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RESEARCH ARTICLE

AN ASSESSMENT OF CAREER DEVELOPMENT AND EXECUTIVE DEVELOPMENT ACTIVITIES IN AUTOMOBILE COMPANIES

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ABSTRACT

Human resource management is concerned with the people who work in the organization to achieve the objectives of the organization. The HR plays a major role in providing safety and security to the employees in the organization. The management should discuss with the employees about safety measures and tools to protect them. Career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. The Executive development is now seen as a strategic lever for implementing change and transmitting the firm's core capabilities (competencies) in learning organization. Career development should be conducted by both individuals and organization for achievement, recognition, growth, the goal and quality of life. Career development brings self confidence and also helps to achieve career success. Executive development includes organizational learning, leadership development. It plays an important role in the growth and development of an organization. It helps to built relationship to access resources. Executive development is an ongoing and continuous activity to ensure the goal of an organization.

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INTRODUCTION

Human resource management (HRM), or human resource development, entails planning, implementing, and managing recruitment, as well as selection, training, career, and organizational development initiatives within an organization. The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources. Human resource management is concerned with the people who work in the organization to achieve the objectives of the organization. It concerns with acquisition of appropriate human resources, developing their skills and competencies, motivating them for best performance and ensuring their continued commitment to the organization to achieve organizational objectives. This definition applies to all types of organization, business, government, education, health or social welfare of the people. The HR plays a major role in providing safety and security to the employees in the organization. The management should discuss with the employees about safety measures and tools to protect them. The safety workplace increases the confidence

level of an employee and production of an organization. Career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. HR practice is the need to recognize that career development and self management is a process and not an event. The most important requirement of career development is that every employee must accept his/her responsibility for development. The career development process involves needs assessment, opportunity identification, alignment and monitoring. The Executive development is now seen as a strategic lever for implementing change and transmitting the firm's core capabilities (competencies) in learning organization. Executive education and development activities are being highlighted as vital components of the strategic development of a firm. It can help to facilitate change and revitalization. Learning organizations maximize the effectiveness of executive development activities and their contribution to the organization by integrating development into the ongoing practices of the organization.

Need and importance of the study

It is very difficult to face the challenge of quality competition and price competition, according to Indian road conditions. Human resources are truly the most valuable resource as it

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activates all other factors of production, physical and financial resources. The efficiency of the employees of an organization is reflected in the revenues the organization earns. The quality product with lower cost makes the company more competitive one. A product less consumption of fuel plays a major role in the economy today.

Objectives of the study

1. To analyze career development in automobile companies.
2. To measure executive development programs in automobile companies.

Methodology of the study

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Sampling Size and Design

The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. 150 samples are used for this study.

Sample Selection

The multistage random sampling method is applied to collect the primary data. The random sampling method is applied to obtain the responses from the employees. Hence, the multistage sampling method is justified to collect the samples from the automobile companies.

Scaling Technique in the Questionnaire

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of automobile manufacturing companies in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

Secondary Data

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Review of literature of the study

Career Development

Career development is the process of managing life, learning and work over the life span. Career development helps to provide the basis for ongoing learning and development. Hard work, willingness to take risks, people skill & knowledge are important factors indicating career development. It is a knowledge gaining process helps to attain success. Carol Ackah, Norma Heaton (2003), this paper focuses on the career patterns and career progression of men and women working in

human resource management (HRM) and it also explored whether the qualification had the same impact upon career progression of male and female managers of whether other factors have a more significant effect regardless of formal qualifications. The sample size is 53 and the data was analyzed using the statistical package for the social sciences (SPSS). The findings of the study suggest that the career of men and women do differ, with men receiving more internal promotions, while women were more likely to seek career progression in another organization and to be less successful in terms of earnings. This raises issues of curriculum design regarding raising the confidence and aspirations of female managers. Srikanth and Israel (2012), the study seeks to study the influence of career environment for career success with the mediating role of career satisfaction. The study was based on primary data which is obtained from 233 respondents. The applications of reliability, correlation according to Brut – banks criterion and multiple regression analysis based on Barron and Kenny test clearly reviewed the study. The findings suggested that competence which was related to career satisfaction significantly influenced the subjective career success.

Md Lazim Mohd Zin, Farudahwati Mohd Shamsudin, Chandrakantan Subramaniam (2013), in an empirical study aims to investigate the influence of job rotation on career development. This study is based on primary data, which consist a survey of 209 production workers in Japanese manufacturing companies in Malaysia. The application of mean, internal reliability, correlation and multiple regressions clearly reviewed the study. The study found that employees with a high level of interest in participating in job rotation are more likely to have a higher desire of being promoted within the organization, and it also suggests job rotation except business knowledge influences career development. The reviews revealed that career development provides career path information, development plans and individual goal setting. It enhances competence & career satisfaction and provides self confidence and career improvement.

