

The Mediating Role of Adaptive Training Programs between Training Practices and Organizational Agility in Context of Commercial Bank of Pakistan

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Abstract: *The aim of this study is to systematically review Training Needs Assessment (TNA). This study has generally discussed training need assessment, training and its impact on employee job performance in MCB Bank. In this research we have discuss about the deductive approach. Deductive approach in which type of study they have need to test it because already research available in these type of topic. In this study they have use the quantitative approach for test the result of hypotheses. In this research they have use the both primary and secondary data sources, they have taken a sample of 260 employees. A data collection tool 321 questionnaire was used in this research and questionnaires were distributed to the employees (18-50) of MCB banks in district Bahawalpur (102), Bahawalnagar (86) and Rahim Yar Khan (72). This included trainee, trainer, managerial staff and staff who are working in MCB across the district branches. Among these 260 distributed questionnaires, 225 were included in the analysis and 35 questionnaires were considered incomplete due to missing responses. In this research for analysis of data they have use Smart PLS; they have use convenience sampling technique. For Data analysis they have use Regression analysis, Descriptive analysis, Factor Analysis, Cronbach Alpha and Causal step approach for mediation. As indicated by Sekaran alpha scores under 0.60 are proclaimed as poor, scores between the reaches 0.70-0.80 are viewed as worthy and scores above 0.80 are viewed as acceptable.*

Keywords: TNA-Training need assessment Bosses/ Managerial, Electronic Need Assessment, Employee Job Performance and observation.

INTRODUCTION

The main purpose of this chapter is to highlight the significance and background of the current study. It also comprises discussion of Training Need Assessment, training and its impact on employee job performance in the banking sector of Pakistan especially in MCB, through various facts and figures related to training and development in MCB Bahawalpur context. This age is called as the stage of globalization in which organization has to face more and more competition like change in economic environment and political changes environment (Evans, Pucik, & Barsoux, 2002). For that reason motivating these organizations there is only one way which is to their employees, so they prepared themselves as to regulate and improve their performance of the employee. The modest definition of the training in the customary training theory is;

“The acquisition of knowledge and skills for presently know tasks” (Crutchfield, 2000). Define training: *“Training serves to help increase upward mobility within the organization, to adjust workers to the technological changes affecting the workplace, and often simply to introduce people to the world of work at the entry level”* (Deutsch, 1979).

Thus, the TNA is a continuous process of amassing data to decide what training needs prevails, so that training can be innovative to support the organization to acquire its objectives efficiently and effectively (Brown J., 2002). In addition, the thought behind the concept of training needs analysis is that to make a match among needs as well as content of training are valuable to the outcomes of performance of organization can be grasped (Van, Tang, & Talbot, 2008). According to (Wright & Geroy, 1992) TNA is an organized process of gathering, exploration and clarification of data separately, set and organization proficiency breaches (Clarke N., 2003) & (Ford & Noe, 1987).

Commonly the foremost step for training is called identifying training needs, and it is also recognized among utmost key stages in training process. Primarily these things are consider for the foremost step of the training, who need to be trained, what type of training should be provided to the desired outcomes and finally where should be training conducted to take maximum advantage for the cost bared. Therefore, deprived of this phase, no firm prospects to make out that entire training procedure was properly planned (Anderson G., 1994). It is the phase in which an organization’s needs are recognized, establishing the basis for effective training exertion (Taylor, O’Driscoll, & Binning, 1998).

1.2: Training and Development in Mcb

MCB was once included as constrained corporation in July 09, 1947, with the aid of the Adamjee crew of companies below Indian Companies Act, VII of 1913, as now become one of the main banks of Pakistan. Its contribution is noteworthy in organizing and building each retail and company banking region in Pakistan. For the benefit and better use of resources of commercial banks for Pakistani people, the Government decided to nationalize all his industrial banks. Therefore, beneath the nationalization act, 1974. Therefore, MCB was nationalized in 1st August 1974. After this Government of Pakistan decided to merge all small banks into large banks, resulting only 05 major banks was retained. MCB was also one of them, along with UBL, ABL, HBL and National Bank.

