

Evaluation of Training and Development in Banking Sector of India: Perspective of Employees' Attitude

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Abstract— *Rapid progress and the abnormal profits of the private banking sector of India is the hot topic nowadays in India. This study aimed to explore the effect of training and development on employee attitude, turnover intention and job satisfaction of public and private banking sector of India. The employees of different banks of India were selected as sample. Mainly quota and purposive sampling technique were employed for sample selection. The result shows that perceptions on training and development program of the employees of the Indian public banks were rejected; it proves that employees of Indian public banks do not provide a good opportunity and enough training programs. On the other hand, the result shows that perceptions on training and development program of the employees of the Indian private banks were accepted, it proves that private banking sector provides their employees good opportunity and enough training programs. In addition, this study shows that the Indian public-sector banks employees' turnover intention is proportionally higher. But in the other case, Indian private sector banks employees' turnover intentions are quite low. This study also exposed that job satisfaction in public sector bank was comparatively lower than private sector bank. Additionally, this study also shows that public banks are very less interested in the general employees' development programs. But, the private sectors banks employees of India believed that their banks are properly arranging employee's good training and development programs every year as per their requirement. Finally, this research argues that employees of the public-sector banks of India got the training which was not good enough, unplanned and not systematically administered, but the training for employees of the private sector banks of India was well planned and systematically administered.*

Keywords— *Bank, development, HRM, India, training.*

I. INTRODUCTION

Nowadays global business consists of many challenges such as market globalization, escalating competition, and technological advancements. Therefore, the survival of any company or organization is highly dependent on the sustained competitive advantage. The human element is one of the top sources of the sustained competitive advantage for organizations, because of its intangibility, skills, knowledge, and attitude [1]. Today the value added in the businesses is solely depended on people, but not reliant on machines. Nowadays, Human Resource Management (HRM) plays an essential role for getting the success of a business [2]. The prime role of the human resource department is to provide assistance to line management in order to achieve the organization's goal by developing the best Human Resource (HR) practices including recruiting, selecting, motivating, training and compensating. Among all the HR practices, employee training is considered as the essential HRM function, which is defined by many scholars in different ways [1]. Training is a formal process of teaching employees' new skills and knowledge to perform jobs effectively and efficiently [3]. Training is also essential activities to improve the knowledge, skills, and capabilities of the employees to achieve the organization goal. These nucleus competencies mainly consisted of the attitude, behavior, skills, and knowledge necessary to perform jobs successfully [4]. Thus, employees training and development programs are considered as important element of human resource management for achieving superior performance [5]. Employees' training and development have a strong significant impact on the performance of employees and further concluded that organizations having excellent employees' training plans can boost the employees' performance [6]. There is a positive significant impact of employees' training and development on the performance of the employees [7]. The training of employees is vital strategy that can help the

organization to build a more committed and innovative workforce and can lead to superior employees' performance which in turns lead to less employee turnover [8]. Employees training along with some other HR activities significantly associated with employees' productivity increased and employees' turnover decreased. Despite all these benefits of employees training and development, organizations nowadays are still unwilling to invest capital in the employees' training programs [9]. A research conducted by Hossain [10], reported that some organizations are avoiding spending on the employees' training programs due to the fact that they face difficulties in financing the costs of training. Smaller organizations reluctant to invest in the employees training and development program because they have not enough resources to tolerate a high cost of employee training per employee [11]. Smaller firms feel hard pressed to discharge employees for availing training programs without disturbing everyday operations. After reviewing mixed opinions on the relevant literature about employees' training and development, this study expected to explore and compare the employees' perceptions about training in the Public and private banking sector of India. Furthermore, this study also aimed to examine and compare the turnover intention and job satisfaction of the employees' in the public and private banking sector of India. Nowadays for several reasons training and development becoming a major strategic issue for an organization [12]. Firstly, day by day changes in technology and also coming new technology, so now it becomes an essential proper skill. In the complete market employees always need to continue training for the latest technology. Secondly, employees also need to learn how to work under heavy work pressure and how to create a good working atmosphere [13]. In training also involves some kind of changes, how they relate other, to know, how they do their job and how they perform on changes in their job responsibility. One organization must get benefit from training. This need to ensure that all training programs are related to the organizational strategy and that training will help to improve employ skill. The overall objective of this study was to explore the effect of training and development on employee attitude, turnover intention and job satisfaction of the employees of banking sector of India. The main objective was converted into three specific objectives,

1. To determine of and compare the employee attitude of private and public banking sector of India.
2. To explore the state of turnover intention among the employees of private and public banking sector of India.
3. To assess the job satisfaction level of the employee of the bank

