

THE LEARNING PRACTICES OF SELECT PRIVATE BANKS AND THEIR INFLUENCE ON ORGANIZATION'S DEVELOPMENT

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Abstract:

Committing to continuous learning can empower both individuals and organizations, fostering innovation, problem-solving, and improvements. Consistent generation and integration of fresh ideas require commitment and investment in time, ideally supported and encouraged by senior leadership to have the most significant impact within the banks. A sample of 300 banks employees from different private banks were considered for the study through a questionnaire based survey method for data collection. The study helps in understanding that developing comprehensive and proactive training and development strategy requires a unified corporate culture in banking sector. Convenience sampling technique is adopted for the study. The study suggests that various skill development programs, including both online and offline, offered by banks will enhance the knowledge and abilities of their employees, leading to improved customer service. The expansion of the banking sector in India can be linked to its skilled workforce, a direct outcome of effective learning initiatives and overall improvement of Banks performance.

Keywords: Skill Development, Organization effectiveness, Banking sector

Introduction:

In the process of learning, new ideas play a vital role. They can surface through sudden insights or creativity, or they may come from external sources or knowledgeable insiders. Regardless of their origin, these ideas act as catalysts for organizational improvement. However, they alone cannot transform an organization into a learning entity. Individuals strive to actualize their visions while simultaneously ensuring the effectiveness of their organizations. Forecasting the future in today's competitive landscape is challenging. Organizations continually fight with the ongoing technological changes in their environment. Over the past decade, the concept of a learning across all sectors has gained prominence. Initially, while many expressed their commitment to build an organization embedded with learning, there was uncertainty about translating these ideas into practice. Questions arose about integrating the concept of 'Total Quality' as an ongoing practice and how to instil systematic awareness among employees for organizational improvement. As individuals, solutions to these questions remained elusive, but through collective efforts and shared experiences across diverse settings, solutions began to slowly emerge.

In the banking sector, there's an ongoing necessity for employee learning covering both operational and behavioral aspects. Identifying these learning needs involves diverse methods such as job and performance analysis, surveys, departmental evaluations, customer feedback, or insights from a

360-degree feedback system. Presently, banks acknowledge the critical nature of learning requirements for their employees to excel in providing top-notch services to customers. The promotion of robust and innovative learning sessions for bank employees continues to be a central focus in the industry.

Objectives of the study:

- To understand the employee's interest in learning and upgrading their skills in banks.
- To check if sufficient time is allotted for employees towards learning by the organization
- To evaluate the management's role in encouraging their employees for new learning practices.
- To know whether there is an overall development of the organization with the learning practices.

Review of Literature

Norashikin Husseina, Amnah Mohamadb , Fauziah Noordina , Noormala Amir Ishak (2013), in their paper on 'Learning Organization and its Effect on Organizational Performance and Organizational Innovativeness' stated in their article in Elsevier that the survival of any organization in today's scenario depends on how they accept changes, improve practices and competitiveness. For organization's success, its becoming increasingly important for organizations to adopt to learning orientation which helps in contribution of organizational success. It is also observed that although numerous studies in the survey shown that Learning organizations have significant impact on organizational performance and organizational innovativeness, they identified that there have yet been studies which emphasize the effects of learning organizations on organizational performance and organizational innovativeness.

Fotis Kitsios, Ioannis Giatsidis and Maria Kamariotou (2021), in their article on 'Digital Transformation and Strategy in the Banking Sector: Evaluating the Acceptance Rate of E-Services', explored the attitudes of bank staff in Greece towards the digitalization of banking operations and their transition to the new digital banking environment. It focuses on the changing nature of work for employees in Greek banks due to the significant digitization of their tasks. The study involved 161 bank employees as participants, and it aims to understand how employees perceive and respond to the ongoing transition to digital banking.

The context for this study they have taken specifies that Greek banks have been undergoing a transformation toward digital banking in recent years. This transition is driven by the goals of reducing operating costs and adopting a more flexible model of customer service. To achieve these objectives, it is essential for the banks to be aware of their employees' attitudes towards and readiness for this new development. Understanding how bank employees perceive and adapt to digitalization is crucial in ensuring a smooth and successful transition in the banking sector in Greece.

The respondents' perspectives suggest that becoming acquainted with new technologies doesn't necessarily demand specialized knowledge and skills. It's unsurprising that younger employees with higher educational backgrounds generally find it easier to adapt to and use new technologies.

On the other hand, older employees with lower levels of education expressed significant challenges in utilizing these systems.

