

## **CHAPTER -V**

### **FINDINGS, CONCLUSIONS AND SUGGESTIONS**

Training & Development has become the most powerful weapon to face the ever growing competition in service industry quotes (Parasuraman, Zeithaml and Berry 1988)<sup>1</sup>. In order to be in the top list of competition service industries must ensure that their employees are fully equipped to perform their task and continuously bring positive results in the terms of employee satisfaction and enhance their skills. It is therefore the researchers, employers and HR managers dig deep into various parameters of training & Development and employee perception towards these programs.

With the drift of dependency of human resources from production based industries towards service industries an increased pressure of sustainability and development is being faced by industries. In order to compete with this, Organizations these days are spending a huge amount on the Training & development of employees. Though the concept is not new but companies have started looking at it with a different and a new perspective. Today, companies realize the only way to differentiate between their performances with that of their competitors is by handling their human resources and enhancing their skills with the help of continuous Training. They also realize the fact that if they have efficient and active human resources who have the ability to handle their customers well.

Moreover Companies have understood that Learning from experience is not enough, people have to be trained to manage the challenges posed by changing business environment Training and development of employees in an organization is important due to its favorable consequences of improved performance at work, change in attitude, etc. The development of high potential personnel through continuous training and retraining is seen as a core element in the development of the successful organization. Training not only works wonder for the country and organization but also is important to every facet of growth and development of any individual. A change in various junctures of a person's career requires training.

Manufacturing sector dominated the world economy in the post-industrial revolution period but now, in technologically advanced countries, service sector is dominating the economy. The challenges posed by business environment are forcing these organizations to redefine their structures, systems and processes. Training and development is the means to prepare this fleet of competent people among operative and managerial staff.

### **The Importance of Training and Development**

Though training is essential still doubts arise only over its contribution in practice. Complaints are growing over its ineffectiveness and waste. For the view the above discussions, the present study in Punjab, Haryana and Chandigarh aims at finding Employee's perception in relation to T & D: A study of service sector. After an initial study of the service sector specially Banking, Insurance, Telecommunication & I.T. sector and discussion with study focused on critical analysis of training programs conducted for the employees of these service sector organizations. The study aims to research out data on training and development programs and its impact on managerial efficiency, effectiveness and organization development.

To have a deeper look some questions and four hypotheses were framed. To test the hypothesis and obtain answers to the questions, a questionnaire was constructed. The questionnaire was administrated to a sample of about 10 per cent of employees selected by stratified random 600 sampling. The data was codified and analyzed with SPSS package and results interpreted.

Training not only works wonder for the country and organization but also is important to every facet of growth and development of any individual. A change in various junctures of person's career requires training. New recruiters need training to better understand the organization and work effectively. Current employees who are not performing at the right level also need training. Transfers and promotions create training need which prepares the employees to better understand their responsibilities. Retirement also calls for a new set of life skills, and responsible employer recognizes the need for training in areas like health and financial planning. Training is very significant for managers, executives and other employees as they

need skills to handle situations of high responsibility. Therefore, training is essential for the growth of country, organization and its people.

The importance given by the service sector industries for training and development and the necessity of highly skilled managerial personnel, executives and employees working at other positions inspired the researcher to conduct a study on the Employee's perception in relation to T & D: A study of service sector.

For the employees of the service sector organizations, the most important question about Training and Development is whether it is worthwhile and for most employees the answer to that question is to be given in terms of contribution of that particular industry in the overall growth of that Industry. The H.R. Manager has therefore to decide how the training methods can be cost effective. Keeping in view the above discussions, the present study of Employee's perception in relation to T & D: A study of service sector aims at finding: how far the training and development programs increased the efficiency of employees working in service sector. The study focuses on the following Objectives:

1. To identify performance gaps in terms of Knowledge, skills, abilities and behaviour of service sector employees
2. To analyse various methods used in assessing Training and Development needs.
3. To know about the perception of employees regarding training and development programs.
4. To study whether assessment of Training and development leads to job satisfaction and job delight of employees.
5. To study the impact of assessment on organizational performance and managerial effectiveness.

