



Employee Responses to Training Programmes in Banks

¹Dr. Anil B. Adsule, ²Salve Deepak M.

^{1,2}Department Of Commerce, Savitribai Phule Pune University, Pune

Abstract:

The present paper deals with the responses of bank employees towards the training programmes. In this paper, the authors have discussed how the employees respond to training programmes organized by the banks for the improvement of their skills, abilities. The paper also analyses the merits and demerits of the training programmes as perceived by the bank employees.

Key Words: Training , Utility of Training, Expectation And Satisfaction From Training Programmes

1.1 Introduction:

The term training is widely used in literature related with business management and organizational development. Training is an integral part of human resource development. Trained employees often perform better than others. From this point of view training becomes a very essential and important activities. For all those who are associated with organizational development. To what extent training programmes helps in the development of employees caliber is the very important aspects to evaluate utility of different training programmes. Whether the organisation that designed employee development program gets desired returns in terms of performance, attitudinal change and efficiency development? Similarly, the employees who are offered this training programmes are satisfied with the quality of training programmes is an important issue.

Nationalized Banks designs various types of training programmes. Whether the employee for whom these training programmes are designed are satisfied with the quality, content and training inputs. Do they find the training programmes useful? Are the issues related with utility of training programmes?

The present paper deals with some important aspects related with utility and quality of training programmes.

1.2 Objectives of the Study:

The present paper has certain objectives which are:

1. To know how the employees, respond to various training programmes organized by the banks.
2. To understand the extent of utility and fruitfulness as perceived by the bank employees.

1.3 Premises of the Study:

The paper has following premises:

1. Bank employees find the training programmes useful to limited extent.
2. Training programmes organized by banks do not help the employee to enrich their caliber, skills and knowledge.

1.4 Working Definitions:

1. **Nationalized Bank:** Is a bank nationalized by Government of India and falls in the list of nationalized banks of RBI.

2. **Training:** Training is system, planned intervention to bring in certain desired change in the attitude, aptitude and knowledge level of the employees.

1.5 Review of Literature:

Training has become as essential activities of any institute. The principal focus of training is to develop employee’s skills, positive attitude, enhancement of efficiency and providing the state of art knowledge base. Training also improves mode of performance, improves the system competence and develop right kind of familiarity with the work culture. A well trained employee is an important asset than the physical assets possessed by the institution. The importance of training is explained by different experts.

Morihei explain the importance of training in his quote, “The purpose of training is to tighten up the slack, toughen the body, and polish the spirit”.
https://www.brainyquote.com/quotes/quotes/m/moriheiues183610.html?src=t_training

According to Business Dictionary Training is “Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.”
<http://www.businessdictionary.com/definition/training.html>

1.6 Discussions:

1.6.1 Profile of Employees:

The term profile is defined by different experts by various ways. The concept of profile is related with different facet of personality of features of person and institution. It also explain how a personality is constituted, what are the different dimension of personality and structural facet of a particular person, group or institution. From this point view the term profile help the researcher to know about certain select aspects and facets of a person.

The term profile is discussed by different expert in different ways. According to Oxford Dictionary profile is defined as “A record of a person's psychological or behavioural characteristics, preferences, etc”

Webster dictionary defines profile as “a representation of something in outline; *especially* : a human head or face represented or seen in a side view”
<https://www.merriam-webster.com/dictionary/profile>

In this study the profile of employees is considered on three parameters namely gender, age and tenure of service.

Table 1: Gender

Male	Female	Total
221	79	300

Table 2: Age Group

Age Group	21-25	26-30	31-35	36-40	40 and above
Frequency	115	116	26	08	35
Percentage	38.3	38.7	8.7	2.7	11.7

Table 3: Years of service in the Existing Bank

Years	0-5	6-10	11-15	More than 15
Frequency	216	40	14	30
Percentage	72	13.3	4.7	10

A careful analysis of the profile helps to understand the following important features of employees under study:

- a. The banks are still male dominated institute with 73.7 per cent male employees.
- b. The average age group of employees falls between 21-30, which indicates that the representing bank is having young person (77%). The average service rendered is 5 to 10 years of service.

1.6.2 Insights Gained:

The data above helps to learn following important things:

- i. Modern banks have young employees which indicates on one side their initiatives, energy and capacity. On the other side lack of experience and insights.
- ii. A modern bank has domination of male employees which clearly indicates general bias in the selection procedures.
- iii. As the employees are young (21-30) most of them have limited exposure to banking operations, critical situation and intricacy of banking system.

1.6.3 Frequency and Nature of Training Programmes:

The term frequency of training programmes indicate the number of training programmes organized by the banks and how many of them are attended by the employees.

Table 4: Frequency of Training Programmes

		Frequency	Percent
Valid	Very low	14	4.7
	Low	115	38.3
	Moderate	149	49.7
	High	17	5.7
	Very high	5	1.7
	Total	300	100.0

Table 5: Nature of Training Programmes

		Frequency	Percent
Valid	In the campus	158	52.7
	Off the campus	96	32.0
	Both	41	13.7
	Not Answered	5	1.7
	Total	300	100.0

Table 6: Coverage of Training Programme

		Frequency	Percent
Valid	1 Skill development	206	68.7
	2 Attitude building	66	22.0
	3 Leadership	8	2.7
	4 Skill enhancement	20	6.7
	Total	300	100.0

Considering this the principal feature of training in the bank are studied here. The data presented in the table above highlights the following things:

- i. The frequency of training program varies from low to moderate level.
- ii. The banks are not organizing frequently and continuous program for the same class of employees.
- iii. Most of the banks adopt in-house training programs.
- iv. Off-the-campus have limited role to play.
- v. The principal focus of training programme is skill development followed by attitude building.

