



A study of training and development programmes with special reference at ING Vysya Bank, Patna

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Abstract : *Industrial efficiency greatly depends on successful handling of the most important aspect that is human resource. As a matter of fact banking sector is a service oriented sector where the human resource is the most important. ING Vysya Bank, which is a private sector bank, provides training on regular basis, which helps in enhancing employee motivation towards organisation objects.*

The first objective is to know the training methods and its effectiveness among employees. This also leads to motivation of employees which in return leads to reduction in employees turnover rate and to reduce the level of

absenteeism. Various impressions are drawn from the findings and analysis for this research study. While going through the analysis it was found that well trained employees reduced the cost of production and their salary and positions got increased accordingly. It was also found that training leads to higher morale and increased motivation which ultimately leads to increased productivity.

The training methods adopted by the organisation should be upgraded in order to tackle diversified workforce. An organisation must create awareness of its training and development programmes among its employees to make them more efficient.

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Introduction :

Industrial efficiency greatly depends on successful handling of the most important aspect i.e. Human Resource. It not only makes an enterprise successful but also provides the workers the chance of earning higher wages and fulfilling his/her individual objectives otherwise it will not produce a positive outcome. So, it can be said that training is an act of increasing the knowledge, skill

and reducing the performance deficiency for doing a particular job. The process of training is to achieve a change in the behaviour and to enable them to do the job more productively. Training makes workforce more effective in less time. Many all time, training leads to increase in motivation and morale of the employees. As a matter of fact banking sector is a service oriented sector where human resource is the most important resource. At ING Vysya Bank, which is a private sector bank, training is important on regular basis and here employees too are motivated towards organisational objectives.

Objectives :

The aim of the study or the goal towards which the study is directed is known as objectives of the study. In this study the aim was to achieve the following objectives.

- To know the training method adopted in banking sector and its effectiveness.
- To find out how productivity is associated with the organisation, and how performance at the individual level leads to overall enhancement of productivity of the organisation.
- To find out how training leads to motivation which in turn leads to reduction in employees turnover rate and to reduced level of absenteeism.
- To study employee development after training program.
- To get practical experience of training program in organisation.

Hypotheses of the Study :

The hypotheses framed for this research are :

- Training is programmed to synchronize the organisational goal with the personal development.

- The employees are satisfied with the method of training adopted.
- All employees receive proper training.

Methodology adopted :

- **Research Design:** Descriptive research design was used to conduct the study.
- **Data Collection:** For the purpose of data collection both primary and secondary data were scanned.

Primary Data: Structured questionnaire method was used for collecting the data from the employees.

Secondary data: It was collected from official circulars, manuals, journals, diary, records and prospectus of ING.

- **Sampling Unit:** The sampling design covers employees of ING Vysya Bank as Sampling Unit, as the study was related to them only.
- **Sampling Procedure:** Census survey procedure was considered appropriate as the number of respondents were limited and accessible.
- **Sample Size:** Among employees of ING Vysya Bank, Regional Office, the sample size was 20 employees.

Major findings of the Research

- **Profile for job description.**

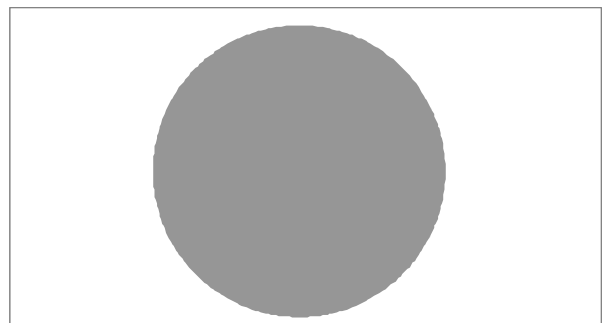


Chart - 1

Here a data table informing about the job description of ING Vysya employees is given. It can be analysed that out of 20 respondents 100% of them have job description and chance of job confusion is minimized.

- **Need for updating duties mentioned in job description**

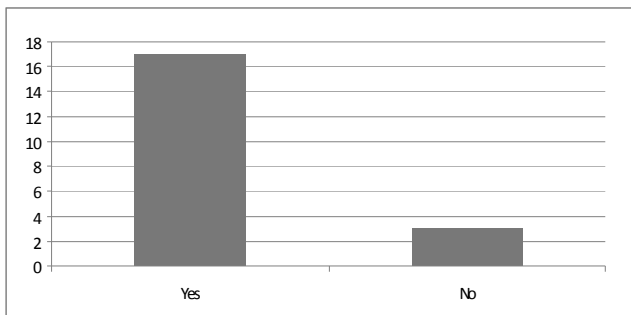


Chart - 2

The above data table indicates that a majority employees that is 17 want their job description to be updated, and the remaining 3 do not need any update in their job description.

- **Training needs for enhancing the technical skills**

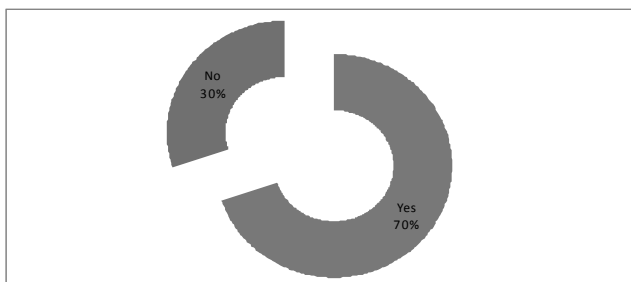


Chart - 3

The above data given here represents the training needs to enhance skills in using upgraded equipments and technologies.

