"A Study On Competency Based Training Need Assessment With Reference To Bank Of Baroda, Chhota Udepur"

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Abstract - The purpose of this research paper is to explore the need for competency-based training in Bank of Baroda in India. The paper examines the gap between the current competencies and the desired competencies of the employees in the bank and identifies the current training practices in the bank and identifies the gaps in the existing training programs. The study proposes a competency-based training program to meet the identified gaps and enhance the competencies of the employees. The research methodology includes a literature review, a survey of employees, and interviews with the bank's training department.

Index Terms - Competency-based training, Training needs assessment, Bank of Baroda, India.

I. INTRODUCTION

In the competitive world of banking, the success of a bank largely depends on the competencies of its employees. To remain competitive, banks need to continuously enhance the competencies of their employees. The training and development of employees are essential for enhancing their competencies. The Bank of Baroda, one of the leading banks in India, recognizes the importance of training and development and has been conducting various training programs for its employees. However, there is a need to assess the effectiveness of these training programs and identify the gaps in the existing and desired competencies of the employees.

Competency-based training is a training approach that focuses on enhancing the competencies of employees to perform their job tasks effectively. Competencies refer to the knowledge, skills, and behaviors required for performing a job task successfully. Competency-based training is a learner-centered approach that focuses on the individual's learning needs and goals. The approach is based on the premise that individuals have different learning styles, and training programs should be designed to meet their specific learning needs.

Training needs assessment is an essential component of any training program. A training needs assessment is a process of identifying the training needs of employees. The assessment helps in identifying the knowledge, skills, and that need to be enhanced to perform the job tasks effectively. The assessment can be conducted through various methods, such as surveys, interviews, and focus groups.

BANK OF BARODA

Bank of Baroda is a public sector bank in India, founded in 1908 in Baroda (now Vadodara), Gujarat. It is the third-largest bank in India, with a network of over 9,500 branches and 13,400 ATMs spread across the country.

The bank provides a range of financial services, including retail banking, corporate banking, investment banking, and wealth management. It also operates in other countries, with a presence in 25 countries, including the United States, United Kingdom, Australia, United Arab Emirates, and South Africa.

Bank of Baroda has received various awards and recognitions for its services, including the Best Bank Award in the Large Banks category at the Dun & Bradstreet Banking Awards 2020, and the Best Foreign Exchange Bank in India award at the Finance Asia Country Awards for Achievement 2020.

In addition to its financial services, Bank of Baroda is also involved in corporate social responsibility activities, such as providing education, healthcare, and sanitation facilities to underprivileged communities

II. LITERATURE SURVEY

Narasimhan et al (2014) this paper aims to investigate the differential changes across public and private sector banks in their purposes of conducting training, basis for training needs identification and design and implementation of training programs.

Vaishali et al (2004) the major objective of this study was to create a competence mapping based training need assessment (TNA) system for scale one and scale two officers working for a bank. The association between the training received and level of job function confidence was also investigated.

Sati et al (2022) this study is being conducted to determine the efficacy of the Training Needs Analysis used by Indian banks. The results showed that the reasons for bankers' poor performance are directly tied to their negative attitudