CHAPTER - V

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

The following findings are made on the basis of study on the methods and effectiveness of training in selected public and private sector banks in Tiruchirappalli District with reference to clerical cadre.

- This study was conducted with seven banks consisting of three public sector banks, three private sector banks and one employees’ co-operative bank. Twenty six per cent of the respondents belong to State bank of India; 24 per cent of the respondents belong to Indian bank; 24 per cent of the respondents belong to Indian overseas bank; 12 per cent of the respondents belong to ICICI bank; Four per cent of the respondents belong to City union bank; Six per cent of the respondents belong to HDFC bank and Four per cent of the respondents belong to BHEL employees’ Co-operative bank.

- Sixty eight per cent of the respondents belonged to the category of male segment and 32 per cent of respondents belonged to the category of female segment. Banking sector has been well preferred by female population owing to comfortable working condition and prestige associated with this job.

- Fifty four per cent of the respondents belonged to the age group of 40-50 years. As expressed by the respondents, freshers have been provided with greater number of training programmes than experienced employees.
Respondents were segmented on the basis of educational qualification 51 per cent of the respondents were graduates and 40 per cent of the respondents were post graduates. Employees with different educational qualifications have been working in the banking sector.

Fifty nine per cent of the respondents were found to have more than 10 years of experience in the banking sector. As expressed by the respondents, most of the employees possessed a minimum of a decade’s of experience in the banking sector. Recruitment of freshers has been considerably reduced in clerical cadre hence it results with lesser population. Updating of technology reduces the manpower requirement in the banking sector.

Seventy six per cent of the respondents were married and 24 per cent of the respondents were unmarried.

Forty one per cent of the respondents attended 3-5 training programmes and 40 per cent of the respondents attended up to 2 training programmes during the past five years.

Sixty seven per cent of the respondents expressed their opinion as “On the job training” was provided and 33 per cent of respondents expressed their opinion as “Off the job training” was provided. As expressed by the respondents, day-to-day transactions have been taking place in computerized network. “On the job training” provides an opportunity to update their skills in computerized operations.

Fifty two per cent of the respondents expressed their opinion that they have undergone job rotation method of “on the job training”. Each and every bank prefers to adopt their own method of training practice for their staff.
Forty eight per cent of the respondents expressed that they have undergone lecture method of “off the job training”. It provides an opportunity to learn the other job-related activities in depth.

Sixty one per cent of the respondents agreed with the role of training programme in developing new ideas. Training plays an important role in developing and evaluating new ideas.

Fifty four per cent of the respondents agreed that there was a high degree of participation and involvement during the training programme. It is clear that training programme has been designed in such a manner as to enhance high degree of participation and involvement of the participants.

Forty one per cent of the respondents expressed their opinion that training programme were structured in a suitable manner with sufficient time allocation. As expressed by the respondents, developments have been attained with training programme with suitable time allocation.

Sixty nine per cent of the respondents expressed their opinion that training programme is relevant to a large extent to present job. Training programme has been designed to fulfill job requirements in a suitable manner.

Sixty three per cent of the respondents expressed their opinion that required material and assistance were provided during the training programme. As expressed by the respondents, required material such as training manual, sample formats, rules and regulations related to job functions were provided. Assistance was provided to use different formats related to job functions.
Fifty per cent of the respondents expressed their opinion that training programme was well managed in comfortable venues. Training programme was well arranged with essential facilities and conducted in a comfortable manner.

Sixty six per cent of the respondents expressed their opinion that faculty members presented material satisfactorily and it was easy to understand. Faculty members provided useful materials related to job functions. Faculty members explained it, in an easy and understandable manner to win the satisfaction of the trainees.

Seventy per cent of the respondents agreed with the encouragement given by faculty members to ask questions. Faculty members encouraged the participants to ask a lot of questions during the training programme. It facilitates effective clarification of doubts and transformation of knowledge.

Seventy five per cent of the respondents agreed with the discussion taking place in training programme related to cases/examples/live situations. Training programme has been designed with relevant cases/examples/live situations to develop action plan for solving problems.

Forty five per cent of the respondents agreed with the need for training programme. Training programme plays a vital role in improving the skills of the employees to perform their job well.