### **Research Questions**

Keeping in view of the above objectives, an attempt has been made to find out the answers for the following questions.

1. Is there any kind of performance gaps in the employees working in service sector?
2. What are the various methods used in assessing needs of training & Development of service sector employees?

3. Are equal Training opportunities for development are available to all the employees working in different service industries.
4. Do the training programs attended by executives are related to their job needs?
5. Are the training and development activities sufficient for the development of executives?
6. Do the rules and regulations of organization play a complementary role for transfer of training?
7. What is the perception of employees regarding training and development programs?
8. Are the Training & Development programs offered to employees resulting in job satisfaction and job delight of employees?
9. Are Training & Development programs provided to service sector employees resulting in improved organizational performance and managerial effectiveness?

### **Hypotheses**

This study intends to provide insight into the important dimensions of training and development activities. An attempt is made to find out the perception of employees working in service sector industries towards these activities. And to examine if these activities has resulted in increased managerial effectiveness of the employees. Therefore, in particular, the study aims at processing the data to test the following hypotheses.

- 1) There is no significant difference between Male and Female employees on the impact of Training & development on service sector employees (Especially in the selected service industries namely Banking, Insurance, Telecommunication and I.T.)
- 2) Age of the employees as a factor which determining the perception of training and development in the selected service sector.
- 3) There is no significant difference between married and unmarried employees in their opinion towards the impact of training and development in the selected service sector.

- 4) There is no significant difference among different education level employees towards the impact of training and development on the employees of the selected service sector.
- 5) The job experience is one of the factors to which indicate the impact of training and development on the employees of the selected service sector.
- 6) There is no significant difference between perception of employees regarding training and development programs with respect to the sector in which they are working.

## **5.1 Summary of Findings**

The present study is an attempt to understand Employee's perception in relation to Training & Development: A study of service sector. The findings of the study has been presented objective wise.

### **5.1.1 Findings Regarding "To Identify Performance Gaps in Terms of Knowledge, Skills, Abilities and Behaviour of Service Sector Employees".**

Service sector has undergone tremendous amount of changes since last two decades. The whole scenario has changed it is due to the fact that the whole system of manual work has shifted on line with the help of automated systems. Secondly due to the paying capacity and improvement in lifestyle of people service industry has come in limelight. With the globalization of industries and service sector, organizations are not restricted just to the geographic location. Therefore there is an increased pressure on industries to have one common course of action and performance so that where ever in the world an individual visits he or she experiences same and standard service. This could not be done without imparting Training to its employees.

The key challenge faced during this phase is to determine the various key factors on which the employees must be trained so that they can bring in better results in terms of customer satisfaction and growth of business. But this again varies from industry to industry in terms of the number of employees working in it, tenure of employees, organization structure and nature of organization. A flexible organizational structure is a paramount factor for training as it enables jobs to be

designed and re-designed to facilitate work-based training and allow time for sharing and reflection upon training. On the other hand, if the organizational structure is not flexible to facilitate training, it acts as an inhibiting factor. The structure of organizations is greatly influenced by training being imparted to employees. For example, flexible and innovative structure will prefer training so as to cope with changes. Also the structure will determine the presence and role of the personnel function. The workforce; the number of the workforce, behavior of employees, performance management, structure of an organization and learning needs all influence training. The culture and attitude; He argues that where attitudes are positive, the investment in training can be dramatic. Where beliefs and attitudes towards training are not positive, training will be affected in an organization. Commitment to training; The extent to which personnel at various levels are committed to training and personal views of line managers and top management on training issues can influence training in an organization.

