

## MANAGERIAL TRAINING EFFECTIVENESS AUGMENTS OPTIMISM AMONG FMCGS AND PHARMACEUTICAL FIRMS

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### ABSTRACT

The present study is undertaken to investigate the managerial training effectiveness influencing upon optimism within employees of FMCGs and Pharmaceutical firms. The hypothesis 'managerial training effectiveness illustrates greater optimism' showed statistically significant results. This study has 'quantitative' and 'causal' research design in nature, to further determine cause and effect relationship. Data is collected from 302 full time Managers from different departments of FMCGs and pharmaceutical firms, selected by way of 'stratified' sampling, and is analyzed using SPSS V 17.0. Two questionnaires were administered i.e. 'Training Questionnaire: HR Assessment' by The Inside Coach (2010) focuses on leadership, coaching, team building, relationship and communication, results and effectiveness of Managers, and 'Optimism Scale' by Scheier and Carver (1985). The findings of the study suggest that Managerial Training Effectiveness increases the level of Optimism of Managers. The outcomes of the study will be useful for the Management of FMCGs and Pharmaceutical Firms to formulate a strategy towards providing Managerial Training Effectiveness for the Managerial cadre, to directly influence and augment their level of optimism in challenging situations. Sahni (2020) proposes the multifold significance of training within the present era, marked by job-hopping, fierce competition and globalization. Training is used as an instrument to develop the knowledge base of the managers and allow them to transfer it on their works with a new formula for improvement in their optimistic performance for acquiring organizational success.

**Keywords:** Managerial Training Effectiveness, Optimism, FMCGs, Pharmaceutical Firms.

### INTRODUCTION

Training Effectiveness is mostly demarcated as a systematic procurement of attitude, concepts or skills that results in improvement of their

performance. Training and development not only enhance the efficiency and effectiveness among employees and managers, but also gives employer

a competitive advantage in the form of trained human capital (Sahni, 2020).

**Optimism:**

Pessimism and optimism concepts have been acknowledged for many years. Their roots use in the modern psychology date back to the start of the 17th Century current philosophical period (Domino & Conway, 2001). At this time, philosophers held that effective rationalization and application of the cosmos required either a pessimistic or an optimistic outlook in philosophy. These looks were viewed as positions that oppose the universe. They are favourable to the aspirations of human beings and objectives or as a general resistant to human beings civilizations and means of flourishing.

Learned optimism is the idea that ability for pleasure can be cultivated. Seligman (1991) developed this concept through his study of learned helplessness, the idea that a certain re-occurring negative event is out of the person's control. He noticed that while some subjects blamed themselves for negative outcomes, others blamed the experiment for setting them up to fail. Seligman shifted his focus to attempting to discover what it is that keeps some people from ever becoming helpless and the reason was optimism. Seligman shifted his focus to conditioning people to be optimists while using his knowledge about conditioning people to be helpless. In his book, *Learned Optimism*, Seligman (1998) invited pessimists to learn to be optimists by thinking about their reactions to adversity in a new way. The resulting optimism one that grew from pessimism is a learned optimism.

According to Seligman, anyone can learn optimism. The difference between optimists and pessimists is in how they view failures and successes. Towards the 19<sup>th</sup> and 20<sup>th</sup> century, for Rene' Descartes (1596-1650), and Philosopher psychologists like William James (1842-1910), the discussion's focus gradually shifted from the cosmos of the element of human subjective thirty years ago and mainly as a Scheier and Carver (1985), the pioneering research on general expectations of outcomes influenced the work of learned helplessness. This has been actively examined by psychologists as pessimism and

optimism in their lives. Even if most modern researchers agree with general optimism and conceptualizations reflect an exception that good things indeed occur, pessimism reflect expectations that bad things may also happen and that there are operational differences. People can be differentiated to the extent that they have different expectancies about the achievement of their goals, and other future events. Optimists have a generalized sense of confidence about the future, characterized by their broad expectancy that outcomes are likely to be positive. Pessimists, on the other hand, have a generalized sense of doubt and hesitancy, characterized by the future anticipation of negative outcomes.