Fifty five per cent of the respondents agreed with the role of training programme in fulfilling the objectives of the bank. It is clear that training programme plays a major role in equipping their employees for fulfilling the objectives of the banks.
Fifty seven per cent of the respondents agreed with the role of training programme in reinforcing the belief in the usefulness of training. Training programme reinforces the belief in using their knowledge gained through training for better job performance.

Sixty eight per cent of the respondents agreed with the role of training programme in creating an attitude of not to miss it in future. Training programme induces the interest of the employees for participation without absence.

Forty five per cent of the respondents agreed with the role of training programme in creating an attitude to participate seriously. Participation in the training programme helps employees to understand their job function in appropriate manner.

Fifty five per cent of the respondents agreed that training programme is an ongoing process. Training is a continuous process for the development of the employees to meet the expectation of the organization.

Fifty one per cent of the respondents agreed with the role of training programme in bridging the gap between supervisor and subordinate. Training programme provides an opportunity for the employees to interact with superiors. It builds up better relationship between superior and subordinate.

Fifty nine per cent of the respondents agreed with the contribution of training programme in maintaining a cordial and orderly atmosphere in the bank. Training programme helps to ensure cordial relations and orderly
atmosphere. It provides an opportunity to build up rapport with the customers.

- Sixty five per cent of the respondents agreed with the contribution of training programme in improving the confidence and commitment of an employee. Training programme contributes to developing job-related knowledge of the employees and realizing the importance of fulfilling their objective.

- Sixty three per cent of the respondents agreed with the role of training programme in improving the job performance. Training programme provides an opportunity to improve the understanding about current job. It facilitates to perform job in better manner.

- Sixty nine per cent of the respondents agreed with the use of information learned during the training programme in creating innovation. Training programme equips the trainees to create innovative methods in performing their jobs.

- Sixty nine per cent of the respondents agreed with the role of knowledge/skills and information gathered in training playing a bigger role in their job. Knowledge, skills and information gathered during the training programme helped them to play a bigger role in their current job.

- Fifty eight per cent of the respondents agreed with the relevance of training programme in growth and development. Training programme plays a vital role in the growth and development of the employees by enriching their knowledge.
Fifty per cent of the respondents agreed with the role of training in upgrading skills. Training plays a significant role in upgrading the skills of the employees working in the banking sector.

Sixty five per cent of the respondents agreed with the role of training programme in updating the knowledge of the latest technology/practices/policies. Training plays a major role in updating their knowledge related to the latest technology, practices and policies with reference to banking sector.

Sixty per cent of the respondents agreed with the contribution of training programme in improving the overall performance of the bank. Training programmes play a major role in improving the performance of human resources and thereby improves the overall performance of the bank.

Sixty three per cent of the respondents agreed that the duration of the training programme was appropriate. Duration of the training programme has been designed in an appropriate manner based on objective of the organization.

Sixty seven per cent of the respondents agreed that the progress of the training programme was appropriate. Progress of the training programme has been matched with the schedule of the organization.

Eighty two per cent of the respondents agreed that the content of the training programme was relevant to the objectives. Content of the training programme has been designed to meet the objective of the organization.

Sixty one per cent of the respondents agreed with the overall effectiveness of training in their bank. Majority of the respondents endorsed that the training
programmes have contributed to their improvement of knowledge and skill related to banking industry.

➢ Fifty nine per cent of the respondents agreed with the level of encouragement in using skills and knowledge learned from the training programmes. Employees have been encouraged to utilize their skills and knowledge learned in the training programme to apply in the job environment.

➢ Eighty four per cent of the respondents agreed with the continuation of the training programme. Training provides an opportunity to improve performance. Knowledge updating and skills enrichment have to be achieved through continuous training programme.
Testing of hypotheses was done with the help of chi-square test. For hypothesis one, there is no association between personal profiles and effectiveness of training programmes in banks. From the test result following findings are made

