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MANAGERIAL PERCEPTION TOWARDS TRAINING AND DEVELOPMENT PROGRAMMES: A STUDY OF SELECTED PUBLIC SECTOR BANKS

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ABSTRACT

Human factor has moved into the focal point of business in the current days. This realization has led to the development of theories, models and strategies of managerial and organizational effectiveness in manufacturing as well as service organizations both in public and private sectors. This study on Training and development give an insight indeveloping some realistic rules and methods to improve the managerial effectiveness and, managerial performance. It is well know that appropriate training plays an important role in an employee's growth in every perspective. The study has been conducted on the executives of two largest public sector banks in India. The results of the study show the perception of male and female bank executive towards training. The results also reveal that there are significant variations among the two genders with regard to the perception about training. The findings of study show the effect of training of Bank employees in different banking skills, and their performance.

Keywords: *Training, Productivity, Effectiveness, Performance*

INTRODUCTION

Managerial effectiveness normally leads to achievement of organizational goals, improved profit and productivity by using lesser resources or at a less cost. Effectiveness ensures that business activities are performed in appropriate way. Effectiveness is more important in the case of managers, as they are like role models for the other employees. Effective managers improve the effectiveness of the organizations as a whole.

MANAGERIAL EFFECTIVENESS

Managerial effectiveness plays an important role in enhancing effectiveness of the organization. It leads the pathway for an organization to achieve success by delivering maximum output from minimum input. Effective managers keep the organization in an ordered state which results in improved performance. Even the employees maintain high morale under effective leaders. They help in transforming an organization into a learning organization. It is well known that training and development of employees, if aligned with the needs of organization, helps to clear misperceptions, develops positive attitudes, improves skills and builds organizational capabilities. It also helps in the development of innovative culture resulting in better competitive edge.

ORGANIZATIONAL PERFORMANCE

Organizational performance is the output of an organization in quantitative or qualitative terms as measured against its expected outputs i.e. goals and objectives. This concept emphasizes on three outcomes which are:

- Shareholder value performance
- Financial performance
- Market performance

Effective performance is vital to the success and viability of any organization. It helps the organization in aligning its employees systems and other resources to meet their strategic aims. It is essential to make sure that everyone in the enterprise understands the vision and goal of the organization and how they can contribute to the mission accomplishment. Doing this improves their engagement and program delivery and leads the way to success.

REVIEW OF LITERATURE

In literature review it was found that numbers of studies have been conducted on different aspects of Training and Development in India and abroad. The studies cover the issues like training needs, methods, effectiveness, etc. Some of the more important studies on the subject are reviewed below:

Chand (2019), studied "Training: Meaning, Definition and Types of Training" and observed that Training constitutes basic concept in human resource development. It was concerned with developing required skills to desired standard by instruction and practice. Training was highly useful tool that can bring an employee into a position where he can do the job correctly, effectively, and conscientiously. Training is an act of increasing knowledge and skill of an employee for doing particular job.

Kulkarni (2018), reviewed the literature on training & development and quality of work life" and observed that in this competitive world, training plays an important role in competent and challenging format of business. Development process leads to qualitative as well as quantitative advancements in organization, especially at managerial level. This paper focused on importance of training and development and its relation with employees' quality of work life.

Engetou (2017), studied "the impact of training and development on organizational performance" and found that Training were efforts initiated by an organization to foster learning among its workers, and development were efforts that were oriented more towards broadening an individual's skills for future responsibilities. Training and development were continuous effort designed to improve employees' competence and organizational performance. Its goal is to improve on employees' capacity and performance. The author observed that human resource management had played significant role in economic development of most developed countries like Britain, America and Japan.

Ahmed & Ahmad (2016), studied "relationship between Training & Development and Performance of Business Schools Faculty" and observed that Universities and educational institutions were incubation centers of knowledge creation and building society in which social justice prevailed. Mission and vision of universities should be specified and made in the direction to achieve these social factors. In these social factors, human developments were most prominent aspect amongst others. Therefore, universities should give maximum importance to training and development for their employees, which lead to overall organizational performance.

Raheja (2015), examined "Methods of Training and Development" and observed that Training and Development were an important function of human resource management. It aims to improve employees' skills by making them learn new techniques of doing work. It helps, updating their knowledge of doing work which results in increasing their efficiency and hence, results in increasing productivity of an organization.

Raza (2014), studied "Training and Development impact on Organizational Performance Empirical Evidence from Oil and Gas Sector of Pakistan" and found that in prevailing scenarios, employee training and their development had utmost importance for sake of improving productivity, which led towards gaining competitive advantage. However, employees training was considered as planned step towards facilitating employees to seek job related knowledge including behaviors and skills. Training and development of employees had direct contributions in high achievements of organization which shows better performance.