Evaluation of training aims to discover the value of training done. A challenge to complacency found that although most managers expressed themselves satisfied with the training investment in the organization, most had no significant knowledge of exactly what training was being done, what it costed or what were its results and benefits. Neither did personnel take a lead in providing such information nor there is any requirement of such kind of thing. Thus the above circumstances could affect the training function in an organization. Lastly, Training expertise and interactions; a person responsible for training is supposed to be in constant interaction with others in an organization to get their views on training activities or needs. An unskilled manager has little chance of improving the role of training in the organization, and may indeed find that, as a consequence of repeated failure to seize opportunities and to prove the value of training, the role of training in that organization becomes further reduced.

Moreover it is also stated that the Training & Development programs are being designed keeping in mind the requirement of organizations to increase their financial performance and improvement of business. It is also discovered that these programs are being designed by just keeping in mind the designation of employees

and not as per his expertise or tenure in their job. The management or HR Manager arranges these programs just to bring benefit to employees in terms of exposure of new plans. However while designing these programs the very basic thing to be performed should be that the level of employees must be examined in terms of his knowledge, skill set and performance. Where as in reality similar kind of training is being provided to each employee irrespective of his present skill set and level of his skill competency. For example in Banking & Insurance sector the basic purpose of Training and Development programs is just to make employees aware about the latest policies, IPOS's or service products that are being launched however the right pitch to market or sell the policy is not being imparted. Where as in case of IT industry though the employees are technically aware about their field but still the new technology related information is just given keeping in mind the detail of the service in which that particular industry deals with instead of the latest software or concepts that are in practice however in Telecommunication sector, Training & Development programs are being introduced by keeping in view the new plans available and just an orientation of those plans.

### **5.1.2 Findings Regarding “To Analyse Various Methods Used in Assessing Training and Development Needs”.**

In today's era of competition and fast changing work environment it is very important to have skilled employees who have the ability to perform multi disciplinary tasks in cost effective manner. But this can never happen in isolation and every skilled employee with the passage of time is in continuous need of performing things differently and accurately and also to deliver the desired level of performance. However in many a case there is difference between the actual and expected levels of performance which indicates need of Training and Development. Identifying this gap is very crucial. Companies must rightly understand the gap and provide the desired level of training to perform the task. Thus there is need of doing Training need analysis and to level out the cases that require a specific amount of Training. Service industries also have to ensure the several types of Training Need Analysis and to understand which type will best satisfy the employee's needs. There are majorly seven types of training needs namely: Organizational Analysis, Person Analysis,

Task Analysis, Performance Analysis, Content Analysis, Training sustainability Analysis and Cost Benefit Analysis. The HR managers can determine Training needs of its employees by observation, One to one Interaction with employees, exit interviews, Employee Grievances, New Equipment/ software, need Analysis, Employee interview and Accidents & Scrap, changes in policies & procedures, promotions & Terminations, employment/ Skill tests, focus groups and Assessment Centers.

There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on- the- job training given to organizational employees while conducting their regular work at the same working venues and off – the - job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the on- the- job training include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, off- the- job training examples include conferences, role playing, and many more as explained below in detail. Armstrong (1995)<sup>2</sup> argues that on- the-job training includes lectures and guidance from competent persons or trainers at the desk or at the bench. Different organizations have different perspectives of imparting Training and hence use different training methods for a number of reasons for example; (1) in the light of strategies being implemented and availability of related resources, (2) depending on the needs identified at the time, and (2) the target group to be trained which may include among others individual workers, groups, teams, department or the entire organization.

### **Formal Training Courses and Development Programmes being Provided by Service Sector Industries**

These are a number of methods which may be used to develop the skills required within an organization. These course and programmes are usually a set of defined and known programmes where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programmes, formal training and programmes can be planned earlier and also plan for their evaluation. Employees may undertake these

courses and programmes while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programmes can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization.

However for the selected sample and selected industries the analysis of methods of Training used by different nature of organization in service sector i.e. private and public was done. The method wise Training attended by the employees of public and private sector is discussed. For the purpose of study 600 respondents working in service sector were selected and for the purpose of gaining good results the service industry was divided into 4 sector namely, Banking, Insurance, It and Telecom industry. The methods of training were further divided in five methods i.e Lecture, demonstration, and discussion, presentation and seminar method.

