

EFFECT OF TRAINING STRATEGIES ON EMPLOYEE JOB SATISFACTION:(A CASE STUDY OF BANK OF BARODA IN JAIPUR CITY)

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ABSTRACT

The global competition and quickness of fluctuating prominence the importance of human capital within organisations, as well as the quickness and ways of knowledge gaining of that capital. In economy where insecurity is only conviction, knowledge is becoming a trustworthy source of continuous viable advantage. Now organisations therefore use their resources (money, time, energy, information, etc.) for perpetual training and development of their employees. Training is generally conveyed when employees have a skill discrepancy or when organisations modify the system and employees need to learn new skills. But what about learning better way to do business-even when employees are highly skilled and system are established? And rather than focus on individuals' learning skills, may be team of employees can learn from each other. As the inaugural vignette recommend, successful organisation comprehend that people are crucial resource in sustaining competition advantage. These organisations believe employees training as an investment in their people, not expenses. For bank to keep up it fast according to changing today's scenario, product profile, processes, customer preference, numerous technology application and obedience & controlling necessities, training has become a centre stage activity. This research paper makes effort to study the training & development strategies in the BoB. This study is conducted in Jaipur city only.

Keywords: Training & Development, Human Resource, Education, Job satisfaction.

INTRODUCTION:

TRAINING & DEVELOPMENT:

In the knowledge ambitious world of today, the step of change is so fast. Even to stay at the same place, the organisations have to run fast. Strategic benefits to the organisation originate only from the core competence, which are established by individual working in it. Such level of dominance can be attained only by investing in people. Investment must not restrain to compensation only, but must involve the input, efforts & contribution intended at appraising the skills of the employees. Training is one such remedy to cure the organisations to the indolence which may creep because of organisation inertia.

Training is apprehensive imparting expansion of specific talents for a particular resolution. Training is an act of cumulative the skills of employees for doing a particular job. Training is the route of wisdom a sequenced of programmed behaviour.

Development is all those actions and programme when acknowledged and controlled have considerable impact of changing the capability of the individual to accomplish his task better and inward, consequently all prospective to proliferation his potential or future chore. Thus management development is a permutation of numerous training programmes; still certain kind of training is necessary, it is the overall expansion of competency of managerial personal in the light of present requirement as well as the future requirement. Development an activity aimed to improve the recital of an existing manager and to deliver for a strategic expansion of managers to meet future organisational requirement is development.

While training is frequently used in conjunction with expansion, the terms are not synonymous. Training typically emphasises on providing employees with precise aids or helping them accurate scarcity in their enactment. In contrast, growth is strength to provide employees with the aptitudes the organisation will need in the future. Training strongly impacts on present performance level, while development pays off in terms of more proficient and elastic human resources in the long time.

TRAINING NEED IDENTIFICATION:

Training need identification is a contrivance developed to isolate what informative options or events should be conveyed to employees to develop their work efficiency. Now the emphasis should be placed on essentials as conflicting to desires of the employees for a productive outcome. In edict to emphasize the prominence of training need identification focuses on the following areas:

- To identify the training will make a difference in employee satisfaction level as well as productivity.
- To elect what specific training each employee need and what will expand his or her job performance.
- To discriminate between the need for training and organisational problems and convey about a match between specific objective and organisational goals.

Identification of training needs, if done appropriately, provide the origin on which all former training deeds can be measured. Also required prudently alleged and analysis, it is a procedure that need to be accepted with compassion as people's erudition is vital to them, and the status of the organisation is also at palisade.

ABOUT BANK OF BARODA:

HISTORICAL BACKGROUND: THE HERITAGE:

It all originated with an idealistic Maharaja's mysterious prudence into the imminent of profession and innovative in his nation. On July 20th 1908, under the Companies Act of 1897, and through a paid up capital of Rs 10 Laacs started the myth that has now inferred into a sturdy, reliable financial body. The founder, Maharaja Sayajirao Gaekwad, with his prophecy into the future, saw "a bank of this environment will verify a beneficial intervention for advancing, transmission, and deposit of money and will be a influential issue in the expansion of art, trades and commerce of the State and contiguous zones."

