

SMART

JOURNAL OF BUSINESS MANAGEMENT STUDIES

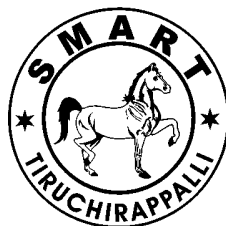
Vol.1

Number. 1

January - June 2005

Rs. 200

Dr. M. SELVAM, M.Com., Ph.D.,
Chief Editor



SCIENTIFIC MANAGEMENT AND ADVANCED RESEARCH TRUST
(SMART)
TIRUCHIRAPPALLI (INDIA)

EXECUTIVE PROBLEM SOLVING BEHAVIOUR THROUGH VARIOUS TRAINING MODULES

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Human Resource Development is one of the most important functions for organizational growth and development as well as for the benefit of individuals in the organization. In the existing scenario, training and development play a vital role in improving the skills related to job performance. The executives and supervisors must supervise the work of their subordinates and guide them so that they must know all about the skills required for guiding their subordinates. The present study is to find out the potential areas where training is required for executives and supervisors to achieve the organization's objectives. Finally it has been concluded that training need identification is a continuous process for any organization and at the same time, the training program should have a periodical follow-up. Suggestions like business games, case study methods and type of exercises that can be conducted more frequently in order to equip the participants in decisions-making skills, are indicated.

Introduction

Human Resource Development is one of the most important functions for organizational growth and development. It includes long-term, broad-based activities, which would ensure organizational effectiveness. It is the elixir of business enterprise. In the existing scenario, training and development play a vital role in imparting core competency to match the global requirements. Leading organizations take enormous efforts for developing human resource by making training and development as an integral part of organizational development. The executives and supervisors must supervise the work of their subordinates and guide them so that they develop all the skills required for guiding their subordinates. The training needs indicate the gap between the job requirements or organizational expectation and the employees' present job skills.

Edwin Flippo (1984) defines "training as the act of increasing the knowledge and skills of an employee for doing a particular job". Much research has been done on this area. Similar type of study was conducted earlier by Srinivasan(1997). His study mainly (based on a sample of trainers, trainees, programme organizers and sponsors) indicated that in future the following factors have to be considered during the training. 1) Man Management, 2) Corporate planning, 3) Marketing management and Sales promotion.

The present study attempts to find out the potential areas where training is required to achieve the organization's objectives and suggest some methods to improve the training programs. This would help the organizations to formulate programs to suit their needs.

Importance of Training

According to Aswathappa (2000), importance of training is enumerated.

- Training improves the job knowledge and skills at all levels of the organization.
- Training helps to prepare guidelines for work.
- Training helps employees to adjust to changes.
- Training helps to eliminate fear in attempting new tasks.
- Training increases job satisfaction and recognition.

Objectives :

1. To study the technical and administrative skills required for executives and supervisors in a public sector organization.
2. To study the training needs required by the executives and supervisors in various potential areas of the job.
3. To suggest suitable methods to improve the effectiveness of training programs.

Methodology

The research project work was carried out in a public sector organization. The employees, for the sample taken, were categorized into supervisors and executives and the information was obtained. A detailed questionnaire was formulated to obtain the data. The collected data and the information taken from secondary sources have been used for discussion. Table-1 depicts the results of the work.

Results and discussion

The data presented in Table-1 reveals that 45% of the respondents require training in planning, 49% of the respondents require training in the area of motivation and human behaviour, 55% in the area of problem solving and decision making, 46% in the area of safety health, 40% in the area of leadership and 46% in the area of industrial relations. Secondary importance has been given for the rest of the variables like work-study and controlling of work.

Based on survey conducted by Sinha (1974), it was found that training is required in the area of general management, problem solving and decision-making. Similar types of research have been conducted by McGhee and Thayer (1961) based on three factors viz., organizational analysis, task analysis, and man analysis. The results showed that training effort had to be emphasized in an organization.

Table -1
Identification of Potential Area Factors of Executives and Supervisors

Sl. No.	Modules	ESCF	RANK
1.	Principles of supervision	.27	24
2.	Planning	.45	5
3.	Directing & Co-ordination of work	.30	19
4.	Controlling of work	.21	30
5.	Motivation and human behaviour	.49	2
6.	Work study	.26	26
7.	Quality control	.42	7
8.	Finance and cost control	.44	6
9.	Problem analysis and decision making	.55	1
10.	Introducing changes	.37	10
11.	Communication and records	.30	20
12.	Individual and group discussions	.20	31
13.	Time management	.36	13
14.	Utilization of equipment and facilities	.42	6
15.	Maintenance supervision	.36	12
16.	Material management	.37	9
17.	Energy, Utilities and auxiliary services	.32	16
18.	Office supervision	.24	27
19.	Purchasing	.31	18
20.	Marketing	.32	17
21.	Safety and Health	.46	3
22.	Leadership	.40	8
23.	Informal groups and organization	.18	32
24.	Staffing	.08	33
25.	Motivating employees	.34	14
26.	Job evaluation	.33	15
27.	Salary and Wage Administration	.23	28
28.	Performance Appraisal	.22	29
29.	Training and Development	.30	21
30.	Behaviour in supervision	.26	25
31.	Industrial Relations	.46	4
32.	Maintaining Discipline & Morale	.29	22
33.	Complaints and grievances	.37	11
34.	Supervising special groups	.28	23

The survey has reported that the area of problem analysis and decision-making are very much difficult to handle. Decision-making is commonly referred to as choosing the best possible alternative. Decision-making is to find out the root cause of the problem and rectifying it. Decision-making plays a vital part because the ups and downs of the organization depend on the decision made by the executives. Case studies and business-games methods can be adopted during the training program. Various techniques like brainstorming sessions, Delphi techniques can also be adopted during the training programs. The training programs can be focused in the areas of problem identifying and the participants can be asked to identify various possible solutions to the problems, and select the most suitable solution in a particular situation.

Next factor from the data collected depicts the motivational problem. This type of motivation research was earlier conducted by Porter using a 15 item questionnaire with three seven-point scale and the conclusions were:

- ✱ Vertical location of management position is an important variable in determining the extent to which psychological needs are fulfilled.
- ✱ Esteem, security and autonomy needs were significantly more satisfied in middle than in bottom management.
- ✱ Higher-order needs were relatively least satisfied on both bottom and middle management.
- ✱ Self-actualization and security were perceived as being important areas of need satisfaction. Panchanatham. (1998, 1999 & 2000) emphasized the need for training in organizational problem solving behaviour aspects in different contexts.

Job enrichment, quality circles, work redesign and flexible work hours (Flexi Time) are some of the strategies that can be adopted to motivate the employees. The next factor from the data collected is safety. The training program can be demonstrated by using safety equipments. Safety training programs can be conducted frequently. Attractive slogans or captions can be made during the training program in order to create awareness and to train them as to how equipments should be handled in order to reduce accidents in the working premises.

Conclusion

The present study shows that identification of training needs is a continuous process. Any training program should have a periodical follow-up to check whether the training ideas have correctly reached the target group or not. The employees can also be utilized to the maximum extent possible and the training programs are periodically reviewed. The study also suggests some of the methods and techniques that can be used for the training programs. Further research can be conducted in-depth by taking a single variable, viz., decision-making and detailed analysis can be

made in the areas of effectiveness of decision making after imparting a training program. As a concluding remark, it may be stressed that training and development will certainly help the employees to improve their skills and impart more knowledge, and the employees will be better equipped to do the present job.

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