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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	SITUATION ANALYSIS OF DOCTORS WORKING IN HEALTH DEPARTMENT OF ODISHA: A DESCRIPTIVE STUDY <i>RAMA CHANDRA ROUT, BHUPUTRA PANDA & ABHIMANYU SINGH CHAUHAN</i>	1
2.	QUALITY OF EDUCATION AND TEACHERS IN ETHIOPIAN SECONDARY SCHOOLS (THE CASE OF EASTERN ZONE OF TIGRAI REGION, ETHIOPIA) <i>DR. HAILAY GEBRETINSAE BEYENE & MRUTS DESTA YEEBIYO</i>	4
3.	AN ANALYSIS OF THE IMPACT OF FISCAL DECENTRALIZATION (FD) ON BUDGET DEFICIT IN PAKISTAN <i>ABDUR RAUF, DR. ABDUL QAYYUM KHAN & DR. KHAIR-UZ ZAMAN</i>	11
4.	DETERMINANTS OF MILITARY EXPENDITURE IN DEVELOPING COUNTRIES AND THEIR EFFECTS ON THE ECONOMY <i>A. K. M. SAIFUR RASHID, MD. ZAHIR UDDIN ARIF & M. NURUL HOQUE</i>	16
5.	A CRITICAL EVALUATION OF THE GOVERNMENT EXTENSION SERVICES: THE CASE FOR LAND REFORM FARMS, IN THE WEST COAST DISTRICT, WESTERN CAPE <i>MOGALE PETER SEBOPETSA & DR. MOHAMED SAYEED BAYAT</i>	21
6.	LABOUR MIGRATION AND IMPACT OF REMITTANCES ON LIVELIHOOD PATTERN IN SOME AREAS OF TANGAIL DISTRICT IN BANGLADESH <i>RAZIA SULTANA, DR. M. A. SATTAR MANDAL & MD. SAIDUR RAHMAN</i>	29
7.	ARE OLDER LEARNERS SATISFIED WITH THEIR INVOLVEMENT IN LEARNING COURSES'? <i>JUI-YING HUNG, FENG-LI LIN & WEN-GOANG, YANG</i>	33
8.	ECONOMIC GROWTH, INCOME INEQUALITY, AND POVERTY: EVIDENCE FROM BANGLADESH, 1981-82 TO 2009-10 <i>MD. MAIN UDDIN</i>	37
9.	IMPACT OF ABSENCE OF ANTI-COUNTERFEITING LAWS AND PRESENCE OF LOW PRICE ON CONSUMERS' ATTITUDES TOWARD THE NON-DECEPTIVE COUNTERFEITS IN A DEVELOPING CONTEXT <i>IMRAN ANWAR MIR</i>	41
10.	MOBILITY AND MIGRATION OF FEMALE SEX WORKERS: NEED FOR STRATEGIC INTERVENTIONS <i>GOVERDAN KUMMARIKUNTA & DR. CHANNAVEER R.M.</i>	46
11.	BUSINESS DEVELOPMENT & GREEN MARKETING <i>DR. R. KARUPPASAMY & C. ARUL VENKADESH</i>	50
12.	IMPACT OF SOCIO-ECONOMIC PROFILE ON SATISFACTION OF BANK OFFICIALS OVER TRAINING AND DEVELOPMENT PROGRAMMES IN BANKS <i>JASPREET KAUR & DR. R. JAYARAMAN</i>	55
13.	ECONOMIC GLOBILIZATION CATASTROPHE AND ITS UPSHOT ON INDIAN ECONOMIC MARKETS <i>K. LOGESHWARI</i>	61
14.	FOREIGN EXCHANGE DERIVATIVES TRADING SCENARIO: A NEW PARADIGM IN THE ERA OF CURRENCY <i>DR. P. S. RAVINDRA & E.V.P.A.S.PALLAVI</i>	65
15.	REGIONAL DIVERGENCE IN PER CAPITA INCOME IN DISTRICTS OF RAJASTHAN <i>DR. REKHA MEHTA</i>	71
16.	CONTRIBUTION OF INFORMATION TECHNOLOGY INDUSTRY IN PROMOTING INDIA AS BRAND INDIA <i>DR. DEEPAKSHI GUPTA & DR. NEENA MALHOTRA</i>	75
17.	AN EMPIRICAL STUDY ON SOCIO-ECONOMIC EMPOWERMENT OF WOMEN THROUGH SELF HELP GROUPS <i>ANURADHA.PS</i>	84
18.	OPERATIONAL ADEQUACY OF WORKING CAPITAL MANAGEMENT OF SELECTED INDIAN AUTOMOBILE INDUSTRY - A BIVARIATE DISCRIMINANT ANALYSIS <i>DR. N. PASUPATHI</i>	87
19.	DEFORESTATION AND ENVIRONMENTAL SUSTAINABILITY: A STUDY OF INTERDEPENDENCE <i>DR. MD. TARIQUE</i>	93
20.	PATTERN OF GROWTH AND INSTABILITY OF INDIA'S EXPORTS (1991-2006) <i>DR. KULWINDER SINGH & DR. SURINDER KUMAR SINGLA</i>	100
21.	CHANGE IN RETAIL SHOPPING BEHAVIOUR: WHY AND FOR WHOM? <i>PRAMOD PANDURANGRAO LONARKAR & PARMESHWAR GORE</i>	108
22.	LIVESTOCK A WAY TOWARDS RURAL INDUSTRIALIZATION-A CASE STUDY OF POULTRY BUSINESS <i>SUNIL SUBHASH PATIL</i>	112
23.	THE ECONOMETRIC ESTIMATION OF ELASTICITIES OF DEMAND FOR INDIA'S EXPORTS AND IMPORTS <i>P. SUHAIL & V.R. REMA JYOTHIRMAYI</i>	117
24.	SOCIAL IMPACT OF MICRO FINANCE ON RURAL POOR IN ANDHRA PRADESH <i>DR. NANU LUNAVATH</i>	122
25.	MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE ACT (MGNREGA): ISSUES AND CHALLENGES <i>HARSIMRAN SINGH</i>	136
	REQUEST FOR FEEDBACK	141

