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REVIEW ARTICLE

A STUDY ON TRAINING NEED ANALYSIS AT CANARA BANK

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ABSTRACT

Training and development enables employees towards skill development and perform better at workplace. It develops zeal among the employees by introducing them towards the process of continuous learning. What is crucial for employees as well as the organization is that whether the present training program is able to help employees to develop required set of skills. Paper basically focuses on understanding employees opinion about the present training program, extent to which it is leading to skill development for employees to perform efficiently at their workplace. Study is confined to employee working at Canara Bank Bangalore to understand their opinion about present training practices followed and areas in which company can inculcate additional practices to enhance training and development practice followed in the company. Primary and secondary data was used for the study, where primary data was collected through structured questionnaire and secondary data through journals, magazines, books, internet etc. the data was analyzed using the statistical software SPSS16, excel and MS word, the statistical tool used is fishers exact test. study basically intended to understand employees opinion about training programs held in the organization and scope for updating of training program. The results shows that there is no significant association between training necessary in improving performance and the satisfaction towards training program at the significance 0.005 level. This shows that the training program is not effective and that there is no significant association between type of training program provided and satisfaction gained through the training program at the significance of 0.005 level. This shows that the kind of training provided is not much effective and right kind of training has not been identified.

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INTRODUCTION

Human resource is one of the most valuable resource for any organization, effective utilization of this resource is possible only through employee skill development which happens through training and development activity in the organization. Training needs analysis is concerned with addressing skills gaps at the organizational level, the group level and the individual level, and falls under the remit of learning and development. Training needs analysis should be conducted at all three levels to ensure the maximum return from training and skills throughout the organization. Training According to Gower (1994), a training need exists in an organization where there is a gap between the present skills and knowledge of its employees and the skills and knowledge required for effective performance. Gower (1994) stated that, a training need identification must do more than describe and justify (in terms of costs and benefits) what has to be learned. He also noted that there were three reasons that a training need occurs: First, whenever a person's job changes; this could come as a result of promotion, transfer, etc. Second, when the person changes, this

is where individuals changes jobs, whether through choice or necessity, or preparing for future changes in their work within their present organization. The third reason for a training need to occur is as a result of performance deficiencies. Here indicators of learning needs that result from shortfalls in work performance include things such as operator faults and customer complaints. Bartram & Gibson (2000), say there are consequences to not carrying out detailed analysis of training needs. They mentioned that whether you are going through boom times or slowdowns, you cannot afford to risk your investment in this way. They went on to say that the people who pay the price ultimately are the employees; without the right training, they can be the company's liability. Trained effectively, however, they can become the company's biggest asset.

Review of Literature

1. Title : "Impact of Training in Indian Banking Sector – An Empirical Investigation"

Author : Dr. K. Karthikeyan, R.Karthi, D. Shyamala Graf

This article studies the existing practices of the various aspects of training program and its effectiveness in selected public and

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private sector banks. This is mainly to assess the present status of the employee effectiveness in discharging the roles and responsibilities in tune with the objectives of the bank. The aim is to assess the effectiveness of the various facets of training i.e. employee's attitude towards training inputs; quality of training programmes; training inputs and application of training inputs to the actual job. Paper basically focuses on understanding whether present training program practiced in the company is helping them in skill development or not.

2. Title : A Study of Training Need Analysis Based Training and Development: Effect of Training on Performance by Adopting Development Based Strategy

Author : Aarti chahal

This paper analyzes the status of various need analysis based training and development practices and explores the proposed link between the training and employees' productivity by adopting development based theory. The study makes use of statistical techniques such as percentage, mean, standard deviation, standard error and coefficient of variation in analyzing the data for finding the result. The perception of employees regarding the Training and Development somewhat differs significantly on the basis of gender and designation. Consequently the recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in banking sector.

3. Title : efficiency of training: a comparative study on some selected commercial banks in Bangladesh

Author : Md. Zahidul Islam

The purpose of the paper is to discover the level of efficiency of training among different commercial banks in Bangladesh.. The study reveals that most of the commercial banks arrange initial training and in house training but they do not arrange mid level or advanced training as well as off the job training. Most of the banks in Bangladesh do not frequently arrange training programs. Study majorly states that banks employees majorly undergo induction and process based training and do not conduct advance level training in accordance with their promotion and changing needs of the company.

