

A Study on the Usefulness of the Training Undergone by the Employees of Dindigul District Central Cooperative Bank

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Abstract

Cooperatives are organizations of the members, for the members and by the members. Cooperatives adopt federal system wherein all the primary level cooperatives are federated into district level, all the district level cooperatives are confederated into state level and so on based on their type of societies. In most cases, the cooperatives are managed by paid employees. Employees are the integral part of the organization through them only we can achieve the objectives of the organization. They are to be properly oriented towards the organizational objectives, values and norms. Their knowledge and skill are to be enhanced and enriched at an appropriate period so as to have efficiency in achieving the objectives of the organization. Training is regarded as an investment on the employees aimed for enhancing employee's efficiency. It is on the part of the organization to know whether the training programmes yield the required and expected result after the training is over. This study attempt to assess the usefulness of the training programmes undergone in a cooperative organization viz., Dindigul District Central Cooperative Bank, Tamil Nadu. A sample of 40 employees were selected randomly as respondents and were asked to express their experience based opinion on the usefulness of the training undergone by them on a five point scale through administering structured interview schedule. It is found that the training programmes provide recent and updated knowledge, helped them to enrich their job performance, helped to improve the leadership and managerial skills of the trainees. Reduced the level of stress, enhanced their capacity, reiterates the values of cooperation, helped to improve the interpersonal skills.

Key Word: *Training, Impact assessment, Cooperatives, District Central Cooperative Bank*

Introduction

Employees are the integral part of the organization through them only we can achieve the objectives of the organization. They are to be properly oriented towards the organizational objectives, values and norms. Their knowledge and skill are to be enhanced and enriched at an appropriate period so as to have efficiency in achieving the objectives of the organization. Training enhances the efficiency of the employees through imparting knowledge and skills. Training is regarded as an investment on the employees aimed for enhancing employee's efficiency. It is on the part of the organization to know whether the training programmes yield the required and expected result after the training is over. The indirect way of knowing the usefulness of the training programmes is to harness the opinion of the employees who undergone the training. Cooperatives are distinct organizations wherein the members are the owners, the members manage it and the members use the services rendered by it. Cooperatives adopt federal system wherein all the primary level cooperatives are federated into district level, all the district level cooperatives are confederated into state level and so on based on their type of societies. In most cases, the cooperatives are managed by paid employees. The employees are oriented and trained as done in counterpart organisations. This study attempt to assess the usefulness of the training programmes undergone in a cooperative organization viz., Dindigul District Central Cooperative Bank, Tamil Nadu.

It is an empirical study carried out with the chief objective of harnessing the opinion of the respondents on the usefulness of the training programmes undergone. The organization selected for study is Dindigul District Central Cooperative Bank, Tamil Nadu.

There are 211 employees working in the Dindigul District Central Cooperative Bank during 2018-19. Of them, a sample of 40 employees were selected randomly as respondents. They were asked to express their experience based opinion on the usefulness of the training undergone by them on a five point scale through administering structured interview schedule. The study was carried out during March 2019.

Of the total 40 respondents, a vast majority 78 per cent of them are male, 70 per cent are married, 58 per cent belongs to the age group of 30-40 years, 70 per cent of them are post graduates, 65 per cent having 25 years of experience.

Analysis and Discussion

The respondents are asked to express their experience based opinion on the usefulness of the training undergone (14 usefulness) by them on a five point scale. The respondents' opinion are summarized here under.

Table 1: Opinion on the Usefulness of the Training Undergone

N = 40

Usefulness of the training	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Recent Knowledge can be acquired through training	18	5	8	9	0
<i>Percentage to total (40)</i>	45	12.5	20	22.5	0
Training helps to enrich job performance	26	10	4	0	0
<i>Percentage to total (40)</i>	65	25	10	0	0
Training improves the leadership and managerial skills	7	22	4	7	0
<i>Percentage to total (40)</i>	17.5	55	10	17.5	0
Training reduces the stress	15	13	3	6	3
<i>Percentage to total (40)</i>	37.5	32.5	7.5	15	2.5
Periodical training helps to enhance the capacity	9	13	12	3	3
<i>Percentage to total (40)</i>	22.5	32.5	30	7.5	7.5
Norms and values of organization emphasized in the training	7	19	7	2	5
<i>Percentage to total (40)</i>	17.5	47.5	17.5	5	12.5
Training helps interpersonal skills	14	17	3	4	2
	35	42.5	7.5	10	5
Training motivates and leads for better performance	19	11	6	3	1
<i>Percentage to total (40)</i>	47.5	27.5	15	7.5	2.5
Effective way of conducting training programmes	13	17	8	2	0
<i>Percentage to total (40)</i>	32.5	42.5	20	5	0
Satisfaction on the training arrangements	10	19	7	4	0
<i>Percentage to total (40)</i>	25	47.5	17.5	10	0
Training enhances high degree of technical knowledge for the job	19	12	7	2	0
<i>Percentage to total (40)</i>	47.5	30	17.5	5	0
Encourage to work efficiently after training	22	12	4	2	0
<i>Percentage to total (40)</i>	55	30	10	5	0
Adequacy of the period of training	11	13	8	4	3
<i>Percentage to total (40)</i>	27.5	35	20	10	7.5
Training programme is directly related to present job	35	2	3	0	0
<i>Percentage to total (40)</i>	87.5	5	7.5	0	0