- It is inferred that there is no association between banks and overall effectiveness of training. Each and every bank differs in overall effectiveness of training.
- It is found that there is association between educational qualification and overall effectiveness of training. Educational qualification plays a vital role in effectiveness of training. It is clear that graduates are giving less importance to training.
- It is inferred that there is association between experience and overall effectiveness of training. The persons who have 10 years of experience are not happy with the components of training programmes conducted by their banks.
- It is clear that there is no association between marital status and overall effectiveness of training.
- It is found that there is association between number of training programmes attended and overall effectiveness of training. The persons who have attended 3 to 6 training programmes are more effective when compared with persons who have attended lesser number of training programmes.
- It is found that there is association between training method and overall effectiveness of training.
- It is clear that there is association between gender and overall effectiveness of training.
- It is inferred that there is association between age and overall effectiveness of training. Persons in the age group of 40-50 years felt that the existing method adopted in training programme are not effective.
Testing of hypotheses was done with the help of Factor Analysis. For hypothesis two, there is no significant relationship among the factors responsible for effectiveness of training programme in banks. From the test result the following findings are arrived at:

- The factors of a study on effectiveness of training of employees comprises 25 individual statements. Out of 25 statements, 7 individual statements contribute more towards training effectiveness of employees. The statements are:
  1. Training programme role in upgrading the skills.
  2. Encouragement given by faculty members.
  3. The training content.
  4. Feel the need for the training.
  5. Relevancy of the training programme.
  6. Training programmes have reinforced my belief in the usefulness of training.
  7. Training helped to play a bigger role in my current job.

The 7 statements accounted for 66.11 per cent of the variance in the original 25 statements. The remaining 18 statements contribute minimum to training effectiveness of employees (i.e) 33.88 per cent of variance only.
Test of Multiple Regression was applied to study the association among various banks in different dimensions related to training effectiveness. From the test result the following findings are arrived at:

➢ There is relationship between independent and dependent variables. The independent variables are 1) Attitude towards training 2) Learning objectives met 3) job effectiveness 4) Behaviour and relations 5) Training input and facilities 6) growth and result. Dependent variable is Overall effectiveness of training.

Correlation test was administered in this study to analyze various variables related to training effectiveness. From the test result following findings are arrived

Correlations were made among the dimensions related to the study. Learning Objectives Met has highly correlated with Training Programme, Training Input & Facilities, Growth & Result and Attitude towards Training and they were found to be statistically significant. The remaining factors, Job Effectiveness and Behaviour & Relations have moderately correlated with Learning Objectives Met.

Training Programme is highly correlated with Learning Objectives Met, Training Input & Facilities, Job Effectiveness, Growth & Result, Behaviour & Relations and Attitude towards Training. All the dimensions were highly correlated with one another and they were found to be statistically significant.

Training Input & Facilities are highly correlated with all the dimensions related to the study. It is highly correlated with Learning Objectives Met, Training Programme, Job Effectiveness, Growth & Result, Behaviour & Relations and Attitude towards Training. All the above dimensions were statistically significant.
Job effectiveness is moderately correlated with learning objectives met. Job effectiveness is highly correlated with Training Programme, Training Input & Facilities, Growth & Result, Behaviour & Relations and Attitude Towards Training. All the above-mentioned dimensions were statistically significant.

Growth and result are highly correlated with all the dimensions of the study. It is highly correlated with Learning Objectives Met, Training Programme, Training Input & Facilities, Job Effectiveness, Behaviour & Relations and Attitude towards Training. All the dimensions were statistically significant.

Behaviour & Relations is moderately correlated with Learning Objectives Met. The remaining dimensions like Training Programme, Training Input & Facilities, Job Effectiveness, Growth & Result, Behaviour & Relations and Attitude towards Training are highly correlated with Behaviour & Relations. All the dimensions were statistically significant.

Attitude towards Training is highly correlated with Learning Objectives Met, Training Programme, Training Input & Facilities, Job Effectiveness, Growth & Result, Behaviour & Relations and Attitude towards Training. All the dimensions were statistically significant.
Rank Correlation test was administered to find out suitable and the best method of training programme. From the test result the following findings are arrived at:

- Job rotation, Lectures, Role play obtained the lowest median value, and they are considered as the most important factor and rank one is assigned to those methods. Then coaching and case studies are considered as the next important factors. Rank six is assigned to conference. Finally under study is considered as the least important factors among the seven factors and it has been assigned with rank seven.

Discriminant Analysis was performed to analyze various dimensions of training effectiveness from all the seven banks. From the test result the following findings are arrived at:

- In State Bank of India, training programmes are found to be effective for employees to attain better growth and development. Employees expressed their attitude in a positive manner towards training programme. Training inputs and behaviour relationship need to be improved to attain better organizational effectiveness.

