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Changing scenario of training and development in ICICI bank

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Abstract

The Financial System is the most important institutional and functional vehicle for economic transformation of a nation. The Banking sector is reckoned to be the heart of an economy and the finance it pumps into it is its life blood. The Banking sector is also considered as the hub and barometer of the financial system of a country. The geographical pervasiveness of the banks coupled with the range and depth of their services make the system an indispensable medium in 'Payment Mechanism' which touches the lives of millions of people every day and everywhere. ICICI bank is largest bank in the private sector and a leader in innovative management practices in all the fields like HRM, Training and Development, customer services. Employee training is becoming a necessity to every organization now-a day. Employees are entrusted different roles and responsibilities. Training enables them to carry-out these roles and responsibilities efficiently and also helps them to learn new things, which will prepare them to take up higher responsibilities in the future. 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. This paper covers the changing scenario of training and development in the leading private sector bank in India i.e. ICICI Bank. In banking sector, training and development is one of the important tools which transform an employee. When effectiveness of training increases, it directly has a positive influence on growth of the banks. In the banks, employee's behaviour plays a vital role in improving the productivity of a bank. By incorporating personality development programmes such as role play, group discussion and business games, the superior and subordinate relationship is 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.

Keywords: Banks, performance, productivity, training and development

Introduction

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training and Development has an impact on employee's skills, knowledge, attitudes which in turns improves the behaviour, job performance, productivity. Employees are motivated to work for the benefit of the bank. If the subjects of the training and development were pertinent to the employee's job interest and if it is more specific, they find the training and development to be more interesting and innovative. Initially training in Indian banks was traditional in approach and concentrated on the improvement of operative skills, interpersonal skills, decision-making skills but now it includes customers and customer services.

Training is a planned process to modify attitude, knowledge, skill or behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation is to develop the abilities of the individual, and to satisfy the current and future manpower needs of the organization. Training refers to the methods/skills used to give to the new or present employees they need to perform for their jobs. Training is an act of increasing the knowledge, skills and attitude of an employee to improve his performance on the job. Training is concerned with imparting the specific skills for doing a particular job. It is a task-oriented activity for the job-related purpose. Banking system in India is an important service sector of the economy, and has developed itself into an effective

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instrument of socio-economic change in consonance with the national goals. Network of banks has expanded geographically, and diversified into complex and challenging areas. Banks are growing in size and entering into new areas of business viz. merchant banking, mutual funds, venture capital, factoring services, single window banking, bank net, core banking, universal banking, net banking, phone banking etc. All these require technical and managerial human power for the future. The future needs of banking sector can only be met if the present human resources are properly and effectively developed and trained.

Profile of ICICI Bank

ICICI Bank has been a market leader over the past decade and has redefined the banking landscape. Through a deep understanding of customer needs, it has leveraged technology to introduce several innovations to make banking simple and convenient for the customers. "Khayaal Apka" is the reflection of this commitment that the bank has towards its customers and embodies a bank's relationship with customers that goes beyond transactions. It is their commitment to treat their customers fairly, show empathy towards customers' needs and create and deliver products and services that make a difference to their customers. It is India's second largest bank (largest bank in private sector) with total assets of Rs 594641.60 crore as on March 31, 2014 and profit after tax Rs 9810 crore for the year ended March 31, 2014 and Rs 8325 crore for the year ending March 31, 2013. The bank has a network of 3853 branches in India and 38 overseas, with its presence in 19 countries including India. It has 12123 ATMs spread all over India. It has its headquarter at Mumbai. The total number of employees of ICICI Bank in India is more than eighty thousand.

Need of the Study

There are many banks operating in our country like public sector banks, private sector banks and foreign banks. Private sector banks include ICICI Bank, HDFC Bank, Axis Bank, Federal Bank, YES Bank, IndusInd Bank etc. ICICI Bank is the biggest and largest private sector bank. All these banks are doing very good business all over the country, have acquired good market share in the country and are offering good services and products. Employee training and development in banking sector is not only an activity that is desirable but also an activity that bank must commit resources to if it has to maintain a viable and a knowledgeable workforce. Training is an attempt to improve the employee's performance on the current job and prepares them for an intended job. Hence, training improves, changes, and moulds the employee's knowledge, skill, behaviour, aptitude and attitude towards the requirement of job and bank. Thus, training bridges the gap between the job requirements and employee's present specifications. The success of orientation or any other type of training for bank employees can be gauged by the amount of learning that occurs and is transferred to the job. Unplanned, uncoordinated, and haphazard training efforts significantly reduce the learning that could have occurred.

