



Importance of Training Need Assessment in Indian Banking sector

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ABSTRACT

Increasing competence and effectiveness of manpower through training and development has become very important for present business scenario to make sure success in banking sector. Training and development of HRM in industries have been considered as a vital instrument for the expansion of enviable motive and perception for both the manager and employees. Training serves as a significant way for the progress efficient work practices and techniques of employment and thus develops career performance, diminish waste and catastrophes, organize persons for customized occupations avoid avoidable turnover, improvement of product and service quality.

This research project is undertaken to identify the effectiveness of Training Need Analysis adopted in Indian banks. Before training design challenges are concerned, a cautious need analysis is needed to expand organized information of where and when training is required, what need to be trained, who will be trained and most significantly how will the training be carried out. Unless this need assessments have been sufficiently performed it might be difficult to rationally validate offering training.

Identifying training need and measure the effect of the training solutions are changing transforming with the modern technologies, globalization and strategies; therefore, it is very significant to continuously share and update ourselves with the latest methods adopted in identifying training need and in measuring their returns in banking sector.

The findings revealed that the reasons for the declining performance of bankers are directly related with the lack of positive attitude about the jobs in the banking sector, lack of motivation and dissatisfaction involved with these. T&D will cause higher satisfaction level in employees and they will accomplish their duties with a lot of

accountability with best performance. Results also showed that only a few needs assessment techniques, such as, management audit, interview customers and employees, written tests, assessment centre, survey, and individual development plans are used by the banks to assess the training needs in India.

Key Words: Training, Training Need Analysis, Banking sector, employees

INTRODUCTION

Banks prefer more training than gaining bookish knowledge to ensure that the employees are motivated and have developed relevant skills in them to do their jobs with confidence.

Appropriately trained and highly skilled human resource is perceived as the greatest asset of a firm. Skilled employees contribute to competence, expansion, increased efficiency and market reputation of a company.

A variety of concerns like T&D develop employee knowledge and capabilities that will improve them so as to carry out tasks to achieve their individual and organizational objectives. But for the organizational objectives to be achieved, employee's requirements should be satisfied in such a way that it creates good working environment so that they can be fully committed to their jobs. When making such program managers required to plan in such an approach that they avoid faults. Though, organizational objectives can be accomplished if employees are fully committed to their jobs. Organizations need to ensure that its employees are satisfied in order to retain them. Many companies lose their staff members and professionals because of employee dissatisfaction and changes that happen in the organization because of lack of competence, capabilities and inspiration.

The main objective of this study was to measure the effectiveness of training need identification practices in selected banks. The employees of public and private sector banks are expected to have specific aptitude, skills and knowledge, which can be made through effective T&D programme. The outcome of manpower in the banking sector of India requires be strengthened by proper training both via on-the-job and off-the-job session. Many financial institutions still practicing informal training need assessments. It is very important to engage most of the trainers in needs assessments and evaluations as an effective training can only be planned based on inclusive assessments of job responsibilities and trainee compatibility.

To make desired result, workers are generally trained through cyclical processes. Training needs assessment (TNA) occurs to be the initial phases that break down the fields where training is necessary. TNA is the prime and vital measure for the formulation of T&D programs. Training assessments are considered with the achievement of desired levels of ability and the accomplishment of requisite knowledge and skill. Therefore, training effectiveness points out conditional or associated factors impacting learning, retention and transfer. Among all of the best practices, need assessment is probably the most important part of the process.

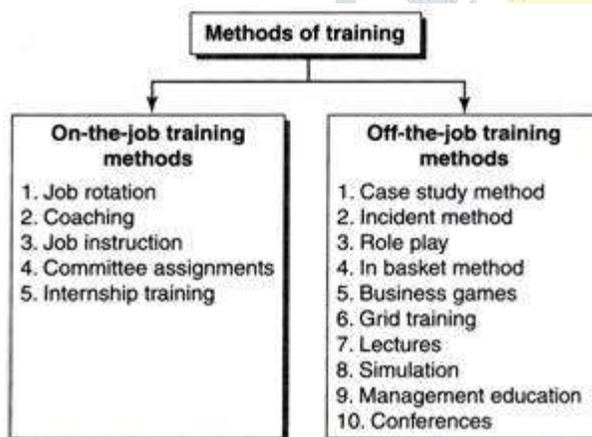
Training Need Analysis identify the gap among present performance and the departmental goals and purposes. It is considered as an analytical tool that assists to decrease the gap among employee capabilities and the skill

needed by the job. Effective training requires evaluation forms the basis or benchmark for measuring the training effectiveness.

This study also identified unavailability of training programmes, location of training venue, lack of managerial support, capacity of the trainees, budget of the training, and the length of training programmes as the most important hindrances against improving the effectiveness of training programmes of banks. It is suggested that the effectiveness of TNA and training programmes can be increased by improving training environment, managing organisation, ensuring service quality and better time management, nurturing leadership, and increasing budgets of the training programmes of the banks India.