1.6.4 Insights gained:

The data assessed helps to make out following outcomes:

- i. Training is still a low priority area in banking industry.
- ii. Continuous training is still not emphasized in the bank.
- iii. The principal focus is restricted only to skill building. The banks are not giving due importance to attitude building and formation which is a narrow approach towards training programmes.

1.6.5 Employees views on Training Programmes:

How the employees looks at various training programmes, what are their perception is a matter of study. From this point of view a few questions were asked to get the responses of employees.

These question are:

1. Whether they find the quality of training programmes satisfactory.
2. Whether the training programmes enhance quality and confidence.
3. Whether the training programmes are designed appropriately to bring in desired attitudinal changes.
4. Whether the training programmes are useful to achieve set objects and fulfill HR policies.

Table7: The prevailing Training Programmes in the bank is target focused

		Frequency	Percent
Valid	Disagree	8	2.7
	Agree	151	50.3
	Strongly Agree	141	47.0
	Total	300	100.0

1.6.6 Utility of Training Programmes:

The term utility of the training programmes indicates to what extent the employees find the training programmes are appropriate and suitable. For this purpose employees were asked to give their opinion on 3 parameters. The data is presented here:

Table 8 :Quality of the Training Programmes

		Frequency	Percent
Valid	Can't Say	14	4.7
	Agree	246	82.0
	Strongly Agree	40	13.3
	Total	300	100.0

Table 9: Usefulness of Training Programmes for Employee Development

		Frequency	Percent
Valid	Can't Say	24	8.0
	Agree	209	69.7
	Strongly Agree	67	22.3
	Total	300	100.0

Table 10: Usefulness of Training Programmes in Improving ability and Confidence of the Employee

		Frequency	Percent
Valid	Can't Say	31	10.3
	Agree	186	62.0
	Strongly Agree	83	27.7
	Total	300	100.0

Table 11: Training Programmes are appropriately designed to bring in desired Attitudinal Changes

		Frequency	Percent
Valid	Can't Say	50	16.7
	Agree	141	47.0
	Strongly Agree	109	36.3
	Total	300	100.0

Table 12: Usefulness of Training Programmes in Encouraging and Achieving the desired Objectives

		Frequency	Percent
Valid	Can't Say	18	6.0
	Agree	196	65.3
	Strongly Agree	81	27.0
	Total	295	98.3
Missing	Not Responded	5	1.7
Total		300	100.0

1.6.7 Observations:

It is noticed that most of the employees are agree with utility. However the training programmes are useful to limited extent. Nearly 48% agree that the training programmes brings in desired attitudinal change.

Thus it is noticed that from the view point of the employees training is useful to improve ability and performance. Training is also useful to achieve the set target. However the prevailing training programmes do not bring the desired attitudinal change.

Table 13: Satisfaction of Expectations from Training Programme

		Frequency	Percent
Valid	Can't Say	61	20.3
	Agree	142	47.3
	Strongly Agree	92	30.7
	Total	295	98.3
Missing	Not Responded	5	1.7
Total		300	100.0

Whether the employees are satisfied with the prevailing structure of training programmes? Do they feel that their should be alteration and modification in the training programmes? The views are presented here:

Table 14: Are their Limitations to the Existing Training Programme?

		Frequency	Percent
Valid	Disagree	25	8.3
	Can't Say	11	3.7
	Agree	210	70.0
	Strongly Agree	49	16.3
	Total	295	98.3
Missing	Not Responded	5	1.7
Total		300	100.0

The answer given by the employees helps to make following conclusion:

1. Banks are still to adopt policy of consistency and continuity so far as employee development activities are concerned.
2. Employee development happens to be low priority area due to which talent is underutilized and neglected.
3. The frequency and continuity of training programme is not consistent with the objectives of the training programmes.
4. In view of the employees training programmes are definitely target focus but could not meet the desired objectives of the training programme of bank due to limited frequency.
5. Though the training programmes are designed properly, employees feel that they are yet to achieve complete change in the attitude of the employees.
6. The training programmes are useful to enhance efficiency and systematized to work however the employees are not completely satisfied with the training policy. They feel

the training programmes should focus more on enhancing ability and confidence of the employees.

Conclusion:

The responses of the employees help to learn few important things about training programmes.

- i. The training programmes are properly designed but lack in terms of consistency and frequency.
- ii. The employees feel that there is need to improve quality of training programmes as to enhance employees' confidence and ability.
- iii. Training programmes fail to achieve the objectives of training programmes due to functional limitation and absence of focus approach.

Reference:

1. https://www.brainyquote.com/quotes/quotes/m/moriheiues183610.html?src=t_training
2. <http://www.businessdictionary.com/definition/training.html>