Out of 180 respondents from banking industry majority of respondents, 49 respondents (34 respondents from public and 15 respondents from private sector) are trained by presentation method while the lowest numbers of respondents are trained with seminar method. However 47 respondents in banking industry are trained with Lecture method (35 respondents from public sector and 12 respondents from private sector), 30 respondents are trained by discussion method (24 respondents from public sector and 6 respondents from private sector). In case of Insurance industry presentation is the most popular method of training with 47 respondents from public sector and 17 respondents from private sector and with the total of 64 respondents, followed by 37 respondents for discussion method with 23 and 14 respondents from public and private sector respectively, followed by 30 respondents for lecture method with 26 and 4 respondents from public and private sector respectively, while 25 respondents attended seminar as the mode of Training out of which 19 respondents and 6 respondents from public and private sector respectively and 24 respondents attended demonstration as the mode of training out of which 19 respondents from public sector and 5 respondents from private sector.

However in I.T. sector the trend was a little different, as the most popular method with which respondents were given Training was demonstration. As majority of respondents i.e. 48 respondents have attended demonstration method as their Training module out of which 33 respondents are from public sector and 15 respondents from private sector. 27 respondents have undergone Training with discussion method (22 respondents from public sector and 5 respondents from private sector), followed by 25 respondents have got their training with the Presentation as their aid (out of which 22 respondents are from public sector and 3 respondents from private sector), followed by 12 respondents responded that lecture method as their training method (9 respondents from public sector and 3 respondents from private sector). However 8 respondents have got their training with the help of seminar method (6 respondents from public sector and 2 respondents from private sector).

However in case of telecom industry, the respondents were mostly trained with the help of Presentation as 40 respondents reported they had their training with the presentation as their mode of Training (with 27 respondents from public sector and 13 respondents from public sector), followed by 32 respondents were trained with demonstration method (27 respondents from public sector and 5 respondents from public sector), followed by 21 respondents in telecom industry were trained with the help of discussion (12 respondents from public sector and 9 respondents from public sector), followed by 18 respondents trained with lecture method (15 from respondents from public sector and 3 respondents from public sector) and 9 were trained by seminar as the method of training (8 respondents from public sector and 1 respondents from public sector).

It can be easily be identified that in banking , insurance and telecom sector the most preferred method of training is presentation where as in I.T. sector demonstration was the most preferred method of training.

### **5.1.3 Findings Regarding “To Know About the Perception of Employees Regarding Training and Development Programs”.**

Employee perception plays a key role in the effectivity of Training & Development and only a motivated and committed employee can bring better results.

Armstrong (2000)<sup>3</sup> and Kenney et al (1992)<sup>4</sup> stated that employee's perception is measured with his employee performance. He further stated that perception of an employee largely depends upon the person who is giving training and the environment in which Training is being imparted.

Employee perception is influenced by a large number of factors like need and purpose of Training, resource person, relatedness of personal and professional Training, importance given to Training, will Training leads to the employee development, etc.

The perception of employees towards Training & Development imparted to them in their service industry. 600 respondents working in service industry were surveyed viz. Banking, Insurance, Telecom and IT industry. The respondents were subjected to series of statements regarding need, importance and effectively of Training & Development in terms of enhancing the skills, job performance and generating satisfaction amongst employees. They were also questioned that whether Training & Development is being practiced by their Organizations regularly and if it is conducted by competent person in professional manner or not. The respondents were made to respond on Likert 5 point scale. They were further probed on satisfaction towards these Training & Development programs, gaining of additional operational knowledge, time period of Training programs and its frequency. It is often believed that Training & Development is one of the most important parts of Human resource management and it must be regularly practiced in Organisations as it increases the productivity of employees.

