AN EMPIRICAL STUDY OF TRAINING AND DEVELOPMENT PRACTICES IN INDIAN BANKING SECTOR

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DOI
10.29121/shodhkosh.v5.i1.2024.2024

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

This research study is an attempt to identify the issues and challenges to concern with training and development practices in Indian banking sector. The issues associated with some of the major areas like employee morale, performance and productivity, lower cost production, lower turnover, and change management. This research problem refers to some exertion which a researcher experiences in a practical situation and wants to attain a solution for the same. In this research, the components of the research are the variables that contribute to employee's perception towards training and development practices in banking sector. While formulating the research problem, research objectives and hypotheses that are framed to make it more appropriate in nature to bring out an ultimate solution to the prevailing issues. Probably particular studies on issues and challenges towards employees' perception, training and development programs. This study is an effort to examine the imperative determinants and factors to concern with training and development. It will bring evidence on what effect the firm-specific factors, organization-specific factors and the general factors have on the training and developments programs. The Government, key officials of concern organization may have a deep insight to frame new policies for present and future. It is hoped that the outcome of this study will also provide an insight of the employees to understand over all functioning. This research work is very significant, path-finding and demonstrating in the human resource management in the banking sector. In this research work a breakthrough focus has been be given to qualitative and quantitative parameters to check the employees' perception towards training and development programs.

Keywords: Banking Sector, Employees Perception, Training and Development Programs.

1. INTRODUCTION

Human Resource Management is destined for appropriate use of obtainable, skilled workforce and also to make competent utilization of the accessible Human Resource in the organization. Nowadays, several experts assert that equipment and expertise are being replaced by the Human Resources and also minimize their responsibility or attempts. On the other hand, equipment and expertise are built by human beings only and they require to operate or at least be monitored by human beings and this is the basis why most of the companies are always in search for a brilliant, accomplished and capable professionals for the constant growth of the organization. As a result, human beings are vital assets for any organization, though these days many responsibilities are being handled by the fake intellect but they require lot of ruling skills which can never compete the minds of the human beings. The mechanization of factories has by now decimated jobs in customary manufacturing, and the rise of false brainpower, which is likely to expand this job demolition deep into the middle classes, with only the most thoughtful, imaginative or managerial roles.

The Knowledge, skill and attitude of employees need to be updated from time to time as per ever changing needs of today's environment. When change in technology, change in customer expectations and for the survival in competitive business world, it is necessary for an organization to update itself. This necessitates improvement of the knowledge, skill and attitude of all individuals of an organization through learning. Hence, key to success for any individual is learning through training. Peter F. Drucker observes that training stimulates original thinking, opens up new avenues and institutes employee confidence. Training provides for greater autonomy, self-reliance & confidence and dignity in employees. Michael Armstrong defines, "Training is the systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience". Training enhances the competence level of employees and contributes for cost effectiveness. According to Campbell et al., (1970), Training is defined as "a planned learning experience designed to bring about permanent change in an individual's knowledge, attitudes, or skills". Training, in fact, is an act of improving the knowledge, skill and attitude of an employee for doing a particular job. Goldstein (1980) defined training as "the acquisition of skills, concepts or attitudes that result in improved performance in an on-the-job situation".

Training is a significant part of Human Resource Development (HRD) process of an organization; banks are no exception to it. Since globalization, enormous number of changes have taken place in banking industry in terms of its products and services. Lot of innovation has gone into the process of human resource development, necessitating the need for employee training to adapt to the changing and challenging present day banking scenario. Training is a important aspect of employee development and in turn contributes for organizational development. Banks have established a number of training institutions in every region based on the training needs of employees. Training programs are organized by these institutions to cater to the needs of new employees before they are inducted into their respective jobs and refresher training programs for existing employees on periodical basis to cope up with the changes in the banking formalities and procedures. Training needs analysis is essential before designing an appropriate training program to suit the changing needs in terms of procedures and formalities. Banks have developed appropriate strategies to effectively design, develop and implement the training programs as part of the strategic management. Therefore, developing and designing appropriate training programs is a part of management decision making process at the middle management level that is, at the deputy general managers' level and hence regional training institutes come under the direct supervision of deputy general managers.

