



CHETANA
International Journal of Education
Peer Reviewed/Refereed Journal
(ISSN: 2455-8729 (E) / 2231-3613 (P))

Impact Factor
SJIF 2022 = 6.261



Prof. A.P. Sharma
Founder Editor, CIJE
(25.12.1932 - 09.01.2019)

Research Paper

Received on 23.08.2022

Reviewed on 29.08.2022

Accepted on 31.08.2022

Training and Development of Bank Employees A Comparative Study of UBI and Axis Bank

**Dr. Kamaljeet Kaur Bhatia*

Keywords: *Training and Development; Bank; And Employee etc.*

The Indian banking industry is continuously going through a process of transformation since nineties, due to the introduction of Liberalization, Privatization and Globalization (LPG), Information and Communication Technology (ICT). The process of financial development in India has hinged effectively on the development of banking system. The Indian banking industry is continuously going through a process of transformation since nineties, due to the introduction of Liberalization, Privatization and Globalization (LPG), Information and Communication Technology (ICT). Training and development is incredibly vital for ensuring effectiveness of the employees in an organization. The organizations have stretched understood so as to their most precious asset is their human capital where many are convinced for the large investments in employee training and development. This study aims to investigate the significance of training along with development program and its benefits to employees and organization.

Introduction

Training is being recognized increasingly as the key to labour markets change, some jobs become obsolete and new ones are created. The new jobs require literate workers. In a flexible economy that is well positioned to take advantage of change, people will need to

change jobs – perhaps many times. Hence workers need to continuously acquire new skills and qualifications”.

Concept of Training

Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills and attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has and what the job demands.

Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills and attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has and what the job demands.

Need for Employee Training

Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

Importance of Training

Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. The benefits of training can be summed up as:

1. Improves Morale of Employees

2. Less Supervision
3. Fewer Accidents
4. Chances of Promotion
5. Increased Productivity

Training and Development in Banking Industry

In Banks, there is a need for the continuous training and development of the staff in the areas of customer care services on operational aspects and behavioural aspects of the business. How are the needs identified? The training needs are assessed through task analysis and performance analysis, which can be conducted through surveys, or from the information furnished by the heads of the departments, customer complaints, even from the reports on 360 degree feedback systems. In case of a large banks, there are two ways of conducting training programmes - through an established department having a full time HRD functionary who oversees all the training and development functions of the Banks or through an external trainers coordinated by the HRD department have recognized the need for training and retraining their staff, in order to develop a competitive edge over their competitors in delivering high quality services to the customers.

Development

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

Definitions of Training and Development

According to the **Michel Armstrong**, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".

According to the **Edwin B Flippo**, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

According to the Dale S Beach “Training is usually considered as the organized procedure by which people gain knowledge and increase skill for a definite purpose”

A difference between Training and Development Employee training is different from management development or executive development. While the former refers to training given to employees in the operational, technical and allied areas, the latter refers to developing an employee in the areas of principles, and techniques of management, administration, organization and allied ones.

Table No. 1

Area	Training	Development
Content	Technical skills and knowledge	Managerial Behavioural skills and knowledge
Purpose	Specific and Job related	Conceptual and General Knowledge
Duration	Short term	Long term
For Whom	Technical and non-managerial personnel	Managerial personnel

Review of Literature

Chanderjeet (2017) conducted a study to review the human resources management policies and practices in the public sector banks with special consideration of some important indicators of banking sector such as performance appraisal recruitment and selection, training and development compensation. The research opined that a systematic human resource management policies and practices realizing the need of the banking sector should be developed in Indian Banking sector.

Jadhav (2013) studied the training and development programmes undertaken by banks for their employees. The main objectives of the present study were to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected by the use of random sampling from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, and Dena Bank located in suburban area of Mumbai. It is concluded that private and public Indian banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and

skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

Khanvilkar (2013) has assessed JJ hospital and ESIS hospital human resources practices and found out the level in it and compared human resources practices between two government hospitals. The study concluded that (1) high level in manpower planning, recruitment and training in ESIS and JJ hospital were practiced as well as in career planning, performance appraisal and promotion. But average level practices were followed in employee welfare. Overall moderate level human resource practices are followed in ESIS and JJ hospital. To overcome he suggested a separate commission be appointed to look into the HR practices in Government Hospitals.

Confederation of Indian Industry (2012) and Index advisory private Ltd. studied the state of human resources/industrial relations in small and medium enterprises segment. They assessed basic human resources, recruitment, training and manpower planning, performance management, and compensation, career planning and industrial relation. They found only 61 per cent companies have presence of human resource department.

