



Satisfaction Level of Employees towards Training Programs in selected Public Sector Banks

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ABSTRACT

Human Resource is an important factor of production in an organization without which organization cannot achieve its success. Hence, every organization should focus on the development of its human resource. Investment in training programs definitely gives returns in terms of improvement in employee's performance in the work place. Training helps employees and also the organization to develop their skill, efficiency, productivity and improvement in performance.

Methodology: The present study focuses on a comparative analysis of measuring the satisfaction level of employees regarding training programs in selected banks. For this study, two public sector banks having their Head quarters in Karnataka were selected. 170 responses were collected from the employees of selected banks.

KEYWORDS

Training and development, Satisfaction level of employee, Human Resource, Public Sector Banks (PSB)

INTRODUCTION:

Training is an important function that contributes towards the development of human resource. It is an important subsystem of the total Human Resource Development (HRD) system. During 1990 with the introduction of LPG in Indian economy, banking sector also entered into the era of development in terms of offering better services, technological advancement, and increase in speed of work etc. Every employee in banks needs training on continuous basis in order to upgrade himself on account of change in technology, speed of work, and also skill and knowledge.

According to the American Society for Training and Development (ASTD), "41% of employees in companies with inadequate training programs plan to leave within a year, versus 12% of employees in companies who provide excellent training and professional development programs." (<http://go.verifirst.com/blog/bid/243036/Top-5-Ways-to-Reduce-Employee-Turnover-Rates>)

Competition in the banking sector was enhanced by allowing entry of new private sector banks and foreign banks. Foreign direct investment in private sector banks was also allowed up to 74%. So Public Sector Banks in India need to improve their performance by improving their employee capabilities. This is possible by providing training to all employees on regular basis.

LITERATURE REVIEW:

Sahana & Ankita Mallick (2016) concluded that a profound training programme acts as a vehicle to enhance employee skills and enable them to perform better. The study reveals the effectiveness of training and development in the organization. A descriptive research was conducted to collect data from 100 respondents at RJIL, Mumbai. Study concluded with the opinion that there is a significant association between training and performance of employees.

Anasimos Alye (2016) opines that there is no statistically significant difference between the ideal training and development practices and the actual practices employed by the banks studied. Based on the finding the recommendation was put forward. The study was undertaken on bank employees of CBE and AIB. It was carried out with a total sample of 160 employees drawn from 16 branches of both CBE and AIB in Addis Ababa.

Priyaranjan Dash, Sabyasachi Pattnaik, Biswaranjan Rath (2016) analyzed the relationship between the process of adopting new

technology and its impact on business value in situations with a highly uncertain environment. With the adoption of new technology employees need to be trained to deal with uncertain situations which would arise in business in future.

Paraskevas Gkolfakisa et al, (2017) opine that their national survey among Greek gastroenterology fellows provides evidence that the overall level of satisfaction with training and future employment prospects is low. The main factors negatively affecting satisfaction scores are low income, the burden of menial tasks, and the questionable professional future.

It is evident from the brief literature review that training programs are very necessary to every organization to develop their skill and knowledge.

RESEARCH OBJECTIVES:

This study aims at comparing the satisfaction level of the employees of selected public sector banks.

METHODOLOGY:

For the present study, data is collected from journals, websites and also from the employees of selected public sector banks which have their head quarters in Karnataka. The banks willing to furnish information were taken as a sample for the pilot study. The responses were collected from the respondents who attended programmes in training centers of the selected banks by presenting a structured questionnaire. For the study, two public sector banks were selected namely Vijaya Bank and Syndicate Bank.

HYPOTHESIS:

H0: There is no significant difference with the respect to the satisfaction level of employees towards training programs between Syndicate and Vijaya banks.

H1: There is a significant difference with the respect to the satisfaction level of employees towards training programs between the Syndicate and Vijaya banks.