- In Indian Bank, training programmes are found to be instrumental in attaining better performance. Job effectiveness and behaviour relationship attained better status and resulted into overall effectiveness. Training inputs and learning objectives need to be improved to achieve better results.

- In Indian Overseas Bank, training input and facilities are found to be effective to attain better results in overall effectiveness of training. Employees expressed their attitude in a positive manner towards training programmes. Content of the training programmes needs to be improved to attain better effectiveness.
In ICICI Bank, Training programmes are found to be effective for employees to attain better growth and development. As expressed by the respondents, bank needs to improve behavioral relationships among employees to attain better results.

In City Union Bank, attitude towards training, training input, facilities and content of the training programmes is found to be effective. Variables such as behaviour relationship and learning objectives require improvements to achieve overall effectiveness.

In HDFC Bank, training programmes are found to be effective to attain better growth and development. Employees expressed their attitude in a positive manner towards behaviour relationship and training inputs. Learning objectives need to be improved to get better results in training.

In BHEL Employees’ Co-operative Bank, employees expressed positive attitude towards training programmes in achieving growth and result. The bank needs to improve in the areas of training inputs and behaviour relationship.

The various relationships between the attributes of the training programme have been studied by using Conventional Linear Regression. From the result the following findings are arrived at:

1. When Learning Objectives Met goes up by 1, Overall effectiveness of training goes up by 0.297.

2. When Training Programme goes up by 1, Overall effectiveness of training goes up by 0.242.
3. When Training Input and Facility goes up by 1, Overall effectiveness of training goes up by 0.329.

4. When Job Effectiveness goes up by 1, Overall effectiveness of training goes up by 0.242.

5. When Behavior / Relationships goes up by 1, Overall effectiveness of training goes up by 0.176. which clearly indicates that behaviour and relationship need to be improved to increase the overall effectiveness of training in banks.

6. When Overall effectiveness of training goes up by 1, Growth / Result goes up by 0.814. So it is clear that training contributes for the growth and result of the banks. Training is effective in all the seven banks.

Estimate of correlation

1. The estimated correlation between Job Effectiveness and Behavior/Relationships is .398

2. The estimated correlation between Job Effectiveness and Training Input and Facility is .246

3. The estimated correlation between Training Input and Facility and Training Programme is .481

4. The estimated correlation between Training Programme and Learning Objectives Met is .307

5. The estimated correlation between Behavior / Relationships and Training Input and Facility is .224

6. The estimated correlation between Behavior / Relationships and Training Programme is .130
7. The estimated correlation between Behavior / Relationships and Learning Objectives Met is .099, which is considered to be low, and need to be improved to bring better results in overall effectiveness of training in banks.

8. The estimated correlation between Job Effectiveness and Training Programme is .336

9. The estimated correlation between Job Effectiveness and Learning Objectives Met is .114

10. The estimated correlation between Training Input and Facility and Learning Objectives Met is .417

The following findings are arrived at on the basis of study on methods and effectiveness of training in selected Public and Private sector banks in Tiruchirappalli District with special reference to Managerial cadre

- This study was evaluated with seven banks consisting of three public sector banks, three private sector banks and one employee’s co-operative bank. Twenty six per cent of the respondents belong to State bank of India, 17 per cent of the respondents belong to Indian bank, 15 per cent of the respondents belong to Indian overseas bank, 14 per cent of the respondents belong to ICICI bank, Nine per cent of the respondents belong to City union bank, 14 per cent of the respondents belong to HDFC bank and five per cent of the respondents belong to BHEL Co-operative bank.

- Sixty per cent of the respondents conducted 3-6 training programmes and 21 per cent of the respondents conducted up to 2 training programmes in the past two years.
 Forty three per cent of the respondents expressed their opinion as training programme influences the employees performance to highest level. Training programmes are instrumental in increasing the work capacity of employees by developing their job skills.

 Forty seven per cent of the respondents expressed their opinion that training programme improves the Organizational performance to the highest level. Training programme plays a vital role in developing employee’s productivity that will be reflected in the enhancement of business performance.

