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## A STUDY OF THEMATIC APPERCEPTION TEST AS TRAINING AND DEVELOPMENT TEST FOR ENHANCING THE EMPLOYEE PERFORMANCE AND SKILL IN STATE BANK OF INDIA

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### Abstract

In present business scenario training has become necessary factor in order to achievement of organizational goal. Training is very essential for employer and employees in an organization. Thematic Apperception Test is one of the essential tools for implementing in training & development program. This technique is helps examiner to find out cognitive learning of an employee and their behavior. In this whole study finding the impact of training and development on employee performance and how its increase the productivity & efficiency of employees & analyzing the various parameter of training to apply Thematic Apperception Test. Present study dealt with relationship between training & development and employee performance. In order to examine the relationship this study used TAT to measure employee performance along with certain aspect of training & development. Findings of the study indicated that among five aspect of training & development only one aspect Behavior not positively and significantly related with employee performance while another four are related.

Key words: Training And Development, Thematic Apperception Test, Employee performance, Parameter, Techniques.

## INTRODUCTION

Training & Development have been played a significant role in the economic development of countries as well as whole nation. Without having effective utilization of training & development program, survival for a long time is not possible. Therefore now days, each and every organization is effectively implementing training & development program frequently among the employee to improve their performance. Training defines as an “**Efficient process of getting information’s, abilities, knowledge, skills and behavior in order to fulfill the requirement of the job**”. The present study dealt with Thematic Apperception Test as training & development tools for enhancing the employee performance in State Bank of India. In this process certain dimensions of training & development such as learning, motivation, behavior, productivity and efficiency has been identified and discussed with Thematic Apperception Test and employee performance. The objective of present study is to analyze the impact of Thematic Apperception Test as tools for training & development activities on performance levels of State Bank of India employees.

## REVIEW OF LITERATURE

**Scott I. Tannenbaum & Gary Yukl 1992**, training needs analysis divided into three part- organizational analysis, task analysis and person analysis. After all these analysis, design the training program and evaluate the trainee during and after the training.

Riley 1998, explained about the training need for a teacher at each stage of their career. If teacher are not update and they are not aware about the present scenario, it make them frustrated. This study about the improve teacher interpersonal skill which help to them teach effectively and they able to beat their surrounding competition. In this changing environment it is necessary to conduct time to time training program for teacher’s development.

**Lftikhar Ahmad and Siraj-ud-din 2009**, training and development improves the efficiency of employee and enhances their skills and performance. It is very important activity in health sector to provide health service.

**Qaiser Abbas & Sara yaqoob 2009**, growth of any organization improved by employee performance, because employee performance increases the productivity, profitability and efficiency of organization.

**Haslinda Abdulla 2009**, to measure the effectively training and development activities and find out it challenges. Conduct interview 58 HR managers managing training and development, employing a purposive or judgmental sampling technique. This study justify major three challenges in training and development activities- Shortage of intellectual professional, knowledge of worker and encourage learning at work place. If HR manage it effectively the challenges by applying appropriate policies and procedure that is helpful to implement the effective training and development program.

**Nguyen Ngoc Thang, Truong Quang & Drirk Buyens 2010**, manpower training and its effect show on organizational and individual performance. It includes various variable of training that helpful to enhance the employee performance. Variable helps to measure the

performance of employee. It shows if improve employees performance that increase the organizational productivity. So the managers invest capital on human resource for conducting training of their employees.

### THE OBJECTIVES OF THE PRESENT STUDY

1. To Study the relationship between Thematic Apperception Test as training & development tools and employee performance towards **learning.**
2. To know the relationship between Thematic Apperception Test as training & development tools and employee performance towards **Motivation.**
3. To find out relationship between Thematic Apperception Test as training & development tools and employee performance towards **Behavior.**
4. To see the relationship between Thematic Apperception Test as training & development tools and employee performance towards **Productivity.**
5. To describe the relationship between Thematic Apperception Test as training & development tools and employee performance towards **Efficiency.**