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RESULTS & DISCUSSION

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IMPACT OF SOCIO-ECONOMIC PROFILE ON SATISFACTION OF BANK OFFICIALS OVER TRAINING AND DEVELOPMENT PROGRAMMES IN BANKS

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ABSTRACT

This study assesses the pattern of different socio economic characteristics like age, sex, educational qualification, job experience in banking sector, income, and current status of Bank officials of selected bank officials in both sectors i.e. public sector banks and private sector banks were of same composition. The level of satisfaction among respondents over outcome of Training and Development programmes was considerably high and similar in both the sectors of banks. The level of satisfaction in private sector was found to be independent of respondent socio economic profile while in public sector banks it was significantly associated with age, sex and education level. Thus, training and development programmes in banks should be further strengthened so as to improve upon further the overall functioning of the banking sector in India.

KEYWORDS

Public Sector Banks, Private Sector Banks, Socio economic profile, Satisfaction, Training and Development.

INTRODUCTION

It is important that in a service industry like banking, suitable training policies are developed for the better functioning of the system. Human Resource Development is the most important need for a service industry like banking. The banks continued, until recently, their generalist orientation in the matter of recruitment. But, the best talent especially specialist, could not be attracted. While radical changes in the staff structure are not easy, Public Sector Banks can effect improvements in the existing practices of recruitment, training and redeployment. The focus must shift from generalist orientation of the staff to specialist orientation. Training policy should have a shared vision of all the stakeholders and should be communicated to all concerned.

Training policy is considered as the training vision of the organization which helps to draw short term and long term training strategy for achieving organizational objectives through training intervention. Training policy helps in drawing the training roadmap keeping in view the resources, constraints and dynamics of internal and external organizational factors. Training policy addresses many key issues like whom to train, when to train, how to train and also the roles and responsibilities of various stakeholder.

REVIEW OF LITERATURE

Cannel (2002) in the study investigated that those working in small businesses, part time employees and people with lower educational qualifications, whatever the sector or size of the employer are less likely to receive training than people in large companies or the public sector. So are part time employees and people with lower educational qualifications whatever the sector or size of employer. For all learners and especially the less qualified, on the job training is the favourite method of training. **Ibrahim (2004)** checked whether demographic variables have any role to play in influencing the perception of effectiveness of a training program. A comparative study of differences between pre training and post training results to find out the effectiveness of the training program was also carried out in the same study. The measures used in the study were skills and knowledge gained trainee's reactions to the training course, perceived usefulness of the training course and trainee's efforts to gain skills and knowledge. **Kishore (2010)** examined that the effectiveness of training program from the perspective of the trainees. The objective of the study was to compare the pre training expectations of the trainees with the post training experience and also highlighted that there is a possibility that the demographic characteristics like age, gender and education may affect their on the effectiveness of training program. Such demographic variable too have been included in the study so that their impact can be examined on the perception of training effectiveness. The reason for evaluating training programs deals with justifying the existence of training department and also gaining information about how to improve future training programs. **OECD (1991)** concludes that it is generally workers with more education who receive training. Professional categories such as managers and higher skilled manual workers have higher probability of receiving training. Training associated with new hiring is greater for younger workers; but there is an opposite tendency in some studies to find that training increases with age, peaking in the 25-44 age class.