Source: Compiled from field data.

It is observed that a majority of the respondents (57.5 per cent) agreed that they acquired recent knowledge through undergoing training. Among them, 45 per cent to the total respondents expressed their strong agreement on this. While nearly one fifth of the respondents (22.5 per cent) expressed their disagreement on the recent knowledge acquired through training. Thus, training provides recent and updated knowledge to the trainees. However, care to be taken to incorporate more hands on training in the recent developments of relevant field in the training module

It is revealed that 90 per cent of the respondents experienced training helped them to enrich of job performance. Among the respondents, nearly two third of them (65 per cent) strongly agreed on it. Thus, training helped the respondents to enrich their job performance.

A vast majority of the respondents (72.5 per cent) expressed that undergoing training improves the leadership and managerial skills. One tenth of the respondents opined that they neither agree nor disagree on it. 17.5 per cent of the respondents expressed their disagreement on the training improves the leadership and managerial skills. Thus, a vast majority of the respondents revealed that the training helps to improve the leadership and managerial skills of the trainees.

Nearly 70 per cent of the respondents are in favour of the expression that training reduces the stress level among the trainees. More specifically 37.5 per cent of the respondents are strongly agree that training reduces the stress among employees. While 17.5 per cent of the respondents expressed their disagreement on the relationship between training and stress. Thus, it is observed that after undergoing training programmes, the level of stress among the employees tend to reduce.

It is evident from the table that a higher proportion of the respondents (55 per cent) are in favour of the periodical training helps to enhance the capacity of the employees. While 30 per cent of them are natural to the statement. Three respondents each expressed their disagreement and strong disagreement on the statement. Thus, even though a vast majority of the respondents are in favour on the periodical training programmes help the trainee to enhance their capacity, training programmes are to be designed in such a way that adequate components are incorporated to enhance the capacity of the trainees.

Nearly two thirds of the respondents (65 per cent) expressed that the norms and values of the organization are emphasized in the training programmes. They also opined that the emphasis on the norms and values of the organization reiterate the values of cooperation in their minds and direct them for better service to the members of the organization. It is also to be noted that 17.5 per cent each of the respondents expressed that they strongly agree, neither agree nor disagree and not in favour of the norms and values of organization emphasized in the training. Thus, a vast majority of the respondents expressed that reiterate the values of cooperation by emphasizing the norms and values of the organization during the training programmes. However, while imparting training to the employees of the cooperatives, care should be taken to ensure that all the trainees get full exposure on the norms and values of the organization through various modes of training.

With regard to one of the benefits of training viz., training helps to improve the interpersonal skills which ultimately augment better communication, creating conducive working environment, better cooperation, and results in better performance of the employees. It is observed that 35 per cent of the respondents expressed that they strongly agree and 42.5 per cent of them agree and into 77.5 per cent of the respondents are in favour that training helps to improve their interpersonal skills. It is also observed that 15 per cent of the respondents are not in favour that the training helps to improve the interpersonal skills. Thus, a vast majority (77.5 per cent) of the respondents are in favour with regard to training helps to improve the interpersonal skills. However, in the training programmes more content should be incorporated so as to develop the interpersonal skills of the trainee.

It is to be noted that three fourth (75 per cent) of the respondents opined that training motivates and leads for better performance. Among the rest, 15 per cent are under the category of neither agree nor disagree and 10 per cent are not in favour that training motivates and leads for better performance. Thus, it is observed that a vast majority of the respondents (75 per cent) are in favour that training motivates and leads for better performance of the employees.

The effectiveness of conducting the training programmes reveals that a higher proportion of the respondents (42.5 per cent) are agreed and 32.5 per cent of them are strongly agreed to it. Among the rest, 20 per cent of them neither agree nor agree and only 5 per cent of the respondents disagree that the effectiveness of conducting training. Thus, a vast majority (75 per cent) expressed that the training programmes are conducted in an effective way. However, care to be taken to import training more effective way including demonstration, hand on training, learning by doing, interaction sessions and the like for better training.