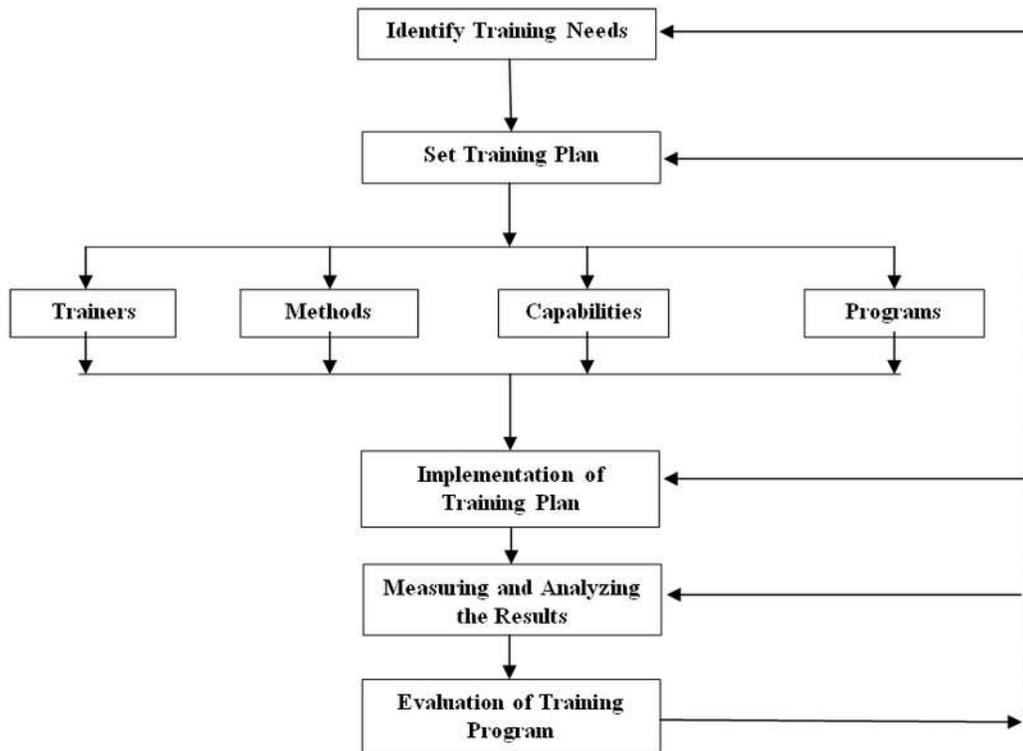
The training programmes must start on the basis of the TNA that should cover organisation, task and the people aspects of the organisation. Answers to declining staff performance; frequency of training needs review, policy or process for identifying future training and professional needs; methods of assessing future needs of training and professional needs and techniques of identifying training needs were sought. Additionally, effect of the identified training and professional needs; low confidence level of the managers about the existing process of training need assessment, effectiveness of the TNA process; factors that prevent to achieve training or professional development needs, and the issues that would be beneficial for wider professional development in the banks were searched.

The various training methods are:



Training need identification

Training need identification of any firm should comprise three types of analysis i.e. of corporate, group and individuals. These three kinds of needs are interrelated and can operate from both sides i.e. corporate to individual and individual to corporate. To make it more simpler and practical, organisational analysis should concentrate on organisational goals. In-group need identification focus is on operations analysis i.e. task to inculcate specific worker behaviour. Individual i.e. man analysis reviews the knowledge, attitudes and abilities have and needed by the employee.



PURPOSE OF THE STUDY

The basic purpose of this research paper was to establish the training needs between bank employees. In the present scenario of globalization and competition training has become crucial. The accessibility of capable and employees are a major issue for the banks in India. The biggest challenge of an HR manager is to train the staff members to generate desired outcomes. In the cyclical processes of training need identification, training need analysis occurs to be the initial which analyses the areas where training is vital.

PROBLEM STATEMENT

It is found that the productivity and profitability of the Private Sector Banks are better compared to the traditional public sector banks. The question is how far this can be attributed to the T&D activities in banks. Are there significant differences between the two categories of banks regarding the T&D needs? If there seems to be differences what are the different specific aspects in which the two categories of banks differ. The present study is an attempt to look in to these aspects for the purpose of gathering more information for improving the Training and Development needs in both the categories of banks.

RESEARCH OBJECTIVES

- To identify the current TNA techniques of employees in banking sector
- To determine their impact on the level of satisfaction among employees with these practices.
- To suggest certain improvements for a sound TNA in Indian banks

SIGNIFICANCE OF THE STUDY

The present research study is important and timely in the situation that remarkable transformations are occurring in the banking sector particularly in the part of capabilities required in the modern work situation. This research is the chief of its sort in the fields of T&D need assessments of both private and public sector bank. The key purpose of this study is to categorize the distinction among the Skill Gap Score of staff members of Public and Private Sector Banks followed by T&D need assessments of staff members. It is hoped that the current research would give the foundation for formulating proposition for future scope of studies.