Table No. 1: Details of the Respondents

Characteristics of Description	Name of the Banks			
	Syndicate Bank		Vijaya Bank	
	No. of Respondents	% of Respondents	No. of Respondents	% of Respondents
Age				
Less than 30 Years	15	18.1%	44	50.6%

31-40 Years	26	31.3%	22	25.3%
41-50	8	9.6%	12	13.8%
51 and Above	34	41%	9	10.3%
Educational Qualification				
SSLC	0	0%	4	4.6%
Under Graduate	4	4.8%	7	8%
Graduate	38	45.8%	42	48.3%
Post Graduate	27	32.5%	27	31%
Bank Professional Degree with PG or UG	14	16.9%	7	8%
Designation				
Manager and Assistant Manager	47	56.6%	31	35.6%
Officer	15	18.1%	21	24.1%
Clerks	21	25.3%	35	40.2%
Experience				
Less than 5 years	15	18.1%	43	49.4%
5-10 Years	26	31.3%	24	27.6%
11-20 Years	3	3.6%	5	5.7%
21 Years and Above	39	47%	15	17.2%

Public Sector Banks are also making efforts for improving their employee's performance. It is clear from the above Table No. 1 that, Vijaya Bank recruits young talent, below the age of 30 years to a larger extent as compared to the Syndicate Bank. The number of experienced employees, who are above 51 years of age, is higher in Syndicate Bank. Employees with bank professional qualifications are also more in Syndicate bank.

Table No.2 Summary of Questions relating to Satisfaction Level of Employees towards Training Programs (in Percentage):

Questions	Syndicate Bank	Vijaya Bank
1. Sufficient Infrastructure Facilities are provided in the training centre	SA -66% A- 33% N-1%	SA-54% A-40% N-5%
2. Faculty of Training centers are competent and Professional	SA-69% A-30% SD-1%	SA-48% A-51% N-1%
3. Relevant Materials are provided in accordance with sessions during training programs.	SA-50% A-45% N-4% SD-1%	SA-31% A-51% N-7% D-8% SD-3%
4. Duration of training programs is satisfactory	SA-36% A-53% N-2% D-6% SD-2%	SA-23% A-55% N-7% D-12% SD-3%
5. Contents of the programs are relevant to Job and organization objectives	SA-60% A-40%	SA-46% A-47% N-6% D-1%
6. During programs, sessions were interactive with Live examples	SA-56% A-39% N-4% SD-1%	SA-41% A-49% N-7% D-3%
7. Training programs are conducted frequently	SA-26% A-51% N-16% D-5% SD-2%	SA-27% A-46% N-13% D-12% SD-2%
8. Training develops the confidence, leadership, and morale	SA-55% A-41% N-4%	SA-40% A-52% N-7% SD-1%
(SA- Strongly Agree, A- Agree, N- Neither Agree nor Disagree (Neutral), D- Disagree, SD- Strongly Disagree)		

Table No. 2 shows that similar opinions are observed from

employees of both the Public Sector Bank. Employees are satisfied with the Infrastructure facilities provided in training centre, faculty competency, relevancy of materials provided, duration, contents of the programmes and interaction in sessions. The employees unanimously agree that training programmes have certainly brought about change in their attitude, skill and abilities except regarding frequency of conducting training where Vijaya Bank conducts fewer programs as compared to Syndicate Bank.

Table No. 3 Satisfaction levels in terms of Ranks for Responses

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total Respondents	Total Score	Mean	Rank
102	62	5	0	1	170	774	4.552941	2
99	69	1	0	1	170	771	4.56213	1
69	81	9	7	4	170	710	4.201183	6
50	92	8	15	5	170	677	3.982353	7
90	73	5	1	1	170	760	4.470588	3
82	75	9	3	1	170	741	4.384615	5
46	82	24	14	4	170	658	3.893491	8
81	79	9	0	1	170	746	4.414201	4

Table No. 3 shows the satisfaction level of employees regarding the training programmes by ranking them. It clearly indicates that employees are most satisfied with training faculty competency and efficiency.

The following observations were made during the conversation with Training Faculties and Trainees in training centre of the selected banks:

- Syndicate bank has taken an initiative for Online training through the implementation of e-learning system called OLS (Online Learning System). This software package is developed with the intention of identification of training needs, nominating employees for training, and intimation of training programmes through SMS etc.,
- Classroom training is provided in the selected banks for new and also to existing employees for enhancing their skill and knowledge. Well furnished class rooms, labs, and auditoriums are available in both the banks.
- External Training and Overseas Training opportunity is provided only to the managers and Executives not for others.
- Entry and Exit Tests are conducted in both the banks depending upon the type of training programmes.
- Feedbacks were taken after the completion of training programmes.
- Lodging and boarding facilities are provided at Syndicate Bank Training College whereas Vijaya Bank reimburses the expenses incurred by employees during the training programmes.
- Public Sector Banks tend to identify training needs by considering below mentioned aspects:
- Government needs for training will arise when it introduces new schemes in banking sector. For example, Atal Pension Yojana, Bachat Lamp Yojana etc.
- Industry needs arise when banking industry introduces new schemes like OLS Software in Training Colleges, Promotion of senior officers as Branch Heads etc.
- Area Specific Needs arise depending on area specialization like FOREX, Credit Risk etc.
- Employee needs will arise based on past performance appraisal report prepared by the employee and his superiors.