II. REVIEW OF RELATED LITERATURE

Human Resource Management is methodical and fundamental process of planning, organizing, leading, controlling and staffing. Some researchers ([14], [7], [15]) have defined human resource management as a process of employees' selection, orientation, motivation, training, and compensation. Nowadays, employee training is considered as vital role of human resource management (HRM), which is defined as a formal process of teaching employees' new skills, knowledge, skills to perform their job effectively as well as efficiently [16]. Employee training is a primary activity of every company to improve capabilities and skills [17]. These core competencies or capabilities are comprised of skills, attitude, behavior, and knowledge which are essential to perform the job accurately and successfully [18]. Thus, employee training and development is considered the most imperative function of human resource management in order to achieve superior organization performance [19]. However, companies all around the world are sustaining ambiguous positions regarding employee training and development programs. Ahmed ([4]) mention regarding the training and development in his article that the efficiency of employee is enhanced by training and development. The manufacturing sector of New Zealand found a weak relationship between employee training and productivity, which suggested that employees training and development do not increase workers' productivity. There is no noteworthy relationship between a number of employees and training & productivity [20]. There are considerable factors that make organizations not want to invest in employee training and development programs. For instance, companies are reluctant to invest in the employee training, because of the possibilities that their employees may be poached by other organizations which are not going to bear the cost of employee training [21]. According to Dhar [22] some organizations are reluctant to invest in employee training due to the fact that they face a lot of difficulties in financing the costs of the training. Small and medium-sized banks are particularly unwilling to spend on the training programs because they are unable to bear the high cost of training and staff development. According to Karia et al. [8], some employers are hesitant to spend on employee development programs, because of perceiving benefit of investment in employee training is not sufficient. Another important reason reported by Karia et al. [8], for organizations reluctance to invest in the employee training, is the panic that employees might be pilfered by the competitors and they might disclose confidential information to the competitors on the organization's policies, procedures, products, and pricing strategy [23]. Small and medium enterprises operate under a flexible and informal work structure; as a result, companies are not focusing on long-term personnel

development. This is because labor turnover is comparatively high which therefore discourages the investment in employee training programs [5]. On the other hand, some group of researchers ([15], [24]) found that employee training is positively related to their performance. A research study conducted by Alamri & Al-Duhaim, [15] found that when employee training is increased from 10% to 15% the employees' productivity increased at least 3% in the production sector of the United Kingdom. In the Australian context, employee training has a strong positive effect on employee productivity. Employee training has a direct positive effect on employees' promotion; say, for instance, employee training will lead to a better position in the organization which in turn reduces the likelihood of quitting the job that further reduces the probability of unemployment [25]. Employee training will lead to a better quality of work which in turn increases the self-confidence and job performance of the employee at the workplace, which ultimately leads to job satisfaction [6]. The significance of employee training and development programs in terms of not only attracting the new employees but also retaining and improving on the performance of the existing employees at the workplace. Employees of the organization are considered as an intellectual property. This intellectual property will enable organizations to gain sustained competitive advantage and high organization performance as compared to their competitors [26]. So, when more employees are trained in the organization and are satisfied, the more they can provide a competitive advantage to the firm [27].

From the literature review, it is obvious to identify the debate regarding employee training and development programs. Some group of researchers reported that there is no benefit for organizations to invest in the employee training and development programs. On the other hand, some other group of scholars believed that employee training and development has an immense effect on the organization's success. So, the basic objective of conducting this empirical research was to find out and compare the employees' perceptions about training, the development strategy of the public and private banking sector of India, and to further investigate the turnover intentions and employees' job satisfaction in the public and private banking sector in India.

III. RESEARCH METHODOLOGY

The present study is exploratory in nature and based on quantitative approach. The semi-structured questionnaire has been used to collect the data and subsequently analyzed to get the final result of the research. The targeted sample of this research was comprised of employees of the banking industry of India mainly, the employees who were working in the public and private

banking sector of India. The study purposively selected the West Bengal state of India. The characteristics of the variable for this study is almost similar to the other state of India. This study has adopted and implemented the quota and convenience sampling approach to choose and collect the data. The overall all sample size is comprised of 120 employees who were working in the public and private banking industry of India. 60 questionnaires were distributed in the public banks in India which includes Allahabad Bank, Dena Bank, Bank of India, Bank of Baroda, Canara Bank, Corporation Bank, Oriental bank of commerce, UCO Bank, Union Bank, Syndicate Bank. Similarly, 60 questionnaires were distributed in the private banks of India which includes Axis Bank, Bandhan Bank, HDFC Bank, IDFC Bank, ICICI Bank, Yes Bank, Kotak Mahindra Bank, Industrial Bank, Federal Bank, Dhanlaxmi Bank. The research questionnaire for this study was prepared to the measure the employee's perceptions about employees training and development, banking sector's intentions towards training programs, employees' turnover intentions and employees job satisfaction in the public and private banking industry of India. The research questionnaire was comprised of three parts. The questionnaire was prepared as a result of focus group moderated by experienced researchers. Data was collected during January to March 2017. This study collected the data from the public and private banks located in the following cities of India such as Kolkata, Bardhaman, Bolpur, Berhampore, Suri. In order to address the research questions of this study, inferential as well as descriptive statistics were used to analyze data, such as frequency distribution, percentage, crosstab; one sample t-test was performed in the SPSS 20.0 software.

3.1 Employee's Perception on Training and Development of Public Bank of India

With the help of One Sample T-test, this study analyzed and tested the following hypothesis of the employee's perception of training and development in the Public banking sector of India.