LITERATURE REVIEW

The basic aim of the research paper of Chahal Aarti (2013) was to analyze training needs analysis and effectiveness of training on performance by adopted growth based strategies. The study critically analyzed the status of different need analysis based T&D programmes in PNB and HDFC bank and has identified the proposed connection among the training and employee effectiveness. Findings revealed that PNB and HDFC is average and there is scope for development in training. The perception of staff members concerning the T&D somewhat differs significantly on the basis of gender and designation. T&D provides competitive benefit to an organization by eliminating performance deficiency; preparing their staff members keep on long; reducing accidents and meeting potential employee requirements. There is a better firmness, flexibility, and capability for expansion in a firm. Training gives to worker constancy in at least two ways. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization which intern renders stability to the workforce. Need evaluation analyzes current issues and future to be congregated through T&D

TahminaFerdous & B.M.Razzak (2012) conducted a study to investigate and analysis of TNA and its significance of banks in Bangladesh. The data of this study was collected via email and over telephone interview of 50 respondents of NBL. The findings addressed that the training needs assessment is prerequisite for an effective training that helps for organisational growth and development. Consequently the recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in this sector of Bangladesh and in overseas.

Cotes and Ugarte (2021) points out that TNA process is essential for identifying issues with organizational and individual performance and their possible causes. This research takes a case study approach that seeks to explain how this procedure is carried out at the International Bank. It challenges the extent to which the TNA is aligned with the organization's objectives and people's performance. As a result, this research proposes an improved and comprehensive TNA model, which places strategic goals instead of competence analysis at the core of the TNA to close performance gaps. The new TNA process takes a data analytics approach from several HRM processes to improve the connection between training needs and business priorities with optimal organizational performance.

Jadhav (2013) studied the T&D programmes undertaken by banks for their employees. The main objectives of the present study were to analyse effectiveness of T&D programmes for employees to discharge their duties and to study how T&D programmes helps to achieve customer satisfaction. For this study primary data were 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 carry out T&D 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 result of T&D.

Geeta Kumari (2019) in her research paper, the performance of employee in banking sector is studied by understanding the effect of T&D. In case of ICICI bank, the majority of the respondents (48%) were engaged with the organization from 1 to 5 years. This may also conclude that employee's turnover is less than public bank and people have more secured jobs in public banks. In the case of SBI bank, on the basis average score the highest influential factor is HR department is identifying the training needs and least influential factor is Methodology for the selection of training. In the case of ICICI bank, on the basis average score the highest influential factor is HR department is identifying the training need least influential factor is Methodology for the selection of training.

A study carried out by Mathapati (2020) tried to illustrate that overall function and effectiveness of T&D in banking sector. In current scenario, drastic revolution is taking place in T&D in banking sector. Due to the technological changes and banking environments, T&D has become challenging task for both public as well private sector banks. It is essential to understand cause and effects among bank employees regarding T&D. This study focuses to understand the effectiveness of T&D programs on bank employees of public as well as private sector banks. Survey from public as well as private sector bank employees has been conducted using structured questionnaire. The data has been collected from 100 respondents to understand the effectiveness of T&D programs in banking sector in Vijayapura.

Ferdous and Razzak (2013) in their study was to ascertain the training needs among employees of Public sector bank. In the current dynamic business environment training has become indispensable. The biggest challenge of human resource managers is to train the employees to produce desired results. In the cyclical process of training, training needs analysis happens to be the initial which analyses the areas where training is essential.

RESEARCH METHODOLOGY

This chapter, research methodology is considered as the nerve of the research work. Without a right and well prepared research design, it is not possible to complete the research paper and achieve to any findings and final conclusion. This research paper was based on the Primary survey through structured questionnaire. The basic purpose of survey was to gather proper primary data, which work as a base for drawing conclusion and getting result. Research methodology is the way to systematically solve the research problem. Research methodology not only talks of the methods but also the logic behind the methods used in the context of this research study and it describes why specific techniques have been applied.

RESEARCH DESIGN

The specific purpose of the study, research design adopted is descriptive in nature. The descriptive research is undertaken so as to ascertain and be able to explain the features of the factors of interest in a situation.

TYPE OF RESEARCH

To find out the suitable data for research mainly two kinds of data was gathered namely primary & secondary data as explained below:

PRIMARY DATA

The primary data was gathered with the support of structured questionnaire due to its simplicity & reliability. The survey technique is much supportive in variables such as getting selections and assisting participants to understand the importance and reply to their aptitude. In this technique we get high response rate and reliability.