Objectives of the study

1. To study the existing system and practices of Training and Development in the ICICI Bank.
2. To study the contribution of various training activities in the development of human resources in the bank.

3. To assess the usefulness of training activities in discharging of duties.
4. To study the training's help in the job enrichment.
5. To suggest ways and means of improving Training and Development in ICICI Bank which would in turn increase the organizations' performance.

Research design and methodology

Universe & Sample: - The officers of ICICI Bank of Punjab form the universe of the study. The sample size is of 100 officers, each of ICICI Bank of various branches in Punjab. The sample consists of officers from all grades selected on the basis of random sampling. The primary data for the purpose has been collected through questionnaires, interviews and observations. The primary data is supplemented by secondary data available from the published reports, manuals, publications and other literatures related to topic under study.

Review of literature

The empirical studies available in India and abroad having direct and indirect bearing on the objectives of the present study are reviewed under some prominent area namely the concept of Human Resource Management, Human Resource Development, and Human Resource Development in Banks etc.

Leon C. Megginson (1977) ^[1] opines that the quantity and quality of human resources are the functions of the number of productive individuals, their inherent abilities, and the extent to which those abilities are modified through environmental factors such as education, training and development.

Basavaraj Rudra (1989) ^[2] opined that an organization is the rational co-ordination of the activities of a number of people for the achievement of some common explicit purpose or goal through a division of labor and functions, and through a hierarchy of authority and responsibilities.

Prasad and Rao (1989) ^[3] in their study on "Systematic Approach towards Human Resource Management" concluded that it is a known fact that many of the enterprises are suffering from labor unrest, indiscipline, over staffing, lack of morality and apathy to work. All these are mainly due to the absence of a clear and systematic policy on human resources. The public enterprises of the country should prepare clear guide lines on human resource management covering all important aspects like manpower planning, recruitment and selection, compensation, training and development, motivation and evaluation. If care is taken to design and implement a suitable policy incorporating the above issues, the problems like indiscipline, lack of commitment and apathy to work among employees would be solved automatically. A systematic accounting and recording procedure followed by fixation of responsibility on the staff would go a long way in curbing misappropriation and dishonesty among employees.

Abdul Aziz Tarmoom, (1989) ^[4] revealed that the concept of human assets, as it is widely used in the accounting system of business organization, coincides with the economic concept of human capital in its limited sense, that is, of acquiring skills and knowledge. This is not, in fact, accidental. The author also expressed his views regarding the cost of training and the cost of production approach to human capital formation. The costs of training borne by firms are those related to specific training. These costs are

not recouped from the trainees but are fully charged to the firms as investment in their human capital.

Nazir A. (1998)^[5] attempts, in the study to measure overall job satisfaction of bank clerks, to identify some determinants of job satisfaction, and evaluate the perceived importance of some jobs as well as the background factors on their overall job satisfaction.

Dr. Ram Rautrao and Dr. JaywantSawarkar's (1998) study on HRD in Cooperative Bank came out with the need for comprehensive manpower development, a training institute with modern training facilities, effective coordination between HRD and cooperative education, and training centers enabling members to be partners in productivity effort.

Ramana and JeelanBhsh's (1999)^[6] study attempts to know the most important human resource management practices such as employee training and development programmes prevailing in the Bank. Studies indicated that the majority of selected personnel stated a favorable opinion about training methods, materials, quality of faculty in institutes where the employees underwent training.

L.P. Singh (2000) quoted that HRD is an improvement in the capacities and capabilities of the personnel in relation to the needs of a particular sector. It involves the creation of a climate in which flowers of human knowledge, skills and capabilities can bloom

S. Husain Ashrof (2000)^[8]: "Human Development Perspectives in 21st century Indian Scenario." In this research paper it is discussed that human development is a subject of great importance. Human development is the process of improving the quality and efficiency of the people. It helps people to acquire competencies.