Effectiveness of training is evaluated by using Donald Kirkpatrick hierarchical model of training outcomes. Donald Kirkpatrick, Professor Emeritus at the University of Wisconsin and past president of the American Society for Training and Development (ASTD), first published his Four-Level Training Evaluation Model in 1959, in the US Training and Development Journal. The model was then updated in 1975, and again in 1994, when he published his best-known work, "Evaluating Training Programs." He outlined four categories of measures of the effectiveness of training outcomes. Each category was termed as a level.

The four levels are:

1. Reaction - Trainee's liking and feeling towards training programme.
2. Learning - Principles, facts and techniques understood and absorbed by the trainees.
3. Behavior - Learned skills on the job or transfer of training by trainees.
4. Results - The ends, goals, or results desired, increase in quality and quantity of production.

2. REVIEW OF LITERATURE

Chand 2023 Training: Meaning,Definition and Types and observed that Training constitutes basic concept in human resource development. It is concerned with developing required skills to the desired standard by instruction and practice. Training is a highly useful tool that can bring the employees to a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing knowledge and skill of an employee for doing a particular job. Beach defines training as' the organized procedure by which people learn knowledge and/or skill for definite purpose'. Training refers to teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and apply knowledge, skills, abilities, and attitudes needed by a particular job and organization. According to Edwin Flippo 'training is the act of increasing the skills of an employee for doing a particular job'. Every organization should provide training to all employees irrespective of their qualifications and skills. Mechanization, computerization, and automation had resulted any changes that required trained staff possessing relevant skills. Organizations should train employees to enrich them with the latest technology and knowledge.

Elmokadem (2022) studied "6 Types of online Employee Training Program and found that Orientation was the most common type of employee training. It's a one- time event formally welcoming and introducing new hires to your company within their first week on job. This training tends to be relevant to all company-wide roles and departments. While orientation training is one-time sessions with checklist-style agenda delivered to everyone in the company, on boarding training is a series of department-specific sessions that takes place over a longer period of time. It was strategically created with the goal of enabling new employees to be a successful as they can be in their new roles in the shortest period of time. On boarding training ideally strut on the first day of employment and may carry on throughout the first year as needed. It is prepared by department leaders with focus on reaching departmental goals and connecting them with overall company objectives. Topic should, therefore, address employee needs and provide them with easy access to information and skills that they need to do their jobs efficiently and maximize employee engagement.

Kumar & Kumar (2020) in "A Study on Effectiveness of Employee Training and Development found that Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practice. Also this training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development is as important as organizational growth, because organizational growth and profit are dependent on training. But training is not the core of organizational development. It is a function of organizational development. Training is different from education; particularly formal education. Education is concerned mainly with enhancement of knowledge, but the aim of training is increasing knowledge while changing attitudes and competencies in a good manner. Basically, education is formulated within the framework of given syllabus, but training is not formed into the frame of a structured syllabus. It may differ from one employee to another, one group to another, even groups in the same class. Reason for that can be mentioned as a difference of attitudes and skills from one person to another. Even situations where, after a good training program, all different types of skilled employees can get into similar capacity,similar skilled groups.

Kulkarni (2020) conducted the study "the literature-review analysis on training development and also analyzed the work life quality The study depicted that training process played a significant part in the business domain. It is the process which suffices smooth work functioning. This would aid in improvising the work- life quality of the organization. The development is defined as the method that result in quantitative and qualitative enhancement within the organization, specifically managerial-levels. This is concerned with physical-skills and is more focused on the attitudes, behaviors and knowledge skills. This is considered as the continuous- process. So each organization requires proper analysis is to gain the advantages of training. This also considered the influence of training on organization growth. The work-life quality was defined as the procedure where the organization realizes its own.

3. OBJECTIVE OF THE STUDY

1. To study the different types of training programs designed for banking professionals.
2. To examine the emplyees' perception towards training programs in Indian banking system.

4. HYPOTHESIS

H_{o1} There is less awareness among the employees about the training programs in Indian banking system.

H_{a1} There is much awareness among the employees about the training programs in Indian system.

