CHAPTER-III

RESEARCH METHODOLOGY
This chapter gives the research methodology followed in the study. It shows focus, need, objectives, research methodology, research design, universe and survey population, data collection methods, scaling and sampling techniques, sample size, hypotheses, statistical methods, variables and sample description.

3.1 FOCUS AND NEED OF THE STUDY
The present study mainly focuses on employees’ attitude towards training and its impact on their transfer of learning.

3.2 OBJECTIVES OF THE STUDY
1. To examine the attitude of employees on various aspects of training viz. management’s attitude, selection process, quality of training, impact on individuals, impact on productivity and post training assessment.
2. To determine the association between personal factors of the employees and their attitude.
3. To ascertain the impact of attitudinal factors on the transfer of learning in banking sector.

3.3 RESEARCH METHODOLOGY
Research methodology comprises defining and redefining problems, formulating hypotheses or suggested solutions, collecting, organizing and evaluating data; making deductions and reaching conclusions, and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

A useful research methodology must be systematic, logical, empirical and replicable.

The researcher should follow certain systematic methods, steps and stipulation in designing, planning and execution of the research.
3.4 RESEARCH DESIGN

The research study is descriptive in nature as the focus of the study is to find out associations of different aspects of employees’ attitude for the training programs organized by management and the various outcomes and benefits of transfer of learning.

Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind a situation. Descriptive research is mainly done when a researcher wants to gain a better understanding of a topic.

3.5 UNIVERSE AND SURVEY POPULATION

The universe of the research entitled “Employees’ attitude towards training and its impact on their transfer of learning” is all the personnel working in banks of NCR.

The population is top level, middle level and junior level employees working in banking sector.

3.6 DATA COLLECTION METHOD

To get the required information, data was collected by primary as well as secondary method.

- The Primary data was collected through administration of structured questionnaires and personal interviews of the respondents.

- The secondary data was collected from internet, reports, journals, books, magazines etc.
3.7 SCALING TECHNIQUES

The questionnaire starts with the demographic profile of the respondents measured on the nominal scales and there are many related factors including the question asked on the Likert rating scale of one to five where one stands for highly insignificant and five stands for highly significant.

3.8 SAMPLING TECHNIQUE AND SAMPLE SIZE

SAMPLING TECHNIQUE: Multistage sampling is used for the study where first stage consists selection of the quota of different levels of management. This is followed by judgemental sampling and snowball sampling according to which respondents were picked with the help of judgement and using the reference of selected respondents.

In judgment sampling, the researcher or some other "expert" uses his/her judgment in selecting the units from the population for study based on the population’s parameters.

SAMPLE SIZE: The sample size taken is 300 respondents from various banks of NCR.

Representative sample will be such which will give a true and unbiased picture of the population. Utmost care has been taken to make sure that there is insignificant sampling error and the results of the sample study can be applied, in general, for the universe with a reasonable level of confidence.

- Top Level Management = 10% of 300 \ i.e. 30 respondents
- Middle Level Management = 30% of 300 \ i.e. 90 respondents
- Junior Level Management = 60% of 300 \ i.e. 180 respondents
3.9 HYPOTHESES:
A number of hypotheses have been developed for drawing statistical inferences.

H1: The attitude of employees is influenced by various aspects of training

H2: There is association between the personal factors of the employees and their attitude.

H3: Positive attitude of employees have influence on transfer of learning.

3.10 STATISTICAL METHODS USED
The collected data was analyzed using the software SPSS and Amos and following techniques were used:

1. Descriptive Statistic
2. Independent sample t-test, Pearson Chi-square test, one way ANOVA
3. Bivariate correlation
4. Structural Equation Modeling for construct validity
5. Standardized parameters and squared correlation

3.11 VARIABLES
The questionnaire designed for collecting the primary data, considered the following variables:

1. Training Aspects: Five relevant statements for each aspect of training were asked. The aspects of training considered for the present study and the relevant statements for each aspect of training are given as below:

