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REVIEW ARTICLE

PRESENTING, ANALYSIS AND INTERPRETATION OF FINDINGS REGARDING TRAINING AND DEVELOPMENT IN ICICI BANK AND PUNJAB NATIONAL BANK

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ABSTRACT

No organization has a choice of whether to train its employees or not, the only choice is that of methods. The primary concern of an organization is its viability, and hence its efficiency. There is a continuous environmental pressure for efficiency, and if the organization does not respond to this pressure, it may find itself rapidly losing whatever market share it has. Training imparts skills and knowledge to the employees in orders that they contribute to the organization's efficiency and be able to cope with the contract pressures of changing environment. The viability of an organization depends, to a considerable extent on the skills of different employees, especially that of its managerial cadre, to align the organization successfully within its environment. Three factors have been identified which necessitate continuous training in the organization. These factors are technological advancements, organizational complexity, and Human Relations. All these factors are related to each other Example Technological advancements tend to increase the size of the organization, which increases its complexity, similarly, increasing organizational complexity and technological advancements also a creates human Relations.

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INTRODUCTION

Training and development is the most important subsystem or element of human resource development. It concerns increasing improving, enhancing and modifying employees and managers skills, abilities capabilities and knowledge to enable current and future jobs to be more effectively conducted these desirable achievements are likely to increase an individual's as well as an organization's growth and performance. Generally there are two main ways for conducting training and development programmes. first in house training and development designed initiative that are conducted within the organization which could be directly on the job experience .A second way for conducting training and development programmes is off the job or out of house training and development designed that is conducted outside the organizations through external providers who will be responsible for evaluating training and development effectiveness through many objectives. These outcomes are likely to embrace such topics as developing the skills and abilities of employees and managers to improve their performance, familiarizing employees and managers with new systems, procedures and methods of working helping employees and new starters to become familiar with the requirements of particular jobs in the organizations and guiding

the organization to improve customers service satisfaction and total quality in the organization. According to ARMSTRONG (1996) "Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experienced".

Review of Literature

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". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001) According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984) The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000, p.189). The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social. Riozual Hasan Siddiqui "Measures or making training and development programmes more effective and efficient in

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human resource development .” In this paper he discussed that the most valuable assets of an organization consists of its human resources. Every aspect of a firm’s activities is determined by the competency, motivation and general effectiveness of its human organization of all the tasks of management managing etc. Recruiting, maintaining and developing the human component is the central and most important task, because all else depend upon how well it is done. In this paper an attempt is made as how to ensure the right kind of people at the right place, at the right time through proper selection and training to do the things, which result in both the organization and individual receiving the maximum long range benefit.

Raman and Jeelan Bush, Study attempts to know the most important human resource management practices such as employee training and development programmes, wage and salary administration practices, employee welfare measures and also employer –employee relations prevailing in the bank. Studies indicated that the majority of selected personal stated a favorable opinion about training methods, materials, quality of faculty in the institutes where the employees underwent training. However the physical facilities at different training centers were not up to expectation of few people. In case of the opinion about method of salary fixation, majority of respondents were under dilemma and hence expressed that method of salary fixation was neither too good nor too bad.

Research objective

- *To study the training and development system in both the banks.
- *To know the training set up in ICICI Bank.
- *To know the training set up in Punjab National Bank.
- *To know the perception of the officers of both the banks about training and development.

Research methodology

The present study is focusing on training and development in ICICI Bank and Punjab National Bank. The present study is based on primary data collected from the 200 officer’s cadre employees respondent of ICICI Bank and Punjab National Bank through questionnaire. A set of four questions were asked from respondents to determine their satisfaction from training activities. The respondents were asked to give an account of their satisfaction from training activities and their performance regarding inside or outside training. They were asked to rate the usefulness of the training and how training helps in job enrichment.

The collected data is duly edited, classified and analyzed by using Hypothesis Technique.

Analysis of data

The analysis is done on the responses of the sampled employees working in ICICI Bank and PNB. The data was analyzed on the basis of age, qualification and work experience of the respondents.

