



IJIRCCCE

e-ISSN: 2320-9801 | p-ISSN: 2320-9798



INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN COMPUTER & COMMUNICATION ENGINEERING

Volume 12, Issue 8, August 2024

ISSN INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA

Impact Factor: 8.625



9940 572 462



6381 907 438



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A Study of Online (Distance) Training and Development of Employee at ICICI Bank Ltd, in Latur City

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ABSTRACT: A study of online and Distance training is a process of making and giving access of learning when the source of information (trainer and training material) and learner(employee) are separated by time and distance. The Distance learning has emerged as an easier and popular way of employee training, through online means, in today's context of banking sector used to improve employee's skills and knowledge. In this way, HR offices of private and public banks had to quickly adapt and respond to the demands of new protocols and transition, in last several years, to online training and assessments, Alternatively, trainers engaged in distance training, but the employee they serve lacked technological resources for online modalities. The present study examines how the all employees working at ICICI BANK LTD at Latur city including new employees and existing employees of all grades and channels at any post and grades and at all departments are facing the Distance learning in their induction, training and their development. The study clearly reflects the relevancy and the effectiveness of the Online training given to the Employees at ICICI BANK LTD in Latur city. Effectiveness of such preparation for distance training in induction and on-job training, to address the professional needs of new as well as existing employees distantly, and the need to work differently with HR guidelines are important. Online Employee training should include the knowledge, skills, and dispositions necessary to successfully reconsider and participate in distance online training.

KEYWORDS: Distance Training, Training and online training tools, banking industry, ICICI Bank Ltd, virtual training.

I. INTRODUCTION

Distance training has become an important tool and the alliance of efficiency. There is a constant discussion in ICICI Bank about the impact of effective online training on employee Performance. This study was to analyze the effectiveness of online training on the employee to enhance their skills and knowledge in the bank system in ICICI Bank Latur. The research work used Individual Employee Perspective, Technology Perspective, Instructor Perspective and training environment as variables measuring the elements of online training.

In this research work, the descriptive research design was adopted and data of 100 respondents were collected through a questionnaire survey for analysis. With the application of logistic regression analysis as the key statistical tool, the study centered on identified used Individual employee Perspective, Technology Perspective, Instructor Perspective and as elements of online training that significantly contributes to the likelihood of enhancing employee Efficiency. The study recommended that elements of online training with the exception of instructor's perspective should be intensified in various banks so as to enhance employee efficiency.

II. OBJECTIVES OF THE STUDY

- To study in detail process of online employee Training at ICICI Bank.
- To study the effectiveness of distance training of the employee
- To study employee's view towards the Training process in virtual mode at ICICI BANK LTD, in Latur City.
- To identify the factors of online training and development process.



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III. RESEARCH METHODOLOGY AND DATA COLLECTION

The present research is an empirical study. This study based on both primary data and secondary data. For collecting the information and facts relating to the study were collected from the HR officials, instructor and employees-trainees at ICICI Bank Ltd with the help of structured questionnaire and personal interviews. The secondary data for the research has been collected from research proceedings, text books, journals, magazines; inter office manuals, newspapers and websites, ICICI bank annual reports, dissertations. In this research a stratified random sampling method has been used for selecting a sample of 100 ICICI bank employees.

IV. LITERATURE REVIEW

The banking sector is playing a significant role and playing as a leader in the financial, industrial and commercial activities in India. This study indicates that productivity of manpower in ICICI bank will have to be increased and advanced by proper technological training both on the job and off the job. Moreover, Decenzo & Robins (2003) state “online training brings about the changes in ability, awareness, approach and behavior”. Besides, Griffin (2003) supports online training usually in human resources management perspective refers to teaching operational and technical employees as to how to do the job with advance or electronic tools for which they were hired. Furthermore, Mathis & Jackson (2004) state ‘online training as a procedure whereby people obtain capabilities to assist in the accomplishment of organizational objectives. Besides, McGehee and Thayer (1999) support online training as, “the formal procedures a company uses to facilitate employees’ learning so that their resultant behavior contributes to attainment of the company’s goals and objectives”. More specifically, online training is a systematic approach to skills and knowledge

