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TRAINING AND WORK ENVIRONMENT FACTORS AS TOOLS FOR MANAGERIAL EFFECTIVENESS: A CASE STUDY OF PHARMACEUTICAL COMPANIES IN LUCKNOW

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ABSTRACT

A Manager looks at the personal growth as a motivator for employees, it changes their outlook towards their work, in more than one way, he helps them become more capable and that makes them see the meaningful purpose in coming to work and doing what they do. The most effective means for achieving this is providing training to the employees for the skills required at workplace. Trainings are provided with a view that the employees will be able to transfer the skills learnt to their workplace. Due to the heavy time and financial investments involved in training it is essential to ponder upon the effectiveness of training and consider the impact of work environment factors in training transfer. Through this paper it is an endeavour to bring to the fore the changes in training transfer of Medical Representatives of Pharmaceutical companies in Lucknow considering the various work environment factors affecting their training.

KEYWORDS

training, work environment, managerial effectiveness, workplace.

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INTRODUCTION

Managerial effectiveness refers to performing managerial activities effectively. According to Mumford, "Managerial effectiveness denotes the extent to which managers actually achieve, in terms of results, what they are supposed to achieve." This translates to doing the right thing at the right time. A manager should be intelligent, imaginative and knowledgeable but only effectiveness can translate these into results and make a manager successful. Effective management starts from a personal level and moves to the personnel level. Such managers become role models in their organisation and play a vital role in improving organisational effectiveness. It is a common belief that effectiveness is an inherent quality of executives and cannot be learnt but in reality if this were the case, many organisations would not be able to see successful managers. Thus, managers can also be trained to be effective. Effective managers know the important role knowledge and people play in making an organisation successful.

IMPORTANCE OF THE STUDY

According to Campbell, "Effective manager is said to be an optimizer in utilizing all the available and potential resources". The manager of a company by and large is responsible for the success of any organization. Depending on the kind of organization a manager is involved with different kinds of skills he needs to possess. Due to the various changes taking place in organizations in terms of distribution, size and decentralization, the managers need to be aware and educated in order to be able to handle the competition and situations arising due to it.

An effective Manager looks at the personal growth as a motivator for employees, it changes their outlook towards their work, in more than one way, he helps them become more capable and that makes them see the meaningful purpose in coming to work and doing what they do. The most effective means for achieving this is providing training to the employees for the skills required at workplace. Trainings are provided with a view that the employees will be able to transfer the skills learnt to their workplace. Trainings cannot be carried out in vacuum as every organisation has certain work environment factors that have an impact on training.

LITERATURE REVIEW

In this process around 30 journals related to managerial effectiveness, training, training transfer and work environment were reviewed.

Drucker (1974) highlighted the importance of managerial effectiveness very aptly and said, "Even the most efficient businesses cannot survive, let alone succeed, if it is efficient in doing the wrong things, that is, if it lacks effectiveness". Effectiveness is the foundation of success. Efficiency is a minimum condition for survival after success has been achieved.

Burgoyne (1976) was of the view that there is a need to clearly outline functions of a manager before managerial effectiveness could be defined. A manager's major objective is to achieve organizational goals. In other words, there is a strong emphasis on performance. Typically, managerial performance has been discussed in terms of efficiency and effectiveness. Efficiency is a concept based on the physical and engineering sciences and concerns the relationship between "inputs" and "outputs". In the organizations, the inputs are the human, physical, and financial resources available to the manager. Efficient managers achieve high levels of output (goal accomplishment) with a given base of input. When managers are able to minimize the cost of the resources used to attain goals, and still attain the goals, they are functioning efficiently. Effectiveness is the degree to which the goals of an organization are met. In essence, effective managers have selected the correct approaches, and therefore, have achieved their goals. It is necessary that a manager needs to be both effective and efficient in his job.

Mohan (1985) opined that numerous researchers have investigated the concept of managerial effectiveness over the years. The dictionary definition of effectiveness is in terms of results or consequences, bringing about effects in relation to purpose and giving validity to particular activities.

Training also can be defined as a planned learning experience for the acquisition of new knowledge, attitudes or skills (David, 1997, Campbell; 1970; Goldstein, 1980).