1.3 Research Gap

In current scenario, training needs assessment is a basic need of the private and public sector organization. Because if they organizations have no idea about which types of the training are required for the employee. The organization will apply different types of test for training need analysis like electronic training need assessment, knowledge and skill need assessment method, competency based assessment method, strategic needs assessment method, job analysis method, task analysis method and performance improvement etc. The electronic need assessment method is very new concept. In Start of the technology the use of the electronic need assessment method just like thinking, they have used it just in a limited scenario. However, in the modern age, the use of electronic needs assessment method increased rapidly. So is very important for their organization gives more attention to use of electronic need assessment methods for the better training and performance of the employee improved significantly.

1.4 Problem Statement:

Pakistani banking sector has been consuming a huge amount of cash in its budgetary allocation towards training of employees to make the limited workforce to perform their employment according to meet the international standards of performance which will be sustainable over the years. Nevertheless, employee job performance in banking sector of Pakistan is gone up against, with problems in the variety of efficient performance. These financial institutes apply different type of training need assessment methods according to their available budget, but financial institutes could not achieve the desired goal of better performance from employees. So, the organization after training need assessment analysis more focus on provides the best type of training to employees for the required performance. Through this training the organization fulfills the gap between desired performance and actual performance

1.5 Research Objectives:

The main purpose of this research is to analyze the effect of Bosses/ Managerial staff response, E-TNA (Electronic Training Need Assessment method) and Observations on training as well as the employee job performance in MCB Bank of Bahawalpur region. It is therefore, following specific objectives are developed:

1. To see the impact of Bosses/ Managerial staff's need assessment method on the training and employee job performance.
2. To see the impact of electronic applications employee training need assessment method on training and employee job performance.
3. To see the impact of Observations Training need Assessment method on employee job performance.
4. To see the mediating role of training towards training need assessment and between the relationships of independent variable and dependent variable of employee performance.

1.6 Significance of Study:

Learning and development is now become a continuous process. In current scenario of continues changes in economic, social, technological atmosphere of banking sector. The administration/ HRM department of MCB Bahawalpur might be able to make better predictable the relationships between training and employees performance. After this study there are many difficulties during training need assessment process and after training program relates to staff performance. For MCB Bahawalpur region we have a solution of continuous learning and development practices in this research. Centralized online learning and development in every branch is linked with head office. The provide learning and development process. If the system will adopt and utilize effective ways of training need assessment. They will save much of their amount and motivate the employees to perform better job.

LITERATURE REVIEW

2.1 Training:

The process or method used to construct and develop employee skills and knowledge by providing innovative information for them to accomplish their job / duty efficiently and effectively is called training (Jagero, Komba, & Mlingi, 2012), Commenced that it is training is an activity, which intentionally stabs to improve a person's skill on a job by empowering him / her to develop personally.

“Training refers to a planned effort by a company to facilitate employees’ learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance (Noe R. A., Training and Development Methods, 2010)”.

Training is considering an action it's changes the behavior of employee in any organization (Analoui, 1994). (Khan & Naqvi Shah, 2013) Suggest that job design, job delivery style and job training are the most three important features. In organizational studies because these factors they contribute to increase employee performance. Employee training in organization is vital, because it provide a competitive advantage over others organizations in the operational field (Michael , 2000). Improve the output, motivate the employee, enhance, their skills, stimulate them to perform their job efficiently and effectively is the main feature of the training. The initiatives of training and development for employees can transform Banks / Organization by giving those additional skills and knowledge because these not only increase productivity and safety, but also lead to higher job (Beardwell, Holden, & Claydon, 2004).

2.2: Benefits/ Purpose of training:

To acquire and develop, knowledge, skills and behaviors relating to work purpose, work associated jobs is the key purpose of the training. Training is the most vital and prospective motivators which can provide benefit for employees and organization both in long and short term (Cole A. G., 2002). Precise these benefits as under.

