
An Empirical Analysis on Employees' Empowerment through Training System in Banking Sector in Odisha

Abstract

In the last two decades, employee relations in bank have marked by frequent branch level work stoppages, adoption of restrictive practices, union supremacy. Employee's empathy, alienation and distrust between management and unions, employees' indiscipline, chaotic environment, archaic, unfriendliness and in some cases hostility at the counters. Banks require a process of transformation by bringing in transformation shifts in the mind set, outlook and perspective of their employees with visionary appeal. Employees require flexibility, horizontal networks, high trust relationship, adaptability to change and uncertainty, innovation and empowerment. In the present paper an attempt is made to understand the perception level of employees toward training system in banks. For this purpose various hypotheses considered and scores assigned depending upon the perception level. In the field experience whatever we come across tried to present here. For the purpose of confidentiality we are not mentioning the names of the bank and branches visited during our study.

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Introduction

Training aims to change behavior at the work place in order to stimulate efficiency and higher performance standards. It is concerned with work-based learning. In turn, learning is seen as a form of behavioral change (Alan and Chloe 1990). Training has been usefully defined as "the systematic development of the attitude, knowledge and skill and behavior pattern required by an individual in order to perform adequately a given task or job (Glossary of training terms, 1971). Participative Management is one of the most popular and most commonly practiced management styles in modern organizations. Employee empowerment is one of the reflections of this modern approach to man management. It invariably leads to a positive change within organisation. Empowered employees are more motivated as compared to those who just follow the given lines. Employee empowerment creates sense of belongingness and ownership toward the parent organisation. Empowered employee feel more confident and try to give their best to the institution. It generally results into higher level of customer satisfaction. Higher level of customer satisfaction results into a bigger sales volume resulting into improved profitability. Every business aims at earning profits. Profits and customer value go hand in hand. In order to give maximum value to a customer, the service provider is required to develop a sound understanding of the customer expectations. Once the customer expectations are known, legitimate freedom of action along with input



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of employee in the service or product creates a more favourable environment for the success of a business venture. Banks are no exceptions to it.

Objective of the Study

- To examine the existing system of training.
- To know the trainees perception.

Limitations of the Study

- The study is restricted to the selected urban & semi-urban branches of various banks.
- The sample is limited; it may not represent scenario of all employees.
- The period of study conducted for the period of 3 months i.e. Dec 2010-Feb 2011.

Sampling plan

In support to the objective of the research there is a primary research through questionnaire administration method in the field through stratified random sampling method and to analyze the data.

Category	Questionnaire served	Response received	% of response
Semi-urban Male respondents	30	19	46.84
Semi-urban Female respondents	30	13	
Urban Male respondents	30	25	53.16
Urban Female respondents	30	16	
		73	100

Respondents' perception with regard to employees' empowerment through training system/ Hypotheses

To measure the perception level of the participants with regard to employees' empowerment through training system the various variables identified are training programme gives positive impact on the growth of the bank, there is no significant difference between training programmes in different banks, training programme increases the attrition rate of the employees, quality training can improve by providing state of art infrastructure facilities and knowledgeable resource persons, training program provides value addition to the career and personal life of the employees, training programmes have immense role to play in increasing the productivity and efficiency of the employee, higher level of employee empowerment leads to higher level of customer satisfaction and increased profits, there is direct relationship between training and employee empowerment, revamping the training system will lead to more growth and social economic development of the region in particular and bank in general, outsourcing of training increases costs and reduces effectiveness, training needs are identified by continuous communication with employees, feedback constitutes essential part of training programme, up gradation of training skills is necessary for relevant output, trainer's training is necessary for a result oriented approach and training motto should be inventing methods for igniting minds. In this regard we have taken five point scale and assigned as +3,+2,+1,0 and -1 for the responses of the respondents "Completely agree", "Agree", "Neutral", "Disagree" and "Completely disagree" respectively. Final scores for each feature are calculated by multiplying the number of response by the weights of the corresponding response.

Calculation of respondents' perception: Ideal and Least scores

Ideal scores are calculated by multiplying the number of respondents in each category with (+3) and product with total number of attributes. Least scores calculated by multiplying the number of respondents in each category with (-1) and the product with number of attributes in the questionnaires.