Dinesh Kumar and Vijay Kumar (2013) conducted "A Study on Effectiveness of Employee Training and

Development" and found that Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practice. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not the core of organizational development. It is a function of the organizational development.

Topno (2012), conducted a study on "Evaluation of Training and Development: an Analysis of Various Models" and found that Training like any other organizational activity requires time, energy and money. It is a critical investment in strategy that leads to internal promotion, succession planning and employees development. It's an investment in employees' productivity and retention by providing for career progression and employees job satisfaction over long time.

Yes Chochoard and Eric Davoine (2011), evaluated in their study, Variables influencing the Return on Investment in management training programs: A utility examination of 10 Swiss cases. In the research study the investigations have presented the utility investigation approach as an option and promising way to deal with and measure the arrival on interest in managerial training programs. This article exhibits the estimation of utility investigation through a concise survey and the findings are based on the information gathered in 10 cases from 158 managers. The article centers around three principal factors affecting quantifiable profit as recognized in previous examinations: the duration and topical focal point of training programs, the job class of the students and the exploration plan.

RESEARCH GAP

Although several studies have been conducted on training and development but there has been lack of serious studies showing relationship between training, organizational effectiveness and organizational performance. The present study is being conducted to address these issues, especially the perception of bank manager toward these issues.

OBJECTIVES SCOPE AND METHODOLOGY

Research Objectives

The study is being undertaken with the objectives as mentioned below:-

1. To study the relationship between Training and Development programs and organizational performance.
2. To study the effect of Training and Development programs on managerial effectiveness.

Scope

The study has been conducted on the employees working in the banking sector in the city of Ludhiana (Punjab). The research has been done on two large public sector commercial banks i.e. State bank of India and Punjab National bank. These two are the largest public sector

banks. Ludhiana District has 93 branches of Punjab National Bank and its Zonal office. State Bank of India has 149 branches in Ludhiana district of Punjab. It is an Indian multinational public sector banking and financial services statutory body. This study covered the executive of the State Bank of India and Punjab National Bank. Interviews were conducted with male and female employees with the help of a survey questionnaire which was administered to the research units. The study covers the following two dimensions:

1. Managerial Effectiveness
2. Organizational Performance

Purpose of Data Collection

Data is an important input for the success of any survey/study. In order to make meaningful research a suitable methodology has to be adopted. Data is of two types i.e. Primary data and Secondary data. The major part of the study is based on primary data which was collected through the use of questionnaire.

Sample Design and Sample Size

The study is based on a limited sample size in the district of Ludhiana Punjab. The sample unit is the employees working in the two banks in the above district. In the present study, Random Probabilistic sampling (Stratified Random Sampling) technique was used for selection of sample.

State Bank of India and Punjab National Bank have been taken for the study as they are the largest public sector commercial banks in India. A sample of 400 respondents

was taken from these two banks. The sample size was decided on the basis of sample in some previous studies and the suggestions/advice of experts. Use of a statistical technique indicated a sample of about 380 respondents. Considering all this figures a sample of 400 was decided. While selecting respondents an effort was made to select senior and junior executive as well as male and female executive to ensure a representative sample.

Data Collection:

A comprehensive questionnaire was developed for data collection. The questionnaire was pre-tested before final data-collection. In the pre-testing, the questionnaire was got filled up by 80 executives at the pre-testing stage. The respondents did not face any problem in understanding and filling it. Hence it was assumed that the questionnaire is appropriate.

DATA ANALYSIS

Survey system of research requires some statistical techniques. The important techniques used in this study are below:

T-tests, Mean, Standard Deviation, Chi-square, Regression etc.

The results are discussed below:

Reliability analysis:

The reliability of the questionnaire for data collection was checked with the help of Cronbach's Alpha. The result about various dimensions is given in Table 1 below:

Table 1: Factor-wise Cronbach's Alpha values

| Factors of effectiveness of training | No of respondents | Cronbach's Alpha |
|--------------------------------------|-------------------|------------------|
| Perception | 400 | 0.880 |
| Needs | 400 | 0.830 |
| Awareness | 400 | 0.837 |
| Utilization | 400 | 0.874 |
| Attitude | 400 | 0.786 |
| Talent Acquired | 400 | 0.855 |
| Satisfaction | 400 | 0.811 |
| Success of training | 400 | 0.842 |