- 1) High optimism Confidence and motivation increase of those employees who get raining they are high optimized.
- 2) Lower cost of production – well training employees eradicates risks of wasting of material and equipment because they use efficiently and economically of material and equipment after training (Nassazi, 2013).
- 3) Lower labor turnover training reduces labor turnover and absenteeism because it creates a sense of safety at the workplace (Nassazi, 2013).
- 4) Revolution in administration, training also is able to make change by the participation of employees and increasing understanding of employees in the change process and it also is responsible for the abilities and skills required to modify to new conditions (Nassazi, 2013).
- 5). Training provides appreciation; improve responsibility and opportunity of increased pay and also promotion of the employees (Nassazi, 2013).
- 6) Training also makes sure the availability and well qualified human resource for the organization (Wognum,, 2001). Describes the needs of T&D may happen at three organizational stages,
 - (a) Strategic level at this level, needs is strong-minded by upper management, although making an allowance for organizations strategy, problems, mission and goals, which required be fixing or solving.
 - (b) Tactical level, here the middle management of the organization determine the needs while considering improvements needs, the harmonization and support of different organization units with each other.
 - (c) Operational level at this level lower level of management are responsible to recognize the needs, while other employees are just to perform according the given instructions, considering difficulties connected to operations i.e. performance glitches of the workers who are working in shape of group, individual and sections in business (Wognum,, 2001).

2.3 Types of Training:

There are two types of employee trainings like;

2.3.1 On-the-Job training:

Emphasizes that aim of on-the-job training is to transfer information about a particular work by working beneath a knowledgeable member of staff with job related environment. The particular way of performing a particular job is imparted to the trainee by the staff who is already working in the organization or by the trainer. Some particular situations, trainee is probably to learn by observing the master (Adamu, 2008).

2.3.2 Off-the-Job training:

Getting knowledge and skills at a place which is away from the office of employee is the process for Off the Job Training. In this type the individual tutorial classes, mutual discussion, lectures, reading work performing materials; workshops are included for training purposes (Kempton, 1995). In this situation individual has permission that he can leave his primary place to other place for the purpose of learning.

i: Apprenticeships

ii: Coaching

iii: Courses

iv: Job Rotations

v: Training Courses and Workshops

2.4 Training Process:

There are many types of employee trainings process likes;

2.4.1 Analyze

2.4.2 Design

2.4.3 Develop

2.4.4 Implement

2.4.5 Evaluate.

2.5 Training needs Assessment:

The examination of the current need for training within an organization is called needs assessment (Mitchell, 1993). It classifies the different areas of performance within an organizations where training should be applied first of all need analysis recognize. According to (Noe R. A., Training and Development Methods, 2010)

"A need assessment determines the company's resources for training and the tasks to be trained for, and it analyzes the employees who may need training".

The process of prioritizing of performance needs and identification of those needs is called Needs assessment (Rothwell & Kazanas, 2004).

2.6 Training Need Assessment by Observation Methods/ Job Analysis:

- i. Individual analysis.
- ii. Training Need Assessment by Managerial / Bosses Views /Organizational analysis:
- iii. Operational analysis:

In this step it is carefully considered that employee who had been trained must perform his duty accordingly. This process consists of:

- (i) Accurately and systematically collecting the information about how the job is completed (job analysis).
- (ii) Performance standards are defined relating to the past performance of employees.
- (iii) To meet the define standards; how tasks are to be perform.

2.7 Performance Improvement:

- i. Competency based Needs Assessment:
 - a. (Swanson & Holton, 1998), describes proficiencies
 - b. *"As underlying characteristics of employees that enable them to perform a job or task"*
- ii. Knowledge and Skill Assessment:

2.8 Employee Job Performance:

According to (Aguinis, 1990), performance is described as an assessment of the results of a person's behavior. In it also include determining how efficiently and effectively a job/task has been completed by a person /individual. Moreover, performance is about actions or what employees do, and not what employees produce or the results of their inputs. The accomplishment of specific tasks planned against already describe criteria like that of exactness, cost and speed and how perfectly employee perform the task, define the well performance, organization has also some expectation from his employee related to performance of

employee. When the expected level is met by the employees they are done well and performed well. According to (Daniels & Harris, 2002), whether the behaviors of employees contribute to organizational objectives is called job performance (Arvey & Murphy, 1998).