Table 1. Satisfaction with the training activities on the basis of age in ICICI Bank and Punjab National Bank

Age	Response		Total
	Yes	No	
Below 45 years ICICI Bank	184(100%)	0(.0%)	184(100%)
PNB	44(97.8%)	1(2.2%)	45(100%)
Total	228(99.6%)	1(.4%)	229(100%)
Above 45 years ICICI Bank	16(100%)	0(.0%)	16(100%)
PNB	136(87.7%)	19(12.3%)	155(100%)
Total	152(88.9%)	19(11.1%)	171(100%)

Sources: - Data collected through Questionnaire

Table 1 shows the perception of the respondents of ICICI Bank and PNB about satisfaction with the training activities on the basis of age below 45 years and above 45 years. The fisher test is applied in this table. The fisher’s exact test value in the below 45 years age group is .197. The significant value is > 0.05 so there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities. The fisher’s exact test value in above 45 years age group is .222. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities.

Table 2. Satisfaction with the training activities on the basis of qualifications in ICICI Bank and Punjab National Bank

Age	Response		Total
	Yes	No	
Graduate ICICI Bank	56(100%)	0(.0%)	56(100%)
PNB	78(85.7%)	13(14.3%)	91(100%)
Total	134(91.2%)	13(8.8%)	147(100%)
Postgraduate ICICI Bank	144(100%)	0(.0%)	144(100%)
PNB	102(93.6%)	7(6.4%)	109(100%)
Total	246(97.2%)	7(2.8%)	253(100%)

Sources: - Data collected through Questionnaire

Table 2 shows the perception of the respondents of ICICI Bank and PNB about satisfaction with the training activities on the basis of qualification. The fisher test is applied in this table. The fisher’s exact test value is .002 who have graduate qualification. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities. The fisher’s exact test value is .002 who have postgraduate qualification. The significant value is < 0.05 so this is indicate that there is significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities.

Table 3. Satisfaction with the training activities on the basis of work experience in ICICI Bank and Punjab National Bank

Age	Response		Total
	Yes	No	
Less than 10 years ICICI Bank	160(100%)	0(.0%)	160(100%)
PNB	38(95%)	2(5%)	40(100%)
Total	198(99%)	2(1%)	200(100%)
More than 10 years ICICI Bank	40(100%)	0(.0%)	40(100%)
PNB	142(88.8%)	18(11.2%)	160(100%)
Total	182(91%)	18(9%)	200(100%)

Sources: - Data collected through Questionnaire

Table 3 shows the perception of the respondents of ICICI Bank and PNB about satisfaction with the training activities on the basis of work experience. The fisher test is applied in this table. The fisher's exact test value is .039 who have work experience less than 10 years. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities. The fisher's exact test value is .027 who have work experience more than 10 years. The significant value is < 0.05 so this is indicate that there is significant difference in the opinion of the respondents of ICICI Bank and PNB about satisfaction with the training activities.

Table 4. Preference of types of training classified on the basis of age in ICICI Bank and PNB

Age		Faculty		Total
		Inside	Outside	
Below 45 years	ICICI Bank	128(69.6%)	56(30.4%)	184(100%)
	PNB	21(46.7%)	24(53.3%)	45(100%)
	Total	149(65.1%)	80(34.9%)	229(100%)
Above 45 years	ICICI Bank	12(75%)	4(25%)	16(100%)
	PNB	118(76.1%)	37(23.9%)	155(100%)
	Total	130(76%)	41(24%)	171(100%)

Sources: - Data collected through Questionnaire

Table 4 shows the opinion of the respondents of ICICI Bank and PNB about preference of types of training on the basis of age. The chi-square test is applied in this table. The chi-square test value in the group of age below 45 years is .005. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training. The chi-square test value in the group of age above 45 years is 1.000. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training.