Paleri (2018) suggest that organizations are increasingly investing in the function of human resource development particularly, training the human capital. In the twenty first century, the highly competitive business world requires that workers not just do their jobs, but do good work. To achieve this, it is necessary to go beyond fixing problems in the workplace, such as work violence, stress, burnout, and job insecurity, into the promotion of excellence and flourishing among workers. Positive psychology in the workplace means creating an environment that is enjoyable and productive. Fun should not be looked at as something that cannot be achieved during work but rather as a motivation factor for the staff.

There are several examples of applying Positive psychology to the workplace. One such application is the Job Characteristics Model (JCM) by Lucas (2020), a theory of work design based upon five characteristics-skill variety, task identity, task significance, task autonomy, and task feedback, which are used to identify the general content and structure of jobs. This model argues that employees with a personal need for growth and development, as well as knowledge and skill, will display more optimistic outcomes, including job satisfaction, lower absenteeism, and better work turnover. Stronger experiences of these five traits have been shown to lead to greater job satisfaction and better performance.

**Problem Statement**

**Research Problem**

Earlier researches have revealed that '**Ineffective leadership**' has negative influence to the degree of

optimism in employees / managers. It may decrease performance, dedication and even business' reputation. Undeviating output may involve disappointment to achieve targets, high budget and likeliness of absence or sickness.

Therefore, to bridge the aforementioned gaps, the present study is commenced to evaluate the managerial training effectiveness and assess the predictive success factors of training towards optimism within managers. In addition, it also evaluates 'learning optimism' which is relatively neglected in the literature but it is a significant component for evaluating the managerial training effectiveness.

There is a Pivotal role of a Manager in getting things done through optimism, inspiration and motivation to lead others at work. It means management skills of a manager are a great source of motivation, commitment and optimism at work. A manager who feels appreciated at work tends to be highly devoted to job. This confers output in remarkable degree of productivity, commitment and businesses growth. Managers are responsible to create professional and productive environment to their teams through effective planning and processes, which consider vigorous in fostering a business.

Despite the fact that several aspects of an organization influence degree of promise, the relationship between employees and managers is questionably critical. In general, valued employees seem optimistic and proficient to ignore different limitation of organization that includes underpay, poor equipment, and less remuneration. However, the common opinion rules that employees leave their managers, not employer or organizations.

**Hypothesis:** Managerial Training Effectiveness illustrates greater optimism within managers of FMCGs and Pharmaceutical firms.

### Literature Review

Training impact at employment is the main decisive factor of training assessment model (Kirkpatrick, 1977). Training effect at workplace means the extended term effect of preparation on the trainee's professional performance, attitude and inspiration (Abbad, Andrade & Sallorenzo, 2004). Abbad and his fellows utilized the training impression at job scale to form its reliability and

validity. The consequences asserted from respondents disclose that the impact at workplace measure is highly valuable, reliable and valid. The effectiveness of a Manager is dependent on resources that management of an organization provides him to demonstrate results. However, the functioning of a manager would be determined through the degree of achieving goals and the thriving efforts of team that is considerable for the organizations (Meyer, 1976). Therefore, managerial effectiveness is the peak of collaboration inside the organization (Sen & Saxena, 1999).

Earlier the features of a competent branch manager categorized as putting standard by personal qualities, job knowledge, management ability and business acumen (Das, 1987). A research finding recommended that productive use of command involves the talent to develop well-defined goals whereas determine necessary steps to attain at the same time involving people to perform necessary task for reaching the objectives (Mary, 1992). Misumi and Peterson (1985) described the desirable manager as "Leader" who drive the individuals and maintain their collective stability regarding performance and continuance.

### 2.3 Optimism

According to previous researches, Optimism considered as a prototype and capacity to evoke other psychological process. Stein and Book (2003) explains optimistic attitude since indispensable to increase vitality. This is an ability to deal with unexpected circumstances and misery. Actually, the success lies in the reflection of being optimistic and cheerful about future.