Research Hypothesis One

H0: The degree of agreement among the employees of the public banking sector of India that "Our bank provides in-service training to the employees" is equivalent to 3 (that mean staffs of public banks of India do not believe that their employers are providing good opportunities to take in-house specific skills or training programs).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The level of agreement among the staffs of the public banks of India that "Our bank gives a best place for new employee to learn job-related skills and knowledge" is equivalent to 3 (that means staffs of public banks of India do not believe that their employers provide a good

atmosphere for new workforce to learn job-specific skills attitude, and knowledge).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Three

H0: The level of agreement amongst the staffs of public banks of India that “Our bank gives a best place to learn general skills and knowledge inside the organization which may be of use to me in future career” is equivalent to 3 (that means staffs of public banks of India do not believe that their employers are providing good prospects to learn job-related new skills and knowledge inside the organizations that might be useful to them in the future career).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Four

H0: The level of agreement among the staffs of public banking of India that “Our bank gives best facilities to

accept training and seminars external of the organization” is equivalent to 3 (that means staffs of the public banks of India do not believe that their employers are providing best facilities to take training and seminars outside of the organization).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Five

H0: The degree of agreement amongst staffs of public banks of India that “Our bank gives best facilities to its employees to undertake management training and development courses outside of educational institutes” is equivalent to 3 (that means staffs of public banks of India do not believe that their employers are providing assistance to its staffs to take training and development programs on the outside at educational institutes).

H1: The above hypothesis was converted into null hypothesis.

Table. 1: One Sample t-test for the Employee’s Perception of Training in the Public Banking Sector of India

Research Item	t-value	df	p-value	Mean Diff.	Acceptance
Our bank provides in-service training to the employees	-1.207	59	.189	-.093	Rejected
Our employers provide good atmosphere to new workforce to learn job specific knowledge, skills and attitude.	1.578	59	.108	.106	Rejected
Our employers provide its staff’s excellent opportunity to learn job-related knowledge and skills inside the organization that might be useful in the future career.	-.316	59	.627	-.028	Rejected
Our bank gives best facilities to accept training and seminars external of the organization	-1.379	59	.161	-.127	Rejected
Our bank gives best facilities to its employees to undertake management training and development courses outside of educational institutes	-.057	59	.941	-.004	Rejected

The findings of One Sample t-test are presented in the table 3 which exposed the overall employees’ perception about their banks attitude toward investing in the training programs. The results exposed that all the alternate hypotheses have been rejected. Mainly in the first hypothesis, it was proposed that “Our banks facilitate its employees with best facility to undertake in-service training”. The results exposed the t-value is -1.207 less than threshold 2 and P-value of 0.189 more than 0.05 [28], therefore the alternate hypothesis has been rejected and null hypothesis has to be accepted which eventually suggested that staff in the public banks of India do not believe that their employers are providing workers with good opportunity to undertake in-house job-specific training. The second hypothesis proposed that “Our bank gives a best place for new employee to learn job-related skills and knowledge”. The results show the t-value of 1.578 less than 2 and a p-value of 0.108 more than 0.05 thresholds. Therefore, the alternate hypothesis is rejected

again and the null is accepted which suggested that employees of public banks of India do not believe that their employers are providing a good atmosphere to the new workforce to learn job-specific knowledge, skills and attitude in the India banking industry. The third hypothesis proposed that “Our bank gives a best place to learn general skills and knowledge inside the organization which may be of use to me in future career”. The results indicated that the t-value is -.316 less than 2 and the p-value is .627 much more than 0.05 [28]. Therefore, the alternate hypothesis again rejected and the null hypothesis has been accepted which indicated that staffs in the public banks of India do not believe that their employers are providing its staff members excellent opportunities to learn new knowledge and skills inside the organization that might be useful in the future career. Moreover, the hypothesis four proposed that “Our bank gives best facilities to accept training and seminars external of the organization”. The result shows the t-value of -1.379 less than 2 and the p-

value of .161 more than 0.05 thresholds. So, the alternate hypothesis again rejected and the null hypothesis has been accepted which indicated that staffs of public banks of India do not believe that their employers are providing excellent opportunities to take staff training programs and seminars outside of the organization. Finally, the hypothesis five proposed that “Our bank gives best facilities to its employees to undertake management training and development courses outside of educational institutes”. The result indicates the t-value of -.057 less than 2 and p-value of .941 more than 0.05. So, therefore, the alternate hypothesis is rejected again. It is therefore likely to infer that staffs of public banks of India do not believe that their employers are providing support to their staffs to take managerial training and development courses outside of institute.

3.2 Employees’ Turnover Intentions in the Private Banking Sector of India

With the help of One Sample T-test, this study analyzed and tested the following hypothesis of employee’s turnover intentions in the public banking sector of India.