THE ETHICS:

Bank of Baroda endured the disaster, mainly due to its authentic and judicious leadership. This financial reliability, business prudence, caution and an enduring care and concern for the rigid grossed retaining of hard working people, were become the vital philosophy about which business decisions would be provoked. This cardinal philosophy was over years of its presence, to become its prevalent asset. It ensured that the Bank endured the Great War years. It ensured endurance during the Great Depression. Even while vast names were

hauled into the Stock Market sting and the Capital Market dodge, the Bank of Baroda sustained its victorious march along the best ethical practices.

HR OBJECTIVES:

- (a) To pledge & institutionalize globally viable HR applies in the Bank in our pursuit to convert a Bank of global ethics & standard and to become an employer of idyllic choice.
- (b) To put in place appropriate HRD strategies and use modern procedures to assume organizational restitution. Ascertain and encourage talent, bring about marked changes in the approach of employees at all altitudes so as to augment HR Quality.
- (c) To construct a performance-driven philosophy and stimulating workplace for the employees.
- (d) To build a loch of tactical managers and business frontrunners for future.
- (e) Instruct a robust and effective sales and service ethos thru levels in the organization in edict to breed strong stakeholder association.
- (f) To generate a learning organization for employees' intellectual evolution and originality; and to re-skill the employees to purpose in digitally permitted modern core banking environment.

TRAINING & DEVELOPMENT IN BANK OF BARODA:

The bank has conducted 342 training programs in the variety of CBS wrapper 6234 employees through the year. To deliver right thrust in the area of credit and threat management, 193 programmes were conveyed in other efficient areas casing 4595 employees thru the year.

The resources of peripheral Training Associations and Business schools were selected for training employees in the efficient areas where in-house expertise was not accessible. 741 Officers and Executives appeared in training programmes in focused areas at numerous peripheral training institutions and alleged Business Schools. Also 20 Officers/Executives performed training overseas.

A LEADERSHIP DEVELOPMENT PROGRAM – PROJECT LEAP:

Post-2009 technology environment, competitive coercions, access of foreign banks, M&A will all incline to change the progression of banking imposing new variety of leaders at dissimilar levels. So supervision & leading a commercial services organization in such an atmosphere would be a new task for impending leaders. One of the energetic drivers for market leadership is the bank's center leadership. It is in respond to the project LEAP was alleged and propelled targeted to groom the executives in leadership and competence building. Under this sequencer of Bank of Baroda, adjacent three hundred executives have been groomed in leadership in phased method. It is strenuous itinerary includes:

- ✓ To categorize an aptitude agenda for imminent leaders in the Bank.
- ✓ Management of psychometric appliances and 360-degree feedback for each identified executive for edifice on their strength and working in the areas where development is needed.
- ✓ Classroom orientation & Action Learning Projects.
- ✓ Succession Planning.

EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM:

A novel Performance Management system has been articulated and applied for all officers w.e.f. 2009-10 ahead. The firsthand entity assists a holistic approach to the issue of handling performance and does not edge to only an evaluation and assessment. It surprises from enactment forecasting and Goal-setting and eases into performance analysis symposiums, feedback and growth. The new organism is business-linked, tremendously sovereign & objective and fully transparent, with individuals retaining and managing their own performance themselves.

RESTRUCTURED INDUCTION SCHEDULE FOR NEW JOINEES:

Bank has laid in place a precise and accurately organized orientation programme, phase-wise for diverse bunches of straight engaged officers, campus recruitment and afresh recruited clerks, which is initiated through a mixture of classroom and on-the-job training.

ROLE CHANGE PROGRAMMES AND EXECUTIVE ENLARGEMENT PROGRAMMES:

Executive Enlargement programmes are incidence frequently navigated for newly encouraged senior and top management people in aggregation with leading Business schools like ISB Hyderabad, MDI Gurgaon, National Institute of Bank Management Pune, etc.

Role change programmes are existence steered for newly sponsored employees at Bank's internal training formations which provide them efforts on interactive matters, soft skills, team work, leadership, etc. further techniques in what way to cope up with the encounters of the new role better.

GROOMING AND PROTOCOLS PROGRAMMES:

Grooming and protocols programmes are being accompanied for front-line employees and also for employees scheduled for overseas placement in edict to enlarge their recital levels and qualitative collaboration with customers and numerous stakeholders better.