Sthapit (2012) pointed out that the strategic human resource development factors affecting the evaluation of induction training effectiveness in Nepali Banks. The study was based on the survey which was conducted during Feb-March 2012 on 104 low and middle level managers of Nepali development Banks established from June 2001 to June 2010. The study revealed that induction training as most effective in terms of learning and least effective on the behaviour change criterion.

Jitendran and Baum (2000)²⁵ studied human resource development and sustainability in Indian tourism and observed that only 'on the job' training is practiced by Indian tourism industry.

Objectives of the Study

1. To evaluate the training needs identification methods practiced by the Union Bank of India and Axis Bank.
2. To ascertain and compare the training areas and the adequacy of the training infrastructural facilities in the Union Bank of India and Axis Bank.

3. To elicit the views of respondents employers and Training and Development Programmes of selected Banks.

Hypotheses of the Study

1. Union Bank of India and Axis Bank has significantly different views as far the Training needs identification methods are concerned.

2. Union Bank of India and Axis Bank has significant difference in relation to the Training areas and as far as the availability of training infrastructural facilities are Concerned.

Research Methodology

An advance planning is needed as it facilitates the smooth sailing of the various research operations thereby making research as efficient as possible and yielding maximum information with minimal expenditure of time and resources. A well thought of method to be employed depend upon the nature of the problem under consideration and also on the basis of kind of data required for its solution. The present investigation aims to study the training and development of bank employee. In the present study, the researcher used Descriptive survey method. Descriptive research is designed to obtain pertinent and precise information concerning the current status of phenomenon and wherever possible to draw valid general conclusion from the facts discovered. The rationale to employ the descriptive research method has rightly been justified by popular authorities of research methodology like Best, Kerlinger, Mouley, Duncan, Runkel etc.

Population for the Study

The population of the study is the full time employees of the Union Bank of India and Axis Bank in India. It includes the different types of employees in these organizations including clerks and officers but does not include sub staff.

Sample

The sample of the present study comprised of 80 employees from two banks UBI and Axis bank. It was taken from Ujjain city of Madhya Pradesh. It comprised of 45 male and 35 female employees from both banks. 50 employees were UBI, while rest were Axis Bank. For the present study the investigator used random sampling technique to select the sample.

Statistical Tool

For each and every type of research, the researcher needed certain tools and techniques to gather the required information. In the present study, the investigator used the handmade questionnaire. A questionnaire was developed for collection of primary data among bank employees in Ujjain city. The questionnaire was distributed among the employees and the respondents were asked to answer the question on their own. The survey questionnaire includes a total of 20 questions out of which 05 questions are personal information for employees. Total 20 questions were based on Likert scale.

Analysis and Interpretation

Table No. 02

A Chi square test has been conducted between the variables organization and need of training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	8.812	4	0.000

The calculated Chi square value is 8.812. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is less than the table value at 5% level of significance it can be concluded that there is no significant difference in the need of training between the two organizations (UBI and Axis Bank).

Table No. 03

A chi square test has been conducted between the variables organization and methods Followed for selection of training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	5.752	4	0.218

The calculated Chi square value is 5.752. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is less than the table value at 5% level of significance it can be concluded that there is no significant difference in the method of selection for training between the two organizations (UBI and Axis Bank).

Table No. 04

A chi square test has been conducted between the variables organization and difficulties Faced at training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	16.297	4	0.003

The calculated Chi square value is 16.297. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is greater than the table value at 5% level of significance it can be concluded that there is significant difference between the difficulties faced at training between the two organizations (UBI and Axis Bank).

Table No. 05

A chi square test has been conducted between the variables organization and Objectives of training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	21.423	4	0.000

The calculated Chi square value is 21.423. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is greater than the table value at 5% level of significance it can be concluded that there is significant difference between the objectives of training and development between the two organizations (UBI and Axis Bank)

Table No. 06

A chi square test has been conducted between the variables organization and facilities provided at training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	17.285	4	0.002

The calculated Chi square value is 17.285. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is greater than the table value at 5% level of significance it can be concluded that there is significant difference between the facilities provided at training between the two organizations (UBI and Axis Bank).

From the above results it can be concluded that there is difference in opinions in Managers of UBI and Axis Bank regarding “Need of Training and Development”.

Table No. 07

A chi square test has been conducted between the variables organization and benefits derived from training

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	5.498	4	0.235

The calculated Chi square value is 5.498. The table value at 4 degrees of freedom at 5% level of significance is 9.488. Since the calculated value is less than the table value at 5% level of significance it can be concluded that there is no significant difference between the facilities provided at training between the two organizations (UBI and Axis Bank).

