

ANALYSING FACTORS AFFECTING SATISFACTION TOWARDS TRAINING AND DEVELOPMENT PRACTICES IN BANKING INDUSTRY IN RAJASTHAN

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Abstract

The purposes of training for employees would be clear from the following observations which were made by the different authorities from time to time. Training can help employee increase their level of performance on their present assignment. Increased human performance often directly leads to increased operational productivity and increased company profit. With this backdrop the present study is conducted to evaluate training and development practices in major banking sectors in Rajasthan. Training and Development of employees in the banking sector is the subject matter of this study. The sample of 180 employees is selected for this comparative study of the PUBLIC and PRIVATE bank. Several variables affecting training and development related to their employees are examined. This study analyzed the training needs identification method practiced by the PUBLIC and PRIVATE bank and identify the training evaluation practices in banks with the employee attitudes to training in the PUBLIC and PRIVATE bank.

Keywords: Training and Development, Rajasthan, Banks

INTRODUCTION

Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job, actually training is a developmental process. It should cover not only those activities which improve job performance but also cover those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees, but better men and women. In organization terms, it is intended to equip persons to earn promotion and hold greater responsibility. This may well include not only imparting specific skills and knowledge but also inculcating certain personality and mental attitudes. Training is felt necessity for an organization due to its educative point of view because it does not provide definitive answers, but rather it develops a logical and rational mind that can determine relationships among pertinent variable and there by understand phenomena.

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training. The purposes of training for employees would be clear from the following observations which were made by the different authorities from time to time. Training can help employee increase their level of performance on their present assignment. Increased human performance often directly leads to increased operational productivity and increased company profit. Performance often directly leads to increased operational productivity and increased company profit.

In banking sector HR director is having the responsibility to train the new joiners and the efficiency improvement training of the current employees. The HR department and HR director has a staff composed of a training manager (function which grew to become a training 'team', because of the development of the programmes), a manager specialized in labour laws and industrial relations, a recruitment unit and an administrative service (dealing mainly with contracts, pay and fringe benefits) at the head office. The regional directions and the administrative centre also have a personnel management function (composed of one to three people according to the unit's size), who work under the authority of operational executives but are functionally linked to the bank's HR director.

A training programme is aimed at raising the general educational level of the employees, in order to cope with the changes in the skills required by the evolutions in banking activities. The main concepts of the management were to prepare people either for further technical development inside the bank or for external employment.

LITERATURE REVIEW

Kaur (2012) Expressed that Human resource is the backbone of any organization. Properly trained and highly developed human resource is perceived as the greatest asset of an organization. Trained personnel contribute to the efficiency, growth, increased productivity and market reputation of an enterprise. Devi et.al, (2013) explained that Training and development provide employees required knowledge, skills and abilities to do a job. The present study deals with employee's perception of effectiveness of the training and development system in private banking sector.

Quack et.al, (1995) in their paper on Structuring change: training and recruitment in retail banking in Germany, Britain and France, compared recent developments in the recruitment and training practices of retail banks in Germany, Britain and France. It examines how common competitive pressures have resulted in companies adopting significantly different solutions to these challenges. Courpasson and Yves-Frédéric(1993) in their paper on Training for strategic change: some conditions of effectiveness: a case in the banking sector in France, presented banking sector in France as a case illustrative of some advanced training policies. Hence it enables several general conclusions to be drawn about their strategic effectiveness. Sabella and Analoui(2015) in their paper on Managerial training and development in telecommunication organizations in Palestine, explored the nature and extent of management development and training in Palestinian telecommunication organizations using a basic trichotomous (three-stage) model: needs assessment, training development, and evaluation.

Mirza and Riaz, (2012) in their paper on Training needs assessment in Islamic banking sector, conducted training needs assessment and revealed that it is a significant activity for the training and development function. A human resource generalist or a specialist should be proficient in performing a training needs assessment. Abugre and Adebola (2015) in their paper on An examination of training and development of middle level managers in emerging economies: Evidence from financial institutions in Ghana, examined that the training and development (T & D) of middle-level managers in the financial institutions of a sub-Saharan African country make any difference in the performances of the managers and the institutions in general.

Ganguli and Matar (2016) in their paper on "A sample survey analysis of the effectiveness of training and development initiatives in Bahrain's financial sector on employability of Bahraini nationals in 2015", expressed that Bahrain has been the centre for financial services industry in the Middle East since 1970s as a result of the national strategy of diversification of its economy from oil based resources to financial services.