The respondents of selected sample responded that the current Training & Development programs imparted in their Organization are not sufficient and it is not increasing their skills and knowledge up to the desired level. So the frequency of such Training and Development programs must be increased. They also mentioned that the Training & Development programs thus practiced are not thorough and fair as they are not being conducted by competent faculty. They further mentioned that the Training & Development programs provided to them are not enough for career development if employees as they are not well planned. It is therefore that despite of appropriate use of resources used, comfortable environment provided and sufficient

information and individual attention gained; an individual's career development is not happening. It is very clearly stated that the Training programs conducted in service industry are designed for bringing Organizational development and results in self development and improved job performance, employees are not able to achieve job satisfaction.

It is further stated that Training & Development programs is conducted with the intention of bringing work development, work enhancement and it teaches employees the technique of performing better job. However employees are not satisfied with the duration and time interval of Training programs. It is further stated that Training & Development programs organized in their industry are not increasing the competency of employee however it is not wastage of time and money but it must be conducted in more organized manner and more efficient and competent faculty must conduct them.

It is further mentioned that Training & Development in service industry is not able to reduce stress of performing the job amongst employees. However better and effective Training and development session boosts the employee morale and leads to better job performance. They further quoted that productivity and performance greatly depends upon Training & Development and develops positive attitude amongst employees. They quoted that since every individual is not being equally benefitted by Training & Development it is therefore it is not resulting in time and cost reduction of task performance although it leads to development of positive attitude. Since every working in each job is not imparted with Training every year, job knowledge of employees is not getting increased and employees are not able to perform their jobs in an effective manner. They further mentioned that their Organization is not providing extensive training programs to them in all aspects of quality i.e. companies design Training programs in such a manner that only their organizations get benefitted and might not result in overall development of employees. However employees believe that they will get better career opportunities and will be able to develop their career paths if they are given chance to participate in more training programs. They further mentioned that Training has resulted in developing overall required skills of their work.

The perception of employees working in service industry in the state of Punjab, Haryana and Chandigarh are not same and hence there is significant difference. It is obtained that the perception of employees working in service industry in Haryana greatly varies from the perception of employees working in Punjab and Chandigarh. In other terms there was no effect of the sector in which the employees are working towards Training & Development programs. It is also discovered that there is no significant difference in the perception level of employees working in different service sector towards Training & Development programs. It indicates that the significance level of employees when compared with the age group of Less than 25 years with 25 to 35 years is 0.000, which is lower than the Sig. level of 0.05. These groups vary in their perception towards Training & Development. Whereas the significance level of employees when compared with the age group Less than 25 years with 36 to 45 years is 1.000 which is higher than the Sig. level of 0.05 which implies that the perception of employees with the said age group does not vary. However the significance level of employees when compared with the age group Less than 25 years with above 45 years is 1.000 which is higher than the Sig. level of 0.05 which implies that the perception of employees with the said age group does not vary. The significance level of employees when compared with the age group above 45 years with 36 to 45 years is 1.000 which is higher than the Sig. level of 0.05 which implies that the perception of employees with the said age group does not vary. This indicates that there is variation in the perception of employees towards various age groups with respect to different age groups.

It is further indicated that the significance level of employees when compared with the Educational qualification Up to 12<sup>th</sup> with Diploma/Advance diploma is 1.000, which is higher than the Sig. level of 0.05 implies that the perception of employees with the said age group does not vary with education. Whereas the employees possessing the education up to 12<sup>th</sup> level when compared with employees having Under Graduate degree their significance level is 1.000 which implies that the perception of employees with the said age group does not vary with education. When compared with graduate their significance level came as .037 which is lower than the Sig. level of 0.05 implies these groups vary in their perception towards Training &

Development. The value of significance level of Graduate with Under Graduate students is .375 which is higher than the significance level of 0.05 indicates that the perception of employees with the said age group does not vary with education. This indicates that there is variation in the perception of employees towards Training & Development with respect to different age groups. It is further discovered that Full time employees when compared with part time, management trainee has the significance level 1.000 implies that there is variation in the perception level of employees with respect to their employment status. The significance value of employees with division size less than 50 and division size 50 – 100 has the significance of 1.000 i.e. their perceptions do not vary. However when significance level of employees with division size less than 50 division size and 101 – 150, 151 – 200 and employees with division size above 200 has the significance value 1.000 which means their perception towards Training & Development varies from each other. However the perception of employees with division size above 200 when compared with employees working in division size of 151 – 200 does not vary from each other.