Riozual Hasan Siddiqui (2000)^[9]: "Measures for Making Training and Development Programmes More Effective and Efficient in Human Resource Development." Every aspect of a firm's activities is determined by the competence, motivation and general effectiveness of its human organization. Of all the tasks of management, managing etc. recruiting, maintaining and developing the human component is the central and most important task, because all else depends upon how well it is done. In this paper, an attempt is made as to how to ensure the right kind of people at the right place, at the right time through proper selection and training, to do the things which result in, both the organization and individual, receiving the maximum long range benefit.

Vijay. K. Gangal and Satpal Singh Saluja (2000): "Training for Cooperative Organization Challenges an Opportunity of New Millennium." In this study an attempt has been made to know the expectations of cooperative organizations and the remedies to make the training programme a success meant for their employees. According to a survey, 95% training programmes fail due to the failure of the trainers to know the expectations of participants, and their sponsoring organizations.

Kandula (2003)^[11] in an article portrayed the various facets of behavioral training. The article emphasized that behavioral training is set to play a major role in organizations, given the challenges of relationships. In the modern era, the new methods of work, in particular, and changing social fabric of organizational environment, in general, are adding up to the behavioral complexity.

Alexandros & Bouris (2008)^[12], in the article titled "Employee Perceived Training Effectiveness Relationship to

Employee Attitudes", concluded that the results of the study indicate that there is a significant correlation between the employee perceived training effectiveness and their commitment, job satisfaction and motivation.

L. B. Zane, (2008)^[13], in his article titled "Why it is So Hard to Evaluate Training in the Workplace", found that, essentially, training sometimes lacks planning, sponsorship, budget, or because training is done for the wrong reasons. Evaluation of training is also difficult because operating unit managers are looking for increased performance and not necessarily the increased learning on which trainers usually judge the success of their training.

D. Antonio & C. Sastre, (2009)^[14], in the article titled "The Effects of Training on Performance in Service Companies", indicated that the results obtained in their study have shown that training has a positive, significant coefficient. Consequently, they observed that training is a worthwhile investment for the companies in the service industry.

Rolf P. Lynton and UdaiPareek (2010) have discussed the problems which are faced by the organization regarding taking the right decisions as to how and when training should be imparted. Determining the relevance of the content of training is also very important.

Gary Dessler and BijuVarkkey (2012)^[17] stated that HRM is acquiring training appraising and compensating employees, and attending to their laborrelation, health and safety and fairness concerns. He should know about employment law, industrial law equal opportunity and affirmative action, employee health and safety, handling grievances and labor relations.

History of training in banks: an overview

As man invented tools, weapons, clothing, shelter and language, the need for training and development became an essential ingredient in the march of civilization. Whether our ancestors stumbled upon or invented these facets of civilization is of relatively little significance. What is more important is that man had the ability to pass on to others, the knowledge and skill gained in mastering circumstances. This was done by deliberate example, by signs, and by words. Through these devices the development process called training was administered; and when the message was received by another successfully, that learning took place and knowledge or skill was transferred. The nineteenth century ushered in an era of social legislation and, with it, sizable changes in the concept of the workers' organization too. Through all these changes, however, one constantly evolving emphasis has been upon quality training of workers. During 1980s, many companies were forced to consider the global marketplace in order to survive and Training and development managers had to adapt to the new requirements of companies with global operations. During 1990s, emerging technologies were changed the way information was used to created, used, and shared. This had strongly influenced the design and delivery of training and development. Computer based instruction emerged to complement, and in some instances, replace classroom training courses. Today, Web Based Training (WBT) moves ahead of traditional training and the manual-based course. WBT means training that is delivered with the help of the technological advancements like Internet, Compact Discs, etc. With the huge investment in training and developing strategies and programs and technologies, this evolution is going on throughout the world.