The impact of optimism on assigned work use is out of an assumption because results are found to be very positive. There are researches which have shown that the higher productivity is dependent upon optimism that minimize turnover. Harter, et al. (2002), and Rose, et al. (2006) defines that optimism directs employees towards augmented sense of attaining business goals and organizational excellence. That's why, it enhances performance that escort significance of ownership in employees.

Seligman (1998) found 'optimism' as a direct

proportion in workplace consequences. It has been observed that optimistic life insurance agent in the initial two years sold 37% added for the period as compared to their less optimistic sales force. At last, optimism leads to higher productivity as it was discovered to lower turnover in the workplace. Optimism can be defined as a propensity to assume better prospects in the future. It is evident from the literature review, that optimism is considered a mental attitude, which applies great effect on the physical and mental health, while managing everyday life although including social and working aspects at the same time. It is further concluded, that if goals and development of an individual is done by an adaptive management along with the use of correct managing tactics, optimists are found to be more content and successful as compared to pessimists in various situations when goals and targets are associated with it.

There should be an application form that contains the optimism concept in the fields of Applied Psychology and Psychotherapy and it can be done in clinics. Furthermore, this should be included in treatments and awareness programs in order to bring improvements in the mental and physical health of individuals as well as the mental health industry (Seligman, 1998).

## 2.10 Recommend the Staff

Distinguishing an above average accomplishment or for their progressive improvement is an incredible way to tell them they are appreciated. This also allows the opportunity to select qualified and motivated staff to fulfil tasks in a larger workplace. When one assigns and employee for company-wide roles, or all-inclusive grants, it shows the employer's acknowledgment to the employee and the rest of the company. Regardless of whether the 'Representative' gets the role or grant, they realize that the company has noticed and appreciated their commitment.

### 2.10.1 Creating an Award's Program for Managerial Training within Departments

Including staff in making a departmental or divisional award method is a best chance to

connect with them and also show them, what makes an outstanding employee. By implementing grants that identify with the vision of the organization, one can build understanding and inspiration while giving them motivation to strive for improvement. The grant classifications are connected to departmental activities.

### 2.10.2 Encouraging Staff Participation

The opportunity to participate boards of trustees, associations, and special occasions is a vital path for employees to end up more experienced and connected around the college. By empowering and supporting staff contribution, the organization is assisting their staff to connect with others company-wide.

- Attend films, musical or dramatic exhibitions on grounds
- Attend the yearly Diversity Summit
- Use days off to attend conferences, including the sessions of World Affairs Conference

### 2.10.3 Creative Recognition Ideas

Arulsamy et al. (August, 2023), recommended to enhance employee development and training, and to improve service delivery and performance, emphasis was that management augments the involvement of employees in development and training initiatives. Through 'Implementation of incentives' as a potential approach, employees can be encouraged to participate in development and training programs, these initiatives incorporate the career advancement promise and opportunities, including to establish the transparency in hierarchical structure within the businesses, which serves to demarcate where exemplary or archetypal performance is duly rewarded and recognized.

Indeed, even with opportunities in place to create natural inspiration among staff, there are times during managerial training that require immediate recognition of employees. Staff members often feel increasingly appreciated when both motivation and feedback are provided consistently. Some examples of no-cost, minimal effort approaches to motivate and recognize staff:

### 2.10.4 Minimal Effort Ideas:

- Implement an associate acknowledgment



program into workplace conferences. This could be accomplished by using assignment sheets that show staff members achievements and how they align with the division's qualities/vision/mission. It can be distributed so that others may hear of the achievements at gatherings and a small prize could also be offered. Create an imaginative title for your system.

Take its pictures and then post with comments that portray the considerable efforts made by staff.

#### 2.10.5 \$1-10 thoughts:

- Café
- Declaration
- Lotto ticket
- Magnet
- Mug
- Work area schedule
- Lunch blessing endorsement
- Buy staff an eBook or book identified with a zone of expert hobby
- Send a worker to a class identified with his/her profession objectives

The key factors that Managerial Training Effectiveness should have includes Optimism among FMCGs and Pharmaceutical Firms.