Research Hypothesis One

H0: The degree of agreement among the employees of the

public banking sector of India that “I may leave this bank and work for another company in the next year” is equal to 3 (means employees of the public banking sector of India don’t plan to leave their existing bank and work for another bank in the next year).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The agreement level of the employees of Indian public banking sector that “I have no bright future in this bank” is equal to 3 (means employees of the public banking sector of India don’t think that they have a bright future if I stay with current employers).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Three

H0: The level of agreement among the employees of the public banking sector of India that “I often think of quitting my present job” is equal to 3 (means employees of the public banking sector of India often think out quitting the existing job).

H1: The above hypothesis was converted into null hypothesis.

Table. 2: One Sample t-test for the Employees’ Turnover Intentions of Private Banking Sector of India.

Items	t-value	df	P-value	Mean difference	Alternate hypothesis
I might leave this organization and find another employer in the coming years.	3.879	59	.001	.458	Accepted
I might not have an excellent future opportunity if I stay with current employer.	.645	59	.572	.074	Rejected
I often think about quitting my existing position and organization.	1.708	59	.068	.237	Rejected

In hypothesis one it was proposed that “I want to leave this bank and finding another company in the next year”. The result indicated that the t-value is 3.879 more than the threshold value of 2 and the p-value is .001 less than the threshold value of 0.05. Therefore, the null hypothesis has been rejected and the alternate hypothesis has been accepted which suggested that employees of the public banking sector of India plan to leave their existing bank and work for another bank in the next year. Similarly, in hypothesis two, it is proposed that “I have no bright future in this bank”. The result exposed the t-value is .645 less than the threshold value of 2 and the p-value is .572 more than the threshold value of 0.05 (Hair et al., 2010). Therefore, the alternate hypothesis has been rejected and the null hypothesis has been accepted which suggested that employees in the public banking sector of India do not think that they have an excellent future opportunity if they stay with the current employer. Finally, the hypothesis three proposed that “I often think of resigning

my present job”. The result of the one sample t-test shows the t-value is 1.708 less than the threshold value of 2 and the p-value is 0.068 more than the threshold value of 0.05. Therefore, the alternate hypothesis has been rejected and the null hypothesis has been accepted that ultimately indicated that employees in the private banking sector of India often think about quitting their present job.

A. 3.3 One Sample t-test for the Employees’ Satisfaction in the Public Banking Sector of India.

Research Hypothesis One

H0: The level of agreement among the employees of the public banking sector of India that “All in all, I am satisfied with my job” is equal to 3 (means public banking sector employees are not satisfied to the job).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The degree of agreement amongst the staffs of public banks of India that “In general, I like working here” is

equivalent to 3 (that mean staffs of public banks of India do not like work with current employers).

H1: The above hypothesis was converted into null hypothesis.

Table. 3: One Sample t-test for the Employees' Satisfaction in the Public/Govt Banking Sector of India.

Items	t-value	df	P-value	Mean difference	Acceptance
I am very satisfied with my job.	1.254	59	.197	.101	Rejected
In general, I like working here.	1.029	59	.298	.107	Rejected

Table 3 shows the result of one sample t-test for the employees' satisfaction in the public banking sector of India. The hypothesis one proposed that "I am very satisfied with my job". The result indicates that the t-value is 1.254 less than the threshold value of 2 and the p-value is 0.197 more than the threshold value of 0.05. Therefore, the alternate hypothesis has been rejected and the null hypothesis has been accepted which eventually suggested that the employees in the public banking sector of India are not satisfied with their jobs.

Likewise, in hypothesis two it was proposed that "In general, I like working here". The results of one sample t-test exposed the t-value is 1.029 less than the threshold value of 2 and the p-value is .298 less than the threshold value of 0.05. Consequently, the alternate hypothesis has been rejected and the null hypothesis has been accepted which eventually indicated that staffs in the private banks of India do not like to work with current employers.

B. 3.4 One Sample t-test for the Employees' Perception towards Training and Development Program in the Private Banking Sector of India.

This study assumes the following hypothesis to test the perception on training and development of private and public banking sector of India. Hypothesis was tested by one sample t-test.

Research Hypothesis One

H0: The degree of agreement amongst the staffs of private banks of India that "their employers provide its staffs a good opportunity to undertake in-service training" is equivalent to 3 (that means staffs of private banks of India do not believe that their employers are providing a good opportunity to undertake in-house job-specific training).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The degree of agreement amongst the staffs of private banks of India that "their organizations provide a good environment for new recruits to learn job-specific skills and knowledge" is equivalent to 3 (that mean staffs of private banks of India do not believe that their employers

are providing a good atmosphere to new workforce to learn job-specific knowledge, skills, and attitude).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Three

H0: The degree of agreement amongst the staffs of private banks of India that "My organization provides good opportunities to learn general skills and knowledge inside the organization which may be of useful to them in their future career" is equivalent to 3 (that means staffs of private banks of India do not believe that their employers are providing its staff members excellent opportunities to learn job-related skills and knowledge inside the organization that might be useful to them in the future career).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Four

H0: The degree of agreement amongst the staffs of private banks of India that that "My organization provides good opportunities to undertake general training programs and seminars outside of the organization" is equivalent to 3 (that means staffs of private banks of India do not believe that their employers are providing an excellent opportunity to take staffs training programs and seminars outside to the firms).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Five

H0: The degree of agreement amongst the staffs of private banks of India that "My organization provides assistance for its employees to take management training and development courses externally at educational institutes" is equivalent to 3 (that mean staffs of private banks of India do not believe that their employers are providing the assistance for its staff members to take managerial training and development programs outside the organization).