- i :Determinants of Job Performance
- ii: Knowledge
- iii: Employees Motivation
- iv: Feedback
- v:Leadership
- vi: Personality

2.9 Performance Measurement:

According to (Chen & Silverthorne, 2008), there are different types of performance. Measure the output rates, total quantity of sales in specific time duration; help the organization to grow the efforts of employee to grow it up. Fill in empty position and prepare employees for training and development. (Dowling, Welch, & Schuler, 1999). Overall performance management procedure is called performance appraisal. In overall Management Process the performance appraisal is in the key position.

- i. Performance Appraisal
- ii. The essay appraisal
- iii. The critical incident appraisal
- iv. Behaviorally Anchored Rating Scales (BARS)

2.10 Factors that affect the Performance:

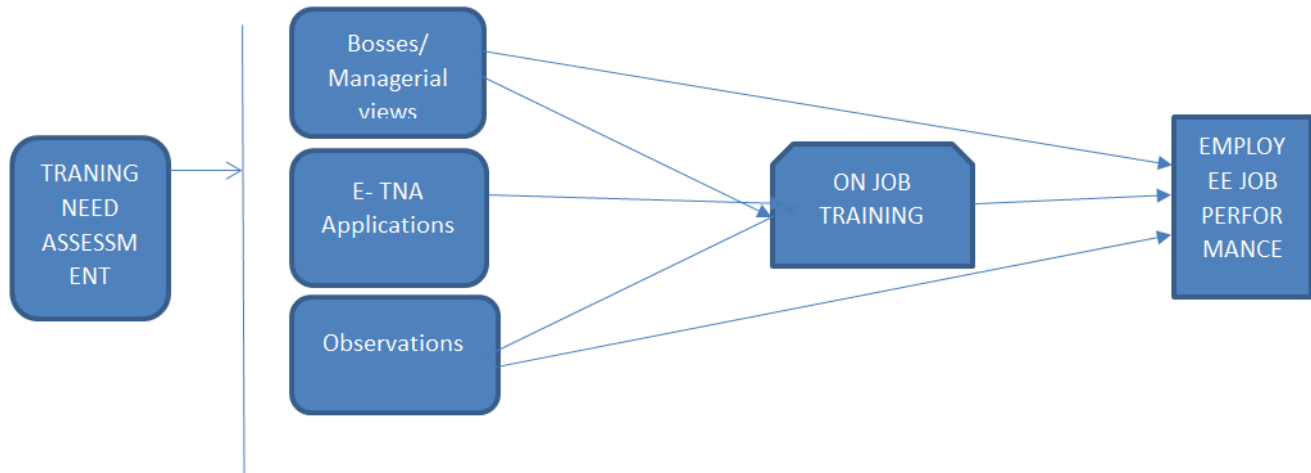
There are two major features of internal determinants. The first is the abilities and skills need staff has to perform to given duty. The other characteristic is the starting role perceived or the necessities for a job, which effect on the performance of work (Korman, 1971). The second reason that affects the performance of employee could be communication with in the organization.

2.11 Consequence of Training on performance:

There are many factors which affect the organizational progress and growth in real world. Training plays starring role in improving performance of employees as well as increase in productivity in light with the present research. This is also show the difference between all those employees who are trained and those who are not trained by their organization. Prevailing literature gives proof of being of understandable sound effects of training and development on employee performance. In particular few literature studies shows that when considering performance in term of employee performance (Guest, 1997).