Training and development in ICICI bank

The brand proposition of the ICICI Bank is anytime, anywhere learning. A total budget of Rs. 30 crore has been earmarked for training its employees. The rapidly changing business environment and the constant challenges it poses to organizations and businesses make it imperative to continuously enhance knowledge and skill sets across the organization. The ICICI Bank believes that building a learning organization is critical for being competitive in products and services and meeting customer expectations. The ICICI Bank has built strong capabilities in training and development to build competencies. Training on products and operations is imparted through web-based training modules. Special programmes on functional training and leadership development to build knowledge as well as management ability are conducted at a dedicated training facility. The ICICI Bank also draws from the best available training programmes and faculty, both international and domestic, to meet its training and developmental needs and build globally benchmarked skills and capabilities.

The ICICI Bank seeks to build, in all its employees, a total commitment towards exceptional standards of performance and productivity, adaptability to changing organizational needs and the demands of the business environment, and a willingness to learn and acquire new capabilities. The ICICI Bank believes in defining clear performance parameters for employees and empowering them to achieve their goals. This has helped to create a culture of high performance across the organization. The ICICI Bank also has a structured process of identifying and developing leadership potential. The focus on human resource management as a key organizational activity has resulted in the creation of an exceptional pool of talent, a performance-oriented organizational/culture flexibility to the organization, enabling it to capitalize on opportunities and deliver values to its stakeholders.

For different levels of managers, a different kind of training is provided at different places. Training may be provided at the local level or at special learning centers. Following types of training is imparted to the managers:

- **Functional Training-** This training is provided to all the managers of all levels before they join the job or at the time of promotion. Middle level managers, after their placement and before they join the job, are provided 10-15 days training at the ICICI learning centres. The ICICI learning centres are located at the following places:
 - Jaipur
 - Khandala
 - Lucknow
 - Mangalore
- **Product Training-** Whenever a new product is launched managers are imparted training at the local level.
- **Workshops-** 2-3 days' workshops are also conducted either at the local level or at the zonal office.

Induction Training for Middle-Level Managers

For new hires at the ICICI Bank, play is an integral part of work. These hires, typically junior and middle-level managers hired for customer-facing functions, are made to play online games. They are to go through this training programme for several hours before they get down to the business of dealing with people.

Gaming is an integral part of the ICICI Bank's induction programme. More than 2,000 employees have been playing games and winning prizes, as preparation for handling

customers. The use of online games fits in nicely with the HR department's focus on e-learning also. The gaming initiative reinforces the brand proposition of anytime, anywhere learning.

The HR department uses four games:

- Queue management
- Cheque clearing (operations)
- Queue management/Cheque payment across the counter
- Savings accounts.

As the names suggest, these games present situations with customers seeking services in these areas. The games, developed by the Tata group's e-learning company, Tata Interactive Systems, require the staff to provide quick services and resolve issues efficiently.

For instance, the cheque clearing game involves all the steps involved—from the point a customer presents the cheque to the bank executive till the encashment of the cheque. For every right move the players make, they get a part of the key to the kingdom, while they lose a life for every wrong move.

It's only after the new hires become adept at winning, and achieve a certain proficiency that they are allowed to actually deal with customers. The drill prepares employees to deal with the customers efficiently from day one. All the effort is about creating a good experience for the customers. This is all the more true for sectors that have a significant population of young people in the workforce as it is in the case of the ICICI Bank. The fun element in the games infuses interest in learning, which is an important thing for the young generation known for its changing interest levels.

Games-based training also turns out to be much more cost effective than other training methods. The gaming engines used at the ICICI cost up to Rs 500,000. Games also provide the company an opportunity to assess the skills and performance of the employees without actually allowing these people to interact with the customers. Games can be used to capture key real-time information about people, activities and outcomes, and to provide more frequent guidance, and link performance to recognition.

The ICICI Bank has made a tangible reduction in error rates, and an improvement in productivity among employees trained through games.

Training of Branch Managers

The ICICI management is working on a larger game to provide training to branch managers – a branch simulator that recreates all the functions of managing a branch, which deals with around 2,000 customers on an average day.

The ICICI Bank also plans to organize inter-branch and inter-region gaming competitions for its staff. Today, the initiative is focused only on the entry- and -junior level staff. In future, the bank is planning to graduate from games aimed at developing banking skills to management skills.