OBJECTIVE OF THE STUDY

1. To determine the level of satisfaction among respondents regarding overall training and development of employees in the banks
2. To assess the impact of Socio-Economic Profile on Satisfaction of Bank Officials over Training and Development Programmes in Banks

METHODOLOGY

Two stage stratified random sampling technique was used to select the sample for the study. Banks provided the first stage of the sampling design while respondents became the ultimate and second stage of the same. Four Public Sector Banks and an equal number of Private Sector Banks in Punjab were randomly selected for the study. The selected banks include State Bank of India, Punjab and Sind Bank, Punjab National Bank and Bank of Baroda from Public Sector and HDFC, ICICI, AXIS and Yes Bank from Private Sector. Fifty employees from the each bank were randomly selected. In this way, total number of respondents came to 200 from public sector banks and an equal number from private sector banks. Primary data were collected from the selected respondents on a specially structured pre-tested questionnaire through personal interview method. The collected data were analyzed by applying various simple as well as advance statistical techniques, such as frequencies, percentages, averages, standard deviations, chi-square test, unpaired t-test, Analysis of Variance and Tukey Post Hoc multiple comparisons test. The data were collected during 2009-10.

SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS

The socio-economic profile of the bank officials participating in Training and Development programmes may have the different pattern in public sector and private sector banks in India. In order to have an in-depth view of the pattern of socio-economic profile, the comparative analysis was done between public sector and private sector officials. The socio-economic profile includes age, sex, education, job experience, monthly income and current status of the bank officials. The pattern of socio-economic profile is also relevant to be studied so that their impact on satisfaction of bank officials with the Training and Development programmes may be examined.

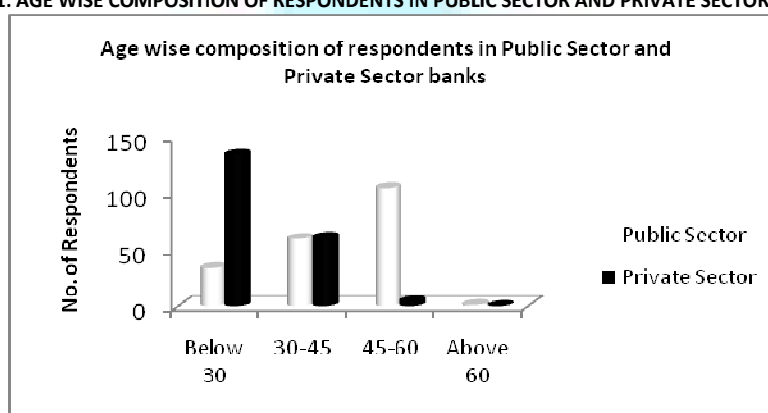
AGE

It can be seen from Table 1 that the highest proportion i.e. 52.50 percent of the selected public sector bank officials belonged to the age group of 45-60 years while the same was 67.50 per cent in the age group of below 30 years in private sector banks. The value of chi-square showed that the pattern of age differed significantly among public and private sector banks as far as the bank officials involved in Training and Development programmes in the banking sector are concerned. The calculate value of chi-square came to be as high as 154.95 at 2 degree of freedom which was highly significant. This indicated that public sector banks initiated training programmes at the later stage when public sector faced stern competition from private sector banks.

TABLE 1: AGE WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristic	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Age (years)					154.95** p<0.01	2
Below 30	34	17.00	135	67.50		
30-45	60	30.00	61	30.50		
45-60	105	52.50	4	2.00		
Above 60	1	0.50	0	0.00		

FIG. 1: AGE WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



SEX

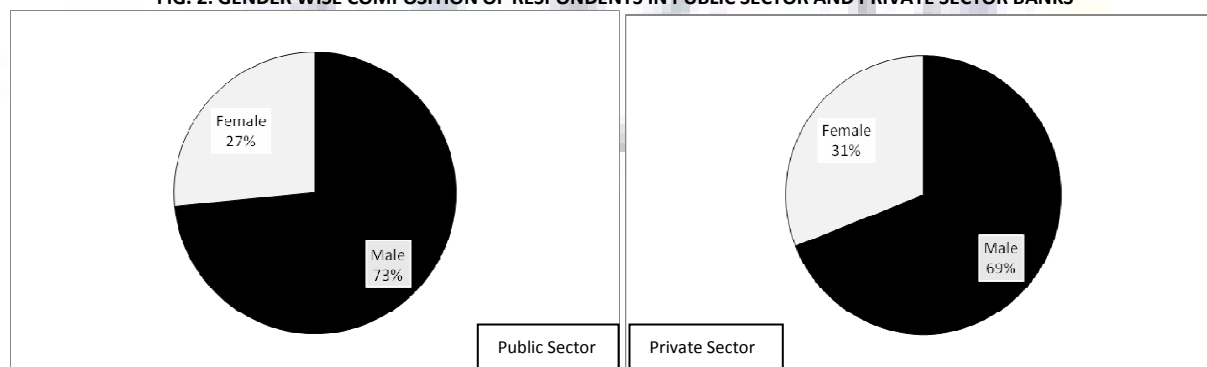
Table 2 presents the sex-wise composition of the respondents from different banks. Of the total 200 respondents in public sector banks, 73.50 percent were male and the remaining 26.50 percent were female. Similarly, in private sector banks, the proportion of male respondents came to be 69.00 percent while that of female respondents 31.00 percent.

