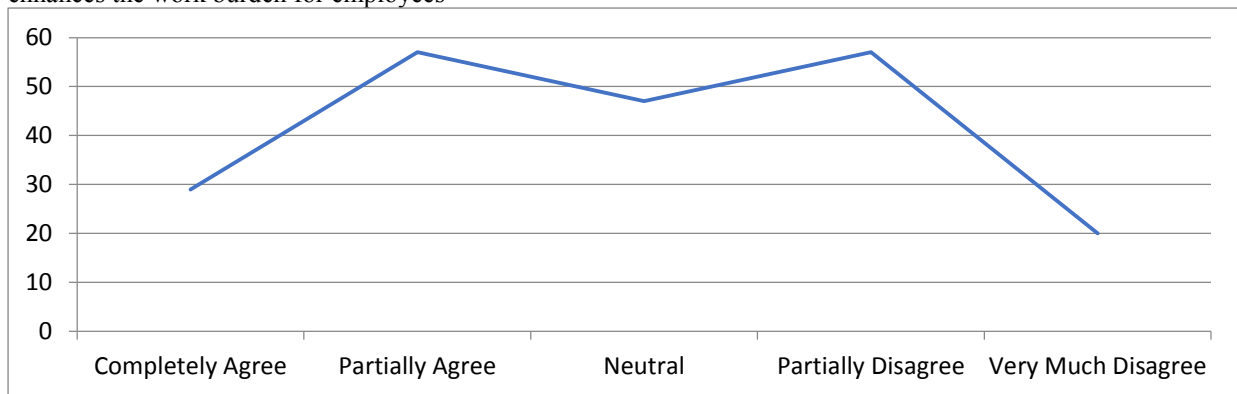


Table reveals the overall opinion of the respondents on the disturbance of the Management/Executive Development programmes for daily and routine work

environment, moderate opinion provided by the employees in this connection.



Management/Executive Development programmes enhances the chances of the promotions in the organisations

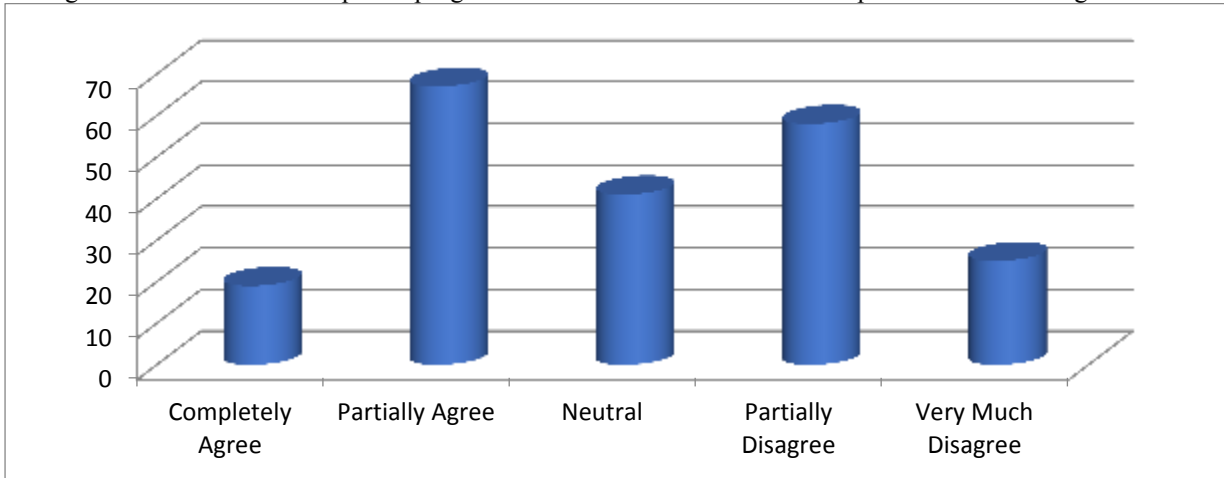


Table indicates the perceptions of the respondents about the statement that promotion chances can be enhanced with help of the Management/Executive

Development programmes in the organisations. Here also the moderate opinion was provided by the employees.