4. Title : Training needs assessment practices in corporate sector of Pakistan

Author: Syed Kamran Sherazi, Irfan Ahmed*, Muhammad Zubair Iqbal, Muhammad Umar and Kashifur-Rehman

The purpose of this study is to investigate the manager training needs assessment techniques adopted by Pakistan corporate sector, especially in Islamabad and Rawalpindi region, and its impact on training outcomes. The finding related to TNA comprehensiveness was disparate because majority of the organization are using only one level or personal level analysis for their managers training needs assessment. So, it has negative impact on the outcomes of training. The study revealed that training in Pakistan is mostly subjective based. Objectivity of the training is less emphasized during their training session. These desperate results are basically due to

lack of comprehensive managerial TNA approach used by corporate sectors in Pakistan before conducting training program. The objective of our study is to mention the drawback which corporate sector is facing regarding TNA and training outcomes and also relate the TNA comprehensiveness to effective outcome of training.

5. Title : Importance of Training Needs Assessment in the Banking Sector of Bangladesh: A Case Study on National Bank Limited (NBL)

Author : Tahmina Ferdous1 & B.M. Razzak

The study was an attempt to investigate and analysis of training needs assessment and its importance in the banking sector of Bangladesh. The research searches for to evaluate existing literature reviews of training needs assessment and recommends several suggestions for the importance of it's so that to meet the employees' and organizational needs in the banking sector of Bangladesh. The findings addressed that the training needs assessment is prerequisite for an effective training that helps for organizational 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.

6. Title : An Overview on Effective Employee Training Systems of Private Sector Commercial Banks in Bangladesh

Author : Md. Azmir Hossain

This study attempts to analyze the importance of effective employee training systems of private sector commercial banks in Bangladesh. This paper is both a theoretical and empirical exploration, aimed to explore previous training systems analysis with some suggestions of new thoughts, methods, techniques and applications. Various private banks in the field of HRM provide different types of training with different systems and aims.. Effective training can ensure longterm benefits to the employees of the private banks and it also increases quality, performance, values, and commitment to future ethical need. Training is the way of enlarging executive's performance and job satisfaction in their organizations at global level with ethics.

7. Title : A Study on Training Factors and Its Impact on Training Effectiveness in Kedah State Development Corporation, Kedah, Malaysia

Author : Dr. Vimala Sanjeevkumar, Ms. Hu Yanan

This study, combining theoretical and empirical research, trying to find factors that affect employee training and its impact in acting human resource practices thereby laying the theoretical foundation for the future research about survey on the employee training, also provide a good reference. Therefore, the problem addressed in this study is examine the factors affect training (types of training, training environment, work environment and employees' personal characteristics) and training effectiveness on human resource practices in Kedah State Development Corporation (KSDC) which is the parent company under BDB Company. This research also

determines the main factors which influence employee training on human resource practices. Management is committed to human resource development as well as its social responsibilities through various programs. Training and development programs are offered by the KSDC Company that training program also adapted to the latest technological advance.

Research Methodology and Instruments

Methodology: Secondary research followed by quantitative research using Training Need Analysis questionnaire, was utilized to collect primary data and it was analyzed using SPSS 16. Secondary data was collected from magazines, Journals, Research articles.

Statement of the Problem

Profitability of an organization is directly related to employees performance, which is based on quality of training program and to what extent employees are able to implement the same at workplace. Study basically intends to understand employee's opinion about present training program and how it can be further streamlined to align it with company strategic objective.

Research type: Descriptive research is the type adopted for the survey

Data Source

- **Primary Data:** The primary data was collected from the respondents by using questionnaire
- **Secondary Data:** Apart from primary data the secondary data is being collected through text books, research papers, journals from library, academic reports and articles used for this study.

Sampling

- **Sample size:** 100 respondents.
- **Respondents:** employees at Canara Bank .
- **Sample method:** The convenience sampling is the sampling method adopted for the research.

Objective

- To identify the gap between the prevalent employee's skills and skills required for effective current performance.
- To understand employees opinion about training programs held in the organization and understands scope for updation of training program.
- To align the training activities with the overall strategic plan of the organization.

Scope of the Study

- Study is based on the topic of training need analysis and is confined to the employees working at Canara bank. Study intends to understand training practices prevailing in the organization and to what extent it is proved to be beneficial in terms of improving employees performance. Study main

objective is to understand employee's opinion about the training program and to give suggestion to the company in terms of updating and streamlining training program in line with company objectives.