The results further indicates that the significance value of employees having the tenure of experience below 4 years at their present position is similar to the employees with 4 – 8 years; employees with the experience of 8 – 12 years of experience at their present position and with the experience of 16 years and above. Whereas it varies for the employees with experience that of 12 – 16 years and employees of experience less than 4 years. While in the comparison of employee perception of employees working from 16 years above with those working for 12 to 16 years at the present situation have similar perception towards Training and development programs.

#### **5.1.4 Findings Regarding “To Study Whether Assessment of Training and Development Leads to Job Satisfaction and Job Delight of Employees”.**

Locke (1976)<sup>5</sup> states job satisfaction gets reflected in his performance and which results in high performance appraisal. Job satisfaction and job delight may vary from time to time, with variation of job, place of work and variation in team. But one needs to understand the various parameters which are related to success of

an organization and this varies largely from nature of Organizations and the kind of Culture that is being provided. It is truly said and is being endorsed time and again that satisfaction are directly related to wants, desires and needs. Satisfied employees are always happy and motivated towards their work. Training & Development programs largely contributes towards this aspect. Well planed and well structured Training & Development programs leads to employee satisfaction and job delight of an individual.

It is very important for each and every Organization to have satisfied employees. Training & Development programs must increase job productivity of employees. Equal opportunities must be given to Employees working at different levels; companies must design such kind of Trainings which will result in betterment of its employees not only in terms of their professional growth but also in terms of his personal development. A team of satisfied employees will lead to timely achieve the Organizational goals. In the light of above mentioned points selected service industries namely Banking, Insurance, I.T. and Telecommunication employees are being properly taken care of, in the terms of loyalty programs & Training and Development workshops.

The results of respondents with respect to public and private service sector i.e. nature of organization. It is also gauged that out of the total sample of 600 respondents 149 employees are from private sector service industry and rest of the 451 respondents belong to public sector service industries. The observed mean scores of private and public sector employees in reference to Training & Development leads to job satisfaction and job delight of employees is 2.730 and 3.141 respectively. In case of private sector the actual mean of 4 statements i.e. “The overall Training programme in my organization is satisfactory”, “Training develops new skill”, “The Training & Development offered to me minimize the accident and damages to equipment” and “T & D enhanced my technical skill” is less than the observed mean. Hence it implies that these statements are insignificant in order to bring job satisfaction and job delight of employees. More focus should be laid on these factors in order to get better results in terms of job satisfaction and job delight of employees working in private sector. While rest of the statements is having their

actual mean scores greater than the observed mean thus these statements are significant in terms of job satisfaction and job delight.

#### **5.1.5 Findings Regarding “To Study the Impact of Assessment on Organizational Performance and Managerial Effectiveness”**

Assessment of an Organization is not an easy task in fact it requires continuous and a very systematic effort to analyze things in a process. In order to enhance their performance Organizations are continuously trying to adopt innovative strategies. This will not only keep its competition at bay but also will improve the skills of employees. For this it is very important to keenly take care of certain factors related to External environment, Organizational capacity, organizational performance and Organizational motivation. All these factors depend upon the efficiency of managers and other employees, efficiency & effectiveness of human and non human resources. This is possible only when a positive, congenial and learning culture is developed within an organization where companies are governing both personal and professional aspects of employees. But at the same time service industries must ensure that equal opportunity of self development is given to each and every employee specially Manager. As it entirely depends upon their skills and capabilities that determine the success of team and in turn organization as a whole. In order to achieve this it must be ensured that the desired outcomes are acknowledged well in time and managers are prepared for the same.

