

A Study on Employee Training Of Nationalised Banks In Kanyakumardistrict

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ABSTRACT

The skills of any employees depend on the training and development programmes which are adopted by the bank. It is important to mention that a skill of employees improves the efficiency, productivity and effectiveness of the bank. In this background study is selected to know the training programmes adopted by nationalized banks to improve the skill of an employee in order to accomplish the objectives of the bank. Hence study is undertaken. The research work confines itself to an in-depth analysis of various aspects of training practices in Nationalized banks. The study is based on primary data in particular and secondary data in general. Primary data are collected through questionnaire, supported by personal interview and discussion with the bank staff. Secondary data are collected by referring to books, journals, magazines, research papers, articles and websites. The study is an empirical survey covering kanyakumari district of Tamilnadu and 150 employees of nationalized banks. The study is based on both the primary data and the secondary data. A total number of 150 respondents were selected randomly from the nationalized banks. Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the nationalized banks.

Keywords: Employee Training, NationalizedBanks, Performance and Efficiency

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Introduction

Training is the act of increasing the knowledge and skill of an employee for doing particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skill for a definite purpose.

Employee training means to improve skills, or add to the existing level of knowledge so that employee is better equipped to do his present job, or to prepare him for a higher position with increased responsibilities.

STATEMENT OF THE PROBLEM

The success or failure of any bank depends on employees and their skills. The skills of any employees depend on the training and development programmes which are adopted by the bank. It is important to mention that a skill of employees improves the efficiency, productivity and effectiveness of the bank. In this background study is selected to know the training programmes adopted by nationalized banks to improve the skill of an employees in order to accomplish the objectives of the bank. Hence study is undertaken.

NEED FOR THE STUDY

Employee training and development in banking sector is not only an activity that is desirable but also an activity that an organization must commit resources to if it has to maintain a viable and a knowledgeable workforce. Training is an attempt to improve the employee's performance on the current job or prepare them for an intended job. In other words training improves, changes, and moulds the employee's knowledge, skill, behavior, aptitude and attitude towards the requirement of job and organization. Thus training bridges the gap between the job requirements and employee's present specifications.

SCOPE OF THE STUDY

The outcomes of this research will help and support the banks to identify the factors that influence the employees training on performance of nationalized banks. On the other hand, the research will be helpful in the department of human resource of every organization which are trying to increase the productivity of their employees.

OBJECTIVES OF THE STUDY

- ✓ To know the satisfaction level of employees regarding training.

- ✓ To know the effectiveness of training programs of nationalized banks

HYPOTHESES

H₀1: There is no significant difference in type of skill got from the training based on type of bank of employees.

H₀2: There is no significant relationship between type of bank of employees and satisfied with the training program given by the bank

H₀3: There is no significant difference in growth and development of training and development program after conducting by the bank among the different gender group of nationalized banks employees

METHODOLOGY

The research work confines itself to an in-depth analysis of various aspects of training practices in Nationalized banks. The study is based on primary data in particular and secondary data in general. Primary data are collected through questionnaire, supported by personal interview and discussion with the bank staff. Secondary data are collected by referring to books, journals, magazines, research papers, articles and websites. The study is an empirical survey covering all the districts of Tamilnadu and 150 employees of nationalized banks. The study is based on both the primary data and the secondary data. A total number of 150 respondents were selected randomly from the nationalized banks.

LIMITATIONS

The study has the following limitations:

- (i) The primary data is collected from 150 nationalised banks employees only and hence the findings and conclusions of the study cannot be generalized.
- (ii) This study will cover only the nationalized banks in Kanyakumari district, therefore the

findings will not apply in any other districts where this type of trouble exists.

ANALYSIS AND INTERPRETATION

Type of skill got from the training

The nationalized banks employees have got different type of skill from the training

namely communication skill & team building, positive attitude, decision making, enhancing the productivity and technical skills and self motivation. The following table shows the type of skill got from the training.