Altrum (April 30, 2024) proposes that to transform the workplace from within, there's nothing more important than managerial training effectiveness. Positive change habitually comes from the topmost, with good managers able to drive teams forward and to inspire momentum. When leaders syndicate motivation with managerial skill and knowledge, businesses thrive as workers feel supported. Managerial training effectiveness stretches in every direction from enhanced productivity, increased employee satisfaction and to staff loyalty.

Chen (February 14, 2024) advises, that in the competitive scenery of contemporary business, nurturing a 'positive workplace culture' is not just a nicety—it's a necessity. Recognition programs are the key components of creating such environments. Employee recognition programs are crucial so, it's important to keep in mind!

- Acknowledge Hard-Work and Achievements
- Boost their Morale and Job-Satisfaction
- Encourage Loyalty and Reduce Turnovers

- Enhance Performances
- Build the 'Sense of Community'
- Provide 'Competitive Advantage'

A loyal, engaged and motivated workforce is a crucial differentiator within the market-place, leading to better operational efficiency, innovation and customer service.

#### Methodology

In research methodology there are three important aspects including hermeneutics, positivism and realism (Widerberg, 2002). All these aspects overlap each other but the scientific approaches are mostly related to the schools of hermeneutic and positivism and they are normally deliberated as methodological approaches. The hermeneutic aspect is related to clarifications and indulgent of the study. If one is able to understand the base of study then it will be easy to understand the complete study area (Alvesson and Sköldberg, 1994). In general, the hermeneutic aspect is of qualitative nature. The positivism aspect focuses on the impartial and autonomous points of view. In this type, the researcher will be independent and have no personal point of view (Widerberg, 2002). The positivism view point represents that the researcher would work on methods of natural science and focus on social reality. This type of approach accents assessable interpretations that can be explained in a statistical way. This research basically targets ways to check the effects of incorporating management and administrative practices, as well as finding a relationship in between the two in order to enhance the outcome of the organization. Administrative and management practices include business strategy, quality, and advanced and the latest technology. It is evident from the research results that there is a strong relationship of administrative and management practices with the employees' performance and hence the overall performance of the organization.

Sharing data on and implementing objectives that urge workers to develop professionally in areas that interest them is one of the most ideal approaches to attract, create, inspire and retain an exceptional team (Barney, 1991). This can be achieved through consolidating objectives, where possible, that allow for staff to increase their

interest in their present place of employment, obligations or by urging them to improve.

### 3.1 Study Design

In order to conduct this research, a quantitative research technique has been chosen. This research design includes a questionnaire that helps in getting the response of individuals on the independent variable, as well as on dependent variables. This approach helped us to have a solid grip and to recommend the best ways. After that the answers can be construed in relation with the literature. In this study, the independent variable is managerial training which dependent variables are optimism, work motivation, and organizational commitment. This research is focused on the relationship that describes project outcomes and particularly the role of the effective managerial training.

In the below points we will discuss quantitative research method which we used to conduct this research and how it is more effective to find a solution.

#### Quantitative Research:

Quantitative research is the method where the quantitative data is collected and analysed. The quantitative data is the data that can be quantified with numbers or statistics. The numbers or statistics are then analysed using data analysis tools to arrive at the findings of the research (Evans, 2002). The data gathered during the research is summarised in numerical form, as it helps in making conclusions about the research. This research is conducted using quantitative research data and the data is collected through different means, which are the following:

### 3.2 Sample

There are 302 managers who belonged to Karachi's various pharmaceutical and FMCG firms. The questionnaires were presented only to the managers. A stratified sampling technique was used in this research, which best suited for this research type. Two strata were used: Managers and Senior Managers, from different departments including; Human Resource, Administration, Finance, Information Technology, Sales and Marketing.

### 3.3 Research Instrument

There is going to be two scales and there will also be consent and demographic forms included. These scales are as following:

#### 3.3.1 Managerial Training

In order to check the effectiveness of managerial training in this research, there will be a Managerial training questionnaire (TMEMS) used to assess HR, as suggested by The Inside Coach (2010). There are four major aspects of effectiveness such as leadership, coaching and team building, relationships and communication, and results and effectiveness. Management performance will also be assessed through this scale. This scale makes use of five-point Likert response scale from 1 = strongly disagree to 5 = strongly agree. Scoring Information Range: Low = 32-75, Moderate: 76-119, and High = 120-160.