Table 5. Preference of types of training classified on the basis of qualification in ICICI Bank and PNB

Age		Faculty		Total
		Inside	Outside	
Graduate	ICICI Bank	28(50%)	28(50%)	56(100%)
	PNB	55(60.4%)	36(39.6%)	91(100%)
	Total	83(56.5%)	64(43.5%)	147(100%)
Postgraduate	ICICI Bank	112(77.8%)	32(22.2%)	144(100%)
	PNB	84(77.1%)	25(22.9%)	109(100%)
	Total	196(77.5%)	57(22.5%)	253(100%)

Sources: - Data collected through Questionnaire

Table 5 shows the opinion of the respondents of ICICI Bank and PNB about preference of types of training on the basis of qualification. The chi-square test is applied in this table. The chi-square test value in the group of graduate qualification is .234. The significant value is > 0.05 so there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training. The chi-square test value in the group of postgraduate qualification is 1.000. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training.

Table 6. Preference of types of training classified on the basis of work experience in ICICI Bank and PNB

Age		Faculty		Total
		Inside	Outside	
Less than 10 years	ICICI Bank	105(65.6%)	55(34.4%)	160(100%)
	PNB	16(40%)	24(60%)	40(100%)
	Total	121(60.5%)	79(39.5%)	200(100%)
More than 10 years	ICICI Bank	35(87.5%)	5(12.5%)	40(100%)
	PNB	123(76.9%)	37(23.1%)	160(100%)
	Total	158(79%)	42(21%)	200(100%)

Sources: - Data collected through Questionnaire

Table 6 shows the opinion of the respondents of ICICI Bank and PNB about preference of types of training on the basis of work experience. The chi-square test is applied in this table. The chi-square test value is .004 who have work experience less than 10 years. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training. The chi-square test value is .193 who have work experience more than 10 years. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about preference of types of training.

Table 7 shows the perception of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank on the basis of age. The Fisher's exact test is applied in this table. The Fisher's exact test value in the group of age below 45 years is .016. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank. The Fisher's exact test value in the group of age above 45 years is .170. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about usefulness of training program conducted by the bank.

Table 8 shows the perception of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank on the basis of educational qualification. The Fisher's exact test is applied in this table. The Fisher's exact test value in the group of graduate qualification is .066. The significant value is >0.05 so there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank. The Fisher's exact test value in the group of postgraduate qualification is .005. The significant value is < 0.05 so this is indicate that there is significant difference in the opinion of the respondents of ICICI Bank and PNB about usefulness of training program conducted by the bank.

Table 9 shows the perception of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank on the basis of work experience. The Fisher's exact test is applied in this table. The Fisher's exact test value in the group of having work experience less than 10 years is .043. The significant value is < 0.05 so there is significant difference in the opinion of the respondents of ICICI Bank and PNB about the usefulness of training program conducted by the bank.

Table 7. Usefulness of training program of ICICI Bank and Punjab National Bank classified on the basis of age

Age	Response				Total	
	Help in discharging duties	Help in improving job knowledge	Help in promotion	None of them		
Below 45 years	ICICI Bank	13(7.1%)	149(81%)	22(11.9%)	0(.0%)	184(100%)
	PNB	1(2.2%)	36(80%)	5(11.1%)	3(6.7%)	45(100%)
	Total	14(6.1%)	185(80.8%)	27(11.8%)	3(1.3%)	229(100%)
Above 45 years	ICICI Bank	0(.0%)	16(100%)	0(.0%)	0(.0%)	16(100%)
	PNB	21(13.5%)	123(79.4%)	11(7.1%)	0(.0%)	155(100%)
	Total	21(12.3%)	139(81.3%)	11(6.4%)	0(.0%)	171(100%)

Sources: - Data collected through Questionnaire

Table 8. Usefulness of training program of ICICI Bank and Punjab National Bank classified on the basis of qualifications