Table 1
Type of skill got from the training

Sl. No	Type of skill got from the training	No. of Respondents	Percentage
1.	Communication Skill & Team Building	18	12.0
2.	Positive attitude	42	28.0
3.	Decision making	10	6.7
4.	Enhancing the productivity and Technical skills	14	9.3
5.	Self motivation	66	44.0
	Total	150	100

Source: Primary data

Table 1 describes that 44 per cent of the respondents have got self motivation skill from the training, 28 per cent of the respondents have got positive attitude skill from the training, 12 per cent of the respondents have got communication skill & team building from the training, 9.3 per cent of the respondents have got enhancing the productivity and technical skills from the training and 6.7 per cent of the respondents have got decision making skills from the training. It is clear that majority of the respondents (44%) have got self motivation skill from the training.

Type of skill got from the training and Type of Bank

To test the type of skill got from the training based on type of bank, the following null hypothesis was proposed.

H₀1: There is no significant difference in type of skill got from the training based on type of bank of employees.

The non parametric statistics of Kruskal-Wallis test was used to analyze the type of skill got from the training based on type of bank and test the proposed null hypothesis. The details of the result of Kruskal-Wallis test is reported in Table 2.

Table 2
Type of skill got from the training and Type of Bank –
Kruskal Wallis Test

Type of Bank	No. of Respondents	Mean Rank	Chi-Square	df	p Value
Urban	94	70.16	5.700	2	0.058
Semi-urban	33	89.92			

Rural	23	76.63			
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Source: Computed Data

A Kruskal-Wallis test was run to determine if there were differences in type of skill got from the training based on type of bank of employees.

The null hypothesis (H_0) is accepted at the 5% level of significance with regard to the type of skill got from the training among the different type of bank of employees. It was statistically not significant different between the type of bank and type of skill got from the training [$\chi^2(2) = 5.700, p = 0.058, > 0.05$]. It shows that type of bank wise there is no significant difference in type of skill got from the training.

Satisfied with the training program given by the Bank and Type of Bank

In order to examine the relationship between type of bank of employees and satisfied with the training program given by the bank, a two way table with type of bank and satisfied with the training program given by the bank was constructed. Accordingly employees have been grouped into three categories on the basis of their type of bank. The details of satisfied with the training program given by the bank among employees on the basis of their type of bank are presented in Table 3.

Table 3
Satisfied with the training program given by the Bank and Type of Bank

Type of Bank	Satisfied with the training program given by the Bank					Total
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
Urban	1(0.7)	4(2.7)	13(8.6)	55(36.7)	21(14)	94(62.7)
Semi-Urban	1(0.6)	2(1.3)	4(2.7)	14(9.3)	12(8)	33(22)
Rural	1(0.7)	-	3(2)	11(7.3)	8(5.3)	23(15.3)
Total	3(2)	6(4)	20(13.3)	80(53.3)	41(27.4)	150(100)

Source: Primary Data

Table 3 makes it clear that there is a relationship between the variables that is, type of bank and satisfied with the training program given by the bank among the nationalized bank employees. Type of bank-wise analysis of satisfied with the training program given by the bank reveals that 36.7 per cent of the respondents belong to urban bank are dissatisfied with the training program given by the bank, 14 per cent of the respondents belong to urban bank are dissatisfied with the training program given by the bank, 9.3 per cent of the respondents belong to semi-urban bank are dissatisfied with the training program given by

the bank and 7.3 per cent of the respondents belong to rural bank are dissatisfied with the training program given by the bank.

In order to test whether there is any significant relationship between type of bank of employees and satisfied with the training program given by the bank, Chi-square test was applied with the null hypothesis as "there is no significant relationship between type of bank of employees and satisfied with the training program given by the bank". Table 4 reveals the working of Chi-square test for satisfied with the training program given by the bank and type of bank.

Table 4
Satisfied with the training program given by the Bank and Type of Bank
Chi-Square Test

Particulars	Value	Df	p Value
Pearson Chi-Square	12.420	8	0.133
Likelihood Ratio	13.912	8	0.084
Linear-by-Linear Association	0.800	1	0.371
N of Valid Cases	300		

Source: Computed Data

Since the 'p' value is higher than 0.05, the null hypothesis is accepted. It is concluded that there is no significant relationship between the type of bank of employees of nationalized banks and satisfied with the training program given by the bank.