5 RESEARCH METHODOLOGY

5.1 DATA COLLECTIONS

The data for present study have been collected from both– primary and secondary sources. This present study is based on descriptive and empirical research design, led by survey method to study employees perception and awareness about different types of training programs in state banks of Indian and ICICI bank. The primary data have been collected by interview from the respondents through a well-structured questionnaire; consisting of multiple option questions (objective type), to complete this research study.

5.2 TOOLS APPLIED

The basic pro-forma and model of the questionnaire consisting three sections, namely- A, B and C; having multiple option questions, it was developed in English to know the views through survey among the respondents. The questions under the questionnaire are closely related and associated with the objectives and hypothesis of this research study so that outcomes of the questionnaire should be analyzed for the said purpose.
The Likert Scale was chosen and adopted as the survey instrument in the questionnaire, as follows-

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

5.1 The profile of the respondents on the basis of demographic factors

Demographic Factors	Data	Frequency (800)	Percentage
Gender	Male	467	58.37
	Female	333	41.63
Age	30 & Below	252	31.5
	31-40	288	36
	41-50	171	21.37
	Above 51	89	11.13
Designation	Top Level	116	14.5
	Middle Level	270	33.75
	Lower Level	414	51.75
Qualification	Graduate	505	63.12
	Post Graduate	215	26.88
	Professional	80	10
Work Experience	5 years and below	252	31.5
	6-10 years	274	34.25
	11-15 years	117	14.63
	16 years and more	157	19.62
Monthly Income	Less than 50000	554	69.25
	More than 50000	246	30.75

Table No. 5.1 The profile of the respondents on the basis of demographic factors

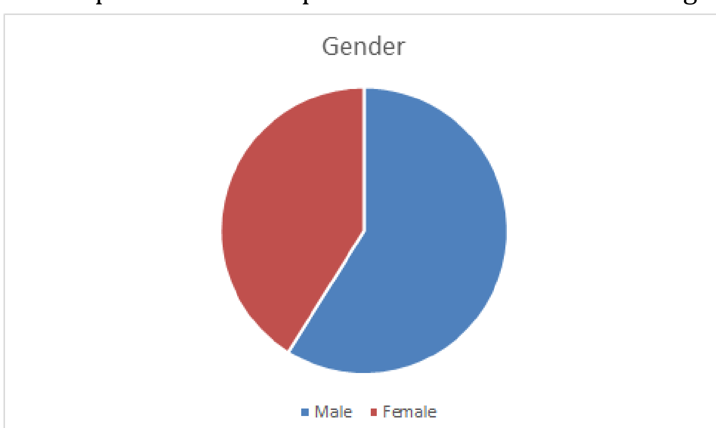

Figure 5.1 classification of the respondents on the basis of Gender.

The first demographic factor found the details of the respondents on the basis of gender status that belongs to consolidated profile of the respondents in State bank of India and ICICI bank. In which it has 467, (58.37%) male out of 800 and 333 respondents (41.63 %) female.

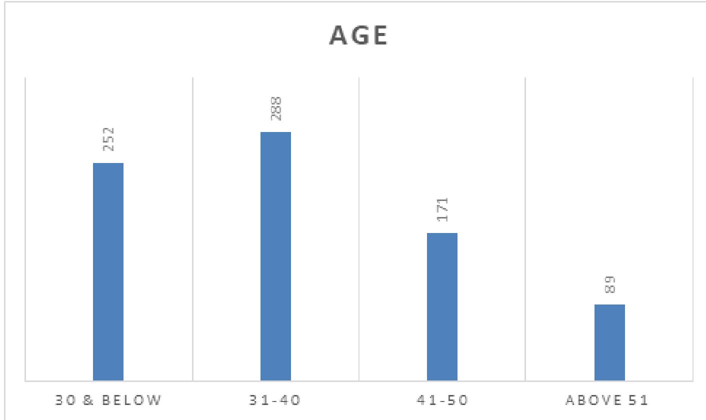

Figure 5.2 respondents' age group classification

The sample size of the respondents for age group variable constitutes four categories - in which 30 and below category has 252 respondents (31.5 %), 31-40 years old category has 288 respondents (36%), 41-50 years old category has 171 respondents (21.37 %), and 51 & above years old category has 89 respondents (11.13%).

Figure 5.3 classification of the respondents on the basis of Designation.