V. FINDINGS AND DISCUSSION

- **Online training:**

Sahinidis and Bouris (2008) defined online training as a deliberate and planned practice of human resource management, which results in enhancing employee functioning. Concept of online training came from change by learning and change is necessary for human development (Katz & Stupel, 2015). Online training can help an organization to achieve competitive factors like flexibility, permanence adaptability in crux it helps an organization to cope with change (Al-Khayyat & Elgamal, 1997). According to Dale S. Beach (2016) Online Training is defined as ‘the organized procedure by which people learn the technological system, knowledge and/or skill for a definite purpose’. Online training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization. Online training is becoming an integral part of corporate training. Organizations that use online platform for employee training have a better chance of achieving business and financial returns because of the positive impact it has on work motivation (Bawa, 2016). Online training has become so popular in the working industry, it provides so many elements that are seen as capable of making learning and instructions easier (Simonson, Zvacek, & Smaldino, 2019). Ghebreorgis and Karsten (2007) argued that online training provides a practical approach towards the development of skills attitude, which helps in gaining confidence and overcoming the mistakes. This confidence makes employees feel more equipped. This confidence in their own skills boosts the self-efficacy of employees. Their belief about their self gets stronger and their attitude becomes very positive towards the job, which enhances their performance (Gist & Mitchell, 1992). Many of the indirect effects of online training identified to enhance employee functioning as training enhances the confidence to perform the task and provides skill learning ability, which drives the performance (Vlachos, 2008). Online training helps in the ultimate motivation to achieve the goals (Griffeth, Hom & Gaertner 2000; Joet, Usher & Bressoux, 2011). Moreover, Martocchio and Hertenstein (2003) have noted that online training that results in high self-efficacy is more likely to lead to positive outcomes. Self-efficacy is the belief of an individual which is related to the training in two ways, treating it as an antecedent to training and an outcome as well (Yi & Davis, 2003). Online training programs are significant and vital to boost an employee’s self- efficacy, but this training must be designed in a way to deal with the mandatory competencies. Training programs can also be planned by the inclusion of Bandura’s (2015) experiences in order to increase the self-efficacy and competency of a trainee.



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- **Technology perspective:**

The technology perspective refers to the software or the training system that carries the training content and is used for conducting trainings for employees. Studies have shown that the success of online training is dependent on the technology being used (Almarashdeh, 2016). The technology adopted for the training is considered as one of the key factors to the success of content delivery (Almarashdeh, 2016). Online training is a growing topic in banking organizations and institutions, with the emerging technology readiness, still not all online trainings are successful, prior researches provides some drawbacks on the use of technology (Almarashdeh & Alsmadi, 2016).

- **Individual Employee perspective:**

The individual perspective is made up of the factors that influences the learner's attitude towards learning during online training, for example learning motivation and individual learning styles. Empirical studies have shown that they both play a role in achieving success in online training (Cokley, 2015). Individual Employees' adaptation to online training is different, thus it is necessary to inculcate the differences in individual learning styles and learning motivation in online trainings to enhance self-efficacy (Britt, Shen, Sinclair, Grossman, & Klieger, 2016; Huang, Lin, & Huang, 2012). Previous studies affirm that People learn differently. However, most online-trainers and online-training platforms provide the same training content or resources for the same learners without taking into consideration the learning style of each individual. Presently most online training platforms are not adaptive in nature (Goldberg, Davis, Riley, & Boyce, 2017). Studies have shown that trainees learn according to their learning style, therefore it is crucial for online platforms to be adaptive to satisfy the individual needs and preferences (Bajaj & Sharma, 2018).

- **Instructors' perspectives:**

It refers to the teachers' teaching styles, its includes his competence and his enthusiasm towards teachings The instructor is responsible for delivering trainings to employees, there is no substitute for the diligence or the competence of the instructor (Sitzmann & Weinhardt, 2018). The actual transfer of training depends a lot on the trainer because it is the trainer only who can remove the mental block of employees, motivates them to learn, deletes the negative perception of the trainees regarding the training (Sitzmann & Weinhardt, 2019). Studies have shown that the instructors' timely responses on the online platform has a significant relationship with satisfaction of the users of the platform (Geraci, 2016, Manu 2017).

- **Training environment:**

The online training environment allows trainees to undertake online training at any time and any place (Lim et al., 2007). The online training environment facilitates communications between physically and geographically separated trainers and trainees, it also provides for shared training material, and allow for debate among participants. The design and format of the training environment will affect how easily trainees and trainers can do these things. For example, chat rooms and multimedia functions enable trainees to easily use the training platform (Lim et al., 2007).

