

Role of Leadership in Training and Development

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Abstract- HRM Practices are extensively considered as essential features of organizational success. Most significant unit of HRM Practices is Training and Development. It is the only key practice to attain the desired organizational objective. Training and Development can reduce the gap between the desired organizational state and its current state. On the other hand it has been observed that leadership is the imperative aspect of Human Resource Management. It has been observed that organizational leadership is relevant to organizational effectiveness and efficiency. In this research study we have analyzed that if the leadership skills are applied in the Training and Development process then the output would be maximized. The aim of this paper is to report the findings of an empirical study exploring the relationship between Training & Development and Leadership. Elemental directorial features such as satisfaction, communication and motivation plays crucial role in the training and development and enhanced by Leadership skills as well. The results revealed that, Training & Development process is enhanced by enhancing the leadership skills of trainer. The research discover that Training and development could be further fruitful by adding leadership skills but it does not mean that without leadership skills it would be useless.

I. INTRODUCTION

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. Training is, of course, an indispensable part of any employment. Very few of us, after all, are proficient to undertake a new job from day one. Training can be informal, on the job training, or take the form of formal recognized courses. T&D is the most important and influential aspect of Human Resource Practices. If we glance at the value of Human Resource Practice and its implementations in our real business and employment sector than we shall come to know about a huge gap between both of them. Human Resource Practices are of gigantic importance but their execution is not up to the required level. Once employees are on board, the employer must train them. (Gary Dessler 2007) Many of today's businessmen are still not familiar with the significance of Human Resource Practices. We have analyzed that each and every function of all the trades is to go with utmost effectiveness and efficiency: More the effectiveness and efficiency in the business sector results in form of more profit.

Efficiency and effectiveness is crucial for business which is associated with the actual performance of the employees if the performance of the employees would be perfect then attainment of effectiveness and efficiency would be much easy and we can maximize effectiveness and efficiency with the help of training and development because training and development is the only key to reduce the gap between actual performance and desired performance of the employees. Another very important aspect of Human Resource Practices is Leadership. Before we get moved ahead, let's define leadership. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This definition is similar to Northouse's (2007, p3) definition the concept of leadership is relevant to any aspect of ensuring effectiveness in organizations and in managing change. Leadership is the only vital role of the whole business environment which has almost no negative effect on other organizational variables and can enhance the functionality of all other variables. Leadership skills aids in all stages and roles of business; from the very beginning stage of development of business plan to the maturity stage of Business cycle and then its decline as well. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership (Jago, 1982). However, we know that we have traits that can influence our actions. This is called Trait Leadership (Jago, 1982), in that it was once common to believe that leaders were born rather than made. These two leadership types are shown in the chart below (Northouse, 2007, p5): We have joined and interlinked the two very important roles of business "Leadership" and "Training and Development" and analyzed that Training and development is compulsory for accomplishment of desired state of business and Leadership plays vital role in all activities of business. By observing the Leadership and T&D simultaneously we came to know that Training and development is augmented by improvement of Trainer's Leadership skills.

II. LITERATURE REVIEW

A growing body of empirical research has examined the effect of certain HRM practices on firm performance and analyzed that Leadership skills plays important role in Human Resource Management Practices. Although there is a long list of best HR practices that can affect either independently or collectively on the organizational performance, Training and development is the most important aspect of HR and influenced by Leadership skills, but the results are hard to interpret. In order to determine any effects of Leadership practices on Training and

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development, The following sections develop hypotheses concerning the relationship between Training & development and Leadership Orientation of the new employee is the part of the Training, and this is the point from where the training starts. Employee Orientation provides new employees with the basic background information they need to work in your company such as information about company rules. However Orientation programs are moving away from mere discussions of rules, to explaining the company's mission and the employee's role in accomplishing it. (Garry Dessler 2008) If the trainer or manager have leadership abilities and have to train the employees then the training process could be much efficient and output oriented Training requires the complete understanding and analysis of trainee's competency level and the skills required for the job; we can say the training requires Situation Handling. Situation is a factor of Leadership (U.S. Army, 1983) therefore Leaders can train more effectively. Also note that the situation normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations (Mischel, 1968). Training requires Communication and Communication is also a factor of Leadership (U.S. Army, 1983) therefore good Leaders can be good Trainers. Training involves Presentation and Leaders are good Presenters. According to a study by the Hay Group, a

global management consultancy, there are 75 key components of employee satisfaction (Lamb, McKee, 2004). They found that: Effective communication by leadership in three critical areas was the key to winning organizational trust and confidence:

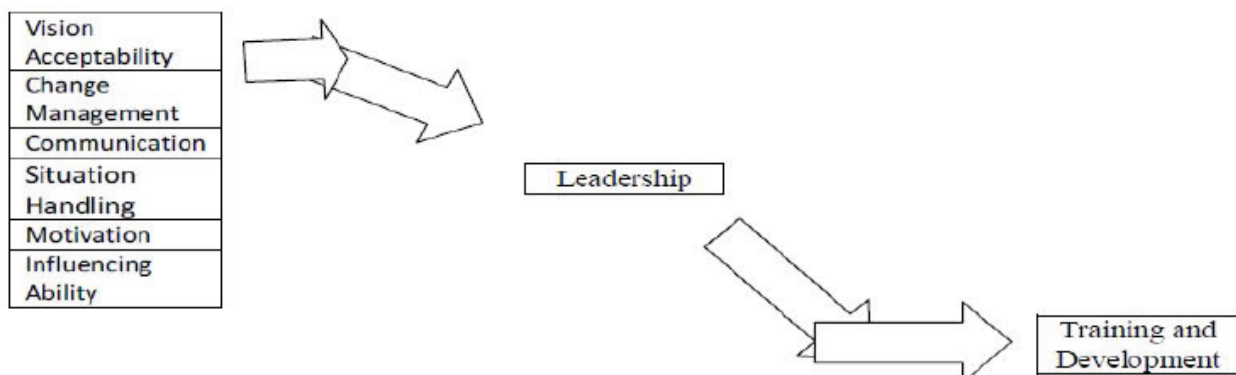
1. Helping employees understand the company's overall business strategy.
 2. Helping employees understand how they contribute to achieving key business objectives.
 3. Sharing information with employees on both how the company is doing and how an employee's own division is doing relative to strategic business objectives.
- Training is offered to cope with change while Leader brings the change in his followers most effectively. Training requires motivation which is the fundamental object of leadership therefore leaders are much productive in creating motivation instead of conventional trainers. Development requires Change and leaders bring change brilliantly. Determining Management development needs can be difficult for a manager but for a leader it would be slightly easy. Development requires Interpersonal skills, Communication, Problem-Solving, Time Management, Supervision, delegation, empowerment, planning and organizing, coaching, mentoring, situational problem solving analysis, Decision Making, Behavior modification, Evaluation, comparing, crisis handling and stress management

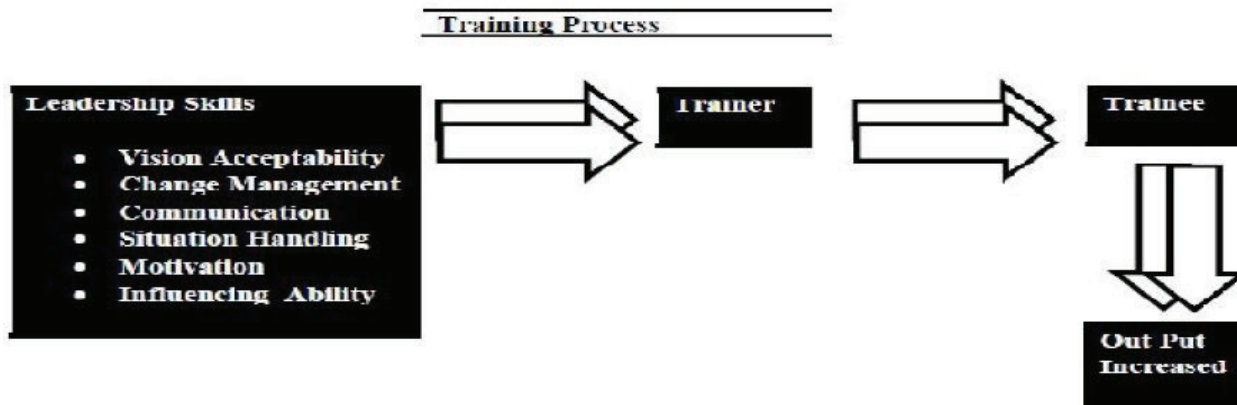
III. VARIABLES

In this research we shall focus towards these variables

Independent	Dependent	Extraneous
Leadership	Training and Development	
		Vision Acceptability
		Change Management
		Communication
		Situation Handling
		Motivation
		Influencing Ability

Variable Diagram:



Common Structure:**Proposed Structure:****IV. HYPOTHESIS**

1. Leadership skills enriches and enhances the Training and development Process
2. Leadership skills plays vital role in training and development process.
3. Orienting Employee through leaders is much productive and output oriented

1) Detail and Explanation of Hypothesis**Orienting Employee through leaders is much productive and output oriented.**

This assumption postulates that orientation of new employees through good leaders and through the peoples having leadership skills can produce results more than expectations. During orientation vision and mission of the organization is to be communicated and People follow and accept the visions and missions of their leaders very quickly.