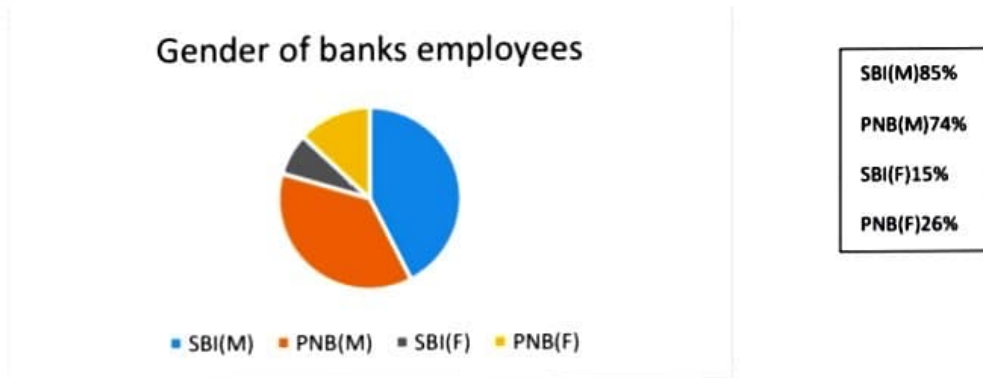
Source: Based on the survey data collected by researcher.

PROFILE OF RESPONDENTS: Gender wise distribution of respondents is given in Table below:

Table 2: Gender wise distribution of respondents

| Bank | Number of respondents | | Total |
|----------------------|-----------------------|--------|-------|
| | Male | Female | |
| State bank of India | 170 | 30 | 200 |
| Punjab National Bank | 148 | 52 | 200 |
| Total | 318 | 82 | 400 |

Source: Survey data

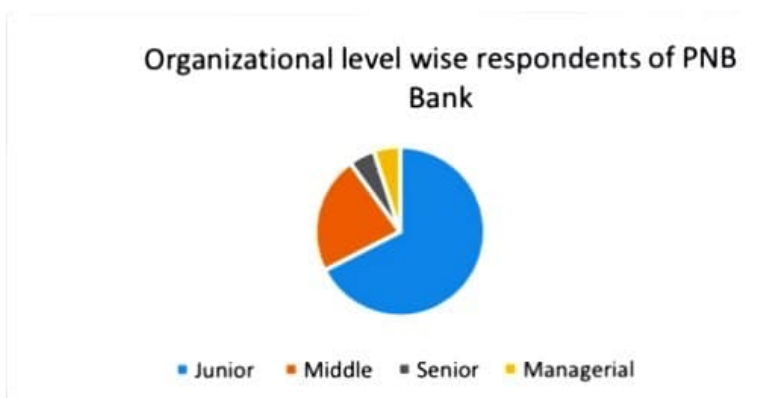
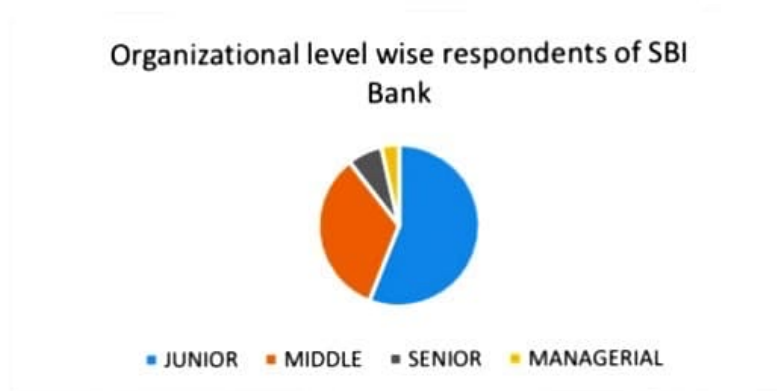


Distribution of respondents according to Organizational level is given below in Table 3:

Table 3: Organizational level wise number of respondents

| Organizational level | Junior | Middle | Senior | Managerial | Total |
|----------------------|------------|------------|-----------|------------|------------|
| State bank of India | 112 | 67 | 14 | 7 | 200 |
| Punjab National Bank | 135 | 45 | 10 | 10 | 200 |
| Total | 247 | 112 | 24 | 17 | 400 |

Source: Survey data



HYPOTHESESTESTING

In order to achieve the objectives of the study, two hypotheses were designed. They relate to Organizational performance and Managerial effectiveness. This hypothesis along with t value and P value of various factors are given below:

HYPOTHESIS I

Null-Hypothesis: There do not exist any relationship between Training and development programs and Organizational performance.