SECONDARY DATA

Secondary data is gathered from earlier research works and literatures to fill in the respective study. The secondary data was gathered from:

- Books related to HRM, training and development
- Articles and previous research papers
- HR Journals
- Annual reports and brochures of selected banks
- Relevant Websites

SAMPLING METHODOLOGY

The method of **Random Sampling** has been used in the analysis of the data. 100 employees have been selected at random from HR department of selected banks in Delhi and feedback forms (questionnaire) have been obtained. The data has been analyzed in order to arrive at present training practices in the organization. The primary data collected from employees of selected banks. Sampling area has been chosen NCR region (India).

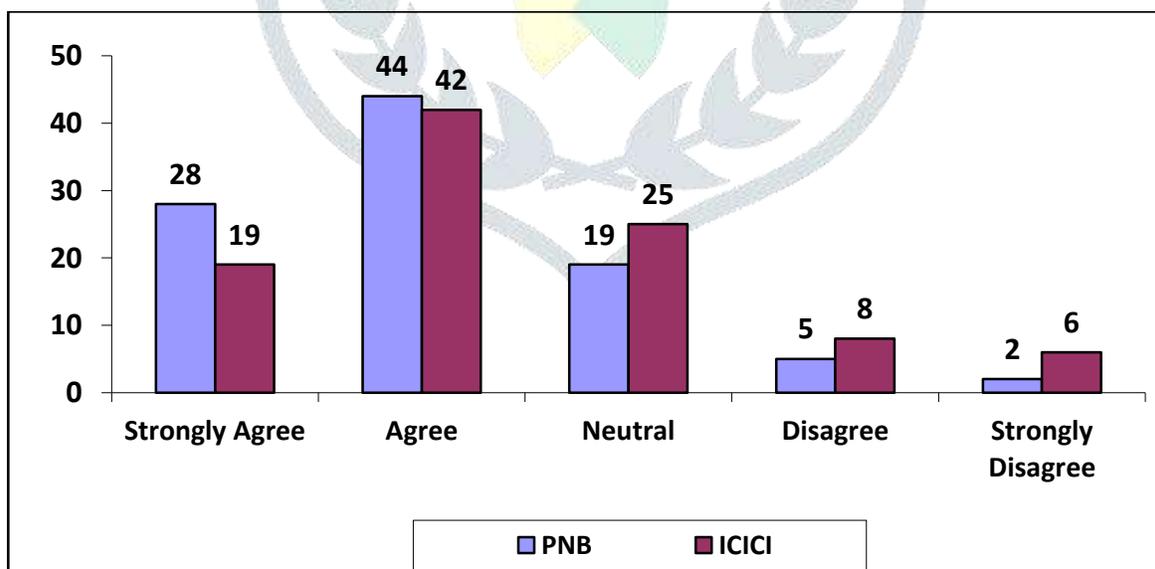
TOOLS USED

For the comparative analysis percentage analysis is used. After completion of the entire analysis, interpretation was made on the basis of Tables, Charts, and Bar graphs for representation of data.

DATA ANALYSIS AND FINDINGS

The training objective was identified to you before participating it.

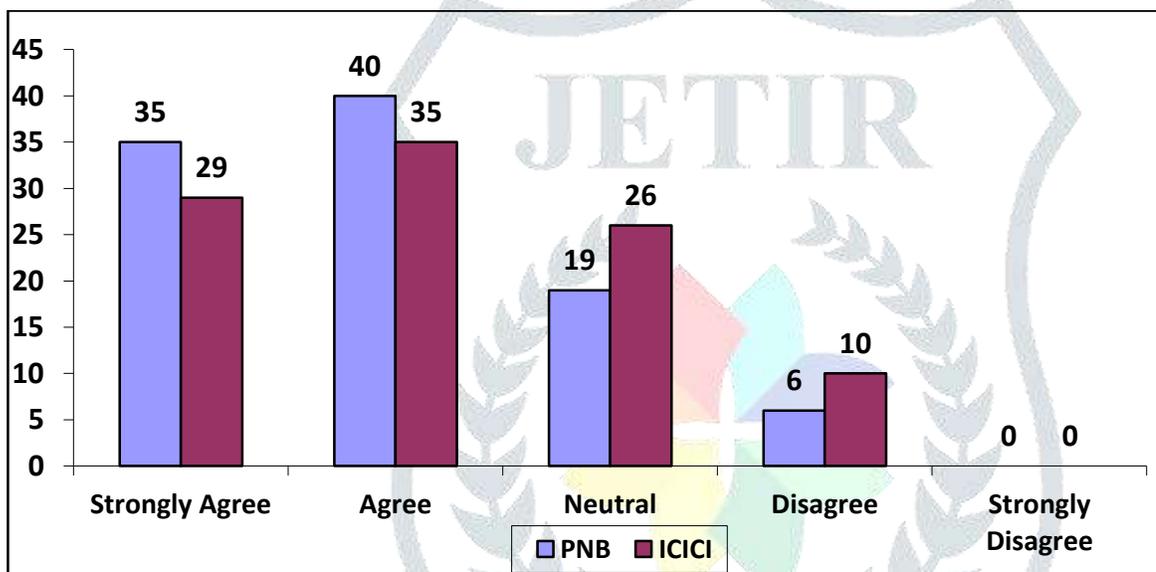
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	28	44	19	5	2
ICICI	19	42	25	8	6



44% the PNB employees revealed that training objective was identified to the employee before participating it. But 42% people agreed that ICICI employees have the training objective was identified to them before participating it..

