

**Professionalism In Designing And Implementation Of Training And Development
Programmes For Ceos: A Comparative Study Of Kscf And Kssf**

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Abstract

Co-operatives are based on the values of self-help, self- responsibility, democracy, equality, equity, and solidarity. In Karnataka, there are two parallel legislations governs the cooperatives. Karnataka State Cooperative Federation (KSCF) established under the 1959 Act is Karnataka State Souharda Federal cooperatives (KSSFC) established under Karnataka State Souharda Act, 1997 as these different federations have to look after the facilitation of training and development of CEOs of the cooperatives under statute which they fall. Where as Training and development has received increasing investments in recent times with the belief that it is a vital pillar and leading resource of every organization that contributes to the effectiveness and performance of employees and the productivity of an organization. Objectives of the study is to understand the conceptual framework of training and development practices of the federations and to examine the professionalism in designing and

implementation of training and development practices of the federations. Sample for the study contains 100 units each from both KSCF and KSSFC have selected on the basis of convenience sampling. In analysis null hypothesis is rejected by accepting the research hypothesis proving that there is a significant difference between old act and new act in respect to professionalism in designing and implementation of training and development. Findings reviles overall KSSFC has better training and development practices and KSCF should improve training and development practices.

Keywords:

Training and Development, Professionalism, Karnataka State Souharda Federal Cooperatives, Karnataka State Cooperative Federations.

INTRODUCTION

Today, in an era when many people think no power to change their lives, cooperatives represent a strong, vibrant, and viable economic alternative. Cooperatives are structured to meet peoples' mutual needs. They are based on the powerful idea that together, a group of people can achieve goals that none of them could achieve alone (Ahmad Bello Dogarawa, 2005). As the world today faces unstable financial systems, increased insecurity of food supply, growing inequality worldwide, rapid climate change and increased environmental degradation, it is increasingly compelling to consider the model of economic enterprise that cooperatives offer. The cooperative sector, especially in developing countries, also presents itself as an important element that can contribute to the realization of the Millennium Development Goals.

Importance of Training and development in Cooperative Sector

Training and Development programmes for CEOs in federation is very important to look after all functioning of federation activities like; to facilitate team work with fellow workers, to have decision making capacity, to improve knowledge, skills in managerial tasks assigned to him to perform within the scope of authority, to improve performance and efficiency level, to improve productivity and profitability level, arrangement of board meeting of stakeholders of cooperatives, to bring knowledge of election matters among members of cooperatives and to have command over maintenance of books of accounts to meet audit requirements, to understand

the cooperative governance issues, for effective utilisation of resources and to represent about the issues and problems of cooperatives to the Government etc.,

Karnataka State Souharda Federal Cooperative (KSSFC)

Souharda Cooperatives are those cooperatives established under the Karnataka Souharda Sahakari Act, 1997, unlike the conventional cooperatives established under the Karnataka Cooperatives Act, 1959. An overview of Souharda Cooperatives in Karnataka has been presented in order to facilitate understanding their current situation and contextualize their governance structure and process. Karnataka State Souharda Federal Cooperative (KSSFC) would supervision, management and control monitored all Karnataka Souharda Cooperatives in Karnataka. Under this Act, autonomy in functioning of the co-operatives and no interference by the Government except registration and cancellation and members are expected to do minimum business with the cooperative and compulsorily participate in the general body and auditing to be done from the eligible auditor from the Panel of Auditors

Karnataka State Co-operative Federation (KSCF):

In Karnataka, the Karnataka State Cooperative Federation established under the 1959 Act is a federation of District Cooperative Unions, Apex Federal Cooperatives, Cooperative Sugar Factories and Cooperative Spinning Mill. The Governing Council manages the business of the federation and it consists of 15 members. Managing Director and Secretary are appointed by the Government.

Cooperative education fund contributed by the members of the Federation is the main financial resource. Every co-operative society shall pay its contribution to the Karnataka State Cooperative Federation within thirty days from the date of its annual general meeting.

Conceptual Framework

Conceptual framework aims to understand the concepts, dimensions, variables and terminologies used in developing the research paper. Clear understanding of these would makes ease to analyze the theme of the research and also this makes to have practical applicability of these concepts being core requirements in this research.