Research Methodology:

For the purpose of the study, both primary and secondary data has been used. Primary data is collected with the help of structured questionnaire from the respondents and secondary data is collected from journals and websites. Convenience sampling technique was adopted to collect data for sample size of 300 respondents from different select private banks. The study used Descriptive research design using Chi-square test and Correlation test.

Data Analysis and Interpretation

Chi-Square test:

Explanation of variables used:

A 32	Learning in Banks, is essential for the development of the Organization as well as for employees.
A 33	There is a connectivity between organizational vision to the individual growth of employees.

Null Hypothesis and Alternate Hypothesis are framed as follows:

Null Hypothesis (Ho): There is no impact on the Organization’s vision to the learning initiatives of the private banks for the development of banks and their employees.

Alternate Hypothesis (H1): There is an impact on the Organization’s vision to the learning initiatives of the private banks for the development of banks and their employees.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
A32 *	300	96.2%	12	3.8%	312	100.0%
A33						

A32 * A33 Crosstabulation

Count		A33					Total
		1.00	2.00	3.00	4.00	5.00	
A32	1.00	0	1	1	0	0	2
	2.00	0	0	0	1	0	1
	3.00	1	2	8	10	3	24
	4.00	1	13	32	110	26	182
	5.00	0	1	14	52	24	91
Total		2	17	55	173	53	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.881 ^a	16	.019
Likelihood Ratio	25.996	16	.054
Linear-by-Linear Association	17.597	1	.000
N of Valid Cases	300		

Interpretation: From the data analysis, it is observed that the significant value is 0.019. As the significant value is less than (<) 0.05, we reject the Null hypothesis and accept Alternate Hypothesis, which means that there is an impact of Organization's vision on development of Banks and their employees through learning practices of the banks. When the organization's vision is to grow in the competing environment, they have to ensure that learning occurs on regular basis at different positions and employees use their learned skills at work for improvement of productivity. This, not only helps individual employees to grow but also develops the overall organization.

Correlation test between the variables

Explanation of variables used:

A 21	Enough time and attention to details are followed in the learning sessions.
A 31	Learning helps in building team-spirit in the Banks.

Case Processing Summary

Valid		Missing		Total	
N	Percent	N	Percent	N	Percent
300	96.2%	12	3.8%	312	100.0%

Symmetric Measures

		Value	Asymptotic Standard Error ^a	Approximate T ^b	Approximate Significance
Interval by Interval	Pearson's R	.138	.083	2.408	.017 ^c
Ordinal by Ordinal	Spearman Correlation	.100	.061	1.738	.083 ^c

N of Valid Cases	300		
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Interpretation: In the analysis, it was observed that significant value of Correlation is 0.17. The value is less than ($<$) 0.05, which states that there is a correlation between two variables i.e., if adequate time is allotted for learning sessions with attention to details, then it helps to build team-spirit among employees in the banks.

Chi-Square test:

Explanation of variables used:

A 18	Top Management encourages new practices for smooth and improved functioning of existing practices.
A 34	Proper documentation is followed by the organization for the learning programs.

Null Hypothesis and Alternate Hypothesis are framed as follows:

Null Hypothesis (Ho): Top management’s encouragement on learning management practices for smooth functioning of the processes has no influence on proper documentation.

Alternate Hypothesis (H1): Top management’s encouragement on learning management practices for smooth functioning of the processes has no influence on proper documentation.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	58.680 ^a	12	.000
Likelihood Ratio	32.897	12	.001
Linear-by-Linear Association	18.169	1	.000
N of Valid Cases	300		

Interpretation: From the data analysis, it is observed that the significant value is 0.000. As the significant value is less than ($<$) 0.05, we reject Null Hypothesis and accept Alternate hypothesis which means that top management not only encourages new learning practices but they also ensure that proper documentation is followed for the learning sessions, which helps not just the existing employees at present but also to refer for future employees.

Conclusion: From the research analysis findings, we observe that due to the competition prevailing among private banks in India, the banks are proactive in identifying and implementing the best practices in banks which not only helps the business grow but also empowers their employees. As compared to public sector banks, private banks are fast enough in implementing new practices in their banks. The digital transformation is one of the key shift in banks and it is the major development in banks. Since majority of the bank customers are preferring for digital

transactions, banks are required to upgrade their technologies and at the same time skills of their employees.

In the study, it was observed that banks encourage new learning sessions to up-skill their employees. With the advancement in employee skills, improvement in productivity is observed. Banks can lead in the market compared to their competitors and employees are motivated when they are able to learn new things and implement them at their work. When the management encourages their employees learning and allocate sufficient time for leaning with proper documentation, this fulfils the organization's vision by developing employees, work and organization as a whole.

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