Training through Virtual Classrooms

The bank has tied up with Manipal University to train its staff with virtual lessons through virtual classrooms. Virtual classrooms will operate on a hub-and-spoke model, with three spokes in Delhi and three in Mumbai. The training through virtual classrooms is targeted at junior management, officers and senior officers. The initiative is aimed at reducing the cost incurred in training, whereby, bulk of the cost lies with the trainer travelling to the location where the training has to be conducted. Virtual classrooms comprise a two-way audio, with each person having a computer for

himself. In virtual classrooms, the employees engage with experts in a given field for discussions, whereby, there are studio centers through which discussions are held. Manipal University provides the technology support for the programme. This initiative helps them in gaining a complete knowledge on a given topic. Such training programmes gain significance, more so, because the bank has been on a massive hiring spree. The bank had recently taken 13,500 fresher’s on board that includes around 4,000 re-placements and an additional 9,500, to ensure that manpower needs in the event of future attritions is effectively met. In fact, the average attrition rate in the industry is 25 per cent. A Virtual Classroom is just one such training programme that only the ICICI bank has deployed. There are at least 2,000 people, on any given day, who undergo a host of e-learning modules that the bank has put in place. It is compulsory for employees to undergo at least four man-days of e-learning, and overall, the employees undergo 1,50,000 man-days of training through e-learning in a year. We emphasize on e-learning since we have found that mere classroom training is inefficient. Any person undergoes a multi-pronged training programme after getting a job with the ICICI Bank. They undertake training to understand the history, ethos and culture. The second part of the training is the one where they have to undergo training in the business in which the person is inducted; third part is the training on some immediate learning requirements to perform on the job.

Probationary Officers’ Training

Those selected will undergo a one-year intensive residential classroom training and internship in the following areas:

- Corporate Banking
- Private Banking
- Risk and Credit Management
- Treasury
- Branch Management
- Relationship Management

The training is held in Bangalore or any other location in India, as decided by the ICICI Bank. During the training, a stipend is given to candidates to meet out-of pocket expenses. On successful completion of the program, they are absorbed as Assistant Managers.

Behaviour Training Programme for Middle and Senior Officers

‘Use the appropriate logic and data to convincingly put forth

a certain perspective to the other person’. ‘Try and create a sense of bonding and interpersonal relationship with the audience so as to make the conversation purposeful, acceptable and enjoyable’. These are some of the learning outcomes that a behavior training initiative at the ICICI Bank tries to institutionalize among its officers. Traditionally, behavior training was restricted only to marketing and sales professionals. But as a departure, the bank is now making it mandatory for even middle and senior management professionals to attend behavior training programmes. HR professionals definitely consider the concept of taking behavior training to middle and senior management, an effective step towards leadership building. Having an appropriate set of behavior is not just a capability that is needed for customer service. It is equally crucial in team-building and making professionals more committed towards goals that have been set by the organization.

Attending these behaviour-training programmes is essential for professionals across hierarchies, since the management wants to create a culture of high service centricity, whereby, having the appropriate set of behaviour is inevitable. After attending the programme, the professionals are then sent to other customized interventions. Accordingly, to initiate leadership acumen among managerial professionals, the bank has come up with a middle management leadership model. Similarly, after undertaking the behaviour-training programme, there is a team effectiveness model that the organisation has deployed. Here, the idea is to enhance team-building capabilities among individuals.

Finally, professionals who are able to successfully undergo the programmes in middle management leadership and also display leadership potential at the workplace are then considered for succession planning.

In sum, ‘introspect within to drive change’—this is a message that goes across the length and breadth of the organization.

Analysis and interpretation of data

The data collected from the respondents was tabulated and analyzed using appropriate statistical techniques mentioned in the research methodology. This chapter has two parts. The first part contains tabulation of the background characteristics, and the second part contains tables testing the objectives.

Table 1: Background Characteristics

Items	Description	Percentage
Age	Below The Age of 45	97
	Above The Age of 45	3
Qualification	Graduate	27
	Post Graduate	73
Experience	Less Than 10 Years of Work Experience	93
	More Than 10 Years of Work Experience	7

Table 2: Satisfaction with the Training Activities

	Yes	No
Satisfaction with Training Activities	88%	12%

The above table shows the perception of respondents in the ICICI Bank regarding satisfaction with the training activities. It is observed from table that 88% in the ICICI Bank are satisfied with the training activities in the organization and 12% show their dissatisfaction with the training activities. Most of the officers are satisfied with the training

programmes of the bank but still there is a lot of scope for improvement as the change is the order of the day and training has become indispensable.