Performance appraisal system followed by the organizations are satisfactory

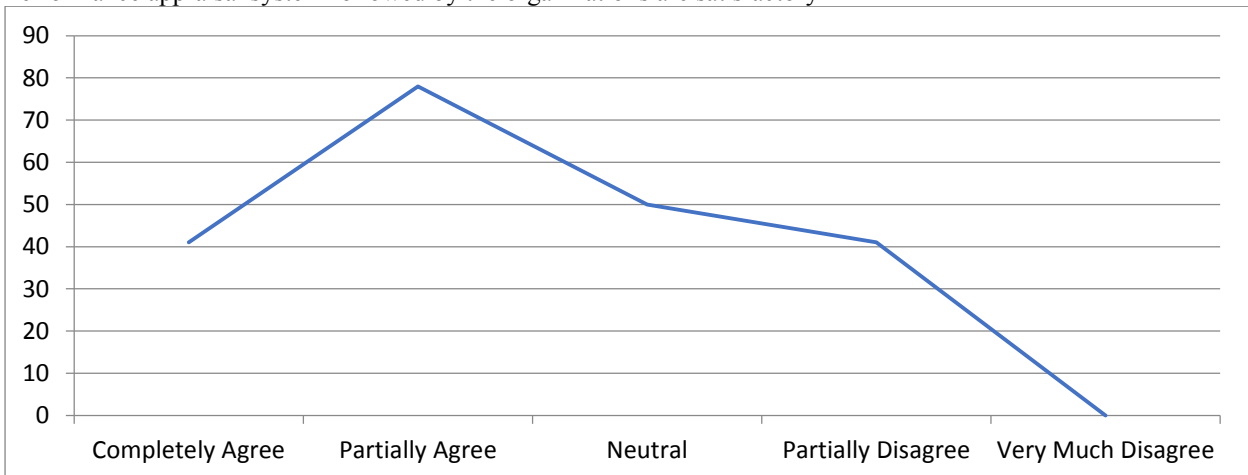


Table depicts that the overall opinion of the respondents on the statement "Performance appraisal system followed by the organization is satisfactory". It is observed from the analysis that, on an average of

the respondents have positively responded with the said statement.

Regular meetings are held for designing and executing the Management/Executive Development programmes

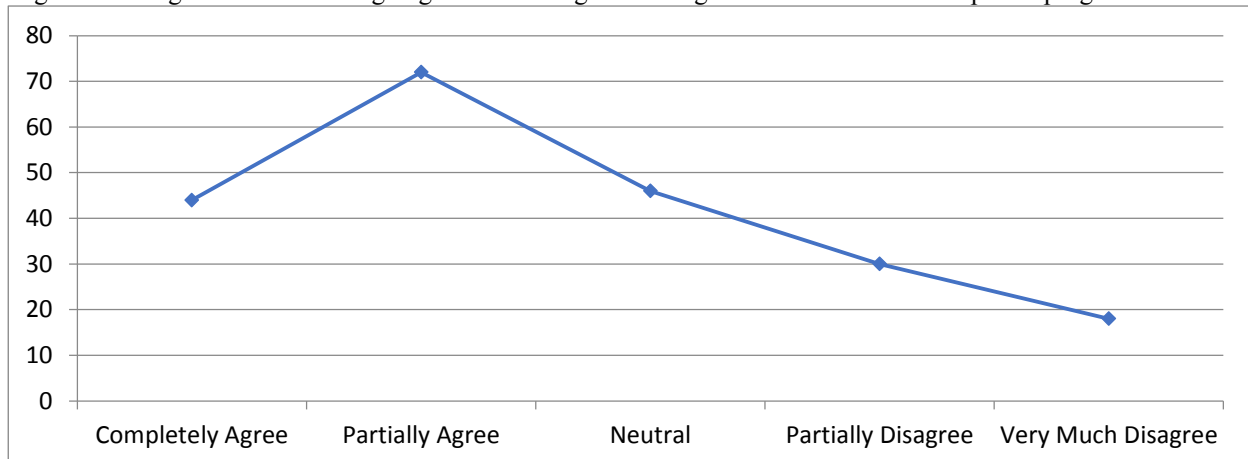
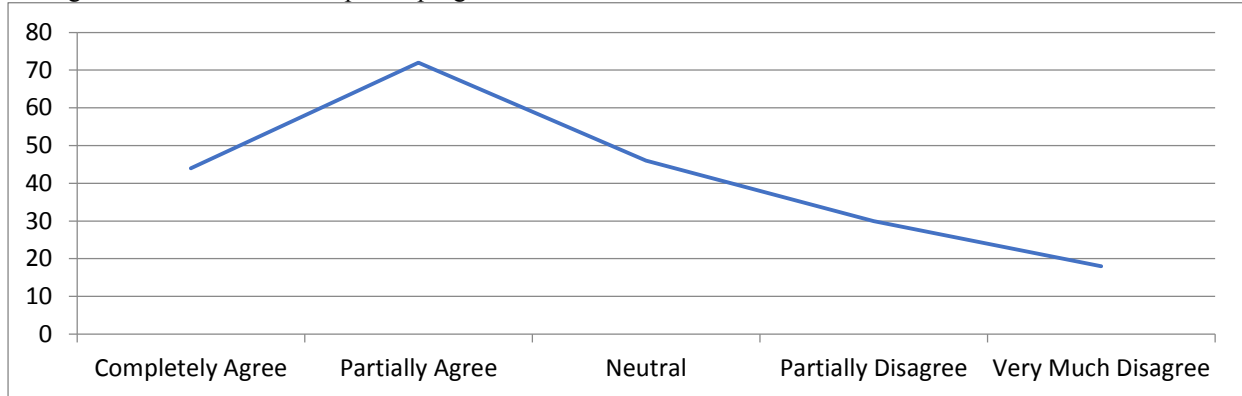