3.1 Conceptual Framework:

A theoretical framework is the foundation of any research project. Logical developed and described network of relationship between variables which are related to given research problem is called theoretical framework. Based on past researches and literature the following conceptual model of this study is proposed in figure:



This conceptual model has taken Bosses/ Managerial views, E-TNA Applications and observations as independent variables, Training towards as mediating variable and employee job performance as dependent variable. All these variables have been defined and discussed in literature review.

3.2 Hypotheses Development:

3.2.1 Bosses/ Managerial views:

To check the performance of the employees by the upper level of management is called Bosses/ Managerial view of performance measurement.

H_{1a}: There is significance impact of bosses/managerial views on training of employees.

H_{1b}: There is significance impact of bosses/managerial views on employee job performance.

H_{1c}: Training mediates the relationship between bosses/ managerial views and employee job performance.

3.2.2 Electronic TNA Applications:

It is defined as assessing the individual need for training by using the electronic mail, by getting the managerial views and recommendations on time with less cost

H_{2a}: There is significant impact of Electronic Training need assessment applications on training of employees.

H_{2b}: There is significant impact of Electronic Training need assessment applications on employee job performance.

H_{2c}: Training of employees mediates the relationship between E-TNA applications and employee job performance

3.2.3 TNA by Observations:

Direct Observation of officials performing their jobs enables the trained job analyst to obtain first-hand knowledge and information about the job being analyzed. The Observation method of Job Analysis is suited for jobs in which the work behaviors are 1) observable involving some degree of movement on the part of the incumbent, or 2) job tasks are short in duration allowing for many observations to be made in a short period of time or a significant part of the job can be observed in a short period of time, or 3) jobs in which the job analyst can learn information about the job through observation.

H_{3a}: There is significant impact of observational TNA on Training of employee.

H_{3b}: There is significant impact of observational TNA on employee job performance.

H_{3c}: Training of employees mediates the relationship between employee job performance and Observational TNA.

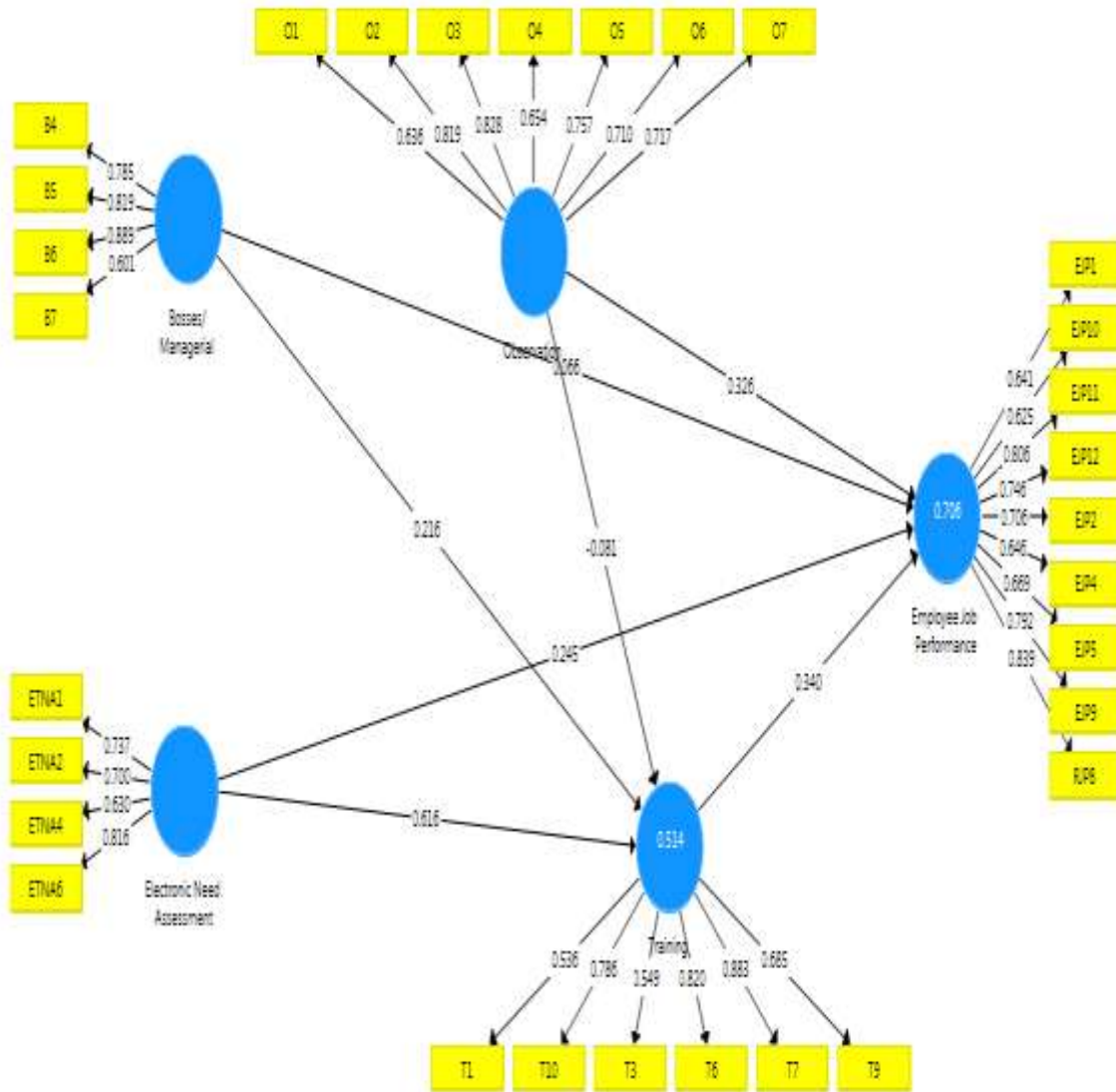
RESEARCH METHODOLOGY:

The following table show demographic characteristics of respondents:

<i>Approach of Research</i>	Quantitative Deductive	<i>Technique of Sampling</i>	Convenience Sampling
<i>Sources of Data</i>	Primary Secondary	<i>Size of Sample</i>	260 Employees
<i>Design of Research</i>	Conclusive	<i>Tool of Data Collection</i>	Questionnaire
<i>Population</i>	MCB Employees	<i>Techniques of Data Analysis</i>	<ul style="list-style-type: none"> • Cronbach Alpha • Descriptive • Regression analysis • Factor Analysis • Causal step approach for mediation

In our research we have discuss about the deductive approach. Deductive approach in which type of study they have need to test it because already research available in these type of topic. The researcher just tries to enhance the topic deeply. In our research we have use convenience sampling technique. For Data analysis they have use Descriptive analysis. In current study they have use the quantative approach for test the result of hypotheses. In this research they have use the both primary and secondary data sources. In this research they have taken a sample of 260 employees. A data collection tool questionnaire was used in this research and 321 questionnaires were distributed to the employees (18-50) of MCB banks in district Bahawalpur (102), Bahawalnagar (86) and Rahim Yar Khan (72), which included trainee, trainer, managerial staff and staff who are working in MCB across the district branches. Among these 260 distributed questionnaires, 225 were included in the analysis and 35 questionnaires were considered incomplete due to missing responses. The response rate has no relation to the quality of research (Morton, Bandara, Robinson, & Carr, 201).