Organizational performance is totally in congruence with the managerial effectiveness. The surety of achieving the desired outcomes entirely depends upon the effectiveness and efficiency of the Managers. Assessment of employee performance after conducting Training & Development will facilitate an understanding towards the effectiveness of the team. It is generally observed that managerial efficiency and organizational performance is the result of continuous process, flexible and well managed systems, futuristic approach of managers and his attitude. But this all will be vain if employees doesn't achieve their targets, build trust amongst team members, encourage change and enhance performance by adopting transparent and innovative strategies. This in turn will lead to satisfied team

and satisfied customer. Training has become the foundation of organizational performance and managerial effectiveness.

The present research concludes that service sector employees are getting ample amount of opportunity to develop their managerial skills, increase their performance and productivity. They also believe that their managerial efficiency is getting developed and in turn they are able to attain the organizational goals. They also mentioned that the assessment does not create pressure and make us accountable but ensures learning of every employee. The regression analysis resulted that assessment on Organizational performance has a positive effect on managerial effectiveness. The employees strongly mentioned that training and development programs develop innovative thinking and creative thinking to solve the problems in a better and effective way without affecting quality of decision. They also mentioned that the results of training and development programs not only depend upon employee's effort to perform but also on employer's attitude to develop a learning and independency in performing. This is only possible when Organizations' assess the performance of every individual without being biased.

## **5.2 Conclusions**

The employee perception towards Training & Development in service sector has been studied. It is found that all the service sector industries are spending a huge amount of financial and non financial resources for imparting training and developing their employees to get the desired results. The present study focuses on the identification of performance gaps in terms of knowledge, skills, capabilities and behavior of employees, understanding the various methods adopted by service sector industries specially Banking, Insurance, Telecommunication and I.T. sector industries, Knowing the perception of the employees towards T&D practices, assessing the level of satisfaction and job delight achieved by employees after Training and assessing the managerial effectiveness and Organizational performance in relation to Training and Development programs. Further the study is being carried out with collection of review of literature and relevant information collected from the employees of Banking, Insurance, Telecommunications and I.T. industries. On the basis of the results obtained from the study, it is found that the T&D practices

followed by service sector employees have deep impact on psychology of managers and rest of the employees. It is concluded that the employees have positive attitude towards the T&D practices followed in service sector. They perceive the T&D if practiced in a positive manner and with help of an experienced resource person leads to enhanced Organizational performance. However in the present research study it is found that:

1. Training and Development is of paramount importance in today's world of competitiveness and in order to retain its employees. The employees working at different levels require different skill set in order to perform their tasks and achieve the desired outcomes. So companies must ensure that they analyze the gaps in the performance and accordingly offer well planned and perfectly scheduled Training and Development programs. At the same time they must ensure that the employees perceptions towards their personal and professional goals with respect to the nature of industry in which they are working must be safeguard. So that employees ensure loyalty and improved performance. Also it must be ensured that the Training must be provided by an experienced and highly motivated resource person who can deliver what is desired. At the same time comfortable learning environment should also be provided where employees can learn without any kind of fear. Training & Development must be crafted in such a manner that they ensure personal as well as professional career growth in terms of technical skills and learning new and innovative skills to perform the task.

2. Secondly it must be ensure that the service industries are making proper blend of on the job and off the job training methods. Instead of being focused on any single method companies must make an apt use of all the Training methods like Lecture, Demonstration, presentation, vestibule training, sensitivity and seminar method. Out of 180 respondents from banking industry majority of respondents, 49 respondents (34 respondents from public and 15 respondents from private sector) are trained by presentation method while the lowest numbers of respondents are trained with seminar method. However 47 respondents in banking industry are trained with Lecture method (35 respondents from public sector and 12 respondents from private sector), 30 respondents are trained by discussion method (24 respondents from

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were trained by seminar as the method of training ( 8 respondents from public sector and 1 respondents from public sector.