Table depicts that the overall opinion of the respondents on the statement “Regular meetings are

held; it was observed from the analysis that a moderate opinion was provided by the employees.

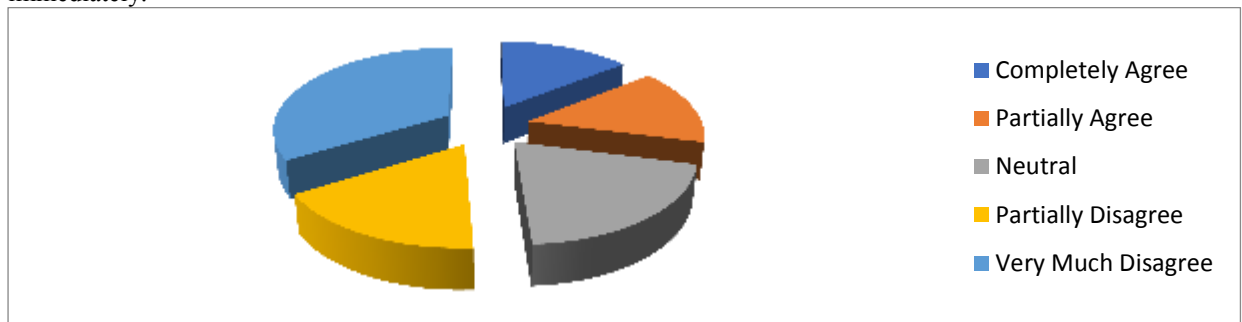
Meetings are used by the members to solve the problems encounter during the conducting the Management/Executive Development programmes



The table indicates the perception of the respondents about the statement that Meetings are used to solve the problems encounter during the

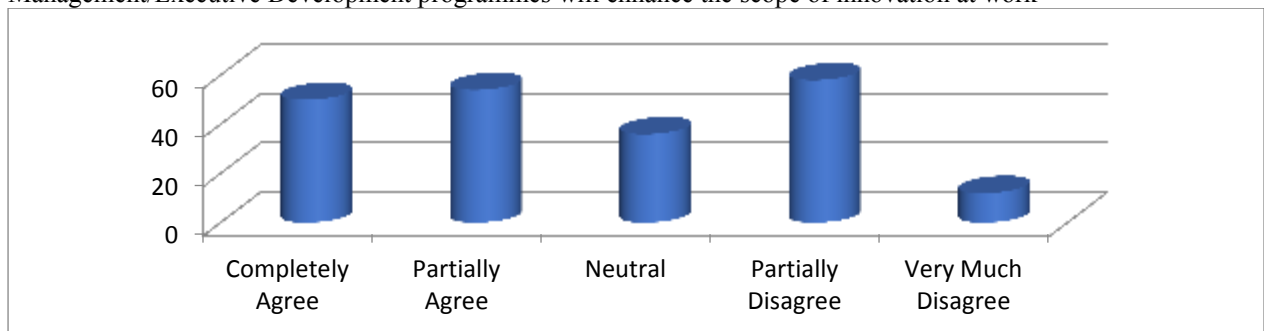
Management/Executive Development programmes most of the employees provided moderate opinion.

