

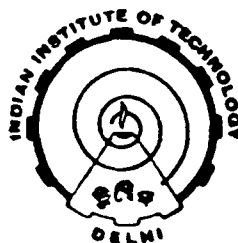
# **PSYCHOLOGICAL CORRELATES OF MANAGEMENT DEVELOPMENT TRAINING PROGRAMS**

by

**SALIL KUMAR**

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requirements of the degree of

**DOCTOR OF PHILOSOPHY**



Department of Humanities and Social Sciences  
**INDIAN INSTITUTE OF TECHNOLOGY**  
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## C E R T I F I C A T E

This is to certify that the thesis, entitled Psychological Correlates of Management Development Training Programmes; being submitted by Mr. Salil Kumar, for the award of the degree of Doctor of Philosophy to the Indian Institute of Technology, Delhi, is a record of bonafide research work he has carried out under our guidance and supervision. The results contained in this thesis have not been submitted to any other University or Institute for the award of a degree or diploma.



Anuradha Sharma  
Department of Humanities  
and Social Sciences,  
Indian Institute of Technology  
DELHI, INDIA



Kuldip Kumar  
Department of Educational  
Psychology Counselling &  
Guidance, National Council  
of Educational Research &  
Training, NEW DELHI, INDIA

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## ABSTRACT

In the present investigation an attempt has been made to study some psychological correlates of training experiences of managers in Management Development training programmes. Occupational aspiration, job involvement, quality of work life, motivational potential, job satisfaction, and achievement value have been analysed as correlates of training experience.

Based on the Cognitive-Humanistic perspective, the study has attempted to analyse the psychological correlates of training experience. Two organisations were selected on the purposive basis i.e. an Engineers' Training Organisation where working Engineers were given training, and a Social Welfare Functionaries Training Organisation where social welfare officers were the trainees. Both the organisations were in government sector. A sample of 130 Engineers was taken from various training programs in a particular year from Engineers' Organisation and 170 Social Welfare Officers were included from various training programs in a particular year.

Six hypotheses have been developed for the study. Hypothesis one states that occupational aspiration and job involvement are positively related to attitude towards training. Results of the study support the hypothesis.

Hypothesis two states that achievement value is positively related to attitude towards training. Findings of the study support the hypothesis. Hypothesis three states that motivating potential has significant relationship with attitude towards training. The results of the study suggested that motivating potential had a negative relationship with attitude towards training. Hypothesis four states that job satisfaction and the quality of work life are related to attitude towards training. The hypothesis has been strongly supported by the results of the study. It is hypothesised that background variables such as age, sex, scale of pay, number of workers supervised directly, educational level and experience would show effect on attitude towards training. The results partially supported the hypothesis and a negative relationship has been found. It was also hypothesised that training experience could be predicted by occupational aspiration, job involvement, quality of work life, job satisfaction, motivating potential and achievement value. The findings supported the hypothesis. The six above mentioned variables showed predictive power for the prediction of training experience.

Findings support the significance of psychological factors in perception of different aspects of training experiences. The study thus shows the impact of some

personality and work related factors on the training experience of the managers who received training in two different types of organisations.

This piece of research establishes the importance of psychological correlates of training experience. The study makes a contribution in designing meaningful and effective training modules for Management Development Training programs. The study recommends that management development training programs should take into account personality factors since the psychological factors play an important role in enriching experience of trainees.

Suggestions for future research have been proposed on the basis of the results of this study.

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