



A Study on the Level of Attitude of Employees On Factors Contributing To Training Programme, Promotion And Job Rotation In Private Sector Banks

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ABSTRACT

Human resources assume importance from economic standpoint at national level and at the levels of individual enterprise. They have been viewed as a form of capital and as the product of investment whereby production is acquired. Importance of human resources arises from the non-economic factors. The concept of freedom of enterprise and equality of persons indicate that individuals should have maximum freedom of opportunities to avail their potentialities. Thus, from the political standpoint, the human resources have a prominent place in organizations as their participants. Hence, the present study was conducted.

KEYWORDS : Level of attitude, Performance appraisal, Transfer, Promotion and Private sector banks

1. INTRODUCTION

Human resource is the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work force, as well as the values, attitudes and beliefs of the individuals involved. The human resources have also been designated as human factors. According to Jucius, the human factor refers to a whole consisting of inter-related, inter-dependent and interacting physiological, psychological, sociological and ethical components. The human aspects are subjective and changeable, qualitative and dynamic varying with cultural and personal backgrounds, economic events and with the passage of times.

Hence, the following dimensions have been taken for the study purpose. They are Training Programme, Promotion and Job Rotation. An attempt has been made to analyse the level of attitude of employees on factors contributing to Training Programme, Promotion and Job Rotation of private sector banks. For this purpose statistical tools like mean based ranking and Friedman tests have been applied and the results have been shown.

2. OBJECTIVES OF THE STUDY

The main objective of the study is to understand the level of attitude of employees on factors contributing Training Programme, Promotion and Job Rotation in private sector banks.

3. HYPOTHESES

There is no significant difference between mean ranks for the sample respondents' level of attitude on factors contributing Training Programme, Promotion and Job Rotation of private sector banks.

4. RESEARCH METHODOLOGY

4.1. SOURCES OF DATA

4.1.1. Primary Data

The primary data have been collected through the structured questionnaires apart from discussions and interviews with employees and managers of the banks

4.1.2. Secondary Data

The secondary data have been drawn from different sources like newspapers, magazines, journals, books, websites, pamphlets and so on., from various institutions namely, RBI Staff Training Centre, Chennai, Institute for Financial Management and Research (IFMR) Chennai,

Library of University of Madras, Chennai, Library of Bharathiar University, Coimbatore and Research Learning Centre, PSG School of Management, Coimbatore.

4.2. SELCECTION OF SAMPLES

75 Private Sector banks branches were selected. From each branches four respondents have been selected for the study. Totally, three hundred respondents from private sector banks were selected. Out of this, all respondents from private sector banks have responded to questionnaire by adopting the method of random sampling is fairly representative

4.3. STATISTICAL TOOLS USED FOR ANALYSIS

- Friedman Rank Test.
- Average score analysis

5. FRIEDMAN RANK TEST FOR THE LEVEL OF ATTITUDE ON FACTORS CONTRIBUTING VARIOUS DIMENSIONS OF PRIVATE SECTOR BANKS

The Friedman test ranks the scores in each row of the data file independently of every other row. The Friedman test tests the null hypothesis that the ranks of the variables do not differ from their expected value.

5.1. TRAINING PROGRAMME

Table 1 Level Of Attitude On Factors Contributing To Training Programme In Private Sector Banks

S. No.	FACTORS	MEAN	RANK
1	The focus of training Programme	3.943	I
2	Methodology of institutional training is serious	3.880	II
3	Methodology of institutional training fulfilled	3.627	VII
4	Course design is well equipped with all parameters	3.643	VI
5	Training organizations provide conducive climate for learning	3.473	XII
6	Institutional training enables employees to perform the job	3.647	IV
7	The staff colleges have got well stacked libraries	3.510	XI

8	Employees are imparting knowledge through these libraries	3.473	XII
9	Training programmes on behavioural science is very much useful	3.350	XVII
10	Staff colleges are well equipped with all the machinery like projectors etc., to give proper institutional training	3.403	XIV
11	Staff colleges are effective in providing the effective skills to employees	3.283	XIX
12	Training need assessment is done properly	3.213	XX
13	Trainers have thorough knowledge about subject.	3.403	XIV
14	Training faculty members are cordial in clearing employees doubts	3.593	VIII
15	Trainees are encouraged to ask questions in institutional training	3.533	IX
16	Trainees are allowed to express their opinions freely in training classes	3.337	XVIII
17	Study material provided during the training period is useful	3.530	X
18	Foundation training programmes are effective in learning needed skills	3.387	XVI
19	Satisfied with existing system of institutional training	3.647	IV
20	Institutional training addresses the competency gap	3.660	III

Source: primary data

The above table 1 reveals that the ranking of the level of attitude of respondents on factors contributing to Training programme in private sector banks. "The focus of training Programme" has been ranked as first by the selected sample respondents with the mean score of 3.943. "Methodology of institutional training is serious" has been ranked as second with the mean score of 3.88.

