

OUTCOMES OF MANAGEMENT DEVELOPMENT PROGRAM FOR EMPLOYEES OF NADHLATUL ‘ULAMA HOSPITAL

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ABSTRACT

Introduction: The various management development interventions that have been implemented seem to have not identified the characteristics of the role model, perceived control, and understanding of the Management Development Program (MDP) itself. The MDP effectiveness evaluation model also seems to have not received much attention. Analyze the influence of the characteristics of the Management Development Program, i.e., role models, feelings of control, and understanding that result in organizational commitment, utility, and participatory Behavior. **Methods:** The research population was 130 employees of NUH Jombang. Samples were taken using a simple random sampling technique of 100 employees from various work units. Statistical analysis used is path analysis to determine the direct and indirect effect on organizational commitment, utility, and participation behavior. **Results:** The higher MDP characteristics that consist of role model, perceived control, and understanding will be followed by high organizational commitment, utility, and participative behavior as positive outcomes. **Conclusion:** The study results can improve understanding of the characteristics of the relevant Management Development Program to improve employee outcomes. Employee outcome, i.e., organizational commitment, Utilities which include intrinsic – extrinsic – organizational benefits, behavior that includes the willingness to participate in development activities, innovative behavior that is beneficial to the organization, and sharing opinions.

Keywords: Management Development program, organizational commitment, participative behavior, utility

INTRODUCTION

The Management Development Program (MDP) is an educational and training development activity designed to encourage professional skills to improve managerial skills and employee competencies (Nuraini *et al.*, 2015). The purpose of MDP is to improve organizational learning and development, prepare employees to learn managerial roles (Bell *et al.*, 2017), and increase willingness to invest in self-development (Lejonberg *et al.*, 2018). MDP increases productivity, knowledge, and loyalty and contributes to the organization.

However, the factors in MDP have not reflected positive results for the organization. The evaluation of the effectiveness of MDP has received less attention from the organization (Balu, 2019). Researchers have carried out many studies on training or specific interventions in management but still, few have examined perceptions of the general characteristics of MDP. Previous studies have primarily focused on one particular type of training or development intervention but have not focused on MDP characteristics (Carballo, 2020). Previous studies have seldom examined the characteristics of MDP, which provides theoretical support for the results of MDP. Studies of the psychological

processes that affect program participants or program participants' appreciation of MDP are rare.

The weakness of the literature study makes learning development and MDP positive results appear complicated. It also complicates learning the development and positive outcomes of MDP. MDP and its results are influenced by various individual, organizational, and training design characteristics (Bell *et al.*, 2017). The variety of interventions and content of the MDP used in practice predominantly affects the number of interventions studied. Examples of management development interventions are training, mentoring, performance reviews, job rotation, international assignments, counseling, career development, group projects, and outdoor programs (Paul, 2019). Examples of management development content are communication skills, analytical, decision-making, and influencing others (Paul, 2019).

The research gap provides an idea for examining the characteristics of MDP and its relevant outcomes in business organizations that have unique characteristics. This study examines psychological process theories to select the characteristics of management development that are relevant and expected to influence outcomes. The evaluation must be used to understand the efficacy of management development programs through multiple levels of assessment. Limited understanding of MDP is due to using one or more outcome variables. The employment of a broader range of outcome factors can lead to a more successful MDP conclusion (Arthur *et al.*, 2003; Al Jabri Basel and Ghazzawi, 2019). Therefore, research should ideally include several characteristic MDP variables relevant to various categories or levels of outcomes.

This study uses three levels of outcome-based evaluation, namely feeling

(affection), utility, and behavior. The result of preference is organizational commitment. Utility outcomes include extrinsic benefits (such as higher income or promotions), internal benefits (such as feeling like you have a more appealing job, feeling at ease at work, or achieving potential), and organizational benefits (results of management development that benefit subordinates, boss or team). Behavioral outcomes such as participation in development activities, sharing opinions (being critical of processes occurring within the organization), and innovative behavior (looking for ways to improve processes and implement innovations).

The essential characteristics of MDP can trigger psychological processes that enhance participant learning and achieve management development outcomes (Woolnough and Fielden, 2016). The extent to which Management Development Program participants understand is expected to generate positive employee outcomes.

The Nahdlatul Ulama Hospital (NUH) Jombang has consistently implemented education and training programs for various positions and the development needs of Human Resources (HR) in each work unit. This research took samples from one NUH organization with unique characteristics, namely a hospital that had not been established for ten years. The hospital is currently designing new education and training programs and redesigning past programs and is in a development atmosphere that urgently needs employee commitment to NUH.