 Forty eight per cent of the respondents expressed their opinion as strongly agreed that training programme improves the confidence and commitment of an employee. Training programme helps to develop the knowledge of an employee that will result in the enhancement of confidence and commitment towards an organization.

 Forty per cent of the respondents expressed their opinion that training programme achieved the objectives of the highest level. Training programmes have been designed to fulfill the objective of banking corporations in successful manner.

 Forty five per cent of the respondents expressed their opinion that training programme improved the profitability to the highest level. Training programme helps to understand the objective of the organization among employees that will result in profit maximization.
Chi-square test has been used for analysis and the following findings are arrived at based on that:

- It is found that there is association between Overall Effectiveness of Training (Highest Level) and training program improved the profitability of the bank.
- It is inferred that there is association between Overall Effectiveness of Training (high Level) and training program improved the profitability of the bank.
- It is clear that there is no association between Overall Effectiveness of Training (Average Level) and training program improved the profitability of the bank.

Multiple Regression test was applied to study the association among different variables. From the test output the following findings are arrived at:

- There is relationship between independent and dependent variables. Independent variables are 1) Profitability of the bank, 2) Employee’s performance, 3) Confidence & Commitment, 4) Achieve the objectives of the training program, 5) Business performance of the bank and the dependent variable is Overall Effectiveness of Training. All the Independent variables are statistically significant.
SUGGESTIONS

The following suggestions are made on the basis of the study on the methods and effectiveness of training in selected public and private sector banks in Tiruchirappalli District.

➢ Graduates have not understood the concepts of training programme. To create awareness amongst the graduates, greater number of productive training programmes should be organized to attain the level of efficiency compared to post graduates and professionals.

➢ As per the results shown earlier, employees with 10 years of experience have not noticed any significant improvements in the training programmes offered by the banks. So, efforts should be taken to improve and update training components to induce interest among these experienced employees in training programmes.

➢ Training programmes should be provided in a continuous manner to win achieve the objective of the bank. Training conducted once in a blue moon has not yielded better result. The employees, who have attended less than 2 training programmes in the past two years, have not expressed their satisfaction in the training programme offered by the banks. Banks should organize more training programmes to equip their employees to fulfill the objective of bank.

➢ Employees have not shown interest in the existing method of On-the-job training programmes offered by the banks. Quality oriented training methods
should be incorporated to achieve betterment in “On-the-job training programme”.

- Female employees expressed their requirement of added module with the existing training programmes. Specialized training programmes should be designed for female employees to utilize their skills and talents in the area of Customer Relationship Management in banks.

- As per the findings of the study, employees belonging to the age group of 40 to 50 years have not shown keen interest in the training programme offered by the banks. So more attention should be paid to this senior age group. Training programmes should be designed based on age, experience and need of the employees.

- Amongst the training programmes role play and case study methods are considered good by the employees. So the organization should give suitable importance to role play and case study methods of training.

- There is no significant relationship existing between learning objectives in training programmes and behaviour of employees. The correlation between these two variables is not significant. Correlation between learning objectives in training programmes and behaviour of employees should be attained by making them understand the mission and the vision of the organization. So, learning objective of the training programme should induce the employees’ behaviour for the betterment of organization.

- In the banking sector, employees’ behaviour plays a vital role in improving the productivity of an organization. Good relationship should be maintained
with superiors, peer members and subordinates to strengthen organizational effectiveness. As per the outcome of path analysis, behaviour and superior-subordinate relationship should be given importance in training programme to attain overall effectiveness. Personality development programmes such as communication development exercise, team building activities and leadership practices should be incorporated to attain better results in training.

- After the employees’ returning from the training programme, proper performance appraisal should be made to all the employees. So, they can know where they are strong and in which area they are lacking.

- The training programme should be intellectual learning between the trainer and the trainee.

- The training material provided during the training programmes must be clear and precise. It should be simple and easily understandable by all the trainees. And also it should meet the objectives of the training programme.

- Employees should feel that training is essential for self development and to attain job satisfaction.

- Banks should take necessary steps in such away that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present business challenges.

- The training programmes should be relevant to the present job. Opportunity should be provided to the customers to apply their knowledge in the workplace, which they attained during the training programmes.
➢ Attitude towards training, learning objectives met, job effectiveness, behaviour and relations, training input and facilities and growth are highly inter-correlated and found to be highly significant.