Reliability of the Scale: Cronbach's Alpha = 0.899 and Concurrent Validity of the Scale: Pearson Product Moment Correlation are as follows;

**Total Scores of Trained Managers having Effective Managerial Skills** with its Sub scale a) Leadership;  $r = 0.763^{**}$  b) Coaching & Team Building;  $r = r = 0.826^{**}$  c) Communication & Relationship Building;  $r = 0.771^{**}$  d) Results & Effectiveness;  $r = 0.849^{**}$

#### 3.3.2 Optimism

In order to measure the optimism in this research, the Optimism - Life Orientation Test (OPTIMISM) will be used, as suggested by Scheier and Carver (1985). This consists of 10 items and the five-point Likert response scale has been used, ranges from 1= strongly disagree to 5 = strongly agree.

On the basis of previous research findings, effective managers hold a precise set of abilities which are clear communication, professional experience, interpersonal relationships and business growth. Nevertheless, these features are not enough to indicate managerial training effectiveness. In fact, managerial training effectiveness is not a single trait of personality except relating to productivity and results. Gupta (1996) created a 16-factor scale for measuring managerial effectiveness. Consequently, all these

features tapped major areas of effectiveness: duties of the position, attaining objectives, and creating more capability.

At times, the managerial efficiency was determined by consultants in quite a lot of diverse ways. Whereas, some examples showed emphasis on distinct proficiencies regarding the effectiveness of managers. Though researchers were accompanied on achievement motivation training and the findings were constructive. Research revealed that the participants of training programs demonstrated a notable advancement in career growth as compared to the control group in the organization (Aronoff & Litwin, 1971).

Ahmad and Bakar (2003) suggest that training benefits are acknowledged by employees and they show likeliness to be further committed and passionate to join in training activities provided by their organization. Experimental work substantiates such an association (Bartlett, 2001; Ahmad and Bakar, 2003; Al-Emadi & Marquardt, 2007). The results demonstrate that potential remuneration increases the optimism of employees by supporting the individual and professional advantages of participating in training. He also elaborates that the skills and employees' abilities can be greatly influenced by using the effective selection methods for hiring a suitably capable workforce. Also, with the help of good training sessions, the skills of current employees can be enhanced.

### **3.4 Problem Defined**

In this research, the main motive was to examine the influence of managerial training effectiveness upon optimism among FMCGs and in the pharmaceutical industry. It is 'causal' in nature, to further determine cause and effects of the relationship. This study includes a probability sampling technique, with a large and representative sample of 300 managers from different departments of FMCG and pharmaceutical companies, selected by way of 'stratified' sampling.

The main focus was on leadership, coaching, team building, relationships and communication, and the results shown have proved the effectiveness of managers in the company and their importance for the success of the project. The quantitative

analysis of data is more effective, as compared to a qualitative research method because in this way it would be difficult for the researcher to analyse qualitative aspects from such a large number of research participants. Similar research methodology has been adopted by Al-Jenaibi, (2010). The quantitative data will be collected and analysed using statistical tools, thereby reducing the partiality of the researcher.

There are also examples in which the projects fail due to the lack of prioritizing that was required for the particular project and for the essential tasks of the project (Barney, 1991). The optimism was measured by the 'Optimism – Life Orientation Test' developed by Scheier and Carver (1985). The results of the study are useful for the management of FMCGs and pharmaceutical firms to formulate a strategy towards providing effective managerial trainings for the managerial cadre, to directly influence and augment their level of motivation at work, commitment to the organization and their optimism in challenging situations.

On the basis of previous research findings, effective managers hold a precise set of abilities which are clear communication, professional experience, interpersonal relationships and business growth. Nevertheless, these features are not enough to indicate managerial training effectiveness. In fact, managerial training effectiveness is not a single trait of personality except relating to productivity and results. Consequently, all these features tapped major areas of effectiveness: duties of the position, attaining objectives, and creating more capability.