Transfer of training is the application of learned knowledge, skills and attitudes to the job and subsequent maintenance over time (Cheng & Ho 2001) for the purposes of improving the job performance (Velada & Caetano 2007).

Baldwin and Ford (1988) identified three categories of influences on training transfer;

- (a) individual characteristics,
- (b) training design factors and
- (c) organisational factors

OBJECTIVES OF STUDY

1. To study the work environment factors affecting training transfer and maintenance
2. To find which work environment factors impact training transfer and maintenance of medical representatives working in pharmaceutical companies in Lucknow the most
3. To find our which work environment factors impact the training maintenance of medical representatives working in pharmaceutical companies in Lucknow the most

METHODOLOGY

- **Source of the data:** The study is based on primary and secondary data. The main source of primary data is the medical representatives working in the pharmaceutical companies in Lucknow. The data was collected by administering a structured questionnaire. Secondary data was collected through journals, magazines, company reports etc.
- **Sample design:** Random sampling technique was adopted to select the samples from the study organizations
- **Sample size:** The sample size consists of 203 participants. Having work experience in the field ranging from 0 to 5 years and who have undergone different trainings in their respective organisations.
- **Method of scoring:** Five point Likert rating scale was used in the questionnaire where in the following numbers represent the respective descriptions. 5. strongly disagree 4. disagree 3. neutral 2. agree 1. strongly agree
- **Method of data analysis:** The impact of the work environment factors such as: Employee characteristics, academic qualification, supervisor support and peer support were rated by the participants using the survey instrument and the scores were entered into a regression model to study their impact on training transfer rated by the respondents in the same survey.

These scores were then entered into a hierarchical regression model in order to study the impact of these work environment factors on changes they can bring about in training transfer.

DATA ANALYSIS

Using training transfer as dependent variable and the work environment factors (Employee characteristics, academic qualification, supervisor support and peer support) as predictors.

TABLE 1: HIERARCHICAL REGRESSION MODEL ON TRAINING TRANSFER

	R Square	R square change	Beta Weight
<u>Step 1</u> Employee Characteristics	0.014	0.014	0.119
<u>Step 2</u> Employee Characteristics Academic qualification Supervisor support	0.020	0.005	0.118 -0.033 -0.067
<u>Step 3</u> Employee Characteristics Academic qualification Supervisor support Peer support	0.041	0.021	0.117 -0.018 -0.038 -0.148

- Variance inflation factor (VIF) values for all predictors were well below a cut-off value of 10, indicating no violation of the multi-co linearity assumption (Pallant, 2005).
- In the first step employee characteristics was entered into the model to explain training transfer can explain the r square change was 1.4 % in training transfer
- In the second step when we add academic qualification and supervisory support as predictors for training transfer together the three are able to explain 2 % variance
- In the third step when we enter peer support to the model the predictors explain 4.1 % variance in the training transfer.
- The beta weight (standardised regression coefficient) for employee characteristics in the first step was 0.119.
- The beta weight (standardised regression coefficient) in the second step on adding academic qualifications and supervisory support is changed to 0.118, -0.033 and -0.067 respectively
- The beta weight (standardised regression coefficient) in the third step upon adding peer support was 0.117,-0.018,-0.038 and -0.148 for all the independent variables respectively

RESULT

From this hierarchical regression model find that employee characteristics explain the major part of variability in training transfer alone and also have a positive influence over it. As we added the predictors the r change in the second step was only 0.5 % while beta weights for all other predictors was negative meaning that as there is an increase in these predictors there will be a decrease in training transfer. Thus, employee characteristics are the most important variable to predict training transfer.

CONCLUSION

For improving managerial effectiveness in pharmaceutical companies in Lucknow in terms of the trainings provided to the Medical Representatives in this sector it is important that we keep in mind the employee individual characteristics before designing and imparting trainings as it is the most significant factor when training transfer is concerned. Also we can conclude that the employee qualification is helping them maintain the training imparted so the trainings need to be designed according to the select group’s qualification. This is due to the fact that the single most important factor for the training maintenance is the academic qualification of the employees.

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