Age	Response				Total	
	Help in discharging duties	Help in improving job knowledge	Help in promotion	None of them		
Graduate	ICICI Bank	12(21.4%)	44(78.6%)	0(.0%)	0(.0%)	56(100%)
	PNB	14(15.4%)	67(73.6%)	7(7.7%)	3(3.3%)	91(100%)
	Total	26(17.7%)	111(75.5%)	7(4.8%)	3(2%)	147(100%)
Postgraduate	ICICI Bank	1(0.7%)	121(84%)	22(15.3%)	0(.0%)	144(100%)
	PNB	8(7.3%)	92(84.4%)	9(8.3%)	0(.0%)	109(100%)
	Total	9(3.6%)	213(84.2%)	31(12.3%)	0(.0%)	253(100%)

Sources: - Data collected through Questionnaire

Table 9. Usefulness of training program of ICICI Bank and Punjab National Bank classified on the basis of work experience

Age	Response				Total	
	Help in discharging duties	Help in improving job knowledge	Help in promotion	None of them		
Lessthan10years	ICICI Bank	12(7.5%)	127(79.4%)	21(13.1%)	0(.0%)	160(100%)
	PNB	1(2.5%)	34(85%)	3(7.5%)	2(5%)	40(100%)
	Total	13(6.5%)	161(80.5%)	24(12%)	2(1%)	200(100%)
More than 10years	ICICI Bank	1(2.5%)	38(95%)	1(2.5%)	0(.0%)	40(100%)
	PNB	21(13.1%)	125(78.1%)	13(8.1%)	1(0.6%)	160(100%)
	Total	22(11%)	163(81.5%)	14(7%)	1(0.5%)	200(100%)

Sources: - Data collected through Questionnaire

The Fisher's exact test value in the group of having work experience more than 10 years is .092. The significant value is > 0.05 so this is indicate that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about usefulness of training program conducted by the bank.

Suggestions

To improve the training program in the ICICI Bank and PNB the following steps should be taken immediately.

1. Training systems of banks to focus on creation of talent pool of officers in critical areas like Treasury, Corporate Credit, International Banking, Social Banking, Technology, Risk Management, Marketing, Infrastructure Financing, Financial Inclusion, etc. Internal certification of training programmes to be introduced to build talent pool.
2. Training colleges of individual banks to be upgraded as centres of excellence with mandate to carry out in – house research provide learning support to the management and are responsible for continuing education efforts.
3. Training strategy to focus on staff working in rural areas and women employees and priority to be accorded for regular in –house training to rural staff.
4. E-Learning and other alternate delivery channels for learning to be extensively used for training and learning.
5. Linkage between training and operations to be improved by proper training need analysis and evaluation of

effectiveness of training , focus to understand world class practices and changing requirements of customers.

6. Functional heads to be accountable for training and development of cadre of officers in their area.
7. Internal processes in training such as faculty selection process, training of faculty, introduction of core faculty in some key areas of management, top management support, etc. to be improved.
8. Training of newly recruited officers to be strengthened and re-vitalized. Two years training to be made mandatory for these officers to provide systematic exposure to all aspects of banking. During training period, they should not be posted in regular jobs.
9. Role related training to be made compulsory for all executives in Scale IV and above. Objective is to develop leadership, decision making, risk management skills, etc. Leadership training to precede posting to senior levels, after the promotion decision is taken. This is meant for understanding the role, developing the skills and competencies required to perform the role.
10. External and overseas training to be aligned to a clearly laid down talent management strategy.
11. Every bank to develop a training policy. Policy to include mechanisms for ensuring that training inputs are properly used.
12. Performance of every employee undergone training should be evaluated so as to get improved quality of training activities, improve ability of the trainers to relate inputs to outputs and know their understanding about the training program conducted .

Conclusion

The training system in banks plays a very important role in the success of organization. If the training system is good than the employees will contribute their maximum for the achievement of the organizational objectives. The result of the present study show that in both the banks the respondents are satisfied with training activities and they are also in favour of outside faculty. The mostly respondents of both the banks are opinion that training helps in improving job knowledge.

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