### **3.5 Data Collection**

There are different sources that are used in this research for data collection. Written sources can be used for this research and furthermore, first-hand experience is also essential. After the data collection and in the next stage, the comparative method is used in this research and has helped to answer the research questions. This provides the researcher with more in-depth analysis about effective managerial training and the ability to make recommendations about it. In order to execute better results, there is a need for a suitable research method to get trustworthy results. It is



easy to collect the information but collecting the right information which gives the desired results is a little bit complex. The research approach can be one of two types; the deductive approach and inductive approach. The deductive approach is the approach adopted by the researcher, where the researcher moves from general observation to specific information. On the other hand, the inductive approach is adopted, where the researcher moves from specific information on hand, to more generalised findings of the research (Saunders, 2012). The research approach that was adopted for this research is deductive approach and it allowed the author to get answers to the research questions. This method has also helped the researcher to find the best possible ways to deal with issues and to suggest recommendations to the concerned authorities.

Resources have their importance in any study, report or research and the resources must be selected accurately because it will reflect their impact on the results. In any research, the resources are chosen according to the nature of the research. In this research, both primary and secondary resources have been used; the primary data was collected through different resources including expert views, opinion and research. While the secondary data was collected by using diverse sources which include articles, journals that are published on similar studies and other sources that have their importance. After the data collection from the sources, the data is analysed in accordance with the nature of the research about the effect of the managerial training augments of work motivation, organizational commitment and optimism among FMCG and the pharmaceutical companies. These methods have helped researchers to work on new trends so that the researcher offers recommendations on how to understand this topic more deeply.

### 3.6 Validity and Reliability

This research explores how an employee's satisfaction with a training program indicates about how the employee is motivated in transforming, obtained training abilities and input towards workplace. Training programs viewed as an HRM practice in various perspectives by numerous researches in the past. The outcome of the research shows that a positive and momentous

association occurs between training availability, training support, learning motivation as well as normative, affective, and overall administrative commitment. The training benefits and training environment correlate with the affective, continuance, normative and commitment of employees. The support and training outcomes were substantial predictors of an affective, normative and continuance commitment. Above all, preparation and training support play a vital and key role in retaining an employee's loyalty. This research provides solid validity about effective managerial training in relationship to the work motivation, organizational commitment and optimism among FMCGs and the pharmaceutical firms.

### Results

This chapter focuses on the findings of the study. Results were analyzed by using Statistical Package for Social Sciences (SPSS, V 17.0).

The hypothesis was Accepted, 'Managerial Training Effectiveness illustrates greater optimism within managers of FMCGs and Pharmaceutical firms.' According to Tanner (2024), there are many ways to build an employee recognition program. The most successful ones have three things in common: they recognise accomplishments both great and small, appeal to a wide range of employees, and meaningfully link effort, output, and recognition together.

An employee recognition program can include bonuses, awards, gifts, ceremonies, events, and other ways to say "thank you" to employees. Common examples of employee recognition are:

- Employee of the month programs
- Awards for lengths of service
- Department- or team-specific events
- Small personal gifts
- Thank you cards
- Special lunches or other treats
- Spot bonuses
- Company celebrations and events



## Reliability Statistics

**Table 1 A**

Cronbach's Alpha of Managerial Training Effectiveness with Optimism

N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
4	.440	.514

**Table 1 B**

**Inter-Item Correlation Matrix**

	Trained Managers having Effective Managerial Skills - Total Score	Level of Optimism of Trained Managers - Total Score
Trained Managers having Effective Managerial Skills - Total Score	1.000	.233
Level of Optimism of Trained Managers - Total Score	.233	1.000

## Descriptive Statistics

**Table 2**

Mean, Skewness & Kurtosis of Managerial Training Effectiveness with Optimism

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness	Kurtosis
TMEMS – Total Score	302	76.00	152.00	125.3013	14.69780	-1.319	2.798
Level of Optimism of Trained Managers - Total Score	302	22.00	46.00	35.2252	4.90260	-.634	.648

TMEMS = means Trained Managers having Managerial Skills Effectiveness.

