



## INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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**Contributions to books**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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## EMPLOYEES' EMPOWERMENT THROUGH TRAINING SYSTEM IN BANKING SECTOR: AN EMPIRICAL ANALYSIS (WITH SPECIAL REFERENCE TO SELECTED BANKS IN RURAL ODISHA)

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### 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.*

### KEYWORDS

Empowerment, Training, Perception, Total Score, Least score & Ideal score.

### 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 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 rural 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. Dece2010-February 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. Out of 150 questionnaires served 98 responded which includes 37 female respondents. The response rate was 65.33%

### 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
Male respondents	61x 3 x15	2745	61x -1 x15	-915
Female respondents	37x3x15	1665	37 x -1 x15	-555

### FINDINGS OF THE STUDY

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

#### RESPONSE OF THE RESPONDENTS

Various attributes	Aggregate Score	
	Rural respondents	
	Male	Female
Do you agree that training programme gives impact on the growth of the banks?	128	78
Do you agree that there is no significant difference between training programme in different banks?	107	75
Do you agree that training programmes increases the attrition rate of the employees?	112	79
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	103	68
Do you agree that training programme provides value addition to the career and personal life of the employees?	117	78
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	113	86
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	121	74
Do you agree that there is direct relationship between training and employee empowerment?	113	68
Do you agree that the training system will lead to more growth and socio economic development of the region?	114	78
Do you agree that outsourcing of training increases costs and reduces effectiveness?	108	79
Do you agree that training needs are identified by continuous communication with the employees?	118	77
Do you agree that feedback constitutes essential part of training programme?	127	66
Do you agree that up gradation of training skills is necessary for relevant output?	117	71
Do you agree that trainers' training is necessary for result oriented approach?	138	77
Do you agree that training motto should be inventing methods for igniting minds?	128	78
<b>Total score</b>	<b>1762</b>	<b>1129</b>
<b>Ideal score</b>	<b>2745</b>	<b>1665</b>
<b>Least score</b>	<b>-915</b>	<b>-555</b>
<b>No. of respondents</b>	<b>61</b>	<b>37</b>

Source: Annexure A & B

### INTERPRETATION

In the present case the total score of the male respondents is 1762 and for the female respondents it is 1129. The ideal score for the same are 2745 and 1665 respectively. The percentages of ideal score are 64.19 and 67.81. However, in no case the total score comes near to the least score. This reflects the various hypotheses considered are holds good for the study. So it is important to note that training system plays an important role for the effective empowerment of the banking employees.

### CONCLUDING NOTE

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**

<b>Annexure –A (61)</b>						
<b>Attributes</b>	<b>Respondents of Rural male bank employees</b>					
	<b>Completely agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completely disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Do you agree that training programme gives impact on the growth of the banks?	33	11	10	4	3	128
Do you agree that there is no significant difference between training programme in different banks?	28	12	7	6	8	107
Do you agree that training programmes increases the attrition rate of the employees?	31	8	10	5	7	112
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	27	10	8	10	6	103
Do you agree that training programme provides value addition to the career and personal life of the employees?	32	9	8	7	5	117
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	28	10	13	6	4	113
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	33	9	8	7	4	121
Do you agree that there is direct relationship between training and employee empowerment?	30	10	8	8	5	113
Do you agree that the training system will lead to more growth and socio economic development of the region?	27	13	11	6	4	114
Do you agree that outsourcing of training increases costs and reduces effectiveness?	25	16	6	9	5	108
Do you agree that training needs are identified by continuous communication with the employees?	26	18	7	7	3	118
Do you agree that feedback constitutes essential part of training programme?	29	17	8	5	2	127
Do you agree that up gradation of training skills is necessary for relevant output?	28	16	5	8	4	117
Do you agree that trainers’ training is necessary for result oriented approach?	34	10	16	1	0	138
Do you agree that training motto should be inventing methods for igniting minds?	32	12	11	3	3	128

Source: Compiled from field survey

<b>Annexure –B (37)</b>						
<b>Attributes</b>	<b>Respondents of Rural female bank employees</b>					
	<b>Completely agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completely disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Do you agree that training programme gives impact on the growth of the banks?	17	10	8	1	1	78
Do you agree that there is no significant difference between training programme in different banks?	19	8	5	2	3	75
Do you agree that training programmes increases the attrition rate of the employees?	21	7	3	5	1	79
Do you agree that quality training can improve by providing state of art infrastructure facilities and knowledgeable resource person?	18	6	4	7	2	68
Do you agree that training programme provides value addition to the career and personal life of the employees?	22	5	3	6	1	78
Do you agree that training programmes have immense role to play in increasing the productivity and efficiency of the employee?	23	7	4	2	1	86
Do you agree that higher level of employee empowerment leads to higher level of customer satisfaction and increased profits?	22	4	3	5	3	74
Do you agree that there is direct relationship between training and employee empowerment?	19	5	4	6	3	68
Do you agree that the training system will lead to more growth and socio economic development of the region?	20	7	5	4	1	78
Do you agree that outsourcing of training increases costs and reduces effectiveness?	19	11	3	1	3	79
Do you agree that training needs are identified by continuous communication with the employees?	21	8	2	2	4	77
Do you agree that feedback constitutes essential part of training programme?	17	6	5	7	2	66
Do you agree that up gradation of training skills is necessary for relevant output?	18	7	5	5	2	71
Do you agree that trainers’ training is necessary for result oriented approach?	20	4	9	4	0	77
Do you agree that training motto should be inventing methods for igniting minds?	23	5	2	4	3	78

Source: Compiled from field survey



## **REQUEST FOR FEEDBACK**

**Esteemed & Most Respected Reader,**

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. [info@ijrcm.org.in](mailto:info@ijrcm.org.in) or [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**