ANALYSIS&RESULTS



4.1: Measurement Model Results

Constructs	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average-Variance Extracted
Observation	1	0.636	0.857	0.891	0.540
	2	0.819			
	3	0.828			

	4	0.654			
	5	0.757			
	6	0.710			
	O7	0.717			
Bosses/ Managerial	B4	0.785	0.783	0.860	0.609
	B5	0.819			
	B6	0.889			
	B7	0.601			
E-Training Need Assessment	ETNA1	0.737	0.698	0.814	0.524
	ETNA2	0.700			
	ETNA4	0.630			
	ETNA6	0.816			
Employee job Performance	EJP1	0.641	0.884	0.907	0.522
	EJP2	0.625			
	EJP4	0.806			
	EJP5	0.746			
	EJP8	0.706			
	EJP9	0.646			
	EJP10	0.669			
	EJP11	0.792			
EJP12	0.839				
Training	T1	0.536	0.809	0.863	0.521
	T3	0.786			
	T6	0.549			
	T7	0.820			
	T9	0.883			
	T10	0.68			

4.2: Criteria for Quality

R-Square

	R Square	R Square Adjusted
Employee Job Performance	0.706	0.702
Training	0.514	0.509

Table: 1.9

Quality standards should be directed by running the PLS Algorithm in SmartPLS 3.0 which gives the estimations of the R2 which shows that a variable is how much reasonable by and large. Graphical depiction of R2, which shows that work withdrawal been determinedly affected which is dependent variable of this examination and mediating basic variable (work dis-satisfaction).

F-Square:

	Bosses/ Managerial	Electronic Need Assessment	Employee Job Performance	Observation	Training
Bosses/ Managerial			0.006		0.043
Electronic Need Assessment			0.067		0.344
Employee Job Performance					
Observation			0.145		0.005
Training			0.191		

As explained by (Cohen, 1988), the value 0.041 F square shows a "little effect size", the value 0.119 gives a "medium effect size", and the value above 0, 1.125 depicts a high repeat sway size. So we can gather that the effect size of the over ability in the model is high when diverged from various factors under assessment.

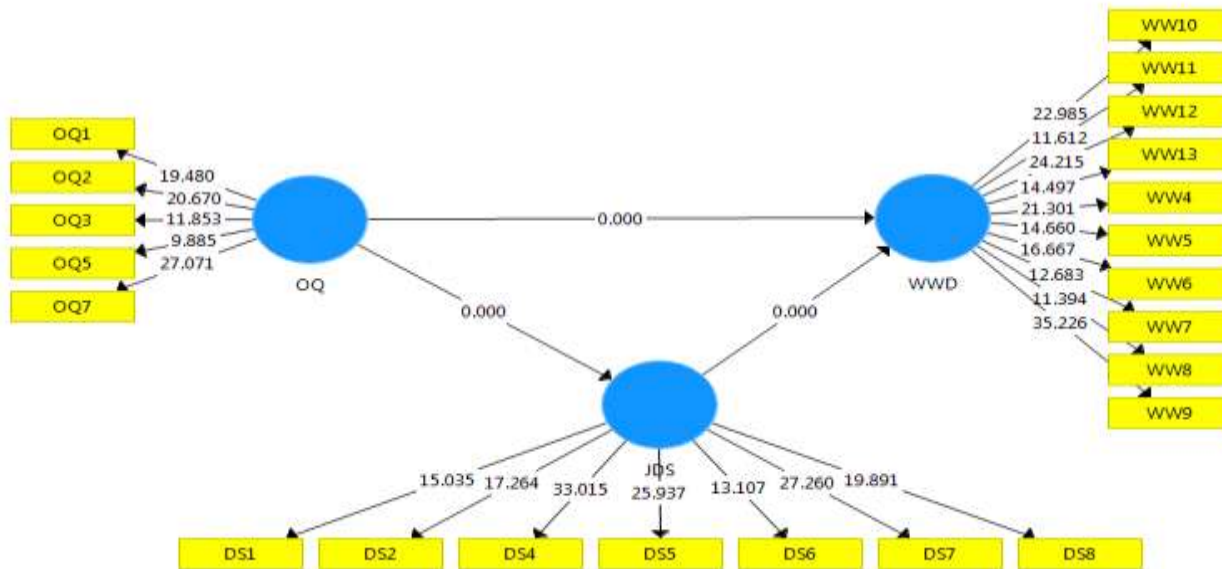
4.3: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Bosses/ Managerial	0.783	0.836	0.860	0.609
Electronic Need Assessment	0.698	0.731	0.814	0.524
Employee Job Performance	0.884	0.890	0.907	0.522
Observation	0.857	0.871	0.891	0.540
Training	0.809	0.856	0.863	0.521

4.4: Structural Model Assessment

Exactly when the assessment of the estimation model has been done then we push ahead to the resulting stage that is the "essential model" ought to be overviewed by the usage of SmartPLS 3.0. Thus: said tests from the "assistant model" must be drawn which property the "theory testing with way coefficient regards and (T-values)", impact size of components and "insightful significance of the model" ought to be checked.