A supervisor in the management hierarchy is a transitional position between managerial and non-managerial levels. MDP for supervisors is designed so that employees have the ability and professional readiness to take on executive roles at the junior manager level. MDP for supervisors

is a part of the requirements for promotion to junior manager level.

The contribution of this research is the characteristics of MDP that can increase positive results in the form of organizational commitment, utility, and participation behavior. The research was conducted in a developing hospital to provide a clear view related to human resource development, to maintain and improve the effectiveness and efficiency of human resource performance to achieve hospital development goals.

Various management development interventions do not appear to have identified the characteristics of the role model, perceived control, and understanding of MDP itself. The MDP effectiveness evaluation model also seems to have not received much attention. Based on the background, This study aimed to analyze the influence of MDP characteristics on organizational commitment, utility, and participatory behavior.

METHODS

Sample and Procedure

This research has obtained ethical approval with number 2477/KEPK/V/2021, which is issued by IIK Strada Indonesia. This study used an observational research design with a cross-sectional approach. Statistical analysis used is linear regression analysis with $\alpha=5\%$ using SPSS 25 software to determine the effect of MDP as independent variables (e.g role model, perceived control, understanding) on dependent variables consisting of organizational commitment, utility, and participative behavior.

The study took a sample of 100 employees of the Nahdlatul Ulama Hospital (NUH) Jombang with a proportional random sampling technique consisting of 82 health workers and 18 non-health workers. The criteria for the samples taken were: 1) Male and female; 2) health and non-health

workers; 3) Employees who have attended/had attended education and training; 4) 20 to 50 years old; 5) Minimum work period of 1 year; 6) Minimum education is the diploma.

Collecting data in this study using a questionnaire obtained directly from the respondents through filling out the questionnaire. The questionnaire contains questions regarding MDP which consists of three factors, namely role models (RM), perceived control (PC), understanding (UN) and organizational commitment (OC), utility (UT), and participatory behavior (PH).

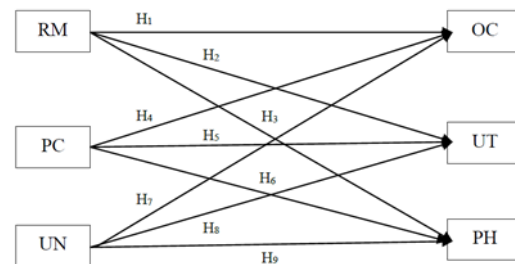


Figure 1. Conceptual framework of research

Instruments

All the constructs of this study have valid scales available in the literature. Therefore, this study adapted already validated scales to measure the constructs. All measures used in this study were part of the same survey and employed a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). Validity and reliability testing was carried out using SPSS 25 software using product moment correlation for validity testing and Internal consistency using Cronbach alpha for reliability testing. Item validity is the result of the Product Moment correlation between the scores of an item and the scores of other items in a construct (Item-Total Correlation). The item validity of the Product Moment correlation analysis is

corrected by the correlation of the score of an item with the total score of the item (Corrected item-total Correlation). This study uses an item validity index of 0.30 to state an item is declared to be valid (Corrected item-total Correlation > 0.30).

Internal consistency is the method used for reliability testing. Alpha is the estimated reliability value. Alpha values less than 0.60 are categorized as poor reliability, values between 0.60 to 0.79 are categorized as acceptable reliability, and values 0.8 to 1.0 are categorized as good reliability.

Organizational commitment is the relative strength of an individual which is measured by 14 items adapted by Kalhor *et al.* (2018) regarding the relationship with the organization. Example item: "NUH is the best place for me to work." The validity index is 0.368 to 0.664 and $\alpha = 0.740$.

The utility is the intrinsic, extrinsic, and organizational benefits perceived by individuals as a result of the management development program (MDP), which is measured by nine items arranged based on the indicators (Aguinis and Kraiger, 2009). Example items: "I participate in training activities because I want to develop my potential." The validity index is 0.435 to 0.672 and Cronbach alpha = 0.741.

Participative behavior is The Management Development Program enables employees to participate in development activities, behave in ways that are beneficial to the organization, and are willing to share opinions, measured by a 12 items scale arranged based on (Aguinis and Kraiger, 2009). Participative behavior consists of participation in development programs, innovations, and opinions sharing. Example item: "I will take the opportunity to attend courses and further education." The validity index is 0.375 to 0.607 and Cronbach alpha = 0.734.