SEED (Self efficiency and effectiveness development) programme being led for frontline staff of the Bank in edict to expand their service skills and efficiency.

REVIEW OF LITERATURE:

The organized approach to training is the biggest model (CLMS M 2 U6, Reid and Barrington 1999, Buckley and Caple 1995, Boydell and Leary 1996, Garavan et al., 1995, Wills 1998). The efficient method is described marginally contrarily by different authors, with unpredictable stages and essentials but there are a number of basic structures to the methodology. The efficient methodology is one which comprises since the associations among the parts of the training course. There is a conjecture that training must be strategic in a recurring way and that this methodology will lead to high eminence, strategic training. (1999:107) Bartram and Gibson state that a "efficient and organized methodology to isolating training needs confirms that people are offered prospects to acquire which are effective and operative".

Though the edifice of the organized methodology has a convinced application in that there is a designed and rational step by step procedure to monitor, there is a hazard that all vigor could be attentive on the scheme and the association of the numerous origins within it to the detriment of the innovative persistence, explicitly to deliver the compulsory training to the organisations employees to permit them to work in the best optimal way (CLMS M2 U6, Wills 1998).

McGehee and Thayer (1961) are broadly recognized as the formative writing on training needs analysis and are recited in much of the literature. They delineated the study of training need at the level of the organization, group and individual and these stages suffer to form the foundation of most methodologies. The customary approach to training needs analysis summaries a number of steps. (Oladele Akin, 1991) Estimation is gradually being observed as an influential instrument to improve the efficiency of training. Three main methodologies to training assessment: excellence attribution, quality assessment and quality control are emphasized. In order to boost the efficiency of training, valuation should be incorporated with organizational life.

FOCUS OF THE PROBLEM:

To understand the training and development strategies are adapted by the organisation is influencing the level of job satisfaction. If employees are not satisfied, what are the reasons for dissatisfaction of employees with the training and development?

- Other focus of problem will be on:
1. What the gap exist and where one should have modify with training process?
 2. Is the training and development strategy main factor for employee dissatisfaction?

OBJECTIVES OF THE STUDY:

1. To analyse the impact of training strategies on job satisfaction in Bank of Baroda.
2. To identify the training strategies improve employees' satisfaction level.
3. To know the various factors influencing the training strategies & job satisfaction.
4. To understand the need of training for various functional areas.

HYPOTHESIS OF THE STUDY:

- H₁: There is a significant difference between the effects of training strategies on employee job satisfaction.
- H₂: There is a significant association between training strategies adopted by the bank and job satisfaction.

SIGNIFICANCE OF THE STUDY:

The significance of this study is to understand the training and development strategies at Bank of Baroda. Through this study the researcher came to know:

- The training and development process of Bank of Baroda
- The impact of training and development strategies directly or indirectly on job satisfaction.

RESEARCH METHODOLOGY:

This is a deliberate move by Bank of Baroda, which has considerably developed the topographical linkage and market share in Rajasthan. This research work has done in Jaipur city of Bank of Baroda to study the training strategies improve employee job satisfaction.

SAMPLING DISTRIBUTION:

Total 4819 branches of Bank of Baroda are operating across India and overseas. Out of these 2478 branches are operating in Rajasthan, there were total 32 branches in Jaipur city. For our study persistence, we reflect all the branches operated in of Jaipur city to determine our sampling frame. We employed Proportional Stratified Sampling method for sampling purpose.

SAMPLE SIZE:

For purpose of our study a sample of 100 bank employees from managerial and executive levels of Bank of Rajasthan is drawn.

DATA TYPE:

Both primary and secondary data will be used.

RESEARCH INSTRUMENT:

Schedules (structured) and personal interviews are taken for primary data collection. We used 10 variables regarding questions and five point Likert scale is used for assessing satisfaction level of employees. To find the satisfaction level of employees, they were requested to rank their satisfaction level on the scale of 1-5, where 1 means strongly disagree & 5 means strongly agree. The internal dependability has been tested with the help of Cronbach's Alpha and value obtained by using SPSS (version 20.0) is 0.784 which is frequently measured.