To reduce the ambiguity in the results pertaining to designation and to maintain the uniformity of findings the classification regarding designation and its level of respondents have been broadly categorized as lower-level employees, middle level employees and top-level employees. Whereas 116 respondents (14%) are top level employees, 270 respondents (34%) are middle level employees and 414 respondents (52%) are lower-level employees.

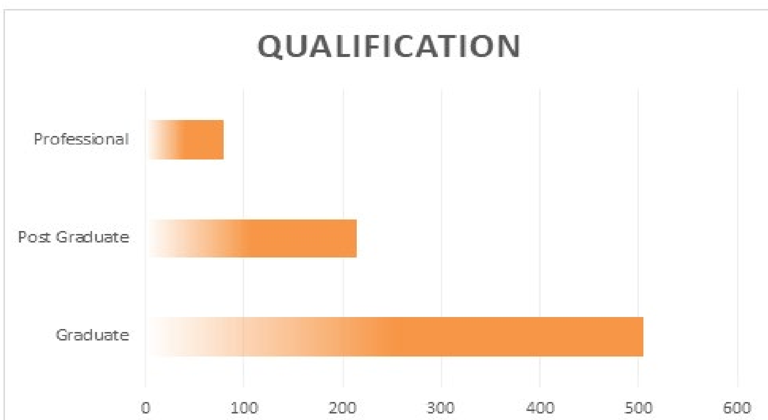

Figure 5.4 classification of the respondents on the educational level.

Another variable in demographic classification of state bank of India and ICICI bank' respondents is level of education of respondents. It was categorized as graduate, post graduate and professionals. They are respectively 505 (63.12%), 215 (26.88%), 80 (10 %).

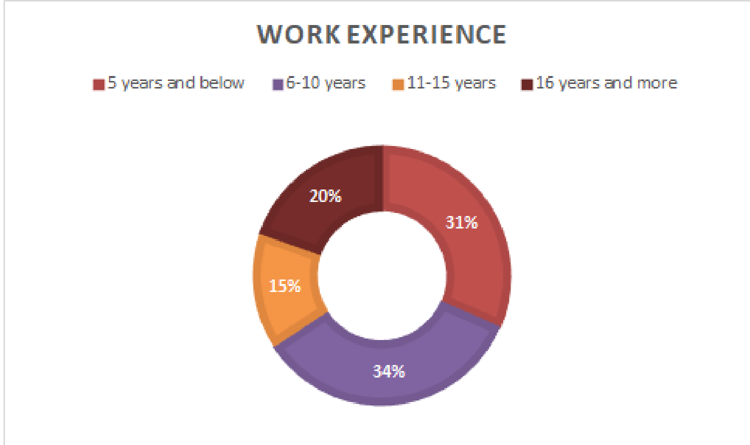

Figure 5.5 classification of the respondents on the basis of work experience.

The variable in demographic classification of state bank of India and ICICI bank, work experience of respondents. It was categorized as 5 years and below, 6–10 Years, 11–15 Years, and 16 Years and more. They are respectively 252 (31.5%), 274 (34.25%), 117 (14.63%), and 157 (19.62%).

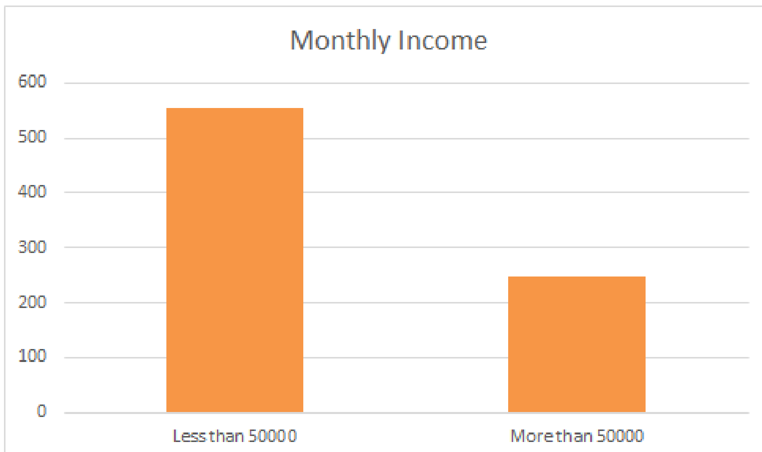

Figure 5.6 classifications of the respondents on the basis of annual income, Consolidate Profile.