MDP is structured based on the indicators of Arts., (2010), namely; 1) a

three items scale that measures a role model. Example item: "In training, I can learn a lot from experienced managers." The validity index is 0.385 to 0.822 and Cronbach alpha = 0.825; 2) Perceived control is measured by a 3 items scale. Example item: "In NUH, employees can propose program materials that have previously been compiled." The validity index is 0.488 to 0.688 and Cronbach alpha = 0.774; 3) A five items scale measures understanding. Example item: "In NUH, there is a clear pattern in the order of management courses." The validity index is 0.506 to 0.714 and Cronbach alpha = 0.778.

RESULT

The descriptive statistics and the reliability and regression analyses were computed using the Statistical Package for Social Science (SPSS) Version 25.0, with $\alpha=0.05$. The scores for each variable were calculated by totaling the scores of items under specific factors. It was followed by regression analysis to examine the influence of the three independent variables, i.e., role model perceived control, and understanding of the depending variables on the, i.e., organizational commitment, utility, and participative behavior.

Descriptive analysis was conducted to determine the number of respondents who have high organizational commitment, high utility, and high participatory behavior. From 100 samples, more than half of the respondents have high organizational commitment, high utility, and high participation behavior. From the results of the descriptive analysis, it can be said that the samples have a high emotional attachment, can channel their potential, the participate in organizational development.

Data collection was carried out during the COVID-19 pandemic so there was limited time and direct communication

with respondents because at that time almost all respondents had an increased workload. Only see from the perspective of employees at NUH without involving the hospital management.

From table 1, the role model has the most significant influence on organizational commitment of 0.780 because the p-value =0.001 ($\alpha=0.05$). Perceived control has the most significant influence on organizational commitment at 0.747 with a p-value =0.001 ($\alpha=0.05$). Understanding has the most significant influence on participatory behavior at 0.687 with a p-value=0.001 ($\alpha=0.05$). From the analysis results above, that MDP can affect organizational commitment, utility, and participatory behavior.

DISCUSSION

The characteristics of MDP, which consist of role models' perceived control, and understanding of MDP, produce organizational commitment.

Role models perceived control and understanding of MDP generate organizational commitment. Employee commitment to NUH will be even stronger. These findings can be interpreted if, in training, employees can learn through interaction and observation, influence the training program's content, and have a clear understanding of the program, program content, objectives, and the sequence of learning experiences.

There is a role model in training, which means employees feel they can learn a lot from experienced managers, get various forms of learning from seniors and feel there are many opportunities to learn from others (Benbassat, 2014). A sense of control means that employees can propose previously structured program material and feel responsible for their development.

Understanding means that employees understand that education and training activities have clear, relevant objectives to be developed systematically and clearly in the order and timing required in each management course.

Role models perceived control and understanding will strengthen the commitment to NUH. Employees committed to NUH will develop and enhance practical dedication, internalization, continuous duty, and normative commitment (Al Jabri Basel and Ghazzawi, 2019). Employees with a solid affective commitment make NUH very meaningful to themselves, and the best and most proud place to work. Whatever the conditions, employees will say NUH is a progressive hospital.

Employees who experience high internalization make NUH's goals as their own goals, do their best for NUH, and make the problems encountered by NUH their problems. Employees who have a robust continuous commitment decide to work at NUH until retirement and feel that their work progress in another location will decrease if they leave and then work in another place. Employees who have a solid normative commitment will not be absent from their obligations to NUH, involve themselves in NUH activities/, cancel plans for work leave when NUH is in need, and feel very heavy and unable to leave NUH. A continuous commitment makes employees like to work extra, linger and wrestle with NUH activities. The commitment that makes employees was support for the vision and mission of NUH. Organizational commitment is considered good when employees show feelings of pleasure and pride in their work, desire to continue working, and have a loyal attitude towards the organization (Nuryanti *et al.*, 2020).

Table 1. Hypothesis testing the effect of MDP on organizational commitment, utility, participative behavior

| Independent Var. | Dependent Var. | Hypothesis | Coefficient | Std. error | CR | ρ |
|-------------------------|---------------------------|-------------------|--------------------|-------------------|-----------|----------|
| Role model | Organizational commitment | H ₁ | 0.780 | 0.203 | 12.332 | 0.001* |
| | Utility | H ₂ | 0.468 | 0.178 | 5.247 | 0.001* |
| | Participative behavior | H ₃ | 0.651 | 0.209 | 8.494 | 0.001* |
| Perceived control | Organizational commitment | H ₄ | 0.747 | 0.279 | 11.126 | 0.001* |
| | Utility | H ₅ | 0.464 | 0.231 | 5.186 | 0.001* |
| | Participative behavior | H ₆ | 0.566 | 0.293 | 6.749 | 0.001* |
| Understanding | Organizational commitment | H ₇ | 0.599 | 0.185 | 7.400 | 0.001* |
| | Utility | H ₈ | 0.606 | 0.114 | 7.540 | 0.001* |
| | Participative behavior | H ₉ | 0.687 | 0.142 | 9.355 | 0.001* |