The gender-wise mean and standard deviation values along with t value and P value of various factors relating to Organizational performance are given in table 4 below:

Table 4: Gender-wise Statistics for Organizational performance

| Factors relating to Organizational performance | Gender | | | | t value | P value |
|--|--------|------|--------|------|---------|----------|
| | Male | | Female | | | |
| | Mean | SD | Mean | SD | | |
| Have you had any form of training since you joined the organization? | 23.95 | 2.86 | 24.70 | 2.71 | 2.219 | 0.027* |
| How were you selected for training? | 26.71 | 3.22 | 27.58 | 3.04 | 2.323 | 0.021* |
| How often do you undergo training? | 26.42 | 3.49 | 27.09 | 3.35 | 1.643 | 0.101 |
| What are the methods of facilitation at the training you have attended? | 26.28 | 5.69 | 27.77 | 3.97 | 2.309 | 0.021* |
| Do the methods used during training have any impact on your skill? | 19.35 | 2.69 | 19.64 | 2.69 | 914 | 0.361 |
| Has the training/development programs of the company positively influenced business performance? | 31.30 | 3.57 | 32.48 | 2.90 | 2.863 | <0.001** |
| Would you require further training for motivation towards performance-enhancement? | 31.06 | 4.06 | 32.56 | 3.84 | 3.151 | <0.001** |
| Issues faced in training process and in development-process? | 19.35 | 4.50 | 20.84 | 2.98 | 2.936 | <0.001** |
| Have you had any form of training since you joined the organization? | 19.38 | 4.41 | 20.26 | 3.16 | 1.759 | 0.079 |

Source: Based on survey data

The statistical values given in the above Table do not show a clear evidence. Some of the factors have P value of less than 0.01. But in majority of the factors, the value is more than 0.01. We can, therefore, conclude that there are mixed perceptions of executives about the role of training in Organizational performance. Further the data do not show any significant difference in the perception of male and female executives about the relationship between training and development and Organizational performance.

HYPOTHESIS 2

Null Hypothesis: There is no significant association between training and development and managerial effectiveness.

Gender-wise values for mean, standard deviation and t-test for various factors of effectiveness are given in Table 5 below:

Table 5: Gender-wise statistics for Effectiveness factors

| Factors of Effectiveness of training program | Gender | | | | t value | P value |
|--|--------|------|--------|------|---------|----------|
| | Male | | Female | | | |
| | Mean | SD | Mean | SD | | |
| Do you think training programs in which you have Participated are of good quality? | 22.95 | 2.46 | 23.70 | 2.71 | 2.209 | 0.026* |
| The training received is relevant to your work? | 25.71 | 3.12 | 25.48 | 3.04 | 2.323 | 0.022* |
| Do you think training has helped improve your job performance? | 25.42 | 3.29 | 26.88 | 3.35 | 1.643 | 0.121 |
| Do you think that trainings you received were relevant to your work? | 25.28 | 5.39 | 26.73 | 3.97 | 2.309 | 0.011* |
| Do you think that trainings enables you to improve skills, knowledge, attitude change, new capability? | 18.35 | 2.69 | 13.44 | 2.69 | 914 | 0.301 |
| Would you require further training for performance improvement to enable you contribute to increased productivity? | 30.20 | 3.57 | 32.48 | 2.90 | 2.863 | <0.001** |
| Do the methods used during training have any impact on your skill? | 30.16 | 4.12 | 34.56 | 3.84 | 3.151 | <0.001** |
| What were the objectives of the training and development programs? | 18.25 | 4.23 | 24.54 | 2.98 | 2.936 | <0.001** |
| What impact does training and development has on organizational performance? | 19.28 | 4.31 | 23.26 | 3.16 | 1.759 | 0.078 |

Source: Calculation based on survey data

The data given in the above Table show that there were significant differences in the perception of male and female executives of the banks with respect to Managerial effectiveness as a result of Training. The null hypothesis is rejected as there is evidence to the contrary.

REGRESSION ANALYSIS OF TRAINING WITH RESPECT TO MANAGERIAL EFFECTIVENESS

In order to find the effect of independent variable (training and development) on the dependent variable (managerial

effectiveness) regression analysis was done .The analysis has shown the following results.

Multiple R value : 0.913 the coefficient value is 0.913 which indicates that the

relationship between Training and the independent variables is quite strong and positive.

R Square value : 0.834 the value of R square is 0.834 which simply means that about 83.4% of the variation is due to Training.

FINDINGS AND SUGGESTIONS:

The major findings of the study are summarized below:

1. Training and Development Programs in the banks have been very successful in improving the managerial effectiveness.
2. Employee's attitude towards Training and Development programs is positive.
3. Impact of training on business performance: There has been a positive impact of Training and Development on business performance.
4. There are significant differences in the perceptions of male and female executives towards role of Training and Development.

On the basis of the survey, the following suggestions are made which may improve the effectiveness of Training programs:

1. Post training development / posting of the executives need to be given a serious thought so that the benefits of training accrue the banks.
2. A policy for post Training utilization of executives should be developed.
3. There is a need for using the services of professional trainers rather than senior managers/officers of the banks.

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