In my opinion involvement in training is beneficial for personal development

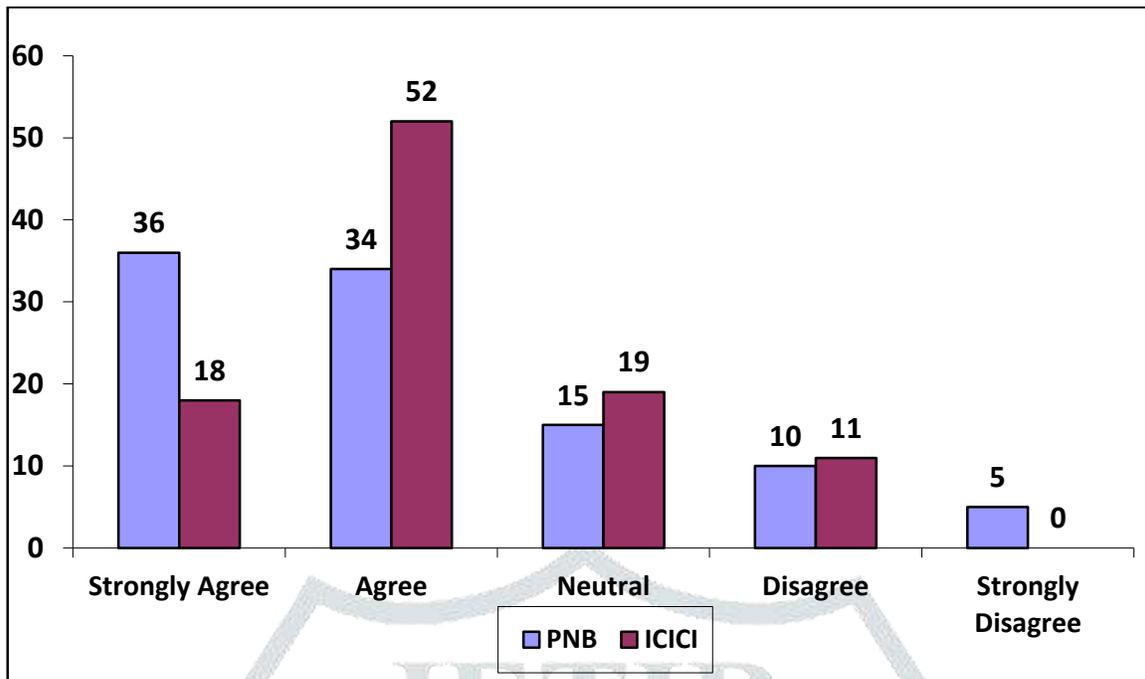
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	35	40	19	6	0
ICICI	29	35	26	10	0



35% of PNB employees reveals that involvement in training is beneficial for personal development on the other hand 40% Wirpo employees agreed that the involvement in training is beneficial for personal development.

The application of training was useful in improving the overall effectiveness of T&D program.