Arrangements for conductive training in an effective way place an equal role on par with the content and delivery of the training module. It is observed that 47.5 per cent of the respondents are agree that the training arrangement are at satisfactory level. While one fourth of the respondents expressed that they are strongly agree that training arrangement are satisfactory. Only 10 per cent of them expressed that the training arrangements are not satisfactory. While 17.5 per cent are neither agree nor disagree i.e., neutral to it. Thus, a vast majority of the respondents (62.5 per cent) are satisfied with the arrangements made for the training programmes. However, there is still scope for making the rest of the respondents to become satisfied, need to concentrate on the arrangements for the training which includes the ambience, seating arrangements, appropriate training materials, time management and training methodologies.

The very purpose of the training is to enhance the capacity and capability of the trainee especially on technical knowhow by way of hands on training. It is observed that a higher proportion (47.6 per cent) of the respondents expressed that they are strongly agree and 30 per cent of them agree that the training enhances high degree of technical knowledge for the job. While only 5 per cent of them are not agree to it. However, 17.5 per cent of the respondents are neutral i.e., neither agree nor disagree to it. Thus, majority of the respondents (77.5 per cent) are in favour that the training programmes enhance higher degree of technical knowledge for the job. More components on skill development of the trainee should be included in the training programmes are warranted in the ensuing training programmes.

As an impact of the training, after the training is over, in the real time work in the organization the efficiency of the employee tend to have improvement. It is observed that a vast majority (55 per cent) of the respondents are strongly agree and 30 per cent agree that after attending the training, as an impact of it, motivates and encourages the employees to work efficiently. Thus, a vast majority of the respondents (85 per cent) are in favour that the training programmes attended motivates and encourages them to efficiently work in the organization.

The duration of the training programmes plays an important role in designing, executing and to achieve the required impact of the training. It is observed that 62.5 per cent of the respondents expressed that they are in favour (agree and strongly agree) of adequacy of the period of training. While 17.5 per cent of the respondents disagree on the adequacy of the period of training. Thus, a vast majority 62.5 per cent of the respondents are satisfied with the period of training programmes is adequate. However, while designing the period of training, adequate care should be taken to ensure that the coverage of the content of the training programme with adequate and required time.

The training programme is normally designed and imparted based on the needs of the employees. In most cases the training is directly related to their present job. In certain cases, a few employees are also exposed to the training that is not directly related to them. Here also a vast majority (87.5 per cent) of the respondents are strongly agree that the training programme is directly related to their present job and another 5 per cent of them also agree to it. A meagre 7.5 per cent of the respondents are neither agree nor disagree to it. Therefore, a vast majority of the respondents (92.5 per cent) expressed that the training programme undergone are directly related to their present job.

Findings

The finding of the study are presented hereunder.

The major findings of the present study are:

A vast majority of the respondents expressed that

- The training programmes provide recent and updated knowledge to the trainees
- The training programmes help the respondents to enrich their job performance.
- The training programmes help to improve the leadership and managerial skills of the trainees.
- After undergoing training programmes, the level of stress among the employees tend to reduce.
- The periodical training programmes help the trainee to enhance their capacity,

- The training programmes reiterate the values of cooperation by emphasizing the norms and values of the organization during the training programmes.
- The training programmes help to improve the interpersonal skills.
- The training programmes motivate and leads for better performance of the employees.
- The training programmes are conducted in an effective way.
- Adequate arrangements are made for the training programmes.
- The training programmes enhances higher degree of technical knowledge for the job.
- The training programmes attended motivates and encourages them to efficiently work in the organization.
- The period of training programme is adequate.
- The training programmes undergone are directly related to their present job.

Suggestions

Based on the observations made on the study, the following are the few suggestions for the future effective training programme.

- Care to be taken to incorporate more hands on training in the recent developments of relevant field in the training module
- Training programmes are to be designed in such a way that adequate components are incorporated to enhance the capacity of the trainees.
- While imparting training to the employees of the cooperatives, care should be taken to ensure that all the trainees get full exposure on the norms and values of the organization through various modes of training.
- The training programmes should incorporate more content on developing the interpersonal skills of the trainee.
- Care to be taken to import training more effective way including demonstration, hand on training, learning by doing, interaction sessions and the like for better training.
- Training programmes need to concentrate on the arrangements for the training which includes the ambience, seating arrangements, appropriate training materials, time management and training methodologies.
- More components on skill development of the trainee should be included in the training programmes are warranted in the ensuing training programmes.
- While designing the period of training, adequate care should be taken to ensure that the coverage of the content of the training programmes with adequate and required time.