TEST OF RELIABILITY:

The first important table is the Reliability Statistics table that provides the actual value for Cronbach's alpha, as shown below:

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.784	0.790	10

Source: SPSS (student version)

From the above table, it can be seen that Cronbach's alpha is 0.836 for pre-merger and 0.730 for post-merger which indicates a high level of internal consistency for the scale with this present study.

RESEARCH TOOL:

T-test and cross tabulation Chi-Square test is used with the help of SPSS (version 20.0) to test the hypothesis. Formula of t-test used in this study:

$$I = \frac{\sum d}{\sqrt{\frac{n(\sum d^2) - (\sum d)^2}{n-1}}}$$

Formula of Chi-Square

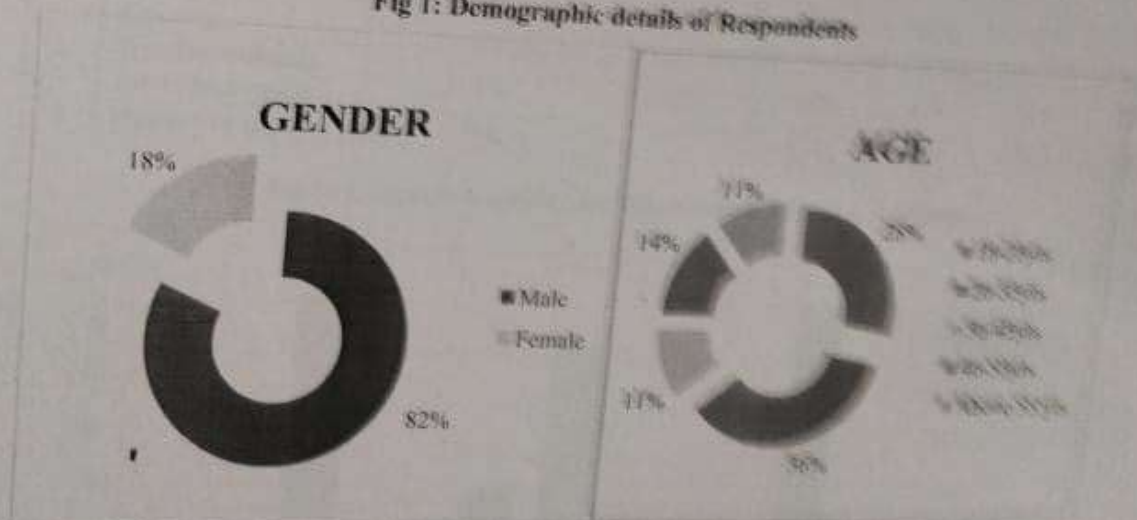
DATA ANALYSIS:

Table 2: Demographic details of Respondents:

Demographics		Frequency	Percentage
Gender	Male	82	82%
	Female	18	18%
	Total	100	100%
Age	18-25 years	28	28%
	26-35 years	36	36%
	36-45 years	11	11%
	46-55 years	14	14%
	55 years & above	11	11%
	Total	100	100%

Source: Primary Data

Fig 1: Demographic details of Respondents



DATA INFERENCE:

It is evident from the above demographic details of respondent that research has tried to develop a broad demographic profile of bank employees as respondent. As in the current study the total sample size is n=100

Table 3: Age Gender Cross-tabulation

		Age					Total
		18-25yrs	26-35yrs	36-45yrs	46-55yrs	Above 55yrs	
Gender	Male	17	32	11	11	11	82
	Female	11	4	0	3	0	18
Total		28	36	11	14	11	100

Fig 2: Age Gender Cross-tabulation:

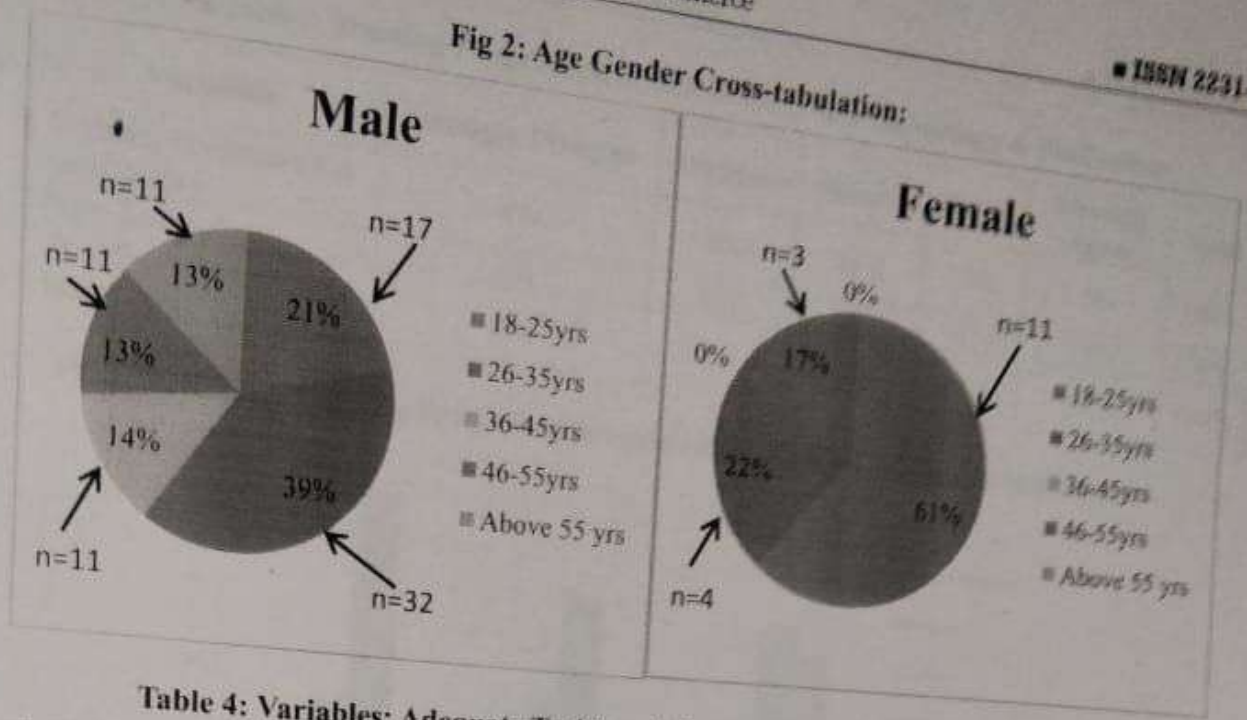
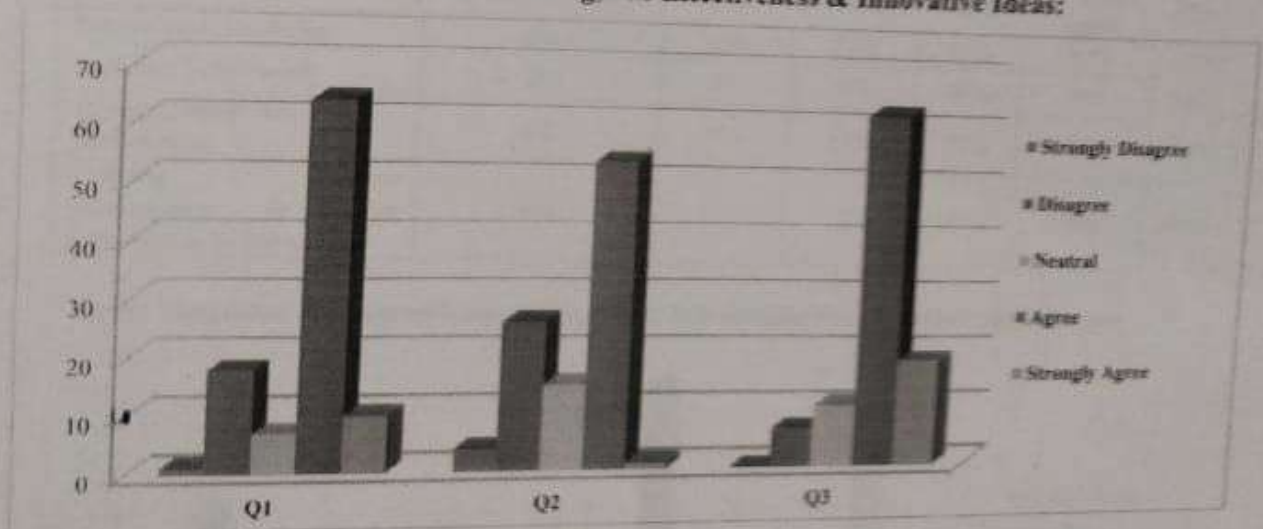