TABLE 2: GENDER WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristics	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Sex					0.99	1
Male	147	73.50	138	69.00		
Female	53	26.50	62	31.00		

The χ^2 value was 0.99 with one degree of freedom. The value of chi-square was found to be non-significant. Therefore, there was no significant difference between Public Sector Banks and Public Sector Banks regarding the composition of sex in the work force.

FIG. 2: GENDER WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



EDUCATIONAL STATUS

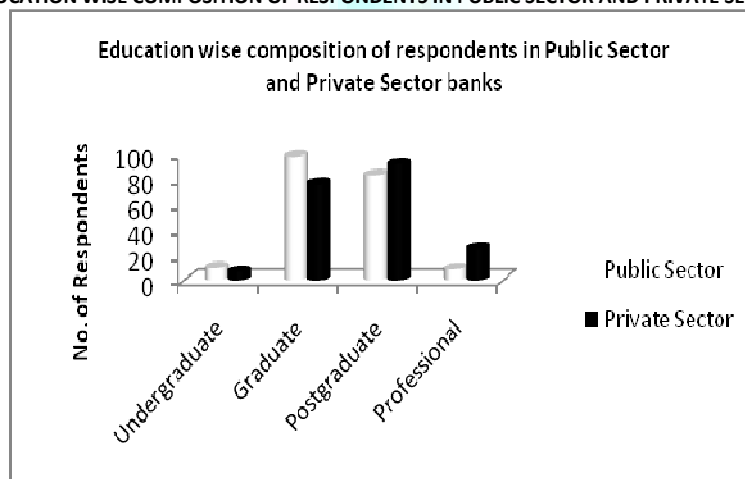
Table 3 presents the education wise composition of the respondents of the study. About 95 per cent of the respondents were having either a degree level education or more in banks. In the case of Public Sector Banks, out of 200 respondents 5 percent were having Pre-degree education, 49 percent were graduates and 4.50 percent were having some sort of Professional Diploma. As much as 41.50 percent of them were enjoying the Postgraduate level of education.

TABLE 3: EDUCATION WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristics	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Education					11.30** p< 0.01	3
Undergraduate	10	5.00	7	3.50		
Graduate	98	49.00	76	38.00		
Postgraduate	83	41.50	92	46.00		
Professional	9	4.50	25	12.50		

In the case of Private Sector Banks out of the total respondents of 200, only 3.50 percent were having Pre-Degree level education while 12.50 percent of them were Professional Diploma holders. The Table further revealed that 38.300 percent of the Private Sector Banks were performing their duties with graduation level of education while the remaining 46.00 percent were enjoying postgraduate level of education. In case of Public Sector Banks the highest proportion i.e. 49.00 percent were having graduate level of education while in case of Private Sector Banks; the highest proportion i.e.46.00 percent were having postgraduate level of education. The professional diploma holders with graduation or post graduation were also higher in Private Sector Banks (12.50%) as compared to that in Public Sector Banks (4.50%).

FIG. 3: EDUCATION WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



For further analyzing whether there is any difference between the two categories of banks on the education wise composition of employees, the chi-square test was conducted. The chi-square value was 11.30 with d.f. 3 at 0.01 significance level. The χ^2 value indicated that there existed significant difference between the Public Sector Banks and Private Sector Banks regarding the education level of the respondents.