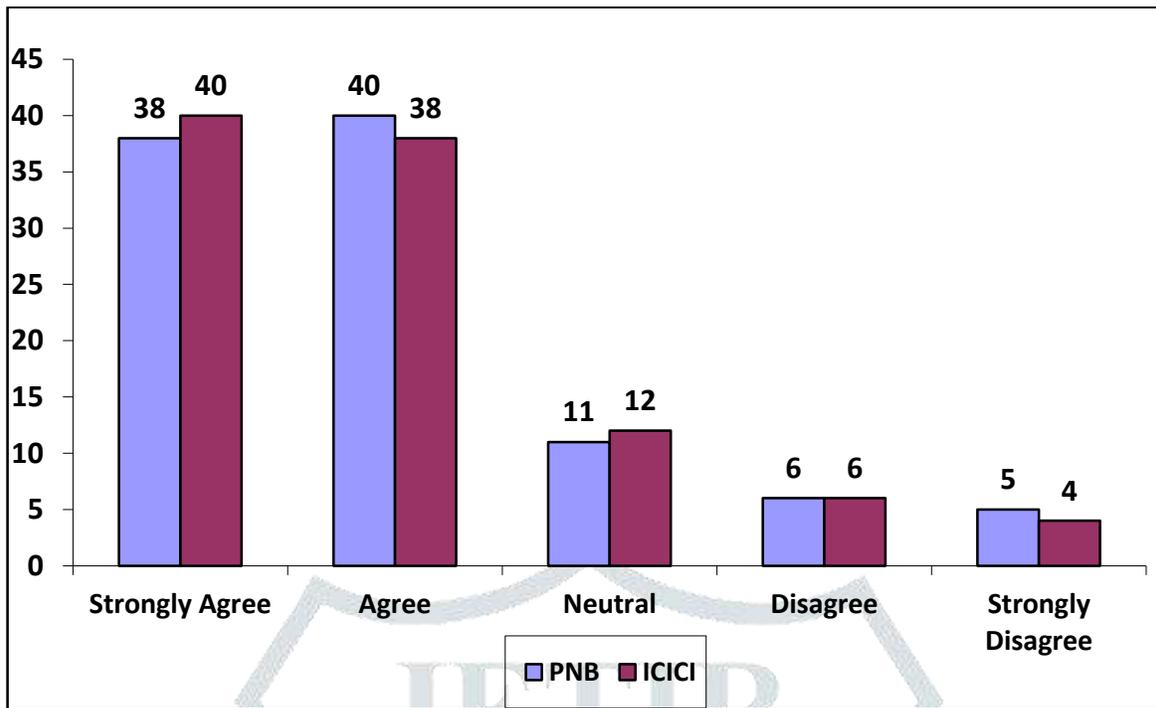
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	36	34	15	10	5
ICICI	18	52	19	11	0



Both PNB and ICICI's 70% staff members the application of training was useful in improving the overall effectiveness of T&D program

The T&D was effectual in improving on- the- job competence.

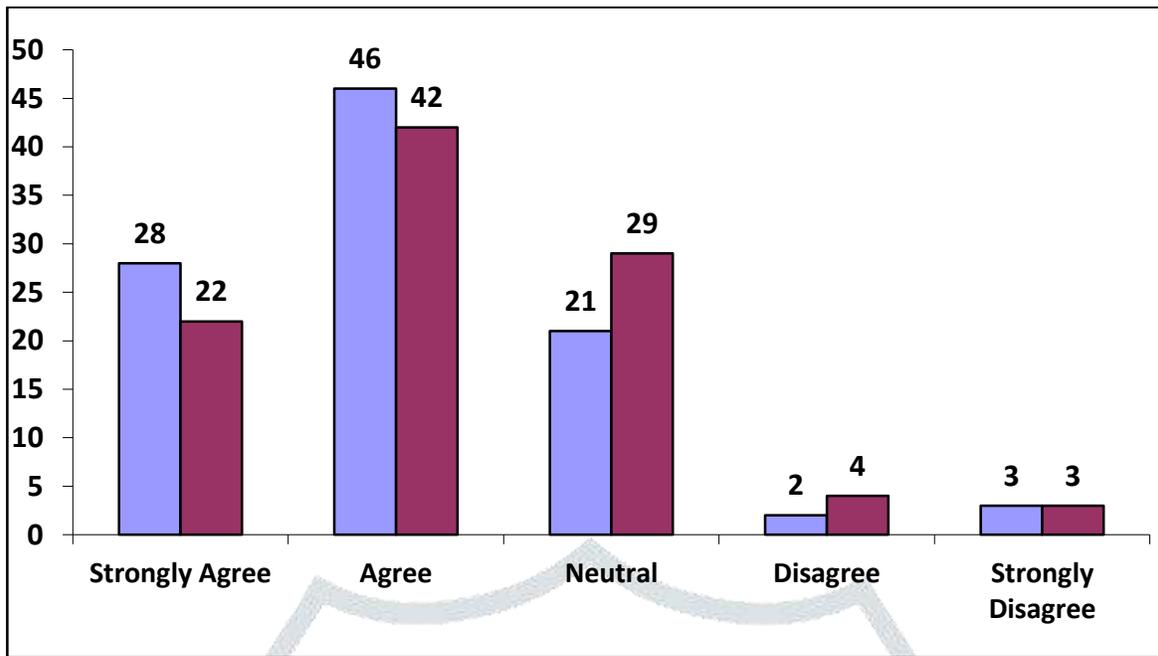
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	38	40	11	6	5
ICICI	40	38	12	6	4



The above graph reveals 78% of th both companies employees agreed that the T&D was effectual in improving on- the- job competence

In your opinion, the numbers of training courses organized during the year were sufficient for employees in banks