Ho: There is no significant difference between mean ranks for the level of attitude of respondents on factors contributing to training programme in private sector banks.

No of respondents 300, Calculated value 285.06, Degree of freedom 19 & P-value .000

From the above it can be understood that for these rankings, the calculated value is 285.06, degree of freedom is equal to the number of values minus 1. As 20 spending options are ranked, there are 19 degrees of freedom. It is clear from the above table that significance level is 0.000 at 5 per cent level of significance. Hence, the hypothesis is rejected.

5.2. PROMOTION

The following table explains the mean based ranking for the level of attitude of the respondents on factors contributing to promotion in private sector banks.

Table 2 Level Of Attitude On Factors Contributing To Promotion In Private Sector Banks

S. No.	FACTORS	MEAN VALUE	RANK
1	Promotions are in accordance with the performance of the job	5.73	IV
2	Promotion to higher cadre motivates employees	6.58	II
3	Promotion gives personal satisfaction to employees	6.72	I
4	Promotion enhances status in society	5.75	III
5	Promotion policy is effective in encouraging career progression of employees	5.06	VIII
6	Promotion provides opportunities to work in challenging assignments	5.25	VII
7	High performing employees should be given fast track promotions to keep them motivated	5.32	VI
8	Employee potential is properly evaluated to give promotion	4.56	X
9	Promotion gives better service conditions to the employees	5.36	V
10	Satisfied with present system of promotion policy	4.68	IX

Source: primary data

The above table 3.17 clearly tells that the ranking of the level of attitude of the respondents on factors contributing to promotion in private sector banks. "Promotion gives personal satisfaction to employees" has been ranked as first by the selected sample respondents with the mean score of 6.72. "Promotion to higher cadre motivates employees" has been ranked as second with the mean score of 6.58.

Ho: There is no significant difference between mean ranks for the level of attitude of respondents on factors contributing to promotion in private sector banks.

No of respondents 300, Calculated value 206.298, Degree of freedom 9 & P-value .000

From the above it can be understood that for these rankings, the calculated value is 206.3, degree of freedom is equal to the number of values minus 1. As 10 spending options are ranked, there are 9 degrees of freedom. It is clear from the above table that significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis is rejected.

5.3. JOB ROTATION

The following table explains the mean based ranking for the level of attitude of the respondents on factors contributing to job rotation in private sector banks.

Table 3 Level Of Attitude On Factors Contributing To Job Rotation In Private Sector Banks

S. No.	FACTORS	MEAN VALUE	RANK
1	Employees are rotated as per the potentials they posses	3.07	II
2	Job rotation leads to increased flexibility in production	2.55	V
3	Employees are given break-in time to perform their new tasks	2.98	III
4	Job rotation gives better service conditions to the employees	2.94	IV
5	It leads to enhanced satisfaction of employees	3.46	I

Source: primary data

The above table 3.19 clearly infers that the ranking of the level of attitude of the respondents on factors contributing to job rotation in private sector banks. "It leads to enhanced satisfaction of employees" has been ranked as first by the selected sample respondents with the mean score of 3.46. "Employees are rotated as per the potentials they posses" has been ranked as second with the mean score of 3.07.

Ho: There is no significant difference between mean ranks for the level of attitude of respondents on factors contributing to job rotation in private sector banks.

No of respondents 300, Calculated value 70.614, Degree of freedom 4 & P-value .000

From the above it can be understood that for these rankings, the calculated value is 70.61, degree of freedom is equal to the number of values minus 1. As 5 spending options are ranked, there are 4 degrees of freedom. It is clear from the above table that significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis is rejected. At least one among the given variables differs from others.

6. SUGGESTIONS TO PRIVATE SECTOR BANKS

1. Since the banking industry is facing heavy and healthy competition around the world, it is suggested to the private sector banks that the employees should be given effective training to learn more on latest updates, current policies and measures prevailing in banking activities.
2. Promotion should always be linked with the performance of the employees and it should give the employees a satisfactory working environment.
3. In some of the private sector banks, job rotation is not done

properly. In other words job rotations are done in order to punish the employees rather than making them to learn other nature of work also. Hence, it is suggested that the job rotation should be done to learn all type of work.

7. CONCLUSION

The main objective of the study is to understand the level of attitude of employees on factors contributing to Training Programme, Promotion and Job Rotation in Private sector banks. The study has contributed in the following ways. The human resource policy makers, who want to enhance the organizational working environment climate, have to create positive organizational climate that enhances job satisfaction, organizational performance and organizational citizenship behaviour. In Private sector banks, there is a tendency that the existing efficient professionals switch over to attractive new financial institutions. This may affect the working environment very badly. So, the necessary steps should be taken to create a conducive and favourable human resource development climate for the capable officers.

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