## Hypotheses: Correlations

**Table 3**

A correlation (Pearson Product Moment) between Managerial Training Effectiveness and Optimism

	N	Optimism (Pearson r)	Alpha
Effective Managerial Training	302	0.233**	.000

Note. Verifies positive correlation between Optimism with Managerial Training Effectiveness significant at \*\*p=.000 (2-tailed)

**Hypotheses: Regression - Model Summary** <sup>c,d</sup>  
Summary of Linear Regression with Trained Managers Effectiveness having Managerial Skills as predictor of Optimism

**Table 4**

Dependent Variable	R	R <sup>2</sup>	Adj R <sup>2</sup>
Work Motivation	.989	.977	.977

a. Predictors: (Constant), Trained Managers Effectiveness having Managerial Skills

b. Dependent Variable: Optimism

**Coefficients** <sup>a,b</sup>

**Table 5**

Coefficients for Linear Regression with Effective Managerial Training as predictor of Optimism

Model		Un-standardized Coefficient		Standardized Coefficient	t	Sig.
		B	SE	B		
1	Constant					
	Effective Managerial Training	.271	.066	.960	4.118	.000

a. Dependent Variable: Optimism

**Discussion**

The objective of the study is to examine the influence of managerial training effectiveness upon optimism among FMCGs and Pharmaceutical firms.

**Hypothesis:**

Managerial Training Effectiveness illustrates greater optimism within managers of FMCGs and Pharmaceutical firms.

**Interpretation:**

It has been proved from this research that the trained managers can show the operative management skills that demonstrate the magnificent optimism. For this there should be a successful recognition program and for the guidance on making acknowledgment programs one can use the Developing a Recognition Program guide. This should include the goals and mission along with a clear statement that should have the clear reasons and purpose for the managerial training. The statement should state the purpose

and reasons for the program. Furthermore the listing of the particular projects and applies that have been chosen for recognition to improve employee inspiration which should include: A statement of why the employee should qualify for the recognition or award (must be for more than one qualified individual). Clear description of the acknowledgment, recognition or award criteria (of the action or achievement being achieved) must be provided. A clarification of the selection criteria used to choose the employee needs to be vibrant. A description of the award/acknowledgement itself includes; the total amount of grants, allowable in a given year, the course of events for which the project will be set up, either continually or for a specific period.

To assess the effectiveness of Managerial training, 'Training Questionnaire: HR Assessment' by The Inside Coach (2010) has been used in the study. In this research the conceptual framework has been used for the persistence of the study. In the conceptual framework diagrams are used that can

elaborate the relationship between different activities along with the aims and objectives. This framework helps in the achievement of the aims and allows one to reach the main goal of the study. The Training Questionnaire that has been used for this study, the resulting framework has been used to assess the accomplishments in the aim level.

Using this research in comparison with the above-mentioned Training Questionnaire, this study provides a comprehensive literature review, which provides the concept of sustainability that is an important factor when it comes to effective managerial training. This study uses the conceptual theory, which is the base of the study that further demonstrates the link between the optimism in accordance with managerial training effectiveness. The approach which is best suited for this study is the conceptual theory framework.

### 4.3 Framework

In this research, a logical framework was used. This logical framework offers a linear or logical clarification of the relationship among inputs, outcomes and other diverse criteria according to the aims. This framework outlines the activities or inputs that are essential to carry out in order to get the desired results. The research framework was used for monitoring the activities that could be carried out in different stages. Now for this research, the framework shows that it suitably matches the goals of the research. In the framework, diagrams are used that demonstrate the relationship between the individual and the organizational along with other factors that can influence the results of the program. This is the most suited framework that proves it is to be helpful in the achievement of the aims and objectives of a particular thing. In this study, the conceptual framework can determine the factors of managerial training effectiveness that will influence the outcomes and how they can be managed so that the results will meet the required outcomes. This framework is useful because it does not focus on the basics of monitoring and also does not evaluate the activities, but rather focuses on factors that can help to achieve the desired results. In this study, it was explained that the managerial training from internal and external perception along with a view of the process. In this research

there are four theories that were focused in comparison with the study, which was based upon the resource overview of the organization, strategy structure performance framework, social network analysis and the transaction cost economies. The research shows that a process integration theoretical framework has been developed.