JOB EXPERIENCE IN BANKING SECTOR

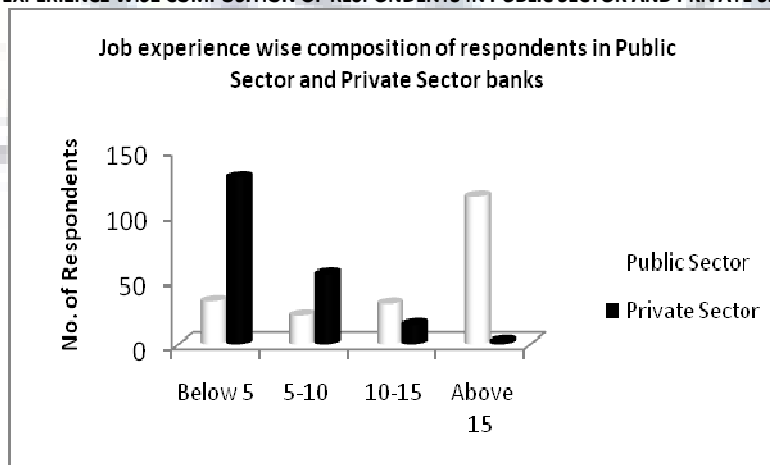
Table 4 revealed that the highest proportion i.e. 57.00 percent of Public Sector Banks respondents were having a total banking experience above 15 years, followed by 16.50 percent with less than 5 years of experience, 15.50 percent with 10-15 years and the remaining 11.00 percent with 5-10 years of bank experience. Contrary to this, the highest proportion i.e. 64.50 percent of the Private Sector Banks respondents were having an experience of less than 5 years, followed by 27.00 percent with 5-10 years, 7.50 percent with 10-15 years and only 1 percent with more than 15 years of experience of job in the bank.

TABLE 4: JOB EXPERIENCE WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristics	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Job Experience (year)					171.50** p< 0.01	2
Below 5	33	16.50	129	64.50		
5-10	22	11.00	54	27.00		
10-15	31	15.50	15	7.50		
Above 15	114	57.00	2	1.00		

The proportion of respondents in Private Sector Banks declined with the job experience while it was almost having a direct relationship with the job experience in Public Sector Banks. This may be due to the much longer life of Public Sector Banks in India as compared to the Private Sector Banks due to the nationalization policy implementation in the early 60s.

FIG. 4: JOB EXPERIENCE WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



The chi-square value worked at as high as 171.50 with 2 d.f. at 0.0001 significance value. It can be safely concluded that the Public Sector Banks respondents are having more banking experience compared to Private Sector Bank respondents.

INCOME OF THE RESPONDENTS

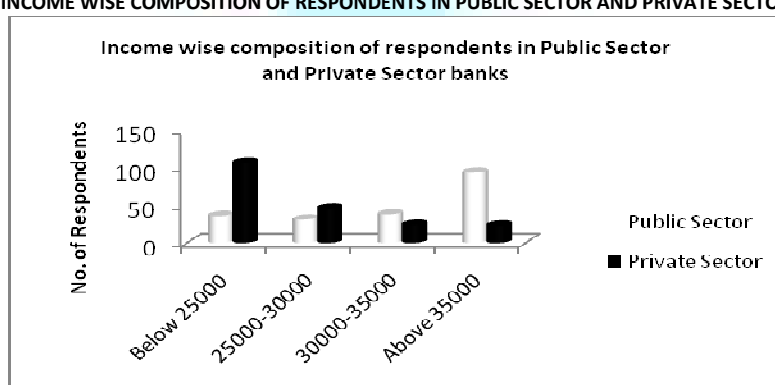
The distribution of respondents according to their monthly income has been presented in Table 5. The results clearly revealed that the highest proportion i.e. 47.00 percent of the Public Sector Banks respondents enjoying the monthly income of above Rs. 35000, followed by 19.00 percent having Rs. 30000 to Rs. 35000 as monthly income. There were only 33.00 percent of them who had a monthly income below Rs. 30000. On the other hand, the highest proportion i.e. 53.50 percent of the Private Sector Banks respondents was living with less than Rs. 25000 per month, followed by 23.00 earning Rs. 25000 to Rs. 30000 per month. There were only 11.50 percent of them who were enjoying a monthly income of above Rs. 35000.

TABLE 5: INCOME WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristics	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Monthly Income (Rs.)						
Below 25000	36	18.00	107	53.50	85.27** p< 0.01	3
25000-30000	31	15.50	46	23.00		
30000-35000	38	19.00	24	12.00		
Above 35000	94	47.00	23	11.50		

This showed that pattern of monthly income was quite different among respondents working in Public Sector and Private Sector Banks. This may be commented upon the pattern of income distribution among both sectors of banks under study that either the Public Sector Banks respondents are highly paid or the Private Sector Banks respondents are being exploited by paying them very less. However, in the era of sky racking prices, the emoluments need to be rationalized with the price index.

FIG. 5: INCOME WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



The value of chi-square worked at 85.27 at 3 degree of freedom, significant at 0.0001 level. This indicated that the pattern of income distribution among Public Sector Banks and Private Sector Banks respondents differed significantly.

