

A Study of the Impact of Training and Management Development Program on the Various Aspects of Telecom Sector Employees in India

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ABSTRACT- Role of training and management development programs have been discussed by several authors. The contemporary world has so many changes in businesses. It would be meaningful to study the impact of training and MDP on employees. So, researchers have selected the employees of telecom sector. The study is based on a survey of 500 employees of BSNL and Airtel in the Delhi NCR region. The research questionnaire consisted 30 items. The key factors explored were Training and MDP, Job satisfaction, Employees' performances, and employees' self-efficacy. The research suggested that training and MDP has significant positive impact on employees.

KEYWORDS- Telecom Industry, training and management development, Employee performance, job satisfaction and self-efficacy.

I. INTRODUCTION

An organization's accomplishments or problems are highly dependent on the performance of its employees. Furthermore, changing technology necessitates that employees have the necessary knowledge, skills, and abilities to deal with new processes and production techniques. As a result, management must recognise the significance of training and development. The primary goal of training and development is to improve employees' knowledge and skills, as well as to change their attitudes or behaviour. It is one of the most important potential motivators, with numerous benefits for both employees and the organisation. The emphasis on employee training and development results in a superior workforce. This benefits the organization's performance and growth. The proper and systematic implementation of employee training and development programmes can improve organisational performance and growth. Employees are always associated with career-enhancing skill development, which leads to employee motivation and retention. There is no doubt that employees who have been properly trained and developed are a valuable asset to the organisation[1,3]. They improve the organization's efficiency and effectiveness by carrying out their responsibilities effectively. Improved employee capabilities, knowledge, and skills are the foundation for an organization's competitive advantage in today's market.

Training and development play an important role in achieving organisational goals by incorporating the interests of the organisation and the employees. Training and development are the most important factors for organisational success in the current environment because they increase the efficiency and effectiveness of both employees and the organisation. Employee performance is defined as the outcome or contribution made by employees to achieve goals, whereas organisational performance is defined as the organization's accomplishment in terms of process, results, relevance, and success. It is the completion of specific tasks in accordance with pre-determined or identified standards of accuracy, completeness, cost, and speed. Employee performance can be seen in increased output, ease of use of new technology, and high employee motivation [2, 5].

The usefulness of training and development in the organization is that it increases

- Productivity,
- improves the quality of work,
- enhances skills, knowledge, understanding and attitude,
- brings about proper use of equipment, machinery and tools,
- Reduces waste, accidents, turnover, lateness, absenteeism, and other overhead costs,
- Eliminates obsolescence in skills, technologies, methods, and products,
- Capital management,
- enhances the implementation of new policies and regulations,
- prepares the employees for achievement,
- Improves human resource development

We've learned everything there is to know about management development methods. Management development is a deliberate, systematic, and ongoing process of learning and growth that aims to change people's behaviours by cultivating their mental abilities and inherent qualities through the acquisition, comprehension, and application of new knowledge, insights, and skills as they are required for effective management [4].

Managers are an organization's priceless assets and indispensable resources. They generate novel ideas, turn

them into action plans, and see them through to completion. Management actions will have profound, profound, and decisive consequences. Methods and techniques for management development can be studied under the following headings:

- on the Job Methods
- off the Job Methods

On-the-job management development methods include Coaching, Job Rotation, Under Study, Multiple Management, Selected Readings, Committee's Assignments, Project Assignments and Position Rotation.

Some of the off the job methods of management development are Case Studies, Conference Method, Role Playing, Sensitivity Training, Structured Insight, Stimulation, Conference Training, Multiple Management, Special Meetings

BSNL, as an organisation, contributes significantly to economic growth and is an employee-centric company with the goal of ensuring employee growth and development. With a corporate philosophy that regards Human Resources as one of the organization's most valuable assets. It is natural for BSNL to continually hone employee skills, expand their knowledge and expertise, and bring their dreams to fruition. Even as BSNL goes about its business, it emphasises continuous knowledge and skill enhancement through regular training programmes. Employees in Telecom infrastructure are trained for technological development in order to meet technological challenges. Enrichment of individual skills through computer learning, instillation of managerial skills, and so on in BSNL's training centres located throughout the country. • Bharat Sanchar Nigam Limited employs approximately 63966 highly skilled and experienced workers (as on 01.06.2021).