H4: over capability has positive and critical effect on work withdrawal conduct through the intervening impact of employment disappointment.



4.5: Deciding the prescient pertinence of the model

The table 1.16 signs that in the fourth section, (Q2) communicates the "prescient pertinence" of 0.334 for the representative occupation execution and 0.237 for the preparation, unmistakably the investigation model has the "prescient significance". In accordance with the proposal of (Hair, 2014) on the off chance that the estimation of $Q2 > 0.0$, at that point the "model have prescient pertinence" for the "intelligent endogenous inactive variable".

DISCUSSION AND CONCLUSION

5.1: Training Needs Analysis (TNA)

In Training need assessment organization focus on Performance analysis, Training Need Assessment by Observation Methods/ Job Analysis, Individual analysis, Training Need Assessment by Managerial / Bosses Views /Organizational analysis, Operational analysis, Performance Improvement, Competency based Needs Assessment, Knowledge and Skill Assessment, Employee Job Performance. So, the organization after training need assessment analysis more focus on provides the best type of training to employees for the required performance. Through this training the organization fulfills the gap between actual performance and desired performance.

5.2: Results:

The questions of research are:

- To see the impact of Bosses/ Managerial staff’s need assessment method on the training and employee job performance.
- To see the impact of electronic applications employee training need assessment method on training and employee job performance.
- To see the impact of Observations Training need Assessment method on employee job performance.
- To see the mediating role of training towards training need assessment and between the relationships of independent variable and dependent variable of employee performance.

Table

Hypotheses	Results
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H_{1a} : There is a significance impact of bosses/managerial views on training of employees.	Accepted
H_{1b} : There is significance impact of bosses/managerial views on employee job performance.	Accepted
H_{1c} : Training mediates the relationship between bosses/ managerial views and employee job performance.	Accepted
H_{2a} : There is significant impact of Electronic Training need assessment applications on training of employees.	Accepted
H_{2b} : There is a significant impact of Electronic Training need assessment applications on employee job performance.	Accepted
H_{2c} : Training of employees mediates the relationship between E-TNA applications and employee job performance.	Accepted
H_{3a} : There is significant impact of observational TNA on Training of employee.	Rejected
H_{3b} : There is significant impact of observational TNA on employee job performance.	Accepted
H_{3c} : Training of employees mediates the relationship between employee job performance and Observational TNA.	Accepted

5.3: Managerial Implications:

- Speed up the progress of adopting change
- High optimism Confidence and motivation increase of those employees who get training they are high optimized.
- Lower labor turnover training reduces labor turnover and absenteeism because it creates a sense of safety at the workplace.
- Training provides appreciation; improve responsibility and opportunity of increased pay and also promotion of the employees

5.4: Limitations:

- The sample of employees due to distance and financial problem just have base in in MCB bank from Bahawalpur, Bahawalnagar and Rahim Yar Khan. Many other bank of the whole province they have not work out in this type of Training need assessment.
- That is, future research should collect larger volumes of data using participants from different cultural backgrounds, as previous studies suggest that participant’s opinions about training need assessment are very valuable for future research.

5.5: Future Research:

In future researcher have more focus on this study because in near future should have great need for this type of study for better performance of the employee for organizational success. Furthermore, even though quantitative data provides an in-depth understanding of this topic, future studies could employ quantitative methods in order to provide further support for these findings with a larger sample of participants for effective training need assessment procedure.

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