This variable is monthly income of the respondents. They are categorized as- less than 50000/- and more than 50000/- respondents lie under first category, 554 respondents (69.25%) and under second category, 246 respondents (30.75%).

6 TESTING OF RESEARCH HYPOTHESIS

H_{o1} There is less awareness among the employees about the training programs in Indian banking system.

H_{a1} There is much awareness among the employees about the training programs in Indian banking system.

The linear regression was used to test the research hypothesis. Regression analysis was conducted through SPSS version 21.0 and the significance of the coefficients and t-values were examined in order to accept or reject the hypotheses. We have t-value is significant when the calculated value of t is more than the table value of t = 2.58 based on two-tailed test for p < 0.01.

Table below presents the regression estimation for awareness among the employees about the training programs in Indian banking system. The study considered – knowledge (1), information (2), understanding (3), content (4) and purpose (5), as independent variables and awareness among the employees about the training programs in Indian banking system (6) as a dependent variable from the survey questionnaire. The numbers used with variables in the brackets denotes the question's coding in questionnaire of "section C". As seen in the table below, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 5.021, p < 0.01). **Thus, we reject the null hypothesis and accept the alternative one i.e.** awareness among the employees about the training programs in Indian banking system. Among the five independent variables, knowledge (.77) has a greater impact; followed by information (.50) and content (.45).

Regression estimation for awareness among the employees about the training programs in Indian banking system.

Independent Variables	Standardised Coefficients (Beta)	t-value	Sig.
Constant		**5.021***	**.000**
Purpose (5)	.15		
Understanding (3)	.45		
Content (4)	.21		
Information (2)	.50		
knowledge (1)	.77		

Note: *t-value is significant for p < 0.01

7. FINDINGS AND CONCLUSION

The study shows major findings according to the views, perception, data analysis and results of the study. We have also reached on some conclusion after conducting this research study.

The research study found on the basis of c profile of the respondents that 467 male (58.37%) and 333 (41.63%) female booked their views and perception about the awareness among the employees towards training programs in Indian banking system special reference to SBI and ICICI bank. Research study found the majority of the respondents who belong to the age group of 31 to 40 years and 41-50 years (21.37%) and age group 51 years and above got the least numbers with 89 (11.33%) among all. The study divulges that respondents have much awareness about awareness among the employees about the training programs in Indian banking system. The next demographic factor revealed about the views and perception of the respondents. In which top-level employees have shown lessor interest to share their views appropriately. Research study also found about the views of the respondents that belong to the varied educational background i.e. Graduate, Post graduate, and Professionals, graduate got maximum numbers 505, (63012%) Whereas Professionals got only 80, (10%). The overall study was carried out to assess the level of awareness and perception towards awareness among the employees about the training programs in Indian banking system. Study targeted through number of questions, variables and factors to concern with different methods of training like Induction Training, Job training, craft training, training for promotion, refresher training and on the job training. Based on the responses it is found that these practices are prevailing in both SBI and ICICI bank.

8. CONCLUSION

The current research study focused on the present scenario of the awareness among the employees about the training programs in Indian banking system. The detail profiles of SBI and ICICI banks have been focused. Due importance has been given to awareness and training programs in Indian banking system which prove the best and creates broader scalability in human life. Here in this research work, these practices have been referred to the means of development of employer-employee relationship and the growth of personal and organizational growth. From the academic and pragmatic point of view, this research work is very unique and conducive which has proved. This research work will be of great help for public and private banking institutions to modify, customize, and innovate new practices, procedures of HR according to the outcome of this research work. Feedback of employees and respondents and their perception will act as a demonstrator to re-launch training programs and practices. This research work may aware policy makers to distinguish between existing and required corrective measures in the field of training. The present study adopted descriptive research design based on survey method to study training practices of selected organizations taken under study. The necessary data for the research study have been collected from both primary and secondary sources.

CONFLICT OF INTERESTS

None

ACKNOWLEDGMENTS

None

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