CURRENT STATUS OF BANK OFFICIALS

Table 6 showed that of the 200 respondents from Public Sector Banks, 57.50 per cent were non-officers and the remaining 42.50 percent were among the officers cadre. The Officer cadre includes the Chief Managers, Senior Managers, Deputy Managers and Assistant Managers and other high level officers. The Private Sector Banks respondents constituted 32.00 percent non-officers and the remaining 68.00 percent the officers. The Private Sector Banks, in general, have less proportion of clerical staff as compared to the Public Sector Banks. In Public Sector Banks, there are fixed norms for the recruitment of different types of staff while this is not so in Private Sector Banks.

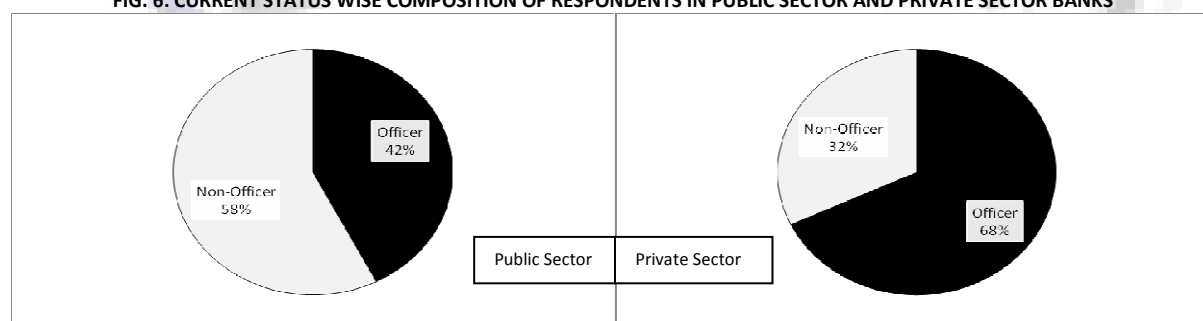
TABLE 6: CURRENT STATUS WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS

Socio-Economic Characteristics	Public Sector		Private Sector		χ^2 - value	d.f.
	No.	%age	No.	%age		
Current Status						
Officer	85	42.50	136	68.00	26.30** p< 0.01	1
Non-Officer	115	57.50	64	32.00		

The Pattern of staff composition was significantly different in both sectors of banks as conveyed by the value of chi-square i.e. 26.30 at one d.f. and significant at one percent level. However, the emergence of the Private Sector Banks has created certain interesting situations in the banking arena. Each bank has got its own job titles for the job positions. Seldom are they comparable. Some of the job titles include Senior Manager, Manager, Deputy Manager, Assistant Manager, Officer, Executive - Operations, Non Resident Services Manager, Personal Banker, Senior Officer, Relationship Officer, Cash Officer, Sales Manger, Probationary Officer, Six Sigma Trainee, Asset Desk Counsellor, Senior Executive, Single Window Operator, Teller, Senior Assistant and Management Trainee.

Therefore, it is obvious from the profile analysis that the pattern of different socio-economic characteristics of the selected bank officials in both the sectors of banks was significantly different, except in case of sex composition. The trainees in Private Sector Banks were younger, highly qualified, less experienced and less paid as compared to the older, less qualified, greater experienced and highly paid trainees in Public Sector Banks.

FIG. 6: CURRENT STATUS WISE COMPOSITION OF RESPONDENTS IN PUBLIC SECTOR AND PRIVATE SECTOR BANKS



LEVEL OF SATISFACTION OF BANK OFFICIALS OVER THE TRAINING AND DEVELOPMENT PROGRAMMES

The respondents were asked to express their level of satisfaction over the overall outcome of the Training and Development programmes they attended. The level of satisfaction of respondents was asked after recording their opinion about objectives, methods and basics of the programmes. Their responses were recorded on 'extremely satisfied, very satisfied, moderately satisfied, a little satisfied and not satisfied' scale. These attributes were assigned weights as 5, 4, 3, 2 and 1 respectively in order to get the mean level of satisfaction. The results, so obtained, are presented in Table 7.

TABLE 7: LEVEL OF SATISFACTION AMONG RESPONDENTS REGARDING OVERALL TRAINING AND DEVELOPMENT OF EMPLOYEES IN THE BANK

Level of Satisfaction	Public Sector		Private Sector	
	No.	%age	No.	%age
Extremely Satisfied	40	20.00	45	22.50
Very Satisfied	100	50.00	81	40.50
Moderately Satisfied	44	22.00	48	24.00
A little Satisfied	13	6.50	9	4.50
Not Satisfied	3	1.50	17	8.50
Mean Level	3.81	Very	3.64	Very
SD	0.88	Satisfied	1.13	Satisfied
t-value		1.62		

The analysis showed that highest proportion i.e. 50.00 and 40.50 percent of the respondents in Public Sector and Private Sector Banks respectively were very satisfied over the outcome of the Training and Development programmes in their banks. As much as 20.00 and 22.50 percent of them respectively were found to be extremely satisfied. There were only 1.50 percent in Public Sector Banks who were not satisfied over the outcome while this proportion was 8.50 percent in case of Private Sector Banks.