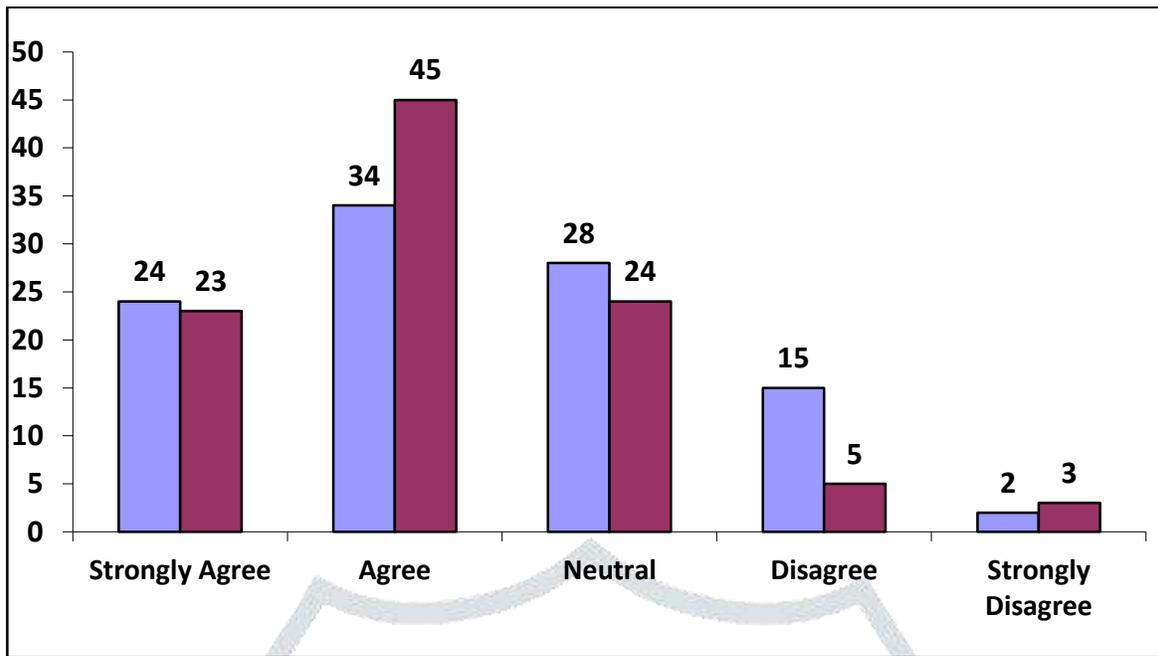
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	28	46	21	2	3
ICICI	22	42	29	4	3



The survey results give a clear cut idea that 74% of the PNB Staff members agreed that the numbers of training courses organized during the year were sufficient for them while 64% of staff members of ICICI agreed the statement.

Rank Effectiveness of T&D need identification in your bank

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	24	34	28	15	2
ICICI	23	45	24	5	3



From the above diagram, it is clearly seen that 58% of PNB employees agreed that T&D need identification in their banks are effective while 28% of them are neutral. 68% of employees of ICICI agreed that training need identification in their company is effective while 24% are neutral.

In the past two years, your bank has changed the way to conduct training need analysis

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	38	46	6	10	0
ICICI	75	19	6	0	0