Ideal score and least scores of respondents

Category	Equation	Ideal score	Equation	Least score
Semi-urban Male employee	19 x3 x15	855	19 x-1 x15	-285
Semi-urban Female employee	13 x3x15	585	13 x-1 x15	-195
Urban Male employee	25x3x15	1125	25 x-1 x15	-375
Urban Female employee	16 x3x15	720	16 x -1 x15	-240

Findings of the study

Findings of the study are as under. The tables are formed on the basis of questions contained in the questionnaires.

Various attributes	Aggregate Score			
	Semi-urban employees		Urban employees	
	Male	Female	Male	Female
Do you agree that training programme gives impact on the growth of the banks?	38	30	57	38
Do you agree that there is no significant difference between training programme in different banks?	39	29	57	32
Do you agree that training programmes increases the attrition rate of the employees?	43	31	62	37
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	47	38	61	38
Do you agree that training programme provides value addition to the career and personal life of the employees?	42	36	69	32
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	45	32	61	37
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	50	24	57	32
Do you agree that there is direct relationship between training and employee empowerment?	42	31	48	34
Do you agree that the training system will lead to more growth and socio economic development of the region?	43	29	52	38
Do you agree that outsourcing of training increases costs and reduces effectiveness?	51	28	56	40
Do you agree that training needs are identified by continuous communication with the employees?	37	26	61	45
Do you agree that feedback constitutes essential part of training programme?	38	28	64	34
Do you agree that up gradation of training skills is necessary for relevant output?	44	31	57	40
Do you agree that trainers' training is necessary for result oriented approach?	51	28	71	45
Do you agree that training motto should be inventing methods for igniting minds?	48	33	65	42
Total score	658 (76.96)	454 (77.61)	898 (79.82)	564 (78.33)
Ideal score	855	585	1125	720
Least score	-285	-195	-375	-240
No. of respondents	19	13	25	16

Source : Annexure A, B,C& D

Interpretation

In the present case the total score for the male and female of rural, semi-urban and urban areas bank employees of the various banks who participated in the survey are 766, 548, 658, 454, 898 and 564 respectively against which the ideal score for the same are 990, 720, 855, 585, 1125 and 720. The percentage of total score to the ideal score is more in case of male and female respondents of urban areas as compared to others. However, in no case the total score comes near to the least score. Hence the hypotheses considered for this survey seems to be hold good.

Conclusions

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 is an investment rather than a cost to the organization. The utilization of all other resources directly depends on efficient utilization of human resources. Every organization needs to have well-trained and experienced people to perform the activities that have to be done. In the banking sector jobs have become more complex now a day especially in rural area. The importance of employee training has increased many folds. In a rapidly changing society employee training is the most important factor for survival and the growth of the organizations. In a quickly changing banking environment knowledgeable and viable workforce is pre requisite for growth and survival of the banks. In the banking sector, employee's behavior plays a vital role in improving the productivity of an organisation. By incorporating personality development programmes such as role play, group discussion and business games the superior and subordinate relationship can be strengthened. Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present business challenges in India.

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Annexure –A (19)						
Attributes	Respondents of Semi-urban male bank employees					
	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
	+3	+2	+1	0	-1	
Do you agree that training programme gives impact on the growth of the banks?	9	5	2	2	1	38
Do you agree that there is no significant difference between training programme in different banks?	10	3	4	1	1	39
Do you agree that training programmes increases the attrition rate of the employees?	11	4	2	2	0	43
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	12	5	1	1	0	47
Do you agree that training programme provides value addition to the career and personal life of the employees?	13	2	1	1	2	42
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	14	1	2	1	1	45
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	15	2	1	1	0	50
Do you agree that there is direct relationship between training and employee empowerment?	13	1	2	2	1	42
Do you agree that the training system will lead to more growth and socio economic development of the region?	11	5	1	1	1	43
Do you agree that outsourcing of training increases costs and reduces effectiveness?	16	1	1	1	0	51
Do you agree that training needs are identified by continuous communication with the employees?	10	2	3	4	0	37
Do you agree that feedback constitutes essential part of training programme?	12	1	2	2	2	38
Do you agree that up gradation of training skills is necessary for relevant output?	13	2	2	1	1	44
Do you agree that trainers' training is necessary for result oriented approach?	16	1	1	1	0	51
Do you agree that training motto should be inventing methods for igniting minds?	14	3	1	0	1	48