Growth and development of training and development program after conducting by the bank and Gender Group of employees

In order to find out the significant difference in growth and development of training and development program after

conducting by the bank among the different gender group of employees, 't' test was attempted with the null hypothesis as, **there is no significant difference in growth and development of training and development program after conducting by the bank among the different gender group of nationalized banksemployees.** The resulted mean score of the different gender group of nationalized banks employees on the growth and development of training and development program after conducting by the bank and the respective 'T' statistics are presented in Table 5.

Table 5
Growth and development of training and development program after conducting by the bank Vs Gender – 't' Test

Sl. No	Features	Gender Group (Mean Score)		T Statistics	p Value
		Male	Female		
1.	Productivity of the Employee	3.3293	3.3235	0.037	0.971
2.	Production of the Employee	3.2439	3.2647	0.130	0.897
3.	Discipline of the Employee	3.3293	3.2941	0.223	0.824
4.	Handling Customers	3.3293	3.3235	0.036	0.971
5.	Handling Employees	3.2561	3.2059	0.314	0.754
6.	Status of work completion	3.3293	3.2941	0.244	0.808
7.	Ex-Orientation of an Employee	3.3659	3.1471	1.484	0.140
8.	Increasing the Turnover	3.1585	3.2059	0.306	0.760
9.	Level of Motivation	3.4634	3.2941	1.184	0.238
10.	Produce the quality of service	3.3659	3.3088	0.384	0.702

Source: Primary data

From the 't' test it is found that the 'T' value for growth and development of training and development program after conducting by the bank namely productivity of the employee, production of the employee, discipline of the employee, handling customers, handling employees, status of work completion, ex-orientation of an employee, increasing the turnover, level of motivation and produce the quality of service among different gender group of nationalized banks employees is (T value) 0.037, 0.130, 0.223, 0.036, 0.314, 0.244, 1.484, 0.306, 1.184 and 0.384 which is significant at 5% with p value of 0.971, 0.897, 0.824, 0.971, 0.754, 0.808, 0.140, 0.760, 0.238 and 0.702 respectively. Since p value is greater than the 0.05, the null hypothesis is accepted. Therefore, it may be concluded that there is no significant difference in growth and development of training and development program after conducting by the bank namely productivity of the employee, production of the employee, discipline of the employee, handling customers, handling employees, status of work completion, ex-orientation of an employee, increasing the turnover, level of motivation and produce the quality of service among different gender group of nationalized banks employees. It is concluded

that gender is not a significant variable in determining the growth and development of training and development program after conducting by the bank namely productivity of the employee, production of the employee, discipline of the employee, handling customers, handling employees, status of work completion, ex-orientation of an employee, increasing the turnover, level of motivation and produce the quality of service.

Satisfaction level of the feedback of employee training program and Years of Experience

The nationalized bank employees of different years of experience have been satisfied towards the training program at different levels. The satisfaction level of the feedback of employee training program among different years of experience of nationalized banks employees is tested by the researcher through ANOVA. For this purpose a null hypothesis has been framed as, **"there is no significant difference in satisfaction level of the feedback of employee training program among different years of experience of nationalized banks employees"**. The result found with the help of ANOVA has been tabulated in the following table.

Table 6 - Satisfaction level of the feedback of employee training program Vs Years of Experience - ANOVA

Sl. No	Features and Feedback	Years of Experience (Mean Score among the Respondents)				F Statistics	p Value
		1-5	5-10	10-15	15 and above		
1.	Quality of Instruction	4.3623	3.8095	3.8750	4.2830	3.014	0.032
2.	Suitable Training Place	4.3043	4.0476	4.2500	3.9245	2.857	0.039
3.	Materials distributed	4.2029	3.9524	4.0000	4.1132	0.675	0.569