TRAINING AND DEVELOPMENT PRACTICES AT ICICI BANK:

-Branch Managers (Training): The bank is actively functioning on a wider area to supply Training and Development to the Branch Managers – a branch simulator reengages all the functions of managing a branch, which roughly interacting with around Twenty thousand customers on an average day in the year.

-Middle-Level-Managers (Training and Induction): Fresh recruits and existing in the bank, practical training is also important aspect in the work, at the starting days of the work. These new recruits, Junior and middle-level managers recruited for solving problems faced by consumers are made to go through training programs online. They are made to go through this training for several hours before the interact with the clients.

-The types of Oline training provided are:

- **Training on Functionality:** In this type of instruction is provided to all the managers of all levels through online distance study modules and video conferencing 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 E-learning and training at the ICICI learning centers. These learning centers are located at the following places:



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a) Mangalore b) Mumbai c) Khandala d) Pune

- Online Training on Product- Whenever a new product is launched managers are imparted training at the local level through online training modules.
- Training by Virtuals- 2-3 day's Virtual workshops is also conducted that are either at the local level or at the zonal office.

-The HR dept takes the help of ONLINE training activities like:

- i) Management of Queue training activity
- ii) Clearing the Cheque (operations) training activity
- iii) Payment across the counter of cheque training activity
- iv) The Savings A/C's training activity

DATA COLLECTED:

Table 1: Background Characteristics of employees surveyed on 100 employees.

Items	Description	Percentage
Age	Employees below the age of 45	96
	Employees above the age of 45	4
Qualification	Employees who are Graduates	26
	Employees who are Post Graduates	74
Experience	Members of workforce having less than 10 Years Work Experience	92
	Members of workforce having more than 10 Years Work Experience	8

Inference: It has been stated that there are a greater number of employees from the age group below 45 years who need more number of Online (distance) training and development activities in the organization.

Table 2: Satisfaction with the Online(distance) Training Activities surveyed on 100 employees

Item	Yes	No
Satisfaction of the employees with the Training Activities	89	11

Inference: It has been stated that the members of the workforce are mostly content with the Virtual training programs of organization

Table 3: Usefulness of online E-Training Programs surveyed on a sample of 100 employees.

Uses of Online E-Training	Response
Assist in discharging duties the duties inside the company	18
Help in improving job knowledge in company	68
Help in promotion of the employees	12
None of the Above	2



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Inference: It was found out that the Online E-training programs were helpful for the employees in most case scenarios.

Table 4: Insight regarding Online Training & Development assistance in Job Improvement on a sample of 100 employees.

Instruction	Response
Making the instruction interesting	40
Increasing the job knowledge	60
Sum	100

Inference: It is stated that the online E-training programs are more successful if they are made more interesting.

Table 5: The differences between Online Distance Training and Distance Development of employees in the organization.

	Distance Training	Distance Development
Focus on	Current job	Future job
Usage of Work Experiences	Less use	More use
Objective	Preparing for the current Job	Preparing for the future Job
Engagement of members of the workforce	It is Required	It is Voluntary

Inference: The use of online distance training and distance development of employees difference is as stated above.

Table 6: Employees benefiting from the Online Virtual training and development programs on a sample of 100 employees.

Benefited employees	Number of employees	Retained by the company
High level employees	23	10
Low level employees	77	75

Inference: It is stated that lower-level employees have majorly benefited from the Online virtual training and development programs.

VI. CONCLUSION

Main objective of the study is to analyze the impact of online (distance) Training and Development on employees and effectiveness of their performance in the organization. The results are as follows: Improved job performance, Increased productivity, Enhanced employee satisfaction and engagement, Knowledge and skill expansion, Increased employee confidence, Stronger leadership pipeline, Improved employee morale and teamwork, Adaptability to change, Cost savings, Competitive advantage. Online training in ICICI bank has become a remarkable as many employees have made an attempt to draw a strong relationship between effective elements of online training and job efficiency. Discourse in online training roles of managers for instance bank managers have been conducted in banks but none of them touched on the role of its effectiveness on the employee efficiency in ICICI Bank, particularly Latur city Region. This current study therefore evaluated the effect of online training assumed to be contributing to the enhancement of employee skills and knowledge and their job efficiency in the ICICI bank in region of Latur city. With the help of a stepwise statistical and data analysis, Individual Perspective, Technology Perspective, Instructor Perspective, training environment were used as explanatory variables conforming to the elements of online training whereas employee online training effectiveness.



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