Table 4: Variables: Adequate Training, Job Effectiveness & Innovative Ideas:

S. No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Adequate Training Provided Training	1%	18%	7%	64%	10%	100%
2	Training Enhance Job Effectiveness	4%	26%	15%	54%	1%	100%
3	Innovative Ideas	0%	7%	11%	63%	19%	100%

Fig 3: Adequate Training, Job Effectiveness & Innovative Ideas:

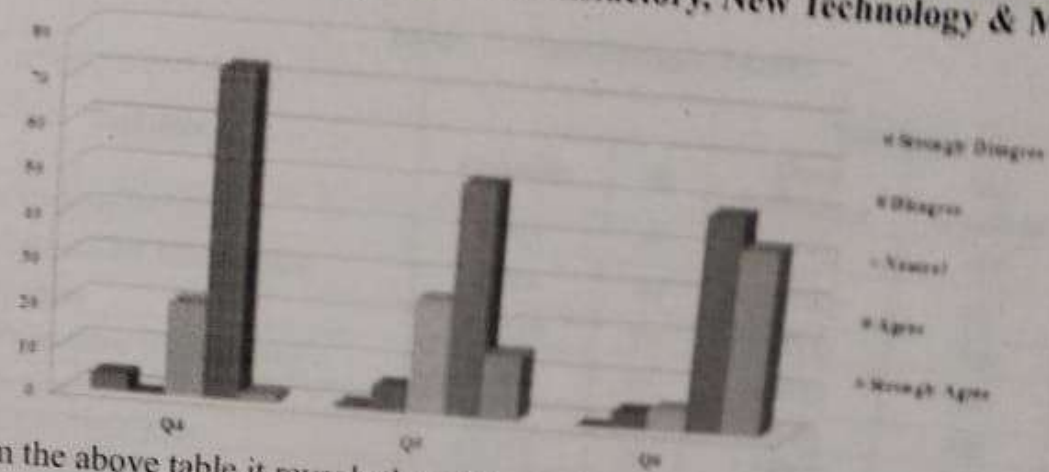


DATA INFERENCE:

From the above table it has find out the 74% employees of Bank of Baroda were strongly agreed and agreed with the adequate training has been provided in the bank.
 55% employees were strongly agreed and agreed with training programme enhance job effectiveness.
 83% employees were strongly agreed and agreed with the training programme gives innovative ideas for performing task effectiveness..

S.No	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Training Programme is Satisfactory	4%	0%	21%	73%	2%
2	New Technology	1%	6%	26%	52%	15%
3	Training Gives Motivation	0%	4%	5%	49%	42%

Fig 4: Variables: Training Programme is Satisfactory, New Technology & Motivation