➢ Bank should take necessary steps to give innovative training programme rather than traditional training programmes. There should be highly sophisticated training input and facilities.

➢ Training is not only to increase the productivity, but also to increase the cordial relationship among the employees. Hence the organization should consider employee training programme as an asset and not as a liability.

**Some specific suggestions have been made to the banks separately. The suggestions for State Bank of India are listed here under**

➢ In State Bank of India, training inputs and facilities need to be improved. Training inputs such as explanatory notes for concepts, case study related materials, situation-handling tips should be provided to improve the understanding capacity of the participants and proper venue should be selected for the programme.

➢ Improvements need to be made in the context of behaviour and relationships amongst employees. Training modules such as reporting system, Team work concepts and code of ethics should be incorporated in the training programme to have congenial atmosphere in the training programme.
Suggestions for Indian Bank are listed here under

- Training inputs and facilities should also be improved similarly for the Indian Bank also. Training inputs such as related materials like New Reserve Bank of India regulations, Factoring, Interaction with experts and case study materials should be provided to develop the skills of the employees of Indian Bank.

- Learning objectives should be framed well to suit the needs of the employees. Slide shows (Power point presentation) without appropriate reasoning have not impressed the employees. Practical training programmes should be imparted in a grand manner to make the employees have more interest in the training programme.

Suggestions for Indian overseas Bank are listed here under

- Regarding Indian overseas bank sufficient time allocation should be made along with supporting materials for learning. The participants should be encouraged to develop their communication skills. Programme must be framed in such a manner as to give importance to job related information, sufficient time allocation for each and every session in the training programme and encouraging the participants to communicate with the trainer freely.

Suggestion for ICICI Bank are listed here under

- As far as ICICI Bank is concerned, superior-subordinate relationship should be improved by incorporating personality development programmes such as role-play, group discussion and business games. This will go a way in the development of the bank concerned.
Suggestion for City union bank are listed here under

- In case of City Union Bank, the behaviour and superior-subordinate relationship need to be improved with the help of programmes like role-play and case study. Team building activities also need to be concentrated.

Suggestion for HDFC bank are listed here under

- In HDFC Bank, Learning objectives should be framed well to suit the needs of the employees. Employees should be equipped enough to attain mission, vision and objectives of the organization by well-designed informative training programmes.

Suggestions for BHEL bank are listed here under

- In BHEL Employees’ Co-operative Bank, training inputs and facilities need to be improved. Training inputs such as explanatory notes for concepts, case study related materials and situation-handling tips should be provided to improve the understanding capacity of participants. Improvements need to be attained in the context of behaviour and superior-subordinate relationship among employees. Training modules such as reporting system, Teamwork concepts and code of ethics should be incorporated to attain better relationship.
CONCLUSION

Human Resource Management is meant “to integrate all personal activities with each other and strategically with organizational objectives”. Essentially, it first serves the organizational interest and in that context, “It’s an Investment rather than a cost to the organization”. The utilization of all other resources directly depends on efficient utilization of human resources. ‘Our people are our most important asset’. Many organizations are using this phrase to acknowledge the important role that employees play in organizational success.

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. As jobs have become more complex in the banking sector, the importance of employee training has increased. In a rapidly changing society, employee training is not only an activity that is desirable but also an activity that an organization must commit resources to, if it is to maintain a viable and knowledgeable workforce. Owing to the changing banking environment, HR department should care for appropriate response in equipping people who have to perform in the new environment.

In this study on “methods and effectiveness of training” the banks that have been taken for the study are effectively providing training to the employees. And it directly contributes for the growth and development of the banks. But banks need to concentrate on maintaining a good relationship between the superiors and their subordinates, so that it will contribute to the betterment of the banks.
Scope for further research

The present study is made only to measure the effectiveness of training programme in banks. This may be extended to other dimensions such as, Employee Performance Appraisal Methods, Employees Attitude, Employees Motivation, Employees Welfare measures (monetary and non-monetary) and other dimensions of training programmes. The organization can implement Enterprise Resource Planning (ERP), Business Process Reengineering (BPR), Supply Chain Management, Customer Relationship Management (CRM) and on the whole the bank can integrate men, material, machinery and money to the Enterprise Wide Information System.