Table No. 08

A Chi-square test has been conducted between the variables organization and Impact of training and development programs on behavioural changes of employees’

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	11.634	8	0.168

The calculated Chi square value is 11.634. The table value at 8 degrees of freedom at 5% level of significance is 15.507. Since the calculated value is less than the table value at 5% level of significance it can be concluded that there is no significant difference between the views of employees regarding “Impact of training and development programs on behavioural changes the two organizations(UBI and Axis Bank).

Table No. 09

A Chi-square test has been conducted between the variables organization and Impact of training and development programs on self-development of employees’

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	14.165	11	0.224

The calculated Chi square value is 14.165. The table value at 11 degrees of freedom at 5% level of significance is 19.675. Since the calculated value is less than the table value at 5% level of significance it can be concluded that there is no significant difference between the

views of employees regarding “Impact of training and development programs on self-development” the two organizations (ICICI and SBI).

Findings

1. Majority of respondents from Axis Bank attended one training programme while the majority of respondent from UBI attended two Training Programmes.
2. It was observed that there is no significant difference in the need of training between the sample respondent of two Banks for which the data was collected and analysed.
3. It was also noticed that there are no significant differences in the method followed for selection of employees for training. If the methods, seniority, annual plans schedule, no of training programmes attended previously etc. are the important methods followed for selection of employees for training.
4. It can also conclude that there is significant difference between the sample respondents of two banks on the objective of training and development related to two banks.
5. It was observed that there is significant difference between the sample respondents of two banks on the facilities provided at training centres of respective banks.
6. There were no significant differences which were observed between the sample employees of selected banks on the aspect related to benefits received from training. This was concluding from the analysis of the table presented.
7. It was also observed that there are significant differences between the sample employees of select banks on the issues related to the problems faced during training. Some of the problems include training material is inadequate and training period is lengthy.
8. There is no significant difference between the sample employees selected banks on the issue relating to policy and philosophy of individual training.
9. It was observed that there are significant differences in the views of respondents relating to organization and need of training and development assessment.
10. There are significant differences in the views of selected respondent of both banks relating to training and development methods and available infrastructural facilities.

11. There are no significant differences in the view of select respondent on the aspects relating to need of training and development methods of training.
12. It was observed that there is no significant difference between the views of employees on perception about training and development and impact of training and development programme on self-development.
13. It was noticed that there are no significant difference in the views of employees indifferent areas on the impact of training and development programs on behavioural changes.

Conclusion

The Banking sector has been playing a crucial role in the process of economic development since independence in the country. The Banking sector has witnessed a phenomenal growth in terms of advances; number of branch offices, investments, priority sector advances, sponsored regional rural sector, profits, customer relationship management, corporate governance, manpower deployment, nonperforming assets etc., the banking companies are also positively and adequately responded to the Banking sector reforms, which are introduced since 1991. The consequences of such reforms include maintain Trust on new areas, Human Resource Diversity and Institutes for employee training and development programs etc.

It has been a widely accepted fact that human resources play an important role in the process of development of any organization in the country. The effective implementation of policies relating to human resources will yield the expected results in satisfying the expectations of different groups which are dependent on the organization. The Banking institutions are also expected to fulfil the needs of various groups, which are dependent on them. This can be effectively achieved only where the clerks, managers and other cadres of employees in the banking companies are properly trained and development towards attainment of desired expectations from the different groups.

References

- ❖ **Chanderjeet (2017)**, HRM practices in public sector Bank of India , International journal of applied Research 2017 3(7) pp-626-628, ISSN print ;2394-7500, ISSN online 2394-5869.

- ❖ Khavilkar, A., (2013) 'Human resources practices in hospitals in Mumbai during 2010-12', Ph.D. thesis submitted to Tilak Maharashtra Vidypeeth, Pune.
- ❖ Jadhav Ajit (2013), "A Study on Training and Development in Indian Banks", Abhinav National Monthly Refereed Journal of Research in Commerce & Management, Vol.1, No.1, pp34-39.
- ❖ Confederation of Indian industry and Index Advisory (P) Ltd., , (2012)' State of human resources/industrialrelations in SME segment, Mumbai.
- ❖ Jaspreet Kaur (2012), "Employees perception for training and development practices in banking sector", Volume III Issue 2, May 2012, Indian Journal of Commerce & Management Studies.
- ❖ Sthapit, Rajendra and Sthapit, Anil (eds.) (2012). Souvenir. Kathmandu: Sthapit Society. pp. 43-52.
- ❖ Jithendran, K.J. and Baum, T; (2000) 'Human resource development and sustainability: the case of Indiantourism', International Journal of Tourism and Research, No.2, PP. 403-422.

Corresponding Author

****Dr. Kamaljeet Kaur Bhatia, Principal
Radiant Institute of Management & Science
Indore (M.P.) India
Email:-kbhatiavitm@gmail.com, Mob.-9893920035***