4.	Trainer was knowledgeable	4.3043	4.1905	3.8750	4.0755	1.189	0.316
5.	Remuneration to Training	4.2899	4.0952	4.0000	4.0189	1.636	0.184
6.	Orientation Programme	4.1884	4.1429	4.1250	3.9811	0.891	0.448
7.	LCD projector used for Classroom trainer	4.3768	4.5238	4.2500	4.0189	3.055	0.030
8.	Reference Matched/used/ showed	4.1884	4.1905	4.5000	3.8679	2.327	0.077
9.	Demonstration	4.2029	4.0952	3.7500	3.8868	1.631	0.185
10.	Training with entertainment	4.0435	4.0000	4.0199	4.0000	0.030	0.993
11.	Subjective Approach Training	4.2319	4.1429	4.1250	4.0755	0.515	0.672
12.	Timing of Training program	4.1304	3.9048	3.7500	3.8679	1.422	0.239
13.	Trainer met the training objectives	4.3043	4.0476	4.2500	3.8679	3.880	0.010
14.	Content was organized and easy to follow	4.1014	4.2381	4.2500	4.0377	0.507	0.678
15.	Training Methods	4.1449	3.9524	3.7500	4.0566	0.901	0.442
16.	Observing Trainees during the training session	4.1014	4.0476	4.1250	4.0000	0.197	0.898
17.	Creativity and Thinking	4.1014	4.0476	3.8750	4.0377	0.199	0.897
18.	Diversity and Motivation	4.1159	3.9524	4.2500	3.9245	0.796	0.498
19.	Co-operation with the trainees	4.3043	4.0476	4.3750	4.0566	1.294	0.279
20.	Improves workplace performance	4.1014	4.1905	3.7500	4.0769	0.592	0.621
21.	Positive Reinforcement	4.2174	4.1429	4.0000	3.9811	1.138	0.336
22.	Helps to avoid future problems	4.0735	4.0952	3.7500	3.8302	1.214	0.307
23.	Worksheets given	3.9275	4.0000	4.0000	3.9434	0.051	0.985
24.	Team activities given	4.0145	4.0476	4.0000	3.8868	0.270	0.847
25.	Feedback asked end of the session	4.1449	4.3333	4.1250	4.1321	0.394	0.757

Source: Primary data

From the above table, it is understood that the employees who are having 1 to 5 years of experience are highly satisfied in LCD

projector used for classroom trainer and quality of instruction as the mean score is 4.3768 and 4.3623 respectively. The table further clearly shows that the employees who are having 5 to

10 years of experience are highly satisfied towards LCD projector used for classroom trainer and feedback asked end of the session as their mean score is 4.5238 and 4.3333 respectively. The table further reveals that the high satisfaction level of the feedback of employee training program among the employees who are having 10 to 15 years of experience are reference matched/used/showed and co-operation with trainees since the mean score is 4.5000 and 4.3750 respectively. The table further indicates that the high satisfaction level of the feedback of employee training program among the employees who are having above 15 years of experience are quality of instruction and feedback asked end of the session since the mean score is 4.2830 and 4.1321 respectively. A significant difference among the employees of different years of experience were identified regarding the different satisfaction level of the feedback of employee training programs such as quality of instruction, suitable training place, LCD projector used for classroom trainer and trainer met the training objectives since the respective "F" statistics were significant at 5 per cent level and the 'p' value is less than 0.05, the null hypothesis is rejected.

SUGGESTIONS

- The training and development programme which is organized by the banks should result in effective co-ordination among the employees and also adequate training is needed for the trainee to improve the performance, skills and knowledge regarding object handling. So the training period should be extended.
- Motivational training program should be originated for employees to develop motivational trait.

- Training program is an essential tool for developing employee's skills and abilities and knowledge. Every bank should implement it.

CONCLUSION

In order to improve the efficiency of nationalized banks employee in the present job and prepare himself for the higher level job, the effective training programmes are necessary. It is also needed to banking policies, new technology and the changing environments. Training and development is now considered as more of retention tool than a cost. The training system in banking industry has been changed to create a smarter workforce and yield the best results. Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the nationalized banks.

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