H1: The above hypothesis was converted into null hypothesis.

Table. 4: One Sample t-test for the Employee's Perception of Training in the Private Bank of India.

Items	t-value	df	P-value	Mean diff.	Acceptance
Our employers provide its staff's members' good opportunities to take in-house job-specific training and skills.	8.165	59	.000	.729	Accepted
Our employers provide a good atmosphere for the new workforce to learn job-specific knowledge, skills, and attitude.	8.598	59	.000	.889	Accepted
Our employers provide its staff's excellent opportunity to learn job-related knowledge and skills inside the organization that might be useful in the future career.	3.762	59	.000	.391	Accepted
Our employers provide its staff members' good opportunities to take employees training programs and seminars outside of the organization.	9.785	59	.000	1.149	Accepted
Our employers provide assistance for its employees to take management training and development courses externally at educational institutes.	8.109	59	.000	.896	Accepted

Table 4 exposed the results of one sample t-test concerning employee's perception of training and development in the Private banking sector of India. The results exposed that all the null hypotheses have been rejected and all the alternate hypotheses have been accepted. Mainly in the hypothesis first it was proposed that "My organization provides its employees a good opportunity to undertake in-house job-specific training". The results show that the t-value 8.165 much more than the threshold 2 and the p-value of .000 less than 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted that suggested staffs in the private banking sector of India believe that their employers are providing excellent opportunities to take in-house job-related skills or training. Similarly, in hypothesis two, it is proposed that "My organization provides a good environment for new recruits to learn job-specific skills and knowledge". The result of the one sample t-test shows the t-value of 8.598 much more than 2 thresholds and p-value of .000 less than the 0.05 threshold. Therefore, we reject the null hypothesis and the alternate hypothesis is accepted which eventually indicated that staffs in the private banks of India believe that their employers are providing a good atmosphere to new workforce to learn specific job-related skills, knowledge, and attitude. Moreover, in hypothesis three, it is proposed that "My organization provides its employees with good opportunities to learn general skills and knowledge inside the organization which may be of use to them in their future career". The results of one sample t-test indicated that the t-value is 3.762 much more than the threshold value of 2 and the p-value is .000 less than the threshold value of 0.05. Therefore, the null hypothesis has been rejected again and the alternate hypothesis has been accepted which indicated that employees of the private banking sector of India believe that their organizations

providing it staffs members excellent opportunities to learn job skills and knowledge inside the firms which might be useful to them in the future career. Furthermore, in hypothesis four, it was proposed that "My organization provides its employees with good opportunities to undertake general training programs and seminars outside of the organization". The result of one sample t-test shows the t-value of 9.785 much more than the threshold value of 2 and the p-value is 0.000 less than the threshold value of 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted which eventually indicated that staffs of private banks of India believe that their employers are providing staff members excellent opportunities to take training programs and seminars outside of the firm.

Finally, in hypothesis five, it was proposed that "My organization provides assistance for its employees to take management training and development courses externally at educational institutes". The result of the one sample t-test exposed that the t-value of 8.109 much more than the threshold value of 2 and the p-value of 0.000 less than the threshold value of 0.05. Therefore, null hypothesis has been rejected again and we accepted the alternate hypothesis which eventually indicated that the staffs of private banks of India think that their employers are providing assistance to their staffs to take managerial education training programs outside the educational institutes.

3.5 Employees' Turnover Intentions in the Private Banking Sector of India

With the help of One Sample T-test, we analyzed and tested the following hypothesis of employee's Turnover Intentions in the Private banking sector of India.

Research Hypothesis One

H0: The degree of agreement amongst the staffs of private

banks of India that “I may leave this bank and work for another company in the next year” is equivalent to 3 (that means staffs of private banks of India do not plan to leave their existing employer and work for other employers in the coming year).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The degree of agreement amongst the staffs of private banks of India that “I may not have a good future if I stay with this organization.” is equivalent to 3 (that means

staffs members of private banks of India do not believe that they have an excellent future if they stay with current employers).

H1: The above hypothesis was converted into null hypothesis.

H0: The degree of agreement amongst the staffs of private banks of India that “I often think of quitting my present job” is equivalent to 3 (that means staffs of private banks of India often think about quitting their present job).

H1: The above hypothesis was converted into null hypothesis.

Table. 5: One Sample t-test for the Employees’ Turnover Intentions of Private Banking Sector of India.