Table 3: Preference for the Type of Training

	Inside Faculty	Outside Faculty
Preference for the Type of Training	76	24

The above table shows that 76% respondents in the ICICI Bank prefer inside faculty whereas 24% favour training from the outside faculty. In ICICI Bank officers prefer inside faculty training over outside faculty training so far as training activities are concerned.

Table 4: Usefulness of training programme

Usefulness of Training	Response
Help in discharging duties	19
Help in improving job knowledge	69
Help in promotion	10
None of the above	2
Total	100

The above table depicts that more than 60% of the respondents consider training as a step to improve job knowledge and only 19% accept that it helps in discharging their duties effectively and efficiently. A small number i.e. 10% of the respondents find its usefulness in promotion. 2% of the respondents take it as useless activity, and consider training as 'paid holiday'.

Table 5: Perception Regarding Training's Help in Job Enrichment

	Response
By making job interesting	38
By increasing job knowledge	62
Total	100

The above table depicts that 62% respondents are of the view that the training programme helps in job enrichment by increasing job knowledge and 38% the respondents accept that the training programme helps in job enrichment by making job interesting. Maximum respondents have replied that the training programme helps in job enrichment by increasing job knowledge.

Findings

- To sum up the interpretation and analysis of the data, it can be said that training in the bank is a proactive, planned and continuous process of imparting knowledge and improving skills for individual growth and organizational effectiveness. The bank has excellent training facilities and is engaged in a large number of activities at its training centres and colleges. Most of the respondents of the bank are below the age of 45 years. 73% of the employees are post graduated. More than 90% of the employees have less than 10 years' work experience as the bank recruits young people fresh out of the college.
- 88% of the employees are satisfied with the training activities carried out by the bank.
- More than 70% of the employees prefer inside faculty training rather than outside faculty training. Officers find training activities useful, and they are satisfied about the training arrangement in their bank. With the objective of supplementing the institutional training, visiting faculty scheme and onsite training facilities are arranged at the door step for the officers, which show that the bank is concerned for the development of human resources. Analysis also proves the strength of the in-house trainers and internal faculty.
- Most of the respondents in the bank admit that training helps in improving job knowledge and it helps in the discharge of their duties efficiently and effectively. They

receive training in the right perspective. However, only a few of the respondents take it as a useless activity and consider training as a 'paid holiday'.

- Respondents admit that training helps in improving job knowledge, and quite a few of them also admit that training makes the job interesting, and makes contribution in the job enrichment. In other words, training influences interest in work. Employees with less training may take less interest in work, and a trained worker may adapt himself to a new job more easily, in less time and more efficiently than a person who has no training.

In the end it can be concluded that the bank has elaborated and well developed training facilities, and the bank provides good training to their employees. All but a few employees are satisfied with the training programs of their respective banks.

Conclusion

1. There should be a proper training system for all the employees at predetermined intervals. The employees also need transformation and training through the instrumentality of training and retraining activities, so that they may be able to maintain their poise and productivity. Unless the organization devoted its attention to the development of human resources, it cannot achieve its goals and objectives, because the productivity and performance mainly depends on HRD system and its mechanisms. The organization should have the need based training on the basis of performance appraisal, and career planning can motivate employees and give job satisfaction.
2. The bank has excellent arrangement for imparting in-house and outside training with a package of a variety of training programmes. ICICI draws from the best available training programmes and faculty, both international and domestic; to meet its training and development needs, and build globally benchmarked skills and capabilities. Different types of training are imparted by the bank such as: on the web training, training through online games, training through virtual classrooms, behavior training, internship training etc.
3. As far as the training faculty is concern most of the respondents i.e. 76% prefer inside faculty for training. The percentage shows that respondents also prefer outside training i.e. 24%.
4. Employees find training activities to be useful and they were found to be satisfied about training arrangements.
5. Training helps in job enrichment by increasing the job knowledge, as per analysis of data.

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