Following concepts need to understand in depth, helps to more understanding of the research undertaken by the researcher. They are; (i) Cooperative, (ii) Training and Development

(iii) Training and development Practices (iv) Training Need Analysis (TNA) (v) Professionalism
Each of these concepts briefly explained below:

Co-operative:

Co-operatives are based on the values of self-help, self- responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others. According to Cambridge Dictionary states the word ‘Cooperative’ as an adjective term means helpful, willing to help or to do what people asks. American Dictionary spells ‘cooperative’ as a companyowned and managed by the people who work in it: the term farmer cooperatives A cooperative is also an apartmentbuilding in which ownership is shared by all the peopleliving in it. However, According to the International Cooperative Alliance (ICA), a cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs, and also their aspirations through a jointly-owned and democratically-controlled enterprise.

Training

‘A manager develops people. How well or how poorly subordinates develop themselves in their work depends on the way a manager manages. A manager: Directs people or misdirects them; Brings out what is in them or stifles them; Strengthens their integrity or corrupts them; Trains them to stand upright and strong or deforms them. Every manager does these things knowingly or not. A manager may do them well, or may do them wretchedly, but always does them’.

The particular objectives of training are to:

- Develop the competences of employees and improve their performance;
- Help people to grow within the organization in order that, as far as possible, its future needs for human resource can be met from within;
- Reduce the learning time for employees starting in new jobs on appointment, transfers or promotion, and ensure that they become fully competent as quickly and economically as possible.

Development

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

Differences between Training and Development: Employee training is different from management development or executive development. While the former refers to training given to employees in the operational, technical and allied areas, the latter refers to developing an employee in the areas of principles, and techniques of management, administration, organization and allied ones.

Area	Training	Development
Content	Technical skills and Knowledge	Managerial Behavioral skills and knowledge
Purpose	Specific and Job Related	Conceptual and General Knowledge
Duration	Short term	Long term
For Whom	Technical and non-managerial Personnel	Managerial personnel

Training and Development Practices

Generally training and development practices includes, the usual practices regarding designing of training and development programmes, training need analysis, methods of training and development and inputs of training and development of programmes.

(a)Designing of Training and Development Programmes

Well designed training policies are vital for the success of any organization. This helps organization to have structured training programmes. Designing of training and development programmes is very challenging task for any organization. Generally, the process of designing of training has a sequential steps need to be adopted to have successful training programmes.

(b)Training Need Analysis

Training Needs Analysis (TNA) is the process in which the company identifies training and development needs of its employees so that they can do their job effectively. It involves a complete analysis of training needs required at various levels of the organisation. TNA is usually part of the appraisal process and at the end of the year an employee has to complete all the training and development needs identified by the manager. Technology is changing at a very fast pace and so are the training and development needs of employees. It helps in grooming employees for the next level.

Professionalism

Professionalism means the expert knowledge, skills and specific behavior that one person shows or behaves in work place. The term “profession” was used for specific occupation such as teaching, engineering or medicine in the past. An important and significant characteristic of these professions was that it requires a high degree of skills and expert knowledge. According to Koehn (1991), the term “profession” has been used on large scale to anyone who professed of skills in a specific area. Due to lack of high degree of expert knowledge they are not considered to be regarded as ‘professional’ (DeGeorge, 1990).

REVIEW OF LITERATURE

It is important to note that the development and promotion of cooperatives through training and development is essentially based on adoption of relevant statutes.

Giannationio and Hurley (2002) have examined in their study on “Executives insights into training practices”, selected 1100 employees being training executives have perceived that the designing of training is also vital factor for gaining professionalism in training.

Kaushik (2005) study revealed that the recruitment policy and training policy in the Marketing Federation is not efficient and lacked professionalism. The study suggested proper human resource planning, proper recruitment source mix, scientific approach in training, career advancement workshops, open appraisal system, etc.

Das Banshree, Dr. Palai N.K. and Dr. Das Kumar (2006) – The research paper on ‘Problems and Prospects of the Cooperative Movement in India under the Globalization Regime’

focuses on several pitfalls and shortcomings like: poor infrastructure, lack of quality management, over-dependence on government, lack of strong human resources policy, absence of professionalism, etc.