Leadership skills enriches and enhances the Training and development Process

This hypothesis shows that if the leadership skills of trainer are high then the training process would be enriched and trainees will get their required training more effectively. They will be more attentive towards trainer and will try to learn at their own pace. They will be motivated and influenced. If the trainer has the leadership skills then he possesses good communication and situation handling skills.

Leadership skills plays vital role in training and development process.
 This hypothesis is based upon the value of Leadership skills in Training and development and shows that leadership is not compulsory for training and development but it play a

vital role in training and development it will bump up the training and development process..

V. RESEARCH DESIGN

This study followed the quantitative tradition using a cross-sectional correlation strategy, as suggested by Gravatter and Forzano (2003), to examine the influence of Leadership skills on Training and development in the business sector. The cross-sectional co relational strategy was chosen because it has been widely used in the field of social science to study relationships among two or more variables (De Vaus, 2004). Primary data were collected from students of BBA 6th semester and MBA 4th semester of University of Gujrat who have taken the course of Leadership and Human Resource Management. These entire students have learned the basics of Leadership and Training and Development. Suc research has its own strengths in that it enables the control of extraneous influences on the research outcome (Pearce & Herbik, 2004).

VI. SAMPLING**1) Research participants**

The population of this study comprised all the students of Business Administration who have taken the course of Leadership and Human Resource Management studying in the University of Gujrat Pakistan. Each member of the population has a strong understanding of Leadership and Training and Development The unit of analysis was individual level. Hence, at single level, the total number of samples conducted was 27. The use of the individual level of analysis was therefore much more appropriate. Since this study involved a single organizational setting and an individual level of analysis was used as the unit of analysis, a probability sampling technique was used. A purposive sampling strategy was used for this study. The reasoning

behind the latter criterion was that they were assigned to a 3 credit hours course of Leadership and same for the Human Resource Management course. Although purposive sampling is used more commonly in qualitative studies, Punch (1998, p. 106) asserted that such a method is also suitable in studies examining relationships among variables because it make sense to select the sample in such a way that there is a maximum chance for any relationship to be observed.

2) *Study setting*

The organization studied is a University implemented these courses for the students of BBA. All the students take the course and studies all the pros and cons of Leadership in detail and analyzed the importance of Training and Development during their course of Human Resource Management. The students are empowered with greater responsibilities and are involved in different co-curricular activities of Leadership. Some of them have attended a workshop on youth Leadership. Each student is given a final project of Human Resource Management covering training and development practices of any profit oriented organization.

3) *Measures*

Data were collected through self-administered questionnaires. The variables studied were measured with the instrument developed by past researchers, as discussed below. All the items used to assess the variables were measured with a five-point Likert scale ranging from 1 = 'strongly disagree' to 5 = 'strongly agree'. Since the unit of analysis is group level, all the items Role of Leadership was measured by different variables e.g. their counseling abilities, situation handling techniques, abilities of vision delivery, Supervision expertise, dexterity to cope with

change, tactics of attention attainment, Motivational handiness, influencing capacity, decision making styles, use of time, Loyalty development aptitude, staging proficiency, reinforcement talent, behavior modeling ways, communication skills, and the role of such variables in Training and development.

VII. RESEARCH PROCEDURE OR DATA COLLECTION

Approval was obtained from the Course instructor for the researcher, to collect data for this research through individual-administered questionnaires. The respondents were informed that participation was voluntary. At each meeting, the purpose and procedures were explained. The respondents were then handed a questionnaire and asked to complete it while in the room. This procedure enabled the researcher to stay in control of the data collection. For example, the researcher was able to explain questions that respondents found unclear and provide detailed instructions where necessary this method of data collection also yields a high response rate. A total of 27 responses was obtained, which accounted for 90% of the response rate.

1) *Analysis of Data*

Several statistical techniques were used in this study for the purpose of the analysis of the data. A descriptive statistical analysis with frequency distribution was used to describe the demographic profile at the individual level of analysis and to describe the variables of the study. Since the unit of analysis used in this study was individual level, the data obtained from the respondents at individual level. The data aggregation was performed using the SPSS version 18 by averaging the individual responses for each independent and dependent variable across all the respondents following James, Demaree and Wolf (1984).