DATA ANALYSIS

The questionnaire was designed for capturing the detail related to program structure, behavioral aspects and satisfaction. Examination of their opinion and feelings for the training are categorized under conditions. For analysis various time frames were identified which were captured through the questionnaires. Prior to analysis of the results, the research instrument was tested for its reliability. Several measures of reliability were used to ascertain the reliability of the measuring instrument. This study places special emphasis on the difference in training approaches between two banks.

Table-1: Sample distribution (in percent)

Sample Characteristics	Category	Overall	Public	Private
Age	25-35 yrs	29%	23%	35%
	36-45 yrs	30%	34%	26%
	> 45 yrs	41%	43%	39%
Gender	Female	38%	32%	43%
	Male	63%	68%	57%
Experience	1-5 yrs	30%	23%	37%
	6-10 yrs	37%	32%	41%
	>10 yrs	34%	45%	22%
No. of promotions	No	27%	21%	33%
	1-2	49%	54%	43%
	>2	25%	25%	24%

No. of training programmes attended	1-2	80%	76%	84%
	2-3	14%	16%	11%
	>3	7%	8%	5%

It is observed in the sample survey represented in the table above, that, the sample consist majority of male respondents as compared to female respondents. The same distribution is reflected in the PUBLIC and PRIVATE. It indicates that the industry have more number of male employees when compared to female employees. It is due to the nature of work involved and the socio cultural aspects of society. In the recent past the trend has changed and started to recruit female employees in middle level of management. With the advent of changed economic scenario of the country and organized sector expansion, the nature of business models also started changing in the industry.

It is noted from the above table that the sample consists of a considerable portion of employees within the age band of 25-35 years indicates that, the banking industry is more intensive to recruit productive age group of employees to engage its major functions like marketing and sales effectively and with customer orientation. PUBLIC have more aged staff members as compared to PRIVATE.

It is noted from the table that the percent of the employees working in the middle and lower level jobs are higher in industry. One reason for the same may be these are the young and dynamic age group to train them and retain them for engaging the functions of electronic in a better manner. Higher the age/ educational back ground the learning skills start deteriorates, this may force the industry to focus on this group. However the industry requires trained professionals. Only a small portion of sample have experienced more than 2 promotions and attended more than 3 training programmes.

Training Satisfaction Factors

In the present research following factors and scale items were used to identify the overall employee satisfaction regarding training process. Responses are captured in 5-point scale.

Table-2: Scale items and variables

Factors	Scale item	Variable
Participant Reaction		
a. Training Content	The topics were appropriate	Topic
	The material for the training was good	material
b. Training Delivery	Training procedure was good	procedure
	The lecturers/trainers were good	Trainer
	The amount of training was	amount

	appropriate	
	The timing of the training was appropriate	timing
	The quality of the training was good	quality
c. Training Support	The training was Well organized	Organised
	The location/facilities were Good	location
Individual Learning	Moral of employee is improved	morale
	Attitude of employee's improved	attitude
	Interpersonal relation is improved	interpersonal_relation
	Adoption of new techniques	newTech_adoption
	Improvement in personal growth	Personal_growth
Job performance	Team work is improved	TeamWork
	Trust is improved	Trust
	Communication is improved	Communication
	Productivity is improved	Productivity
	Quality of work is improved	Quality_ofWork
	Error reduction is improved	Reduction_Error
	Work efficiency is improved	Efficiency
	Reduction in job supervision	supervision
Overall satisfaction	Overall, you are satisfied with the training program	Satisfaction

Regression analyses were conducted to find out the important predictors for training satisfaction in the two groups of employees. Regression analysis is a statistical process for estimating the relationships among variables. In present study, regression analyses were conducted to find out the important predictors for Training satisfaction among banks. Following hypothesis is formulated for this purpose.

Table-3: hypothesis

H1	Null	All identified variables significantly explain employee satisfaction towards training and development activities.
	Alternate	All identified variables do not significantly explain employee satisfaction towards training and development activities.

Table shows the summary of the results when the sources of training satisfaction were entered into the equation as independent variables and indicates R^2 , R^2 change and beta to show the direction of the relationships. Predictor variables were considered to be those that contributed a minimum of 1 percent to the variance (R^2 change) and were significant at the 0.05 level or greater.