Problems identified during the Management/Executive Development programmes attend and sort out immediately.



Employees opined very negative opinion in connection with sort out and attending the problems arise during the training programmes

Management/Executive Development programmes will enhance the scope of innovation at work

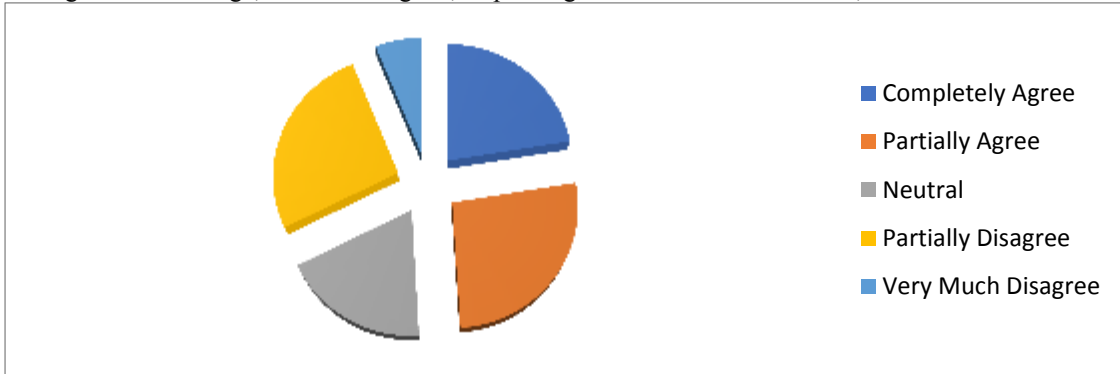


Very moderate opinion with equal perception was provided by the employees in connection with

Management/Executive Development programmes will enhance the scope of the innovation.



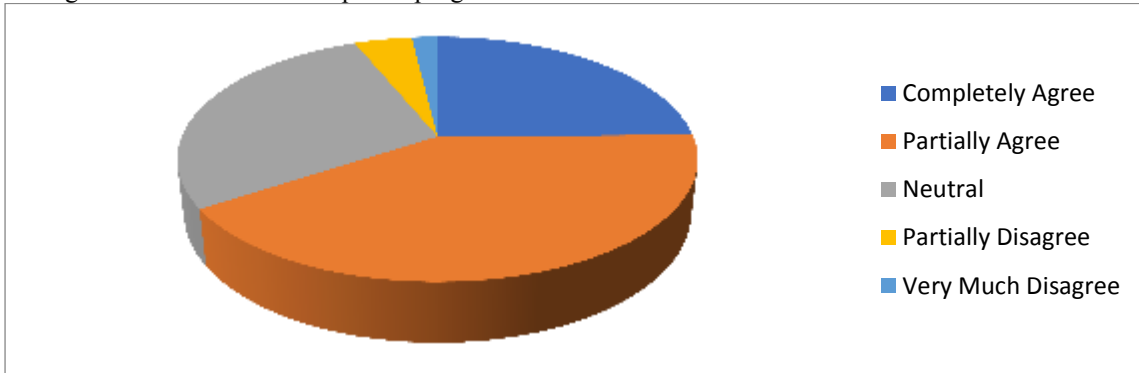
Organization sponsors employee’s participation in Management Development programmes like Team working Management of change, Business English, Improving communication skills etc.,



The above table indicates that the Organisations deputes and organise the various training programmes in different areas like Team working