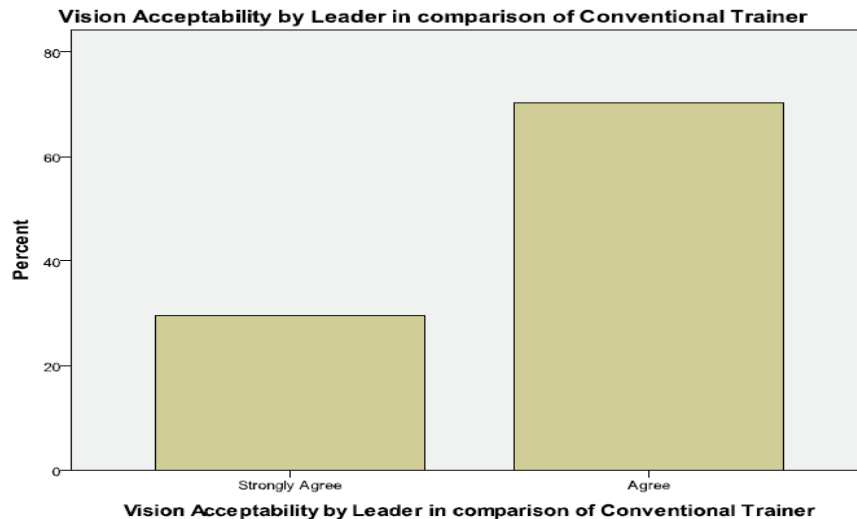
VIII. RESULTS

I. *Demographic profile of respondents*

Given tables presents the demographic profile of the respondents of analysis. The average age of the respondents was 18-25 years. Among the respondents 51.9 percent were male while 48.1 percent were female all of them were unmarried and belongs to urban area and students of the

II. *Vision Acceptability by Leader in comparison of Conventional Trainer*

During the orientation of new employees we need to deliver the vision, mission, values, rules, regulations, dos, don'ts and code of ethics of the organization



29.6 Percent people are strongly agreed that if the vision is communicated by a leader instead of a conventional trainer than its acceptability would be much greater and rest of all are agreed.

iii. *Leader's ability to cope with Change*

Bringing up the change is the central task of Leadership and in T&D change is essential therefore leaders are good trainers. It is widely assumed that effective leaders are creative (Basadur, 2004; Bellows, 1959; Puccio, Murdock, & Mance, 2006; Simon, 1986; Sternberg, Kaufman & Pretz, 2003). Creativity is to bring the change Creativity, however, has drawbacks (Cropley, Cropley, Kaufman, & Runco, 2010). For example, a creative solution to one problem may generate other problems, and similarly, a creative solution to one element of a situation may have unexpected negative consequences with respect to other elements. Moreover, time spent creatively finding a solution for oneself is time not spent imitating and passing on solutions already found by others Leijnen, S. & Gabora, L. (2010). University of Gujrat Later than analysis we find that 29.6 percent of the respondents were strongly agreed and 51.9 percent of them were agreed and believe that Leaders are best to cope with change

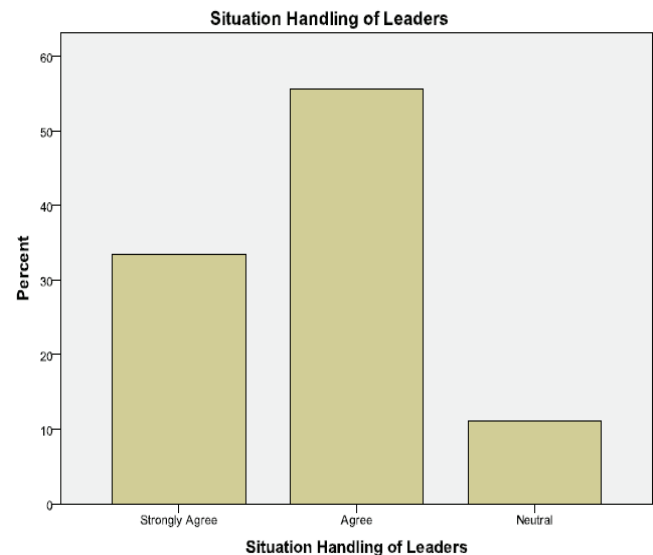
iv. *Communication of Leaders*

In training and development communication is very important to deliver your thoughts to the trainees. Communication is complete when trainer delivers his thoughts and the trainee understands. 37 percent people strongly agree that leaders are the best communicators, 51.9 percent people agree, 7.4 percent of people are neutral to this issue and 3.7 percent people think that it is not necessary that leaders are good communicators.

v. *Situation Handling of Leaders*

All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate

behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.