Table-4: Regression Result

Variables Entered/Removed ^b						
Model	Variables Entered				Variables Removed	Method
1	supervision, amount, Personal_growth, timing, Quality_ofWork, Reduction_Error, Productivity, organised, quality, Communication, procedure, Trust, morale, Trainer, interpersonal_relation, material, Topic, location, TeamWork, Efficiency, newTech_adoption, attitude				.	Enter
a. All requested variables entered.						
b. Dependent Variable: Satisfaction						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.716 ^a	.513	.444	.31873		
a. Predictors: (Constant), supervision, amount, Personal_growth, timing, Quality_ofWork, Reduction_Error, Productivity, organised, quality, Communication, procedure, Trust, morale, Trainer, interpersonal_relation, material, Topic, location, TeamWork, Efficiency, newTech_adoption, attitude						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.779	22	.763	7.507	.000 ^a
	Residual	15.949	157	.102		
	Total	32.728	179			
a. Predictors: (Constant), supervision, amount, Personal_growth, timing, Quality_ofWork, Reduction_Error, Productivity, organised, quality, Communication, procedure, Trust, morale, Trainer, interpersonal_relation, material, Topic, location, TeamWork, Efficiency, newTech_adoption, attitude						
b. Dependent Variable: Satisfaction						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.905	.808		4.835	.000
	Topic	-.964	.263	-.622	-3.659	.000
	Material	.165	.317	.100	.520	.604
	Procedure	-.742	.144	-.685	-5.154	.000
	Trainer	1.090	.332	.780	3.280	.001
	Amount	-.578	.331	-.374	-1.746	.083
	Timing	.096	.067	.118	1.428	.155
	Quality	-.103	.082	-.116	-1.258	.210
	Organized	.454	.217	.307	2.093	.038
	Location	.588	.380	.364	1.547	.124
	Morale	.444	.154	.423	2.875	.005
	Attitude	-1.912	.656	-1.778	-2.916	.004
	Interpersonal_relation	1.157	.472	.992	2.455	.015

NewTech_adoption	.840	.445	.744	1.887	.061
Personal_growth	.388	.134	.382	2.885	.004
TeamWork	1.041	.432	.980	2.408	.017
Trust	-1.320	.422	-1.153	-3.128	.002
Communication	.718	.228	.682	3.147	.002
Productivity	-.249	.092	-.287	-2.697	.008
Quality_ofWork	-.049	.039	-.088	-1.251	.213
Reduction_Error	.082	.085	.082	.968	.335
Efficiency	-1.138	.379	-.961	-3.003	.003
supervision	.056	.028	.132	2.037	.073

a. Dependent Variable: Satisfaction

The result shown below clearly shows that there are different set of predictors governing Training satisfaction among both banks. Regression model resulted from the data analysis of present a model with many predictors. The Model is having good R^2 Value that specifies the factors identified can explain about 95 percent of variance in training satisfaction. The Model is having good R^2 Value, the model can explain about 51 percent of variance in training satisfaction. Factors like training topic and training procedure does predict the satisfaction. Moreover training contributes to personal growth and improvement in productivity also does significantly predict the satisfaction. With training and development team work, communication and trust among members is also improved. Result table also highlight that on larger scale training improve the job performance in terms of increased team work, enhanced productivity. Factors like training amount, trainer found to be statistically significant ($p < 0.05$) to predict the variance in Training satisfaction. It can also be concluded that there is balance combination of all identified factors that govern the overall employees' satisfaction towards training.

CONCLUSION

Top management should conduct more programmers on behavioral sciences to alter the employee's perception about training and development programmes. Top management should regularly get feedback from the branch managers also about the impact of the training and development programmes on behavioral changes. Contents of the programmes should be carefully designed for all levels of management that should include knowledge and skills related to the jobs that can help them in promotion. Training programme should focus on behavioral sciences, psychology, stress management, time management and organizational behavior subjects as components of the training and development programmes, as this will result in higher impact on behavioral changes of the bank staff. To effectively manage the training process, the costs and the benefits of training programs must be measured. Modern organizations are commonly structured around teams, so that for employees in these organizations, most of their work is done in teams. Teams are the fundamental learning unit in organizations. Trainers should also use case study, seminars, group discussion method more and also interact with trainees to establish two way communications. Branch managers should also depute their subordinates to training and development programmes.

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