The average level of satisfaction came to be 3.81 in case of Public Sector Banks and 3.64 in case of Private Sector Banks. This average score is nearer to 4, which is a score assigned to very satisfied level. Hence, on overall level, the respondents in both sectors of banks were very satisfied over the outcome of Training and Development programmes they attended organized by their banks. The unpaired t-value (1.62) was found to be non-significant which indicated that the level of satisfaction over the outcome of Training and Development programmes was similar in both sectors of banks under study. The analysis brought out that the Training and Development programmes are a major success in the banks.

RELATIONSHIP BETWEEN LEVEL OF SATISFACTION AND SOCIO-ECONOMIC PROFILE

It has been established from the analysis discussed so far that the pattern of socio-economic profile differed significantly among respondents selected from Public Sector Banks and Private Sector Banks, but their level of satisfaction over the outcome of Training and Development programmes was the same. This showed that there must exist a significant relationship between the level of satisfaction and respondents' socio-economic profile. Therefore, an attempt is made here to explore the behavior of socio-economic characteristics towards satisfaction. The results have been presented in Table 8.

TABLE 8: LEVEL OF SATISFACTION IN RELATION TO SOCIO-ECONOMIC PROFILE OF THE BANK OFFICIALS

Socio-Economic Characteristics	Public Sector			Private Sector		
	Total	Mean	SD	Total	Mean	SD
Age (years)						
Below 30	34	3.53	0.82	135	3.61	1.23
30-45	60	4.00	0.90	61	3.69	0.92
>45	106	3.78	0.87	4	3.75	0.50
F-ratio		3.22*	1 VS 2#		0.11	
Sex						
Male	147	3.88	0.92	138	3.57	1.19
Female	53	3.60	0.79	62	3.81	0.99
t-value		1.97*			1.39	
Education						
Undergraduate	10	4.20	0.42	7	4.29	0.49
Graduate	98	3.59	0.89	76	3.54	1.26
Postgraduate	83	3.99	0.85	92	3.73	1.02
Professional	9	4.00	1.00	25	3.44	1.23
F-ratio		4.08**	1 vs 2, 2 VS 3#		1.41	
Job Experience (year)						
Below 5	33	3.48	0.91	129	3.65	1.19
5-10	22	3.86	1.08	54	3.65	1.08
10-15	31	4.03	0.75	15	3.53	0.92
Above 15	114	3.82	0.85	2	3.50	0.71
F-ratio		1.70			0.06	
Monthly Income (Rs.)						
Below 25000	36	3.56	0.91	107	3.50	1.23
25000-30000	31	3.90	0.79	46	3.91	0.84
30000-35000	38	3.82	0.93	24	3.67	1.09
Above 35000	94	3.85	0.88	23	3.70	1.18
F-ratio		1.18			1.43	
Current Status						
Officer	85	3.69	0.96	136	3.55	1.22
Non-Officer	115	3.89	0.81	64	3.83	0.90
t-value		1.53			1.61	

** and * denote significance at 1% and 5% level respectively. # denotes significant pair

AGE: The level of satisfaction among respondents from Public Sector Banks came to be 3.53, 4.00 and 3.78 in the age group of below 30 years, 30-45 years and above 45 years respectively. The analysis of variance (ANOVA) indicated there was significant difference in the level of satisfaction and age as conveyed by the F-ratio, which was 3.22 and significant at 5 percent level. Further the Post Hoc multiple comparisons test revealed that the difference was significant between below 30 years and 30-45 years of age group. No difference could be found between below 30 years and above 45 years as well as between 30-45 years and

above 45 years of age group in the Public Sector Banks. This showed that middle age group has the highest level of satisfaction. This may be due to their career advancing age that may be benefitted through their participation in Training and Development programmes.

In Private Sector Banks, the level of satisfaction worked at 3.61, 3.69 and 3.75 in the age group of below 30 years, 30-45 years and above 45 years respectively. The F-ratio conveyed that there was no significant difference in the level of satisfaction in different age groups. Hence, age has no relationship with the level of satisfaction in Private Sector Banks. The reasons may include the less number of respondents in the older age groups and the participation of respondents in Training and Development programmes at the early stage of recruitment in the Private Sector Banks. However, the Training and Development programmes were started late in the Public Sector Banks.

SEX: The Table further revealed that the level of satisfaction among male respondents was 3.88 and among female respondents were 3.60 in Public Sector Banks. The unpaired t-value was 1.97, significant at 5 percent level. This indicated that the level of satisfaction of male respondents was significantly higher than that of female respondents in Public Sector Banks. This may be due to the readiness of male respondents to attend the programmes even at farther away places from home city as compared to the female respondents in Public Sector Banks.