Items	t-value	df	P-value	Mean difference	Acceptance
I might leave this organization and find another employer in the coming years.	1.128	59	.265	.137	Rejected
I might not have an excellent future opportunity if I stay with current employer.	5.605	59	.002	.481	Accepted
I often think about quitting my existing position and organization.	3.889	59	.000	.314	Accepted

Table 5 shows the result of one sample t-test for the employees’ turnover intentions in the private banks of India. Research hypothesis one proposed that “I may leave this company and work for another company in the next year”. The result indicated that the t-value is 1.128 less than the threshold value of 2 and the p-value is .265 much more than the threshold value of 0.05 [28]. Therefore, we reject the alternate hypothesis and accept the null hypothesis which suggested that staffs in the private banks of India believe that they have an excellent future if they stay with their existing employers. Similarly, the hypothesis two proposed that “I may not have a good future if I stay with this organization”. The result indicated that the t-value is 5.605 much more than the threshold value of 2 and the p-value is .002 less than the threshold value of 0.05. Therefore, the null hypothesis has been rejected and the alternate hypothesis has been accepted which suggested that staffs in the private banks of India believe that they have an excellent future if they stay with their existing employers. Moreover, in hypothesis three, it was proposed that “My I often think of quitting my present job”. The result one sample t-test shows the t-value is 3.889 more than the threshold value of 2 and the p-value of

.000 less than the threshold value of 0.05. Therefore, the null hypothesis has been rejected and the alternate hypothesis is accepted which ultimately indicated that staffs of private banks of India do not often think about quitting their present job and they are satisfied with the existing job.

3.6 Employees’ Satisfaction in the Private Banking Sector of India

Research Hypothesis One

H0: The degree of agreement amongst the staffs of private banks of India that “All in all, I am satisfied with my job” is equivalent to 3 (that mean staffs of private banks of India are not satisfied with their job).

H1: The above hypothesis was converted into null hypothesis.

Research Hypothesis Two

H0: The degree of agreement amongst the staffs of private banks of India that “In general, I like working here” is equivalent to 3 (that means staffs of private banks of India do not like working here).

H1: The above hypothesis was converted into null hypothesis.

Table. 6: One Sample t-test for the Employees’ Satisfaction in the Private Banking Sector of India.

Items	T-value	df	P-value	Mean diff	Acceptance
All in all, I am satisfied with my job.	9.281	59	.000	.806	Accepted
In general, I like working here.	8.538	59	.000	.725	Accepted

Table 6 shows the results of one sample t-test for the employees' satisfaction in the private banks of India. The hypothesis one proposed that "All in all, I am satisfied with my job". The result shows that the t-value is 9.281 much more than the threshold value of 2 and the p-value is .000 less than the threshold value of 0.05. The employees' satisfaction in the private banking sector of India is very high, employees are highly satisfied with their jobs. Similarly, in hypothesis two it is proposed that "in general, I like working here". The results of one sample t-test exposed the t-value is 8.538 much more than the threshold value of 2 and p-value is .000 less than the threshold value of 0.05 [28].

IV. FINDINGS AND DISCUSSION

4.1 Demographic characteristics

The small part of the respondents 14.16% were under the

age of 25 years or less. Similarly, 27.5% (33) of the respondents were between the ages of 26 to 35 years. 29.16% (35) of the respondents were between the ages of 36 to 45 years. 20.83% (25) of the respondents were between the ages of 45 to 55 years and 8.33% (10) of respondents who participated in this research were above 56 years old.

Table. 7: Demographic characteristics of the respondents

Characteristics	Category	Frequency	%
Gender	Male	79	65.83
	Female	41	34.17
Age	25 or less	17	14.16
	26 to 35	33	27.5
	36 to 45	35	29.16
	45 to 55	25	20.85
	56 and above	10	8.33
Education	Intermediate	5	4.16
	Undergraduate	25	20.84
	Masters	60	50
	Others	30	25
Status of Job	Permanent	106	88.33
	Contract	14	11.67

Table 7 shows the educational background of the respondents. 4.16% (5) of the respondents had the educational background of Intermediate. 20.85% (25) of the respondents had their educational background of under-graduation. Similarly, 50% (60) of the respondents had the educational background of masters, and only 25% (30) of the respondents had the educational background of a doctorate or above. 88.33% (106) of the respondents who participated in this study was the permanent employees of

the banking sector of India. Similarly, 11.67% (14) of the respondents were the work under the contract basis. 65.83% (79) of the respondents were male, whereas, 34.17% (41) of the respondents were female who participated in the survey.

4.2 Results Crosstab

Figure 1 shows the result of the crosstab, respondents were asked "are you satisfied with the current training and employees' development programs in your organization?" out of 60 respondents who were working in the public banking sector of India, 22 respondents said they are satisfied with the current training and employees development programs, whereas 38 said they are not satisfied with the current training and employees development programs in the public banking sector of India.