Public Sector Banks organize training programs based on above sources and notices will be sent to all its branches. Branch managers identify employees who really need the specific training in their branch and send the list to HR Department of the bank. HR department and training centers decide the final list of candidates by considering all the above aspects. Facilitator sends the final list of selected candidates to Deputy General Manger of Regional office and they inturn intimate respective branches of the candidates.

HYPOTHESIS:

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Table No. 4: Mean, SD and t- value of Syndicate Bank and Vijaya Bank with respect to Satisfaction Level of Employees towards Training Programs:

Name of Banks	Mean	SD	t-value	df	p-value	Remark
Syndicate Bank	12.5663	3.39006	3.222	168	.002	S
Vijaya Bank	14.4368	4.14477				

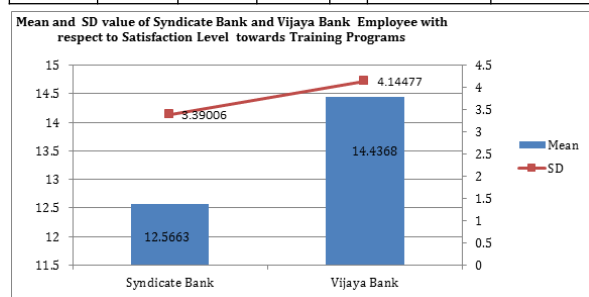


Figure No. 1: Mean and SD of Satisfaction Level of Training:

Table No. 4 shows that Mean, SD and t- value of satisfaction level of training programs with respect to Syndicate Bank and Vijaya Bank. It is observed that Mean scores and SD values of Syndicate bank and Vijaya bank are 12.5663±, 3.39006, 14.436870 ±4.14477 respectively. The satisfaction level of training programs differs significantly between Syndicate and Vijaya Banks (t=3.222, degrees of freedom=168 p<.05) with degrees of freedom=168 at 5 percent of level of significance. Hence the null hypothesis is rejected and alternative hypothesis is accepted. Therefore, it is concluded that satisfaction level of employees regarding training program is more in Vijaya bank as compared to Syndicate bank.

DISCUSSIONS:

As observed from literature review, training is very crucial for every organization in order to upgrade the employees to achieve success. Now, with the introduction of Green Banking and technological advancement in the banking sector, employees need frequent conduct of training. With the entry of foreign and private sector banks into the Indian economy, Public Sector Banks have to face stiff competition.

Now all Public Sector Banks in India are adopting technology in their day today activities in order to speed up their work and for accuracy. For example, pass book entries, Deposit Machines, ATM machine, Net Banking, Introduction of E-Commerce etc. Syndicate Bank has adopted a new software in employee training called OLLS (Online Learning Software), where employees get not only Online-training but also all work related training is done through this software like training need analysis, intimation to the employee for attending training through SMS to their cell phones, pre and post training tests etc. Thus, training to every employee, has become indispensable.

CONCLUSION:

The main objective of training programs is to upgrade the skills of every employee. Training programs become effective only when employees improve their performance after attending that training program. Hence, all type of organizations design training and development programs for their employees, as a continuous process. Purpose of training is to improve and upgrade employee's performance after undergoing the training program. Some of the

organizations plan and implement the training program for their employees without identifying the purpose and objectives. Many a times training is given without ascertaining that the knowledge and skills that are offered, whether the specific employee would learn at the end of training program or whether he will be able to attain performance targets on job. Therefore, it is absolutely necessary for the organization to design the training program with clear goals and objectives by keeping in mind the particular need of both, the individual and the organization. The bank also should take into consideration the importance of employee satisfaction towards training programs because employees are the crux to achieve success in any organization.

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