Source: Compiled from field survey

Annexure –B (13)						
Attributes	Respondents of Semi-urban female bank employees					
	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
	+3	+2	+1	0	-1	
Do you agree that training programme gives impact on the growth of the banks?	8	2	2	1	0	30
Do you agree that there is no significant difference between training programme in different banks?	7	3	2	1	0	29
Do you agree that training programmes increases the attrition rate of the employees?	9	2	1	0	1	31
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	12	1	0	0	0	38
Do you agree that training programme provides value addition to the career and personal life of the employees?	11	1	1	0	0	36
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	8	4	0	1	0	32
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	7	2	1	1	2	24
Do you agree that there is direct relationship between training and employee empowerment?	8	3	1	1	0	31
Do you agree that the training system will lead to more growth and socio economic development of the region?	9	1	1	1	1	29
Do you agree that outsourcing of training increases costs and reduces effectiveness?	10	0	0	1	2	28
Do you agree that training needs are identified by continuous communication with the employees?	8	1	2	0	2	26
Do you agree that feedback constitutes essential part of training programme?	7	2	3	1	0	28
Do you agree that up gradation of training skills is necessary for relevant output?	6	6	1	0	0	31
Do you agree that trainers' training is necessary for result oriented approach?	8	2	1	1	1	28
Do you agree that training motto should be inventing methods for igniting minds?	10	1	1	1	0	33

Source: Compiled from field survey

Annexure –C (25)						
Attributes	Respondents of Urban male bank employees					
	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
	+3	+2	+1	0	-1	
Do you agree that training programme gives impact on the growth of the banks?	16	3	4	1	1	57
Do you agree that there is no significant difference between training programme in different banks?	18	2	1	2	2	57
Do you agree that training programmes increases the attrition rate of the employees?	19	2	2	1	1	62
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	20	1	1	1	2	61
Do you agree that training programme provides value addition to the career and personal life of the employees?	22	2	0	0	1	69
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	15	6	4	0	0	61
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	13	8	2	2	0	57
Do you agree that there is direct relationship between training and employee empowerment?	14	3	3	2	3	48
Do you agree that the training system will lead to more growth and socio economic development of the region?	16	2	2	3	2	52
Do you agree that outsourcing of training increases costs and reduces effectiveness?	17	1	3	4	0	56
Do you agree that training needs are identified by continuous communication with the employees?	18	2	3	2	0	61
Do you agree that feedback constitutes essential part of training programme?	19	2	3	1	0	64
Do you agree that up gradation of training skills is necessary for relevant output?	17	3	2	1	2	57
Do you agree that trainers' training is necessary for result oriented approach?	22	2	1	0	0	71
Do you agree that training motto should be inventing methods for igniting minds?	18	5	1	1	0	65

Source: Compiled from field survey

Annexure –D (16)						
Attributes	Respondents of Urban female bank employees					
	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
	+3	+2	+1	0	-1	
Do you agree that training programme gives impact on the growth of the banks?	10	3	2	1	0	38
Do you agree that there is no significant difference between training programme in different banks?	8	4	1	2	1	32
Do you agree that training programmes increases the attrition rate of the employees?	9	4	2	1	0	37
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	11	2	2	0	1	38
Do you agree that training programme provides value addition to the career and personal life of the employees?	10	1	1	3	1	32
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	9	5	1	0	1	37
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	8	3	3	1	1	32
Do you agree that there is direct relationship between training and employee empowerment?	10	2	1	2	1	34
Do you agree that the training system will lead to more growth and socio economic development of the region?	11	2	1	2	0	38
Do you agree that outsourcing of training increases costs and reduces effectiveness?	13	1	0	1	1	40
Do you agree that training needs are identified by continuous communication with the employees?	14	1	1	0	0	45
Do you agree that feedback constitutes essential part of training programme?	11	0	2	2	1	34
Do you agree that up gradation of training skills is necessary for relevant output?	12	2	1	0	1	40
Do you agree that trainers' training is necessary for result oriented approach?	14	1	1	0	0	45
Do you agree that training motto should be inventing methods for igniting minds?	12	3	0	1	0	42

Source: Compiled from field survey