### 4.4 Suggestion to increase optimism

Spot honours and different sorts of financial recommendations must be judiciously regulated in times of monetary test. At the point when a division implements its own prize/motivator, this can exchange for cold hard currency acknowledgment of unique achievements or commitments consistently. Such compensation could likewise enlarge yearly execution grant instalments. Developing such a system requires naming someone as a power endorsement, and the office's criteria for getting a grant must be unmistakably conveyed to all representatives ahead of time of execution, keeping in mind the end goal to guarantee the arrangement is connected reliability. Focus on the reports that show the area of the employee's expertise that show advancement toward the company's objectives and shows evidence of the employee's hard work. Talk about this data with staff. Review the company's mission, vision and objectives. This gives employees and understanding of where their place is in the company, where they are going, and an idea of how to arrive there. It is an important component to ensure that all staff feels like a part of the organization. Communicate with staff every now and again. Offer data being talked about at higher levels of the organization and different departments.

Coaching projects give viable opportunities and that gives an advantage to both employees and the company as a whole. Coaching projects can be important tools in enrolment, maintenance, information exchange, and professional advancement (Legge, 2005). Coaching can also add to the advancement of differences in an organization. Coaching includes a tutor and mentee cooperating to help add to the mentee's knowledge, aptitudes, and capacities in a specific area. The tutor's part is to serve as an instructor, mentor, and



consultant, and offer their understanding and experience.

Numerous improvement open doors for staff exist right in the company. Hierarchical and Employee Development (OED) offers an assortment and it is a key factor to allow a worker to go from essential PC aptitudes to basics of supervision at no expense to employees or divisions (Legge, 2005). For those not able to go to a multi-day session, shorter advancement workshops are introduced by experienced staff and are by and large 2-4 hours long. These workshops shield such points as Emotional Intelligence, Customer Service, Time Management, and Communication. For quite a long time, individuals have searched for approaches to look into the human personality. The Greek rationalist, researcher and doctor, Hippocrates stated that every single individual could be isolated into four particular identity sorts. Genuine Colours is an instrument in light of the more present day Temperament hypotheses created by David Keirse (Keirse and Bates, 1984; Neuhauser, 2002). It is intended to help individuals perceive, acknowledge, figure out how to appreciate and comprehend human practices to enhance compassion and correspondence in the working environment. Personnel and Staff Assistance is a classified advising/counselling administration intended to offer help to workforce. This can assist with many issues, which may include depression, issue drinking, medication misuse, interpersonal clashes, vocation investigation, and occupation-related anxiety. Administrations are free; six sessions for a year. Point by point data is accessible on the Human Resources site. Respectability of Expense gives direction of the costs from utilizing college stores.

## CONCLUSION

In this research the main motive was to examine the influence of managerial training effectiveness upon optimism among FMCGs and Pharmaceutical firms. In this research a 'conclusive' research design was used, to test hypotheses and then examine relationships that have their importance. It is 'causal' in nature, to further determine cause and effect of the relationship. This study includes 'probability' sampling technique, with large and representative

sample of 300 Managers from different departments of FMCG and pharmaceutical companies, selected by way of 'stratified' sampling.

In developing organizations of Pakistan, higher level of expectations kept on field. Here we should understand what the factors behind an effective manager are and how to assess the importance of an individual's managerial skills. On the other hand it's gradually important that they possess sense of being encouraged by their manager. The previous studies reveal that the organization of the coming era would be that one, which must be structured around the forces of managerial effectiveness. As a consequence, it is understood that working with a willing manager who stand up to the benefit of the organization is reliable.

As we conclude, the framework is intended to clarify the impact of this training in terms of its competitive advantage and the performance of the organization along with optimism.

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