Executive Development

Executive development is a planned, systematic and continuous process of learning and growth by which manager develop their abilities to manage. Executive development is concerned with improving the performance of the managers by giving them simulating opportunities for growth and development. David Preece, Paul Iles (2009), he seeks to review some uncertainties experienced by a group of Chief Executives, and how they are assuaged through their participation in an executive development program. The data were collected through three methods: overt participant observation, interviews, and documentary analysis. This paper identified CE uncertainties: knowledge, job/career, behavioral, personal, and contextual and it also outlines each of these uncertainties, and illustrates how they are being assuaged through the CE program. The reviews revealed that the executive development plays an important role in the growth and development of an organization. It helps to build a relationship to utilize the available resources. Executive development is an ongoing and continuous activity to ensure the goal of an organization.

Automobile industries in Tamil Nadu

The Auto business at present utilizes more than 30 million individuals both specifically and in a roundabout way. Tamil

Nadu had over 16 million 2 and 4-wheeled vehicle registrations. The 4-wheeler vehicles in Chennai is the base of 30% of India's automobile industry and 35% of its automobile component industry. Chennai is the fourth largest metropolitan city of the country. A Heavy Vehicles Factory is also established in Avadi (23 km Northwest of Chennai) in collaboration with Russia to produce military related vehicles. Avadi also boasts of Combat Vehicle Research & Development Establishment (CVRDE), a new engine testing facility. Nissan and Ashok Leyland formed a Joint Venture to set up a Light Commercial Vehicle (LCV) plant at Pillaipakkam, 40 km from Chennai. A state-of-the-art assembly plant for BMW 3 and 5 Series started operation in early 2007 in Chennai. Construction of the plant started in January 2006 with an initial investment of more than one billion Indian Rupees. The plant started operation in the first quarter of 2007. The automobile industry is one of the key drivers that lift the monetary development of the nation. Vehicle segment in India is developing quickly and the development design appears to have an unmistakable relationship with the changes related approaches those affected both household request design and additionally exchange. The car business is moving at a fast pace whereby expanding the quantity of vehicles on streets which incorporates all the four wheelers, three wheelers and bikes. These vehicles travel either inside the city, while others travel even outside the city all the time. During the evening, one can undoubtedly call attention to the substantial vehicles, extending from auto bearers to oil tankers, holder movers, trucks and transports, all charged by an overwhelming obligation diesel motor on streets. These vehicles cover long separations at various circumstances with various climate conditions.

Data analysis

Table 1. KMO and Bartlett's Test for Career Development

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	1893.843
	Df	45
	Sig.	.000

Source: computed data

From the above table, it is informed that the KMO measure of sampling adequacy .862, Bartlett's test of sphericity with approximate Chi-square value 1893.843 are statistically significant at 5% level. This indicates all the ten variables represent career development is normally distributed and they are conducive enough to reduce them in to predominant factor. The individual variances are presented in the following communalities.

Table 2. KMO and Bartlett's Test for Executive Development

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	1046.417
	Df	21
	Sig.	.000

Source: computed data

From the above table, it is explained that the KMO measure of sampling adequacy .784, Bartlett's test of sphericity with approximate Chi-square value 1046.417 are statistically significant at 5% level. This indicates all the seven variables represent executive development is normally distributed and they are conducive enough to reduce them into predominant

factor. The individual variances are presented in the following communalities.

Summary of findings and suggestion

- The study revealed that the career development brings self confidence and also helps to achieve career success. It is further found that the skill elevation which provides career satisfaction and the increases the competence among employees.
- The executive development includes organizational learning, leadership development. It plays an important role in the growth and development of an organization. It helps to built relationship to access resources. The organization uncertainties which provides the highest safety and security in the organization.
- Career management (or) career development should be conducted by both individuals and organization for achievement, recognition, growth, the goal and quality of life.
- The aspects of human resource management practices followed, one of the main aspects is job satisfaction of employees. Once, the employees are satisfied with their jobs, then they are satisfied with other aspects automatically. Hence, steps should be taken by the management to satisfy the employees in their jobs by providing, such as internal & external environment that ensures a healthy and happy workplace.
- The employees desired values of risk taking, variety, autonomy; lifestyle and creativity towards works were to be rewarded by the organization. The employees are also encouraged and appreciated through proper incentives.
- The management of automobile companies should create awareness among employees regarding performance appraisal system to improve their performance & competition levels in the market.

Conclusion

The automobile sector needs to grow in harmony with world industry to stay competitive in the automotive market. India has the potential to be a global automobile power. However, concerted efforts will be required to take auto manufacturing to be self-sustaining level, where the organization shall have to increase volume generate requisite technology and meet evolving emission requirements. Career development should be conducted by both individuals and organization for achievement, recognition, growth, the goal and quality of life. Career development brings self confidence and also helps to achieve career success. Executive development includes organizational learning, leadership development. It plays an important role in the growth and development of an organization. It helps to built relationship to access resources. Executive development is an ongoing and continuous activity to ensure the goal of an organization.

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