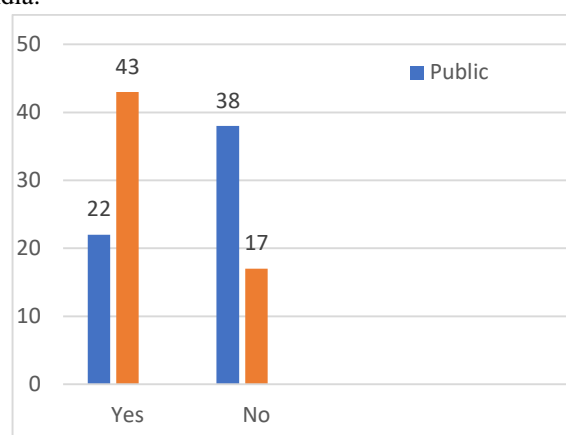


Fig. 1: Organizational status and employees' satisfaction on training and development programs

Similarly, out of 60, the 43 respondents said they are satisfied with the current method/strategy of training and development programs in the private banks of India, whereas 17 respondents out of 60 said they are not satisfied with the current training and employees' development programs in the private banks of India. Figure 2 exposed the results of crosstab; respondents were asked whether their organization conducts general employees training programs every year or not. Out of 60 respondents of the public Banking sector, 28 respondents said their organizations conduct extensive employees training programs every year, whereas, 32 respondents said their organizations do not conduct employees training programs every year.

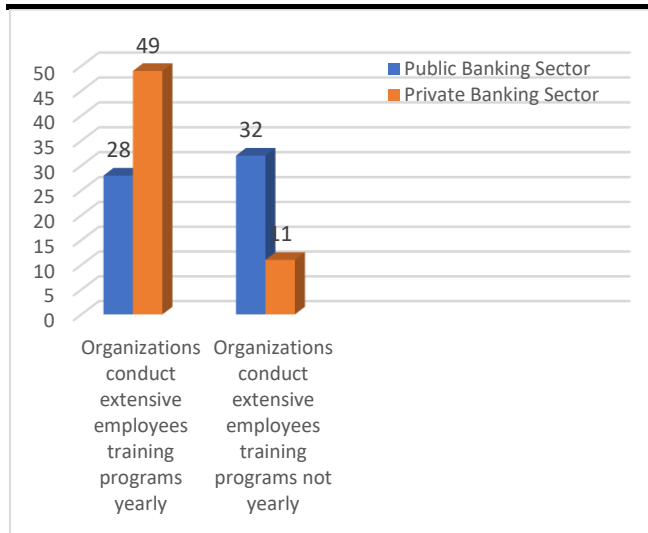


Fig. 2: Organizational status and employee's perception about training and development programs

Similarly, out of 60 employees of the Private banking sector of India, 49 respondents said their organizations conduct extensive employees training program every year, whereas, only 11 respondents out of 60 believe that their organization does not conduct employees training every year. Respondents were asked whether your organization resist providing training or not. Out of 60 employees of the public sector of India, 49 respondents believed that their organizations resist providing employees training. Whereas, only 11 respondents in the Public banking sector of India think that their organizations do not show resistance-providing employee training.

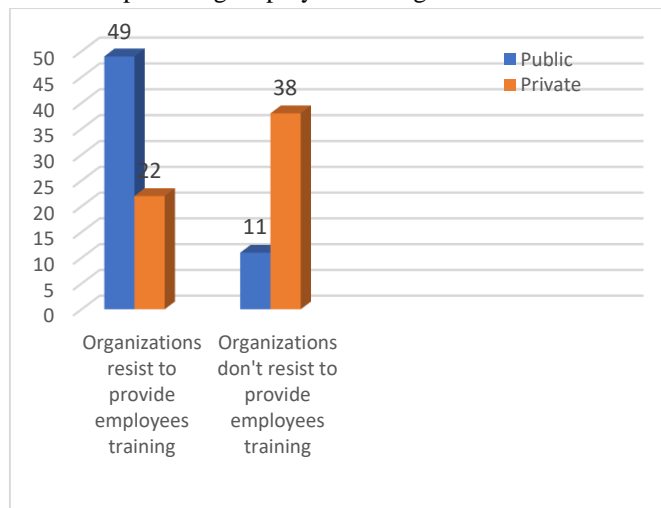


Fig. 3: Organizational Status and Employees Perception Organization Resists to Provide Training.

Similarly, out of 60 employees of the Private banking sector of India, 22 respondents believed that their organizations resist providing training. Whereas, only 38 respondents out of 60 believe that their organization does not resist providing training programs to their employees.

Figure 4 shows the result of crosstab; organization status and training strategy. Respondents were asked to describe the training strategy in your organization. Out of 60 employees of the public sector of India, 6 respondents think that training provided in their organizations are planned and systematically administered, 39 respondents said that training is only provided in their organizations when a problem occurs. Moreover, 15 respondents believe that training provided in their organizations is spontaneous as a reaction to what competitors are doing.