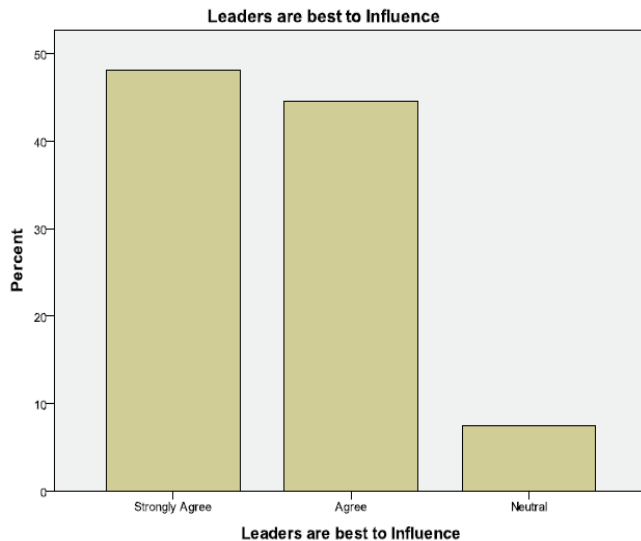


vi. *Leaders are best in attaining Motivation*

Motivation is necessary for all types of learning processes and helpful in Training & Development. 33.3 percent of people strongly agreed that Leaders are good motivators and 48.1 percent were agreed so Leaders are good Motivators.

vii. *Leaders are best to Influence*

A common definition of leadership is "a process of social influence by which an individual enlists the aid and support of others in the accomplishment of a task or mission" (Chemers, 1997). Influencing is the role of Training and development and in training process it is very much required. Leadership makes the followers want to achieve high goals (called Emergent Leadership), rather than simply bossing people around (Rowe, 2007). People get much influenced towards their Leaders instead of conventional trainer



The concept of leadership is relevant to any aspect of ensuring effectiveness in organizations and in managing change while the objective of training and development is also the same. Leader is someone who sets direction in an effort and influences people to follow that direction while the training requires the same to influence people in a certain direction. Training and development requires negotiation and coercion when necessary.

IX. CONCLUSION AND DISCUSSIONS

This study concludes that leadership is very much essential for training and development and plays very productive role in the whole process of training and development. From new employee orientation to the development stage Leadership skills aids to the Training and Development and enhances and enriches it This study focuses on the importance of Leadership in T&D but it does not mean that training and development without Leadership skills is not useless but with all these skill the training and development becomes more fruitful. These skills polish the trainer and the whole training process. Transactional leadership style is the extent to which the managers discuss matters with their subordinates or others before they decide what to do to achieve unit objectives. Here, although the managers support, the resulting decision is theirs alone and they shoulder the responsibility for them. (Galanou Ekaterini 2010) a trainer with leadership skills is much productive. We have analyzed that orienting employees is the part of Training & Development which requires vision delivery and its acceptability by the employees' Mission delivery and its adequacy and a lot more and this paper concludes that we can achieve these entire task brightly if the trainer has the Leadership Skills. Here the first hypothesis regarding the orientation is hence proved Training is the art of communicating, presenting, counseling bringing up the change, reinforcing, situation handling, and behavior modeling. In this research we have judged that leaders are perfect to communicate, best to present, accurate to counsel and excellent to bring the change, superb in reinforcement, and admirable in behavior modeling, leaders

are much adaptable to the situations and supportive in the communication process (Bolden, R., Gosling, J., Marturano, A. and Dennison, P June 2003) so leaders can train better than a conventional trainer. The second hypothesis is regarding the Leadership's ability to enrich the T&D process. As we know followers are more attentive towards their leaders as compared to trainers and try to learn at their own pace. This study postulates that if the trainer has the Leadership abilities then the trainees will be motivated and influenced and trainer will possess good communication and situation handling skills. In the development process we have to train our employees for higher positions means we have to increase the worth of our inner pool of employees in order to fulfill the future Human Resource needs. We have to train them situation handling, and leadership have a factor i.e. Situation which shows that leaders are superlative in situation handling. Determining management development needs is the process of analyzing in a sense and we know leaders are good analyzers this study proves the second hypothesis as well and postulates that Leadership skills enhances and enriches the T&D process. The absence of leadership is equally dramatic in its effects. Without leadership, organizations move too slowly, stagnate, and lose their way. (D. Quinn Mills 2005) here the third hypothesis is proved this study claim Leadership is of immense importance but is not compulsory for training and development play a vital role in training and development it will bump up the training and development process. But we cannot say that without Leadership skills trainer cannot train at all or the T&D process will be useless.

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