### HYPOTHESIS OF THE STUDY

**H01:** There is no significant relationship between Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Learning.

**H02:** There is no significant relationship between Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Motivation.

**H03:** There is no significant relationship between Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Behavior.

**H04:** There is no significant relationship between Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Productivity.

**H05:** There is no significant relationship between Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Efficiency

### SAMPLE SIZE AND DESIGN

The populations for present study were selected from peoples of selected cities of Madhya Pradesh. Random stratified method was adopted to collect the sample among whole populations. To maintain accuracy sample were collected from different demographically and geographically location of employees in selected cities of State Bank of India Branches. The final questionnaire has generated and distributed among the

group employees, over all 400 employees filled the questionnaire in which 382 were found to be completed and remains was incomplete.

Hence the sample size of the study is 382 (N=382)

## TESTING OF HYPOTHESIS

Hypothesis	Statement	$\chi^2$ Chai Square Value	Table Value	Sig.
H <sub>01</sub>	Thematic Apperception Test as training & development tools and <b>employee performance</b> of State Bank of India with respect to <b>Learning</b> .	9.83	9.49	0.05
H <sub>02</sub>	Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Motivation.	10.22	9.49	0.05
H <sub>03</sub>	Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Behavior.	6.33	9.49	0.05
H <sub>04</sub>	Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Productivity.	10.96	9.49	0.05
H <sub>05</sub>	Thematic Apperception Test as training & development tools and employee performance of State Bank of India with respect to Efficiency	11.32	9.49	0.05

## FINDINGS AND CONCLUSION

1. Thematic Apperception Test founded essential tools for training & development with respect to learning. Result of hypothesis testing clearly indicated that, Thematic Apperception Test as training & development tools enables various learning activities efficient and effective to improve employee performance, because all the statements are positively significant and have impact on employee performance. On the basis of this significant relationship, it has also been observed that, learning found one of the important aspects of training & development directly related with performance of employee in to various working conditions. Finally it can be state that, Thematic Apperception Test as training & development tools has significant and positive impact on performance level of employee towards various learning program. **Hence study not accepted the Null hypothesis.**
2. It has founded from the hypothesis testing that, Thematic Apperception Test is essential tools for training & development in order to improve motivation level of employees during various working conditions in Banking System. Result indicated that, Thematic Apperception Test for training and development tools empowered employees to effectively understand banking system and get them self motivated to improve their

working performance, because all the statements are positively significant and impact on employee's performance. On the other hand it may say that, there is a positive and significant relationship between Thematic Apperception Test as training & development tools and employee performance with respect to Motivation. **Hence study not accepted the Null hypothesis.**

3. Findings of the study in table indicated that, Thematic Apperception Test did not found essential tools for training and development with respect to employee's behavior. On the other hand it can be said that, Thematic Apperception Test as training & development tools did not matched with employees expectation because it does not enabled them to manage their behavior according to various working conditions and also all the statements are not positively significant and have not impact on employees performance. It can be finally stated that, there is no significant and positive relationship between Thematic Apperception Test as training & development tools and employee performance with respect to Behavior. **Hence study accepted Null hypothesis**

4. Result of hypothesis testing's suggested that, Thematic Apperception Test founded one of the essential tools to implement training & development program because it's directly related with productivity in order to improve employee's performance. Thematic Apperception Test enables employee to be more familiar with training & development program and also make them capable to learn, how to improve productivity. On the other hand Thematic Apperception Test has positive impact on employee's productivity because all the statements are positively significant. Therefore it can be stated that, there is a significant and positive relationship between Thematic Apperception Test founded as training & development tools and employee performance with respect to productivity. **Hence study not accepted the Null hypothesis.**

5. Result of hypothesis indicated that, Thematic Apperception Test founded one of the most vital tools for training & development because it's directly related with employee efficiency to improve their performance. Thematic Apperception Test as a training and development tools create better understanding between employees and trainer towards make them empowered and efficient. On the other hand all the statements are positive and significant and directly related with employee performance. Thus finally it may say that, there is a significant and positive relationship between Thematic Apperception Test as training and development tools and employee performance with respect to Efficiency.

**Hence study not accepted the Null hypothesis****Reference**

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