3. Thirdly, in every Organization perception of employee's plays a dominant role in its success or failure. It is found that employee's perception is very positive towards Training & Development if they are fair in nature, well planned, boosts morale of employees, reduces stress level amongst employees and improve their skills. However employee's perception varies from the nature of industry and sector in which they are working.

4. The satisfaction of employees largely depends upon the nature of work being assigned, kind of desired goal to be achieved, gained efficiency in performance and productivity of the employees, enhancement in technical skills, intervals between the Training and development programs, etc. Once again the results show that the satisfaction and job delight varies from Banking, Insurance, Telecommunications and I.T. industry with respect to the level on which employees are working, private and public nature of Organization, tenure of employees at a particular level. But in order to ensure Organizations must ensure that they identify the gaps, do the need analysis for Training and Development programs and make the resource person aware about the Training needs of employees.

5. Organizational performance largely depends upon the effectiveness of managers ability to perform and strategically think and make effective decisions. So in order to assess the effectiveness of training companies must ensure that they are continuously assessing the ability of employees to perform effectively and regular feedbacks must be taken.

### **5.3 Suggestions**

The following suggestions are made to improve the employee perception towards Training & Development in service sector:

1. It is observed that skillful employees are being appointed at a particular job but still there is an increased pressure on employees to perform more effectively in a competent manner. It is seemed that in service sector with the advent of innovativeness in operations and related products there is a growing need to learn more so that the employees can satisfy their customer effectively. Hence the

- organizations should endeavor to ensure that they provide the latest Training & Development programs to their employees.
2. The redundancy of knowledge should be avoided.
  3. Regular and organized should be timely imparted to the employees working in service sector and different methods of training should be adopted so that the employees receive what is desired in order to perform the related job. Also the wisest method to impart the training must be provided depending upon the nature of training to be imparted.
  4. Employee perception must be handled and taken care of by keeping in view their personal and professional growth, their career developments, etc. However formal as well informal trainings must be conducted. Moreover appropriate repositories of training and development must be made available so that employees can make apt use of them. It should also be ensured that they are simple and easy to understand. As employee's perception plays vital in the attainment of goals in service sector, it is therefore that the employees must have a congenial environment to learn. At the same time employees performance should be properly analyzed after training.
  5. Organizational performance and managerial effectiveness are inter-related, as an effective manager with his ability to think strategically, creative mindset and innovative approach will be able to achieve the team target in very effective manner. So service Organizations' must ensure that they are assessing the employee performance to understand the effectiveness of the Training & Development program thus conducted.

#### **5.4 Agenda for Future Research**

In the present study, an attempt has been made to Employee's perception in relation to Training and Development – A Study of Service Sector. It assessed the performance gaps in terms of Knowledge, skills, abilities and behavior of service sector employees, to analyze various methods used in assessing Training and Development needs, to know about the perception of employees regarding training and development programs, to study whether assessment of Training and development leads to job satisfaction and job delight of employees and to study the

impact of assessment on organizational performance and managerial effectiveness in Banking, Insurance, telecom & I.T. industries. There still remains a viable prospect for future research.

This study does not include the perception of owners, manager's perception towards Training & Development. Moreover the Training needs analysis, training & Development as a source of career advancements, of respective service sectors could be performed. The area of research can be related to Impact of rewards on employee's perception in association with Training & Development. The study is associated with 4 industries of service sector namely Banking, Insurance, Telecommunications and I.T. This posits several limitations ranging from small sampling size from each industry. It is suggested to conduct a detached stand alone exploration in single industry with a larger sample size be conducted. Moreover the same study could be practiced in Hotel industry or healthcare should be done. Another sector of study can be manufacturing industry to enhance their technical ability. Also area of study can be to identify the relationship of employee's perception towards Training & Development in relation to Organizational commitment. Further area can be to measure the impact of leadership skills and managerial effectiveness. The relationship between trained employees and impact on their performance to achieve their goals can also be done in a single industry. So it is suggested that the unexplored areas of study should be carried forward for future research.

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