Almost 14 respondents out of 20 i.e. 70% of them agree that there is need for such training. Some require high knowledge of equipments and technology so that they can be more efficient.

- **Change in work culture due to training program**

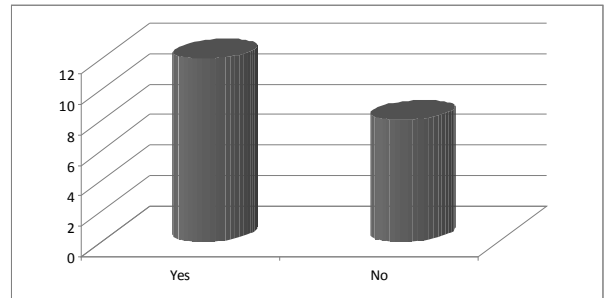


Chart - 4

The above data table gives an idea about the change in work culture due to training program. About 60% of the employees have attended or felt that the work culture has changed due to training program.

- **Availability of adequate system for measuring effectiveness of training and development**

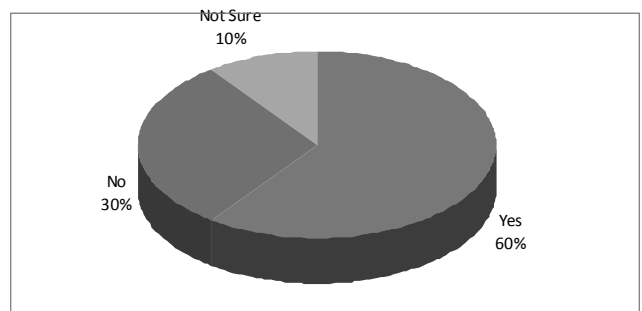


Chart - 5

The above data shows that around 60% of employees of ING Vysya feel to a large extent that there is an adequate system of measuring effectiveness of training in an organization. The rest 30% of the people disagree, whereas 10% of them are not sure whether it's adequate or inadequate.

- **Are the training programmes undertaken at the right time or not**

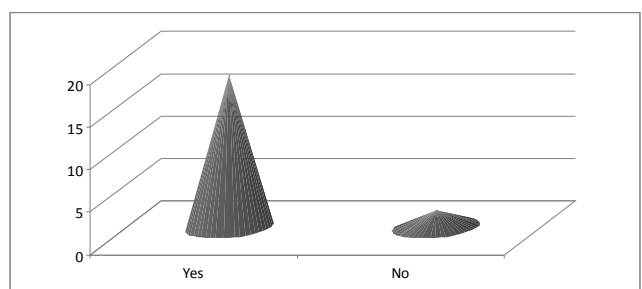


Chart - 6

The above data clearly spells out that the method used in training and development programs conducted by ING are mostly off the job training and development programs. But 90% respondents stated that they would like to undergo On-the-Job Training and Development program.

• **Response of trainer towards doubts and feedback**

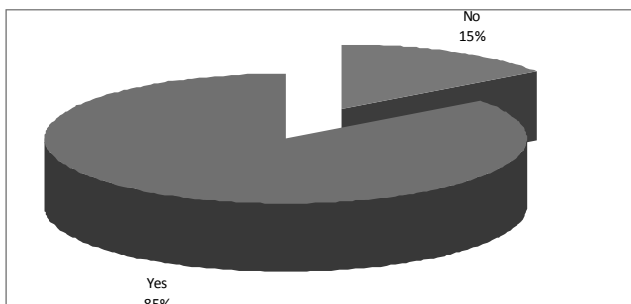


Chart - 7

The above table gives an idea about the response obtained by the employees from the trainers against their feedback. About 85% of employees feel that most of the trainers effectively and efficiently carry out the training programme and respond to their clarification.

• **Methods to impart training and development**

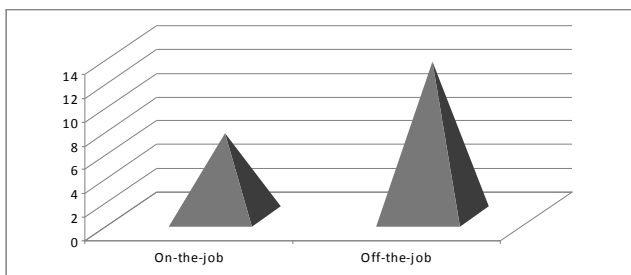


Chart - 8

The above data depicts that the method used in training and development program conducted by ING are mostly off the job training and development program. This is proved by the response of the employees. About 65% of the employees responded to the methods of the off the job training and the rest 35% for the on the job training.

Impressions :

After going through these findings and analysis various impressions were drawn from this research study. Training and development has been identified by various scholars to be very crucial to an organisation and its effectiveness. As training reduces work of managers in terms of close supervision, it also improves the drive, initiative and quality of work of the employees. It thus makes them more committed to achieve the goals of the organisation and this tends to enhance effectiveness among workers.

While going through training at ING Vysya Bank it was felt that due to well trained employees there is reduction in cost of production, and accordingly the salary or position of the employees may be increased in the organisation. Thus the employees develop a positive attitude towards management and this will help the employees achieve their objectives.

With the help of training the best available methods of performing work is taught to all employees. Trained employees follow standardised procedure and a productive environment is created. Employees work intelligently and make fewer mistakes as they possess the required know-how and have an understanding of their jobs and of the interdependence of one job on another.

Training leads to higher morale and increased motivation which ultimately leads to increased productivity.

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