Perception of Training Needs Identification in Public Sector Banks in India – An Empirical Study

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ABSTRACT: *Training refers to all types of skill development activities, generally it is more referred to post employment activities. Training is imparted to bank employees of different cadres. For effective training of their human resources, the first step is to identify the training needs of every individual in the banks. Deployment of scarce resources for deriving the optimum benefits to the banks is also essential. To decide about the contents and coverage of training programs for imparting training to Bank employees a systematic exercise for identification of training needs has to be done before finalizing the training calendar, design of training programmes and their contents.Normally training is designed and administered based on the perceptions of bank managements. When training is imparted at huge cost of money and time, naturally it requires a study of perceptions in training needs in public sector banks in India. This study will help the bank managements to design the training programmes better and training methods used are better received by the participants.*
KEYWORDS :*Training, Training needs identification, Designing training program, Training methods*

I.   INTRODUCTION

Training is the development of the individual at various levels which is expected to bring change in the behavior after training. Training is much more than teaching. It should be learning driven based on the needs of the individual and the organization. Bank employees are no exception to training. Training is a process and consists of a series of steps. The first in the area of training process is to adopt a training policy for the bank. The policy should synchronize with business objectives of the organisation. The training policy starts with the assessment of business plan which provides the direction in which the bank is moving. Next step in the training process is Identification of Training Needs.

Training needs of employees are identified after thorough analysis for effective deployment of scarce human resources. At the stage of training needs identification, banks identify the specific job performance skills needed, assess the prospective trainees' skills, and develop specific, measurable knowledge and performance objectives based on identified deficiencies. Trulove's[1] model of training needs analysis suggested 4 steps as given below.

- Job analysis
- Analysis for setting standards
- Analysis of training effectiveness
- Training and the organisation

Training needs cannot be uniform across all institutions. Occasions and opportunities decide training intervention and it leads to training needs identification.

Each bank has a unique structural make-up of its own with a different set of aspirations. What applies to a public sector bank may not be applicable for a different skill set present, say, in foreign banks and private sector banks. Even among public sector banks the training needs are not uniform. Training intervention in banks will thus have to be geared towards orienting, facilitating and encouraging more employees to take up positions in such areas to manage the competitive rush.

The RBI had appointed a Committee on Capacity Building in Indian Banks under the chairmanship of Shri G. Gopalakrishna, former Executive Director of RBI. The committee has submitted a detailed report to RBI in July 2014.

The committee has made many important recommendations most of which requires training needs identification as a crucial step in implementation of the recommendations.

It is assumed that most banks in India are following a regimen of "training needs analysis", based on the fact that most of the banks have their own staff training college. It is also a fact that banks send their

employees for training either in- house or outside. Training needs may be vary for various roles played by the employees in a bank. These roles can broadly divided into clerical roles and officer roles.

Hence it is crucial to understand the perception of identification of training needs among officers and clerks of public sector banks. Officers include officers, managers and executives.

II. STUDY METHODOLOGY

Objectives
The objectives of this study is to understand the perception regarding the process of identification of training needs being adopted by public sector banks in India.

Hypothesis
Public sector banks have long adopted a set of objectives and methodology for identification of training needs for their employees. Based on these ground rules, the trainers and trainees have been identified and the training provided.

Hence the objective of the study was to understand the perception of the sample respondents regarding the identification of training needs.

Ho: Identification of participants for training is independent of the requirements of the organization.
Ha: Identification of participants for training is dependent on the requirements of the organization.

Data source
A questionnaire was designed to analyze using a Likert Scale and note the perception regarding training on a wider scale which included training methodologies currently being practiced in public sector banks and also the opinion of trainees regarding identification of training needs. This questionnaire was distributed to the sample population.

Sample
The questionnaire was distributed to 543 respondents on convenience basis. Out of the distributed questionnaires, after data cleaning , 468 responses were found to be complete in all respects.

Hence the sample size considered is 468. The sample consisted of 176 females and 292 males in various cadres like clerical staff, officers, Managers and executives.

Analytical tools used
The data was analyzed using chi square test based on the responses obtained from the sample respondents using Likert Scale.The scores given were 1 for fully agree, 2 for agree, 3 for no opinion, 4 for disagree and 5 for fully disagree. For the purpose of computing chi square value, the agree and fully agree had been clubbed as agree and disagree and fully disagree had been clubbed as disagree. The No opinion responses have been ignored. The responses to the 7 questions have been added based on the scores and chi square calculated using a 2x2 matrix.

The Questionnaire Consisted Of Questions Pertaining To

	Fully Agree	Agree	No opinion	Disagree	Fully Disagree
Trainees for programs are identified based on the needs of the bank					
Self nomination to training programs is a better option than being nominated by the manager.					
Performance Appraisal is one of the inputs for identifying training needs					
Training needs are identified keeping the potential future role of the employee in mind.					
Need identification is considered before designing a training program					

Scope and Limitations

The scope of this study is to understand the training needs identification procedures followed in Indian public sector banks only. The survey was carried out by contacting the employees of two public sector banks. The results may or may not reflect the perception across the whole of public sector banks. Further, the survey was carried out among those who had participated in the training program during 2017-2018.

III. RESULTS AND DISCUSSION

For the purpose of proving or rejecting the null hypothesis, chi square test was conducted. The results of the responses are given in the table below

Table 1: Observed values for chi square

	Agree	Disagree	Total
Clerks	442	45	487
Officers	1493	152	1645
Total	1935	197	2132

Table 2: The expected values

	Agree	Disagree	Total
Clerks	442	45	487
Officers	1493	152	1645
Total	1935	197	2132

Based on the observed and expected value given in table 2, computed value of Chi Square was 0.
The degrees of freedom for this computation is $(r-1)*(c-1)$ i.e.$(2-1)*(2-1) = 1$.
The tabled value of chi square for 1 degrees of freedom and 99% confidence level3.99

IV. CONCLUSION

This study was conducted to understand if there is any variance in the perception of training needs identification, adopted by public sector banks in Indiaand employees who have undergone training in two public sector banks.

The results indicate that there is the computed value is less than the tabled value of Chi square and hence there is compelling evidence not to reject the null hypothesis.

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