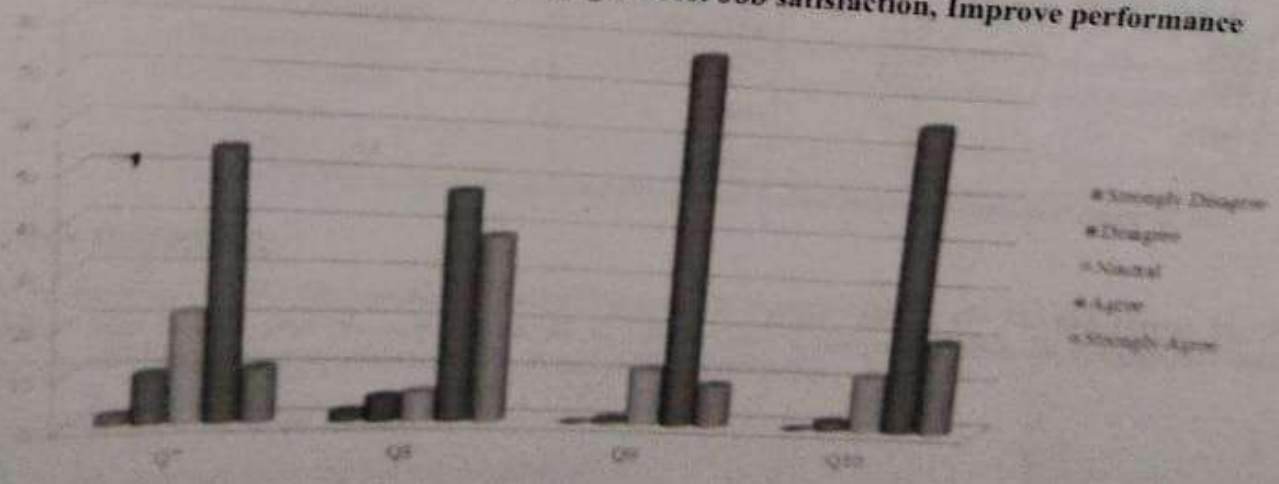


Data Inference: From the above table it reveals that 75% employees were satisfied with the training programme, 67% employees were strongly agreed and agreed that training programme teach the new technology which has been adopted by the bank. 91% employees were strongly agreed and agreed with training programme motivate for efficient performance.

Table 6: Variables: Enhanced knowledge, Boost Job satisfaction, Improve performance

S. N.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Enhanced Knowledge	2%	10%	22%	55%	11%	100%
2	Building Team-work	2%	5%	6%	48%	39%	100%
3	Training Boost Job Satisfaction	0%	1%	12%	78%	9%	100%
4	Training Improve performance & Give Satisfaction Allied to Job	0%	2%	12%	66%	20%	100%

Fig 5: Variables: Enhanced knowledge, Boost Job satisfaction, Improve performance



DATA INFERENCE:
 From the above table it has analysed that 66% employees were strongly agreed and agreed with the programme increased knowledge associated with profession.
 87% employees were strongly agreed and agreed with training build team-work.
 83% employees were satisfied with the strategy adopted in training boost job satisfaction.
 86% employees were satisfied with the training improve the performance and give satisfaction level allied to

HYPOTHESIS TESTING:

H₁: There is a significant difference between the effects of training strategies on employee job satisfaction.

Table 7: One-Sample t-test:

S.No.	Variables	Test Value = 3				Hypothesis Accepted/Rejected
		t-statistic	df	Mean Difference	Sig. (2-tailed)	
1	Adequate Training Provided	6.905	99	.64000	.000	Accepted
2	Training Enhance Job Effectiveness	2.244	99	.22000	.027	Accepted
3	Innovative Ideas	12.319	99	.94000	.000	Accepted
4	Training Programme is Satisfactory	9.769	99	.69000	.000	Accepted
5	New Technology	8.979	99	.74000	.000	Accepted
6	Training Gives Motivation	17.372	99	1.29000	.000	Accepted
7	Enhanced Knowledge	7.129	99	.63000	.000	Accepted
8	Building Team Work	13.006	99	1.17000	.000	Accepted
9	Training Boost Job Satisfaction	19.000	99	.95000	.000	Accepted
10	Training Improve Performance & give Satisfaction level allied to Job	16.394	99	1.04000	.000	Accepted

Source: Primary Data Calculated through SPSS (Version 20.0)

DATA INFERENCE:

Since sig. value is .000 in all variables, so the null hypothesis is rejected and it can be concluded that there is a significant difference between the opinions of the employees regarding training strategies improve job satisfaction.

CROSS TABULATION CHI-SQUARE TEST:

Table 8: Cross Tabulation Chi-Square test

H₂: There is a significant association between training strategies adopted by the bank and job satisfaction.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	105.213a	12	.000
Likelihood Ratio	16.127	12	.188
Linear-by-Linear Association	.068	1	.786
N of Valid Cases	100		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .00.

DATA INFERENCE:

From the above table it has concluded that the Pearson Chi-Square value is 105.213 and Asymp. Sig. (2-sided) is less than 0.05 so that the null hypothesis is rejected and it shows that there is a significant association between training strategies adopted by the bank and job satisfaction.

LIMITATION OF THE STUDY:

1. Sample may not represent the true population
2. Satisfaction level may differ from person to person