• BSNL believes that our employees, who are among the best-trained in the telecom industry, are our most valuable asset [8].

Airtel's goals are inextricably linked to those of their employees. They rely on the exceptional skills and capabilities of our talented workforce to pioneer innovation. Employees at Airtel truly embody the spirit of 'I am Airtel.' Adoption of GPS's three key behaviours - Start Green, Deliver Promises, and Solve Problems - allows their people to instil habits and practises that truly empower them to provide superior services. Their people policies are geared toward fostering change and developing a future-ready workforce [15].

Airtel Leadership Academies has key achievements of 1,02,453 Total learning hours, 3,729 Total training interventions, ₹ 125 Mn Amount spent on all trainings, and 98 % of all employees were assigned trainings.

The researchers have decided to conduct a study to examine the impact of training and management development program on employees. Thus, the problem statement has been formulated as A Study of The Impact of Training and Management Development Program on The Various Aspects of Telecom Sector Employees in India [9, 11].

II. LITERATURE REVIEW

The researchers have conducted literature review on the training and development. Burhan Ismael et al. (2021) to explore the connection among training and development with organizational effectiveness. The examination information is

gathered by creating questionnaire, the exploration is of subjective technique which will in general address the nature of things in a profundity as opposed to mathematical information about the questionnaire, it's made out of two sections, the first keen on gathering individual information, which the subsequent segment is focusing light on the areas of (training, development and association effectiveness) the example were both male and female The specialist had gathered the information at private colleges by utilizing a random example , 120 examiners were conveyed to various degrees of representative at private colleges and 102 of them answered it , the investigation was embraced by utilizing SPSS. Tukhtamishevich, M. N. (2021) portrays the principles and aftereffects of the utilization of video materials for explicit purposes pointed toward working on the abilities of the board, in specific, the development of the executive's abilities. For that reason, it is very essential to involve video materials with clear objectives in working on the abilities of the executive's staff, the development of the board abilities, and through this we can accomplish clear sure outcomes [6, 7].

Bhatti, M. K., Shah, N., & Abbasi, Z. (2021) to examine representative execution (EP) among the attendants of Baluchistan, Pakistan. The examination is quantitative and applies an overview questionnaire to gather the cross-sectional information. A random testing procedure is applied for focusing on the review units. From the get go, we disseminated 450 overviews by and by among the different government medical clinics in Baluchistan. Kuruppu, C. L., Kavirathne, C. S., and Karunarathna, N. (2021) attempted to research the effect of training on functional level workers' presentation in a chose clothing association in Sri Lanka. The examination of 60 reactions from a randomly chosen test of machine administrators; shows that there are areas of strength for a, and critical connection among training and execution with a relationship worth of 0. 817. Gravina, N., Nastasi, J., and Austin, J. describe the role of appraisal at the singular entertainer level in OBM and the evaluation cycle [14]. It likewise audits four normal sorts of OBM evaluations: verifiable appraisals, practical evaluations, inclination appraisals, and procedural agreeableness, and examines the exploration backing, shortcomings, and potentially open doors for future examination for each. Mehale, K. D., Govender, C. M., & Mabaso, C. M. tried to explore whether training evaluation led in the wake of training in the SA monetary area estimates worker performance improvement [12]. Most organizations put resources into training and development mediations guessing that representatives will utilize what they have figured out how to work on their performance. There is restricted late observational examination on SA monetary area training evaluation apparatuses, particularly those that show worker performance improvement subsequent to training. Sahoo, B. K et al. assessed the performance of the worker, especially in the Indian IT area [16]. This study depended on the leader representative of the IT business, and the reaction was gathered by poll. This study showed that e-training plays no critical part in the performance of representatives by utilizing the primary condition model. In this contemporary world, the IT business is filling in quicker rate, with legitimate learning and performance of worker [10].

Bhaumik, A. et al (2022) aimed to examine the effect of training and development on representative performance in the Myanmar web access supplier industry. A graphic exploration technique was utilized, and an example size of 250 representatives was taken for review addressing 25% of the whole populace. Unbalanced delineated random inspecting is utilized to partition and analyse the gatherings inside the populace. An organized poll was conveyed to workers of Stream Best Net ISP Co., Ltd. and Worldwide Welink ISP Co., Ltd. to gather the information. Quantitative and subjective research approaches are utilized to assemble the essential information and plan the survey [17]. For information examination, SPSS adaptation 25 was utilized. Rates, means, recurrence, and standard deviations were registered. Pearson connection coefficient (r) was utilized to characterize the connection between free and autonomous factors. The outcome showed that there is a positive relationship among's training and development and worker performance [11].