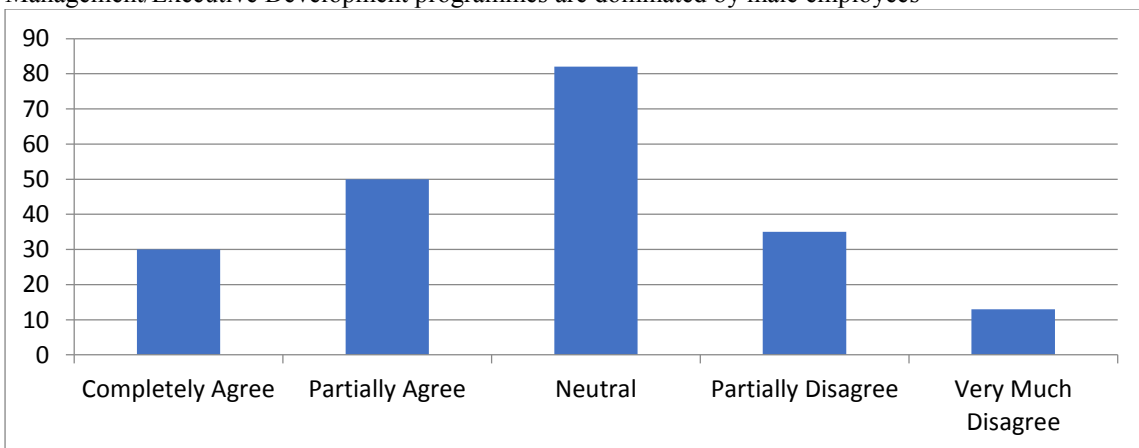
Management of change, Business English, Improving communication skills etc.,

Management/Executive Development programmes motivate for work environment.



Respondents partially agree that the Management Development programmes motivate the work environment.

Management/Executive Development programmes are dominated by male employees



Employees partially agree that Management Development programmes dominate by male members but at most of the members opined that such kind of things won’t happen all employees will have equal chances and equally participate in the training programmes.

Findings and Suggestions

After a detailed and in-depth interpretation and analysis of the data the percentages and statistical tests were administered to interpret the opinions of the respondents on relevant statements. The research study throws up a few opportunity areas effectiveness



of Management/Executive Development Programmes.

MAJOR FINDINGS

- Most of the respondents agreed that organisations regularly conducting the Training the programmes within the organisations.
- Most of the employees are satisfied with the Management/Executive Development programmes organising within the organisations.
- Employees partially agree that Management/Executive Development programmes dominate by male members but at most of the members opined that such kind of things won't happen all employees will have equal chances and equally participate in the training programmes.
- Respondents partially agree that the Management/Executive Development programmes motivate the work environment.
- Very moderate opinion with equal perception was provided by the employees in connection with Management/Executive Development programmes will enhance the scope of the innovation.
- The table indicates the perception of the respondents about the statement that Meetings are used to solve the problems encounter during the Management/Executive Development programmes most of the employees provided moderate opinion.
- Overall opinion of the respondents on the statement "Regular meetings are held; it was observed from the analysis that a moderate opinion was provided by the employees.
- overall opinion of the respondents on the disturbance of the Management/Executive Development programmes for daily and routine work environment, moderate opinion provided by the employees in this connection.
- overall opinion of the respondents on the statement "Management has created an open and comfortable work environment" where the employee voluntarily can participate in various training programmes for effective performance and career development.
- overall opinion of the respondents on the opportunity to work on interesting projects with help of the effective Management/Executive Development programmes provided by the organisations.

SUGGESTIONS

- More Management/Executive Development programmes to be conducted in the area of the Emotional Intelligence, Stress management, Communication skills.
- Management should look forward the equal participation of the all employees in various Management/Executive Development programmes to enhance the personal and organisational capabilities and development.
- Employees must be given the programme guide and objectives before of each Management/Executive Development programme which can improve the understanding skills about the organised programmes.
- Management should depute the employees to various Management/Executive Development programmes organised by external agencies for effective understanding the general tendency of work culture and personality development for better organisational development.

CONCLUSION

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction, Job enrichment, Job analysis, Job enhancement, Job roles in this current study, which helped to understand the needs for better Management/Executive Development programmes. This is mainly since many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, Management/Executive Development programmes are considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to do and give better performance in an organisation. The civilized pattern of life system needs the support of viable economic resources and that can be brought by more than one earning in every family. Job satisfaction may seem to be an intuitive concept that is easily understood, but the diversity of recent research on job satisfaction, also indicated in the national contributions to this comparative analytical report, still raises conceptual and methodological debates. Although this may highlight the topical interest of this issue, it also calls for further and more in-depth research into Management/Executive Development programmes, Performance and job satisfaction.



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