Limitations

- The study is restricted to employees working at Canara bank only.
- Study was conducted for short duration due to time constraint
- Study was limited only to 100 employees working at Canara bank.

Objective of the study

- To understand the relationship between training helping employees improve their performance and employees satisfaction towards training program.
- To understand relationship between type of training program provided to employees and its influence towards employee satisfaction towards training program.

Hypothesis

- **H 1:** There is no significant association between training necessary in improving performance and the rating for overall training program.
- **HA 1:** There is a significant association between training necessary in improving performance and the rating for overall training program.
- **H2 :** There is no significant association between type of training program provided and satisfaction gained through the training program.
- **HA2 :** There is a significant association between type of training program provided and satisfaction gained through the training program

Data analysis and Interpretation

Table. Fishers exact test

Hypothesis'	Significance	Decision
H ₁	0.542	Insignificant
H ₂	0.242	Insignificant

Note: *0.1 ** 0.05 *** 0.01

Interpretation

- **H₁:** The results shows that there is no significant association between training necessary in improving performance and the satisfaction towards training program at the significance 0.005 level. This shows that the training program is not effective.
- **H₂:** The results shows that there is no significant association between type of training program provided and satisfaction gained through the training program at the significance of 0.005 level. This shows that the kind of training provided is not much effective and right kind of training has not been identified.

As per the study, current training program provided in the organization is not leading to improvement in employee's

performance at significant level, as more emphasis is laid on process training rather than on technical domain. Organization should provide technical training program to employees with value addition in interpersonal communication along with process training program.

Findings

- All the employees who were respondents for the study have attended training program.
- 40 % of employees have attended both process and technical training program.
- 53 % of employees have agreed to have attended in – house training program
- 70% of respondents felt bank did not have set procedure in identifying training need.
- Maximum no of respondents i.e. 91% said training helped them in improving performance.
- 50% of respondents say the average duration of training program is one week.
- 81% of them say that manager did not help them in selecting training program.
- 30% of them were dissatisfied with the way earlier training program were organized
- 57% of respondents said the duration of training program was not sufficient.
- 66% of respondents said that teaching methodology was not effective.
- 72% of them strongly agree that training must include interpersonal and human values.
- 56% of respondents felt training is helpful in rectifying day to day errors.
- 66% opinion is to have training program quarterly.
- 86% of them feel that training program was initiated on the basis of project.
- 55% of respondents are neutral of training being relevant to work situation.
- 40% number of respondents felt that the training program did not meet with their needs and expectations.
- 63% of respondents feel that improvement in training program is not being noticed by the organization.
- The overall reaction to that with training program was neutral which forms about 60%.

Suggestions

Organization should have set procedure for identifying training needs or organisation will end up sending same set of employees for training program on repetitive basis irrespective of company requirement.

- Organization should maintain employee data base in relation to training program so that identification process will be easy and every employees will be ensured of attending training program.
- Immediate supervisor or manager in the department should help employee in choosing appropriate training program as he/ she is in better situation to assess employees performance and have an idea about skill set required to perform task effectively.

- Organization should have proper planning in terms of time duration of training program, venue and material provided during the same so that it will be well organized and scheduled accordingly.
- Organization should clearly communicate about objective behind conducting training program, so that they can have better idea about bank requirement, skill set to be possessed by employees and design their program in accordance with the same.
- Bank should lay more emphasis on On - Job Training program rather than just typically following class room method. As On Job training will give better clarity and scope to employees in terms of task to be performed at work station.
- Organization should also focus on providing certification training program rather than just complying with process needs, as it would help employees in their career development.
- Managers should help employees to apply concepts covered in training program at work place and communicate them whether it has lead t improvement in their performance or not. Bank can have better idea to what extent their investment on training program has proved to be effective.

Conclusion

By the study conducted on training need analysis at Canara bank we can conclude that in most of the aspects, training program was successful and for majority of the respondents the training program to a certain extent met their needs & expectation. Although there is definitely some scope for improvement, as employees expect technical and interpersonal component also to be include as part of training program and hey should be given an opportunity to apply skill possessed by them through training at workplace. The open work culture, commitment and the Co-operation made a remarkable adaptability to changing environment which have enabled Canara bank to be a“Frontline banking institution of global standards”.

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