In Private Sector Banks, the level of satisfaction was 3.57 and 3.81 among male and female respondents respectively. The calculated unpaired t-value (1.39) showed that the level of satisfaction of male and female respondents was similar in Private Sector Banks. This may be due to the majority of respondents from young age groups, who are always attempting for the advancement of their career.

EDUCATION: In Public Sector Banks, the level of satisfaction came to be 4.20, 3.59, 3.99 and 4.00 in case of undergraduate, graduate, postgraduate and diploma holder respondents respectively. The F-ratio calculated by employing ANOVA indicated that the difference in level of satisfaction between different education categories was significant. The Post Hoc multiple comparisons test showed that the level of satisfaction was significantly higher among undergraduate respondents as compared to the graduate respondents while the level of satisfaction among postgraduate respondents was significantly higher than the graduate respondents. The behavior of graduate respondents towards training programmes was weaker than the other categories in Public Sector Banks. The undergraduate respondents, being with low level of education, may get the career advancement riding on the shoulders of training programmes while postgraduate respondents, being with high level of education, may be ambitious in Public Sector Banks.

In Private Sector Banks, the level of satisfaction was 4.29 among undergraduate respondents while the same was 3.54 among graduate respondents, 3.73 among postgraduate respondents and 3.44 among diploma holders. The calculated F-ratio (1.41) was non-significant indicating that the level of satisfaction was almost the similar in all the education based categories of respondents in Private Sector Banks.

JOB EXPERIENCE: The level of satisfaction worked at 3.48, 3.86, 4.03 and 3.82 among respondents having bank services experience of less than 5 years, 5-10 years, 10-15 years and more than 15 years respectively in Public Sector Banks. The F-ratio came to be 1.70, which was non-significant. This conveyed that there is no relationship between level of satisfaction and job experience in Public Sector Banks. Similar was the pattern in case of Private Sector Banks respondents. The level of satisfaction came to 3.65 each among those having an experience of less than 5 years and 5-10 years, 3.53 among having experience of 10-15 years and 3.50 having experience of more than 15 years. The F-ratio was as low as 0.06, which indicated that no relationship could be established between level of satisfaction and job experience in Private Sector Banks.

INCOME: In Public Sector Banks, the level of satisfaction of respondents belonging to different income groups came to be 3.56, 3.90, 3.82 and 3.85 in case of less than Rs. 25000, 25000-30000, 30000-35000 and more than Rs. 35000 as monthly income of respondents. The non-significant F-ratio (1.18) revealed that there was no relationship between the level of satisfaction and monthly income of the respondents in Public Sector Banks. Similar was the pattern in Private Sector Banks also. The respondents in the income range of below Rs. 25000 acquired 3.50 level of satisfaction while the same was 3.91 in case of income range of Rs. 25000-30000, 3.67 in income range of Rs. 30000-35000 and 3.70 in the income range of above Rs. 35000 per month. The non-significant F-ratio (1.43) conveyed that there was no relationship between level of satisfaction and income level of the respondents in Private Sector Banks.

CURRENT STATUS: The level of satisfaction worked at 3.69 and 3.89 among officers and non-officers respectively in Public Sector Banks while the corresponding figures were 3.55 and 3.83 in case of Private Sector Banks. Both the t-values, 1.53 in case of Public Sector Banks and 1.6 in case of Private Sector Banks, were statistically non-significant. This revealed that status has nothing to do with the level of satisfaction in both the sectors of banks under study.

CONCLUSIONS

Overall, it is highlight of the analysis that the pattern of different socio-economic characteristics of the selected bank officials in both the sectors of banks was significantly different, except in case of sex composition. The trainees in Private Sector Banks were younger, highly qualified, less experienced and less paid as compared to the older, less qualified, greater experienced and highly paid trainees in Public Sector Banks.

The level of satisfaction among respondents over outcome of Training and Development programmes was considerably high and with equal extent in both the sectors of banks. Age, sex and educational level of respondents exerted significant impact on their level of satisfaction over the outcome of Training and Development programmes in Public Sector Banks while the level of satisfaction remained independent of job experience, income level and current status of the respondents. It is glaring finding of the study that in Private Sector Banks, no socio-economic characteristic of the respondents could exert significant impact on their level of satisfaction. This indicated that that level of satisfaction over the outcome of Training and Development programmes is independent of the socio-economic profile of respondents in Private Sector Banks. Therefore, Training and Development programmes came out with required results in banks and these should be further strengthened so as to improve upon further the overall functioning of the banking sector in India.

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