1. Management’s Attitude
   - Management’s concern for training
   - Engage highly trained personnel
   - Allotment of adequate funds
   - Initiative in arranging training
   - Management’s effort for successful training
2. Selection Process
   - Need based selection
   - Encouragement of employees
   - Fair chances to juniors
   - Non-interference of seniors
   - Unbiased selection process

3. Quality of training program
   - Trainers capability to clear doubts
   - Adoption of latest concepts
   - Interaction between trainers and trainees
   - Gained theoretical and practical knowledge
   - Useful training program

4. Impact on individuals
   - Enhancement of self-confidence
   - Improvement in individuals
   - Improvement in competence/decision-making
   - Help in personality development
   - Improvement in problem solving skills

5. Impact on productivity
   - Improvement in quality of service
   - Improvement of customer relationships
   - Improvement of interpersonal relationship
   - Improvement in overall productivity
   - Reduction in wastage of time/ material

6. Post training assessment
   - Adequate opportunity to try out what was learnt
   - Close monitoring of performance
   - Availability of adequate techniques for assessment
   - Objective assessment of impact
   - Encouragement for suggestions
3.12 SAMPLE DESCRIPTION

A sample of 300 respondents has been taken for this research. The information is primary in nature and has been collected with the help of a well structured questionnaire. Various demographic factors have been analyzed. A detailed description of the sample is as follows:

**Gender:** Under this

**EXHIBIT 3.1: SAMPLE DESCRIPTION - GENDER**

Gender status, generally, covers two categories viz. male and female. In this sample of 300 respondents, 198 (66%) respondents are male and 102 (34%) respondents are females.
Management levels have been divided into three groups viz. top level management, middle level management and junior level management. Maximum number of respondents belongs to junior level management. Minimum number of respondents are in top level management whereas the number of respondents under middle level management is moderate. 23 (8%) respondents are under top level management, 97(32%) respondents are under middle level management and 180 (60%) respondents are under junior level management.
C. AGE: Under this

EXHIBIT 3.3: SAMPLE DESCRIPTION – AGE

The category ‘age’ has been subdivided into three groups. These are less than 30 years, 30-40 years and more than 40 years. Maximum number of respondents belongs to age group less than 30 years. 180 (60%) of respondents belongs to the age group which is less than 30 years of age. 97 (32%) respondents in the sample are in 30 to 40 years of age group and 23 (8%) respondents are in the age group of more than 40 years of age. It may be observed that maximum number of respondents i.e. 60% belong to less than 30 years age group whereas minimum number of respondents i.e. 8% belong to more than 40 years of age group.
Qualification has been categorized into two groups viz. graduate and post graduate. It is depicted that maximum respondents in this study are post graduates and minimum are graduate. This proves that the respondents covered are adequately educated and qualified to fill the questionnaire and provide information. 92 (31%) respondents are graduate whereas 208 (69%) respondents are post graduate.
E. WORK EXPERIENCE : Under this

EXHIBIT 3.5: SAMPLE DESCRIPTION – WORK EXPERIENCE

Work experience has been sub divided into three groups viz. less than 5 years, 5-10 years and more than 10 years. Maximum number of respondents (176) belongs to less than 5 years of experience group. 98 (33%) respondents in the sample are in the experience group of 5-10 years and 26 (9%) respondents have more than 10 years of work experience. It may be observed that maximum number of respondents i.e. 59% belong to less than 5 years of work experience and minimum number of respondents i.e. 9% belong to more than 40 years of work experience.
F. SALARY: Under this

EXHIBIT 3.6: SAMPLE DESCRIPTION – SALARY

The category ‘salary’ has been sub-divided into three groups. These are less than Rs. 20000, Rs.20,000-40,000 and more than Rs.40,000. Maximum number of respondents belongs to salary group less than Rs. 20,000. 168(56%) of respondents belongs to the salary group which is less than Rs. 20,000. 100(33%) respondents in the sample are in Rs.20,000-40,000 of salary group and 32 (11%) respondents are in the salary group of more than Rs.40,000. It may be observed that maximum number of respondents i.e. 56% belong to less than Rs.40,000 salary group whereas minimum number of respondents i.e. 11% belong to more than Rs.40,000 of salary group.