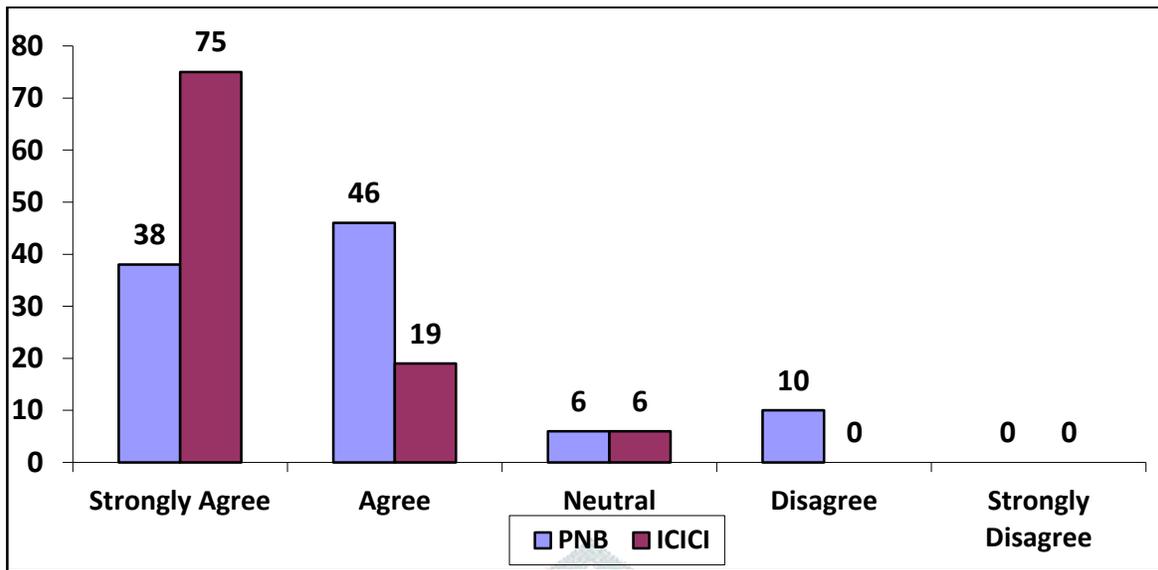
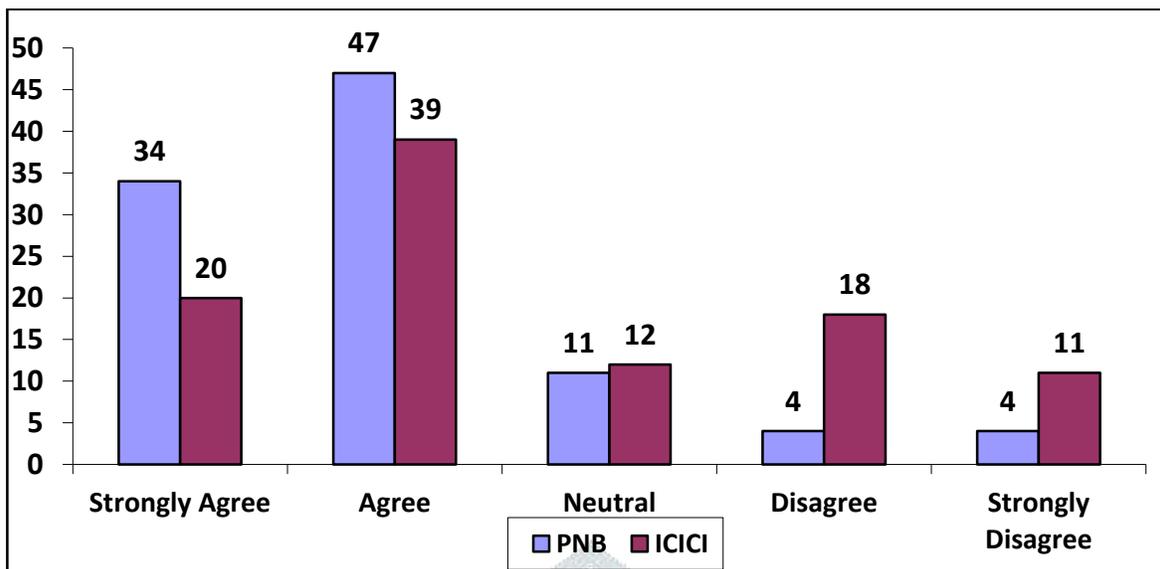


Figure shows that 84% opned that in the past two years, thebank has changed the way to conduct training need analysis PNB. While 95% opned that the bank has changed the way to conduct training need analysis in ICICI.

Is responses and feedbacks on strengthening the Training Programme?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PNB	34	47	11	4	4
ICICI	20	39	12	18	11



80% of the participants strongly agreed that the responses and feedbacks on strengthening the training Programme in PNB. While 59% of the ICICI members agreed the statement while 39% are disagreed the statement.

CONCLUSION

The T&D objectives are in maintain with necessities, skill and capabilities of the trainee employees and it is this that proved to be the major causes for attainment of the training as intact. Stress management T&D programs are very important for banking staff as it was examined that people are all the time in tension like situations as to how to do what to do when to do, no time and things like that which kept them tensed all time.

To sum up that majority of the staff members of PNB and ICICI is rated as good and excellent towards the overall quality and effectiveness of the learning and development program and methods. T&D and employee commitment plays an important role in the success of the organisation. Employees need to develop more skills in order to work better and deliver high quality service even when dealing with more complex situations. When employees are committed to their work their performance increases and the company benefit because it develops. To achieve the vital goals of company, On-the-Job training programme is crucial technique. Hence, we can conclude that that organisation gives TNA to make its employees more loyal and committed towards banks.

SUGGESTIONS

The evaluation of training should be carried out regularly by the HR department of banks to assess the success of training courses being conveyed to staff and to compose essential upgrading, if needed.

The employee developmental program carried out for managerial level staff must lay more importance on fabricating and developing leadership skills, abilities and qualities in them.

Management and leadership skill must also be incorporated in banks T&D courses, and more first-line employees must have access to it. These people would become efficient manager in the future, and giving appropriate

training and development programmes on leadership traits would boost their commitment level and make their job more capable.

Banks should make sure that the purpose of assessing training need is to improve knowledge and skills, to bridge up the performance gap and to change attitudes towards the work. It is one of the most important potential motivators: This can lead to many possible benefits for both individuals and organization through by increasing confidence, motivation and commitment of staff; provide recognition, enhanced responsibility and the possibility of increased pay and promotion; to give a feeling of personal satisfaction and achievement and broaden opportunities for career progression and also help to improve the availability, quality and skills of staff

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