The characteristics of MDP which consist of role models perceived control and understanding produce utility

The research findings show that MDP characteristics of role models, perceived control, and understanding generates utility. MDP characteristics make employees feel they can reap intrinsic, extrinsic, and organizational benefits. The data of intrinsic, extrinsic, and corporate utility that tend to be high can be explained through MDP characteristics. The already high utility data is the result of MDP.

High utility indicates that employees individually believe their work is appealing, are more attractive, enjoy working, channel their potential, receive reasonable salaries and advancement opportunities, and feel useful to others at work, whether they are subordinates, superiors, or members of a work team (Gladstone and Cimpian, 2021). The utility data tends to be high as a result of MDP.

The findings of this study are consistent with previous findings. Ardts, (2010) research findings show that role

models produced positive outcomes of intrinsic utility and organizational utility. The perceived control generates intrinsic, extrinsic, and organizational utility. Understanding grows extrinsic utility. The findings of this study follow a more general pattern in (Ardts, 2010), who took samples from various organizations. At the same time, this study took a selection from a hospital organization that is currently more focused on employee commitment on an ongoing basis. Role models of perceived control and understanding that tend to be high in the context of education and training are the contexts needed to enhance utility. High utility data is the result of MDP.

MDP characteristics, which consist of role models, perceived control, and understanding of MDP, produce participative behavior.

MDP, which consists of the characteristics of role models, perceived control, and understanding, produces participative behavior, namely participation in development activities, innovative behavior, and sharing behavior. Participative

behavior data which tends to be high can be explained through the characteristics of MDP.

The high tendency of participative behavior data shows that employees tend to participate in development activities, are innovative, and are willing to share opinions (William, 2015). Participation in development activities indicates that employees will take the opportunity to attend courses and further education; ready to take on a different job assignment than usual; try to find alternative solutions to the problems currently and will be faced by NUH; consult with a mentor, and; ask for feedback from participants. Innovative behavior is shown when employees find out about technology, processes, techniques, and new product or service ideas and; try to develop new approaches to carrying out work tasks. Sharing opinions shows that employees discuss developments in the workplace with management, discuss with colleagues to solve unusual work assignment problems and provide input, and receive criticism, suggestions, and feedback regarding the implementation of work assignments.

Participative behavior data, which tends to be high, shows that employees participate in the development, are more innovative, and are willing to share opinions. Behavioral data that tends to be elevated can be predicted through the existence of role models, perceived control, and understanding of MDP.

These findings show that the higher the role model, control, and understanding in MDP, the employees will be closer to actively participating in development activities, high in innovation, and like to share opinions. Employees who approach participation in development activities do not waste opportunities to attend courses and further education, volunteer to accept work assignments that are different from usual,

have high solutions, are active in learning, and expect feedback in the management development program.

A role model probably means that seniors, as more experienced personnel, feel obliged to process with juniors. In transferring experience and knowledge from the perspective of professionalism, seniors treat juniors as colleagues (Xu et al., 2021). The context of participative behavior in development activities is more democratic, innovation has more free character, and sharing opinions is closer to self-development (Philippaers et al, 2019). Professional and democratic role models stimulate involvement, production, and exchange of ideas. This is because a hospital is a typical organization that brings together health professionals.

CONCLUSIONS

MDP, in which there are characteristics of a role model, perceived control, and understanding, has a significant influence on organizational commitment, utility, and participative behavior. Based on the research results, role models have the greatest influence on organizational commitment, perceived control has the greatest influence on organizational commitment, and understanding has the greatest influence on participation experience. Role models in training mean employees feel they can learn a lot from experienced managers, get different forms of learning from seniors and feel there are many opportunities to learn from others. The feeling of control means that employees can propose program materials that have been previously prepared and feel responsible for their development. Understanding means that employees understand that education and training activities have clear objectives, and are relevant to be developed systematically and clearly in the sequence

and time required in each management course. By participating in various training organized by NUH, there are many opportunities to learn and discuss developments and various problems at NUH.

Hospitals are organizations that are always changing so they must have an MDP program on a scheduled and continuous basis. Participating in MDP is to study and try to find alternative solutions to the problems that are being and will be faced by the hospital so that they can improve their hard skills and soft skills so that it has an impact on employee performance in particular and hospitals in general.

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