In recent days the telecom industry is facing huge changes, once dominated by multiple players today Indian telecom sector has 04 major player. A study will be relevant to understand that role of training and development program upon telecom sector employee. Rashed AL Karim (2019) Md. Mobarak Karim, Musfiq M. Choudhury, Wasib Bin Latif (2019), Khan, S., Abdullah, N. N. (2019), Getachew Alemu (2017) have studied on the overview of Training and Development. A study can be conducted to understand the difference among the relationship of training and development of the employees [13].

III. RESEARCH METHODOLOGY

A. Objective

To study the effect of training and MDP on employees of selected telecom companies

B. Population

The employees of telecom companies BSNL and Bharti Airtel, who have gone through training and development sessions or the prospects for such program can be considered as population for the present research.

C. Sampling Method

The researcher has used non-parametric sampling for the

present study. Researcher has used convenience sampling for the present research.

D. Sample

Researcher will select the employees of BSNL and Bharti Airtel form Delhi, NCR region. 250 employees from both organizations have been considered for the research. So, the research is based upon the sample size of 500.

E. Hypothesis

H01- These is no significant relationship of training and management development program with employee's performance of selected telecom organizations

H02- These is no significant relationship of training and management development program with employee's self-efficacy of selected telecom organizations

H03- These is no significant relationship of training and management development program with employee's job satisfaction of selected telecom organizations

F. Reliability Analysis

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.734	30

Cronbach's Alpha value 0.734 is good for a tool. A value above 0.600 is considered a good tool further removing any item was not improving Cronbach's Alpha value much so no item was deleted on the basis of Cronbach's Alpha.

G. KMO and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin (KMO) Test is a measure of how well-suited data is for factor analysis. Different scholars of statistics have different views on accepting KMO value. In practice value between 0.80 to 1.00 is excellent. A value between 0.60 to 0.80 is middling. The value of research data is 0.711 which can be considered acceptable for sampling adequacy. The sig. value for Bartlett's Test of Sphericity is 0.000. For factor analysis to be recommended suitable, Bartlett's Test of Sphericity must be less than 0.05. So, the current data is adequate for factor analysis.

The 30 key items have been extracting 4 components after principal component.

Table 2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	14.540	48.467	48.467	14.540	48.467	48.467	12.535
2	5.161	17.202	65.670	5.161	17.202	65.670	10.268
3	1.936	6.453	72.122	1.936	6.453	72.122	8.138
4	1.447	4.822	76.945	1.447	4.822	76.945	9.162
5	.961	3.204	80.148				
6	.924	3.079	83.227				
7	.840	2.801	86.028				
8	.741	2.469	88.498				
9	.644	2.146	90.643				
10	.526	1.755	92.398				
11	.499	1.664	94.062				

12	.359	1.197	95.259				
13	.319	1.065	96.324				
14	.298	.992	97.316				
15	.202	.674	97.990				
16	.183	.610	98.600				
17	.133	.445	99.045				
18	.103	.342	99.388				
19	.069	.229	99.617				
20	.037	.122	99.738				
21	.029	.095	99.834				
22	.026	.087	99.920				
23	.015	.049	99.969				
24	.009	.031	100.000				
25	4.149E-16	1.383E-15	100.000				
26	3.315E-16	1.105E-15	100.000				
27	3.034E-16	1.011E-15	100.000				
28	8.432E-17	2.811E-16	100.000				
29	-5.066E-17	-1.689E-16	100.000				
30	-4.485E-16	-1.495E-15	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

IV. ANALYSIS AND FINDINGS

- H01- These is no significant relationship of training and management development program with employee’s performance of selected telecom organizations

Table 3: Correlations

		Training and MDP	Employee’s performance
Training and MDP	Pearson Correlation	1	.462**
	Sig. (2-tailed)		.000
	N	500	500
Employee’s performance	Pearson Correlation	.462**	1
	Sig. (2-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation table shows that MDP and Training is positively related with Employee’s performance. The correlation value is .462 which is above 0.400. The value shows that both have a low to moderate correlation. With results of correlation table H01 is rejected so it could be said that, “These is significant relationship of training and

management development program with employee’s performance of selected telecom organizations”.

- H02- These is no significant relationship of training and management development program with employee’s self-efficacy of selected telecom organizations

Table 4: Correlations

		Training and MDP	Employee’s self-efficacy
Training and MDP	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	500	500
Employee’s self-efficacy	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation table shows that MDP and Training is positively related with Employee’s self-efficacy. The

correlation value is .605 which is above 0.600. The value shows that both have high correlation. With results of

correlation table H03 is rejected so it could be said that, “These is significant relationship of training and management development program with employee’s self-efficacy of selected telecom organizations”.

- H03- These is no significant relationship of training and management development program with employee’s job satisfaction of selected telecom organizations

Table 5: Correlations

		Training and MDP	Job satisfaction
Training and MDP	Pearson Correlation	1	.621**
	Sig. (2-tailed)		.000
	N	500	500
Job satisfaction	Pearson Correlation	.621**	1
	Sig. (2-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation table shows that MDP and Training is positively related with Job satisfaction. The correlation value is .621 which is above 0.600. The value shows that both have high correlation. With results of correlation table H05 is rejected so it could be said that, “These is significant relationship of training and management development program with employee’s Job satisfaction of selected telecom organizations”.

- Multiple Correlations Coefficient: In statistics, the coefficient of multiple correlation is a measure of how well a given variable can be predicted using a linear function of a set of other variables. It is the correlation between the variable's values and the best predictions that can be computed linearly from the predictive variables.

$$R_{1.234} = \sqrt{1 - (1 - r^2_{1.4}) (1 - r^2_{13.4}) (1 - r^2_{12.34})}$$

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.410	3.53517

a. Predictors: (Constant), Employee’s self-efficacy Employee’s performance, Job Satisfaction

The value of R is 0.652 which shows that the overall relation among all considered three variables are high and they have huge impact on each other. The value of R supports above testing of hypothesis.

- The research shows that employees feel training and management development program are good for improving productivity.
- 67.8% (N=500) respondents strongly feel that training and management development programs improve employee performance.
- 72.6% (N=500) respondents agree that individuals capably contribute to other tasks along with your routine work after attending MDP and training sessions. There is no respondent who has strong disagreement with this statement.
- 389 out of 500 respondents strongly agree that work environment improves after MDP and training sessions.
- Respondents believe that employees acquire skills by in house or outhouse MDP and training.
- Almost ¼ (N=500) of the respondents are not so sure (n=123) that MDP and training sessions help in personality enhancement. On the same hand similar number of respondents agree and strongly agree that training and MDP has effect of personality.
- This training program helps in better time management. Training and MDP have improve self-efficacy of individuals. A cumulative 66.8% respondents (N=500) agree and strongly agree that self-efficacy can be improved with the help of training and development programs.

V. CONCLUSION

Training and MDP sessions focus on technical skills as well as human skills. Earlier training and management development sessions were appreciated with the fame and glory of the trainer. Key motivational speakers like Promod Batra, Shiv Khera etc. were considered important for a successful human skills session. Institutes like IIMs and IITs are only looked for quality training session. But now content-based training session are getting more attention. During the last two years the scope for online training sessions have been increased. The researcher has found that the sessions of Udemy, Coursera have been getting acceptance as training program. Candidates select program as per their need and companies sponsor them. This way the lamination of ‘one size for all’ can be eliminated from training and MDP sessions.

Training and MDP needs are not random. In some cases, it is continuous. In present study telecom sector employees have been considered for the research. Telecom industry is price sensitive. Switch over cost is very low. After the intervention of TRAI in India the legal frame work has become very strong. In such case work stress is unavoidable. Whether it is sales or after sale customer care services, stress is unavoidable. Programs on CRM and stress management can be developed in advance in collaboration with prestigious institutes like IITs and IIMs. This will help the companies to prepare in advance for the changes that may occur during the routine work. HR department can list out the regular training

needs so that an advance digital training module can be developed.

HR department can reduce the need of training and management development programs. Training participants can share the learning with peer group. A knowledge sharing culture can help the employees. Weekly knowledge sharing sessions can be arranged so that learned employee's can share with their peer group. This not only will reduce the training needs but also elevate the team spirit among the members of organization.

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