Objectives:

The present research paper consists of the following objectives. They are;

- To understand the conceptual framework of training and development practices of the federations
- To examine the professionalism in designing and implementation of training and development practices of the federations

HYPOTHESIS:

Below mentioned hypothesis emerged out of the above objectives: They are:

H₀: There is no significant difference between KSCF and KSSFC in respect to professionalism in designing and implementation of training and development practices

H₁: There is a significant difference between KSCF and KSSFC in respect to professionalism in designing and implementation of training and development practices;

RESEARCH METHODOLOGY

For the present study, researcher has obtained the data through primary sources and secondary sources of information. Primary data obtained through conducting interview with the CEOs perceptions of cooperative. Secondary sources of information were collected from theoretical contributions in the form of books, journals and thesis. Structure questionnaire consisted questions of various variables to examine whether the training and development programmes have designed in a professional manner so as to fulfill the objectives of both individual and organization.

The perception of CEOs towards Professionalism in designing and implementation of training and development programmes of KSCF and KSSFC to assess the role in the structured or final questionnaire covered with 10 variables. Statistical Tools different tools used under (i) Descriptive Statistics; (ii) Frequency distribution and (iii) one way ANOVA

Sampling and Population

The locale of the study is confined to Mysore Dist. Table 1 and table 2, Highlighted the population and sample of the Co-operative societies in Karnataka applicable to KSCF

respectively. Population and Sample for KSSFC have been stated in table 3 and 4 respectively. Sample units of 100 each from KSCF and KSSFC have selected on the basis of convenience sampling.

Table 1: Co-operative societies in Karnataka applicable to KSCF as on 31-03-2018

Sl.No	Types of Cooperative Societies	Working	Defunct	Liquidation	Total
1	Primary Co-operative Agricultural and Rural Development Bank Ltd.,(PCARDB)	176	-	2	178
2	Primary Agriculture Co-operative Societies (PACS)	5343	15	165	5523
3	Urban Cooperative Banks	248	Nil	41	289

Source: Sahakara Sindhu: Department of Co-operation, Government of Karnataka

Table 2: Sample Units of Cooperatives from Mysore Division: KSCF

Sl.No	Types of Cooperative Societies	Sample	Total
1	Primary Co-operative Agricultural and Rural Development Bank Ltd.,(PCARDB)	6	35
2	Primary Agriculture Co-operative Societies (PACS)	90	560
3	Urban Cooperative Banks	04	23
	Total	100	618

Table 3: Population: Souharda Cooperatives in Karnataka: KSSFC

Year	Types of Souharda Cooperatives						Total	Annual Total % Change
	Coop. Banks	Credit Coops	Housing Coops.	Self Help Coops.	Coop. Unions	Other Coops.		
2016-17	18	2347	3	154	4	1430	3956	9
Note: Other Coops: Multipurpose, Consumer, Educational, Employees, Dairy, Industrial, Agricultural, Labour and others.								

Samples of cooperatives are 100 CEOs of KSSFC have been selected on the basis of random; however the reservation had given for selecting the samples.

Table 4

Sample: Souharda Cooperatives in Karnataka: KSSFC

Types of Souharda Cooperatives						Total
Coop. Banks	Credit Coops	Housing Coops.	Self Help Coops.	Coop. Unions	Other Coops.	
02	56	02	10	02	28	100

DATA ANALYSIS AND INTERPRETATION

Analysis and interpretation of data relating to training and development practices of KSCF and KSSFC based on the frequency distribution, descriptive statistics and ANOVA has been presented regarding “Professionalism in designing and implementation of training and development practices”

Professionalism in Designing and Implementing of Training and Development Practices:

Training and development of practices of both the federations analyzed under; a. Frequency of Professionalism in Designing and Implementing of Training and Development; b. Descriptive Statistics of Professionalism in Designing and Implementing of Training and Development Practices; and c. One way ANOVA results of Professionalism in Designing and Implementing of Training and Development Practices between KSCF and KSSFC

a. Frequency of Professionalism in Designing and Implementing of Training and Development Practices:

Table 5 describes the frequency of professionalism in designing and implementing of training and development practice of KSCF act and KSSFC act federations. Survey says that KSSFC act federations have well designed and implementation of training and development practice. As per KSSFC 66% of respondents and 52% as per KSCF agree that training practices and programmes have designed based on requirements of individual objective. 71% of respondents agree that KSSFC training practices are designed and implemented based on requirement of organizational objectives. Whereas 55.5% of respondents of KSCF opined training practices are designed and implemented based on the requirement of organizational objectives.

There are 76% of respondents of KSSFC perceived that designing and implementation of training programmes based on statute when compare to KSCF 60% of respondents strongly agreed on training programmes designed and implemented based on statute. 66% of respondents of KSSFC agree training and development are designed and implemented based on training need analysis (TNA), where as 53% of respondents agree that training and development are designed and implemented based TNA, as per KSCF. 71% of respondents as per KSSFC 50.5% as per KSCF act federation agree that training and development are designed and implemented through scientific method followed.