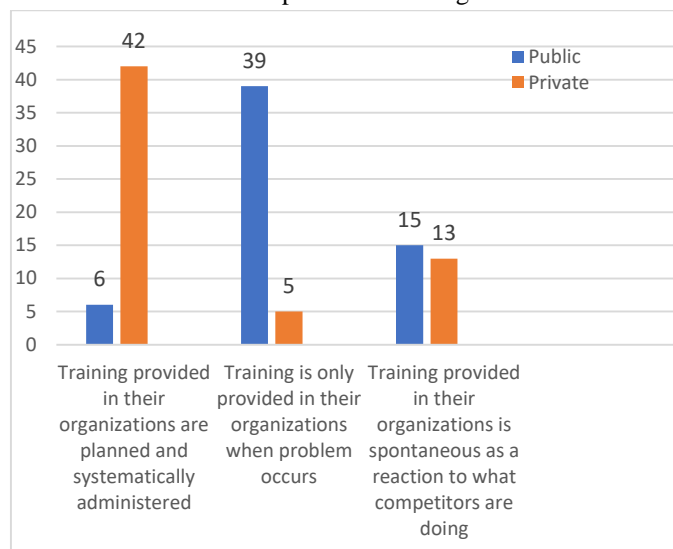


Fig. 4: Crosstab of Organization Status and Training Strategy

Likewise, out of 60 employees of the Private banking sector of India, 42 respondents believed that training provided in their organization is planned and systematic, whereas, 5 employees in the private banking industry of India believed that training is provided in their organization when the problem occurs. Similarly, 13 respondents believed that training provided in their organization is spontaneous as a reaction to what competitors are doing.

Table. 8: The evaluation of training and development

Statements	% of Response
Orientation training is taken as an important part.	86% Very Good
Planning of training programs is properly designed.	89% Very Good
Providing teaching on norms and values of the organization to new employees.	71% Very Good
Evaluation and monitoring is done periodically.	90% Very Good
Providing technical knowledge and skill about desk work	80% Good
Training is based on genuine	79% Good

requirements	
Training needs assessment is done for selecting employees	65% Good
Training helps to increase the skill and efficiency of employees.	89% Very Good
Training increases the quality of services of employees.	6% Very Good
Training satisfies the personality of employees.	9% Very Good
Training increases the efficiency and effectiveness of the employees.	78% Very Good
Training reduces the error of operations.	81% Very Good
Training enhances the leadership and managerial skills.	79% Very Good
Training minimizes the pressure level of employees.	73% Very Good
Training stabilize the bank's performance.	78% Very Good
Training helps to get easy promotion and related benefits.	72% Very Good

A regular training program of the employees increases the knowledge, skill, and efficiency which ultimately improves the quality of customer services. It is very much essential for service-oriented industry like bank. It also can help to maintain trust to customer because bank deals with the money of a mass public [12]. Training is helpful to sustain in a competitive industry by focusing innovative product and security which may gain from regular training program [29]. Training and development is regularly maintained by most of the banks of India.

V. CONCLUSION

The basic objectives of conducting this study were to determine of and compare the employee attitude, the state of turnover intention, the job satisfaction level of the employee of the bank. In order to address these research objectives, this study tested twenty (20) research hypotheses. Ten (10) hypotheses for public banks and ten (10) hypotheses for private banks in India. Public banking sector do not provide their employees a good opportunity to take in-house job-related training, public banking sector does provide an excellent atmosphere for new workforce to learn specific job-related knowledge, skills and attitude, not only this but also their public banking organization do not provide their employees an excellent prospects to learn knowledge and skills inside the firms which might be useful to them in the future career, their public banking organization do not provide training programs and seminars outside of the firms and do not provide assistance for their staffs to take managerial training courses externally. Similarly, private banking sector provides their

employees a good opportunity to take in-house job-related training, they provide an excellent atmosphere to new workforce to learn job-related knowledge, skills and attitude, they provide their staffs members with best facilities for gaining knowledge, skill and efficiency which is useful for the future career of the employees. The private organizations provide their employees an excellent opportunity to take employees training programs and seminars outside of the firms and also help to the banker for getting training and development at external organization. Similarly, this research also concluded that the employees' turnover intentions in the public banking sector are comparatively higher than the turnover intentions in the private banking sector of India. Specifically, employees in the public banks think that they leave their existing organization and find another firm in the coming year. Furthermore, staff members believed that they might not have an excellent future if they stay with their existing employers and they often think about quitting their existing position and work. On the other hands, the employees' turnover intention in the private banking sector of India is very low, they feel secure in the private banking sector, specifically they have a good future if they stay with their existing banks. Moreover, there is very low job satisfaction in the public banks of India. Whereas, there is a high level of employees' satisfaction in the private banking sector of India. Furthermore, this study concluded that employees in the public banks are not satisfied with the current training and employees development method, whereas, employees in the private banking sector are very satisfied with the current employee's development program. Finally, this study concluded that the employees in the public-sector banking of India think that training provided in their organization is not planned systematically administered, they believed that training is provided only when the problem occurs and training provided in their organizations are spontaneous as a reaction to what competitors are doing. Whereas the employees in the private banking sector of India believed that training provided in their organizations are totally planned and systematically administered, very few employees in the private banks of India believed that training is provided when a problem occurs. Moreover, this study is also very important for the top managers in the banking sector of other countries. They may utilize the findings of this study to understand the significance of the investing in the staffs' development programs which directly connected with the employees' turnover intentions and job satisfaction, which ultimately help the organizations to achieve their ultimate objectives.

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