72% of respondents of KSSFC and 59% as per KSCF agreed that training and development are designed and implemented in such a way trainers would contribute their service in improving the skills. 66.5% of respondents as per KSSFC and 55% as per KSCF agree that training designed in relation to study books, material and handouts are very clear, precise. 74% of respondents as per KSSFC and 58% as per KSCF agree that the training designed to provide specific and relevant to nature of cooperative. 75% of respondents as per KSSFC and 60.5% as per KSCF agree that the training designed by having professional trainers in delivering lectures and equipping CEOs in term of knowledge. 64% of respondents as per KSSFC and 54% as per KSCF agree that feedback and suggestions of CEOs were considered while designing TNA.

On an average 67% of respondent as per KSSFC and 56% as per KSCF agree that professionalism exist in designing and implementing of training and development practice. However, 11.5% of respondent as per KSSFC and 23% as per KSFC disagrees in this regard.

Table: 5: Frequency of Professionalism in Designing and Implementing of Training and Development Practices:

Variable		Count	Frequency Distribution				
			SA	A	N	DA	SDA
II1 Training provided based on requirement of Individual objective	KSCF	Nos	17	25	18	08	22
		%	52		18	30	
	KSSFC	Nos	31	35	22	8	4
		%	66		22	12	
II2 Training provided based on requirement of Organizational objective	KSCF	Nos	43	32	18.5	24	2
		%	55.5		18.5	26	
	KSSFC	Nos	27	44	22	5	3
		%	71		22	8	
II3 Training module and content are	KSCF	Nos	35	25	34	4	2

designed as per the statute		%	60		34	6	
	KSSFC	Nos	40	36	17	4	3
		%	76		17	7	
II4 Training is based on Training Need Analysis (TNA)	KSCF	Nos	24	29	17	25	5
		%	53		17	30	
	KSSFC	Nos	29	37	23	7	4
		%	66		23	11	
II5 Scientific method of training followed	KSCF	Nos	22	29	20	7	22
		%	51		20	29	
	KSSFC	Nos	26	35	17	9	3
		%	71		17	12	
II6 Trainers effectively contribute their service in improving the skills	KSCF	Nos	24	35	15	25	2
		%	59		15	26	
	KSSFC	Nos	30	42	19	6	3
		%	72		19	9	
II7 Study material and handbook are very clear, precise	KSCF	Nos	28	27	38	3	4
		%	55		38	7	
	KSSFC	Nos	34	32	24	7	3
		%	66		24	10	
II8 Training provided is specific and relevant to the nature of cooperative	KSCF	Nos	24	34	17	23	2
		%	58		17	25	
	KSSFC	Nos	30	44	20	4	2
		%	74		20	6	
II9 Trainers are professionals in delivering lecture and equipping CEOs in terms of Knowledge	KSCF	Nos	29	31	15	4	21
		%	60		15	25	
	KSSFC	Nos	35	40	19	5	1
		%	75		19	6	
II10 Feedback and suggestions of CEOs are considered while designing TNA	KSCF	Nos	26	28	18	5	23
		%	54		18	28	
	KSSFC	Nos	29	35	25	7	4
		%	64		25	11	
Average	KSCF	Nos	25	31	21	13	10
		%	56		21	23	
	KSSFC	Nos	32	34	22	8	4
		%	66		22	12	

Source: Primary Data

b. Descriptive Statistics of Professionalism in Designing and Implementing of Training and Development Practices:

Table No. 6 depicts descriptive statistics, Mean and Standard Deviation used to analyze the statistics of professionalism in designing and implementing of training and development practice. KSSFC has well designed training provided based on requirement of individual

objectives with 3.82 mean value (with SD ± 1.075) when compared to KSCF with mean value 3.26 (with SD ± 1.499). KSSFC have well designed training provided based on requirement of organizational objective with mean value 3.88 and SD $\pm .964$ when compared to KSCF with mean value 3.50 and SD ± 1.156 the training module and content are designed as per the statute as per the KSSFC with mean value 4.00 and SD ± 0.954 , when compared to the KSCF average 3.77 (with SD ± 0.950) training is based on training need analysis when compared to the KSCF and KSSFC. KSSFC has designed and implemented training programme by considering respondents feedback and suggestions of CEOs were considered while designing TNA with mean value as per KSSFC 3.78 and SD ± 1.066 when compared to KSCF with mean value 3.29 and SD ± 1.486 . On an average as per KSSFC respondents on professionalism in designing and implementing of training and development practice are effective with the mean value of 3.8740 and SD ± 0.76797 when compared to KSCF with mean value 3.4710 and SD ± 1.09129 .

Table No.6: Descriptive Statistics of Professionalism in Designing and Implementing of Training and Development Practices:

Variable (N=200 Each)		Mean	Std. Deviation	Skewness	Kurtosis
II1 Training provided based on requirement of Individual objective	KSCF	3.26	1.499	-.380	-1.273
	KSSFC	3.82	1.075	-.726	-.081
II2 Training provided based on requirement of Organizational objective	KSCF	3.50	1.156	-.256	-1.096
	KSSFC	3.88	.964	-.877	.770
II3 Training module and content are designed as per the statute	KSCF	3.77	.950	-.414	-.088
	KSSFC	4.00	.954	-1.008	.996
II4 Training is based on Training Need Analysis (TNA)	KSCF	3.44	1.226	-.203	-1.206
	KSSFC	3.80	1.072	-.794	.192
II5 Scientific method of training followed	KSCF	3.20	1.446	-.375	-1.199
	KSSFC	3.72	1.057	-.580	-.186
II6 Trainers effectively contribute their service in improving the skills	KSCF	3.54	1.155	-.316	-1.124
	KSSFC	3.91	.978	-.860	.517
II7 Study material and handbook are very clear, precise	KSCF	3.73	1.022	-.425	-.116
	KSSFC	3.86	1.089	-.826	.172
II8 Training provided is specific and relevant to the nature of cooperative	KSCF	3.54	1.151	-.301	-1.108
	KSSFC	3.96	.942	-.930	.922
II9 Trainers are professionals in delivering lecture and equipping CEOs in terms of Knowledge	KSCF	3.43	1.475	-.630	-1.006
	KSSFC	4.03	.913	-.780	.260
II10 Feedback and suggestions of CEOs	KSCF	3.29	1.486	-.463	-1.183

are considered while designing TNA	KSSFC	3.78	1.066	-.705	.019
Average	KSCF	3.4710	1.09129	-.543	-1.078
	KSSFC	3.8740	.76797	-1.166	1.843

Source: Primary Data

TESTING OF HYPOTHESIS:

H_0 : There is no significant difference between KSCF and KSSFC in respect to designing training and development programmes;

H_A : There is a significant difference between KSCF and KSSFC in respect to designing training and development programmes;

Table 6 highlighted ANOVA test, results null hypothesis is rejected by accepting the research hypothesis proving that there is a significant difference between KSCF and KSSFC in respect to designing training and development programmes; The p-value in this analysis is below the 0.05 and it stands at 0.00, hence it statistically proves difference between KSCF and KSSFC in respect to designing training and development programmes

Table 6: One-way ANOVA is used to test whether there is significant difference between KSCF and KSSFC in respect designing training and development programmes;

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.232	1	14.232	17.788	.000
Within Groups	318.433	398	.800		
Total	332.664	399			

Findings

Observed that, more number of KSSFC are positively opined when compared with the KSCF regarding dimensions of professionalism in designing and implementing of training and development practices such as designing of training programme on the basis of individual requirement, organizational objective, designing of module and content of the training materials are as per the statutes requirement need analysis would be done prior to designing of training programme, scientific method training followed by federations, trainings designed were contribute in improving the skills, study material and handbook are very clear, precise, specific and relevant to the nature of cooperative and professionals trainers

Suggestions

Based on the findings of the study, the researcher would like to suggest that, KSCF should increase professionalism in designing and implementing of training and development. Compare to KSSFC, KSFC training materials content and overall training and development practices with regard to designing and implementation of these practices should improve according to requirements. Overall KSSFC has better training and development programmes. KSFC should improve training and development practices so as to achieve professionalism in this regard.

Conclusion

To conclude, social oriented organizations like cooperatives have to be well facilitated by the statutes they belong to. Success of the co-operatives is possible through well managed. So as to meet the goals of cooperatives, federations play an important role through facilitating training and development for managerial personnel in such a way the designing of training and development programmes and need analysis are professionally conducted regarding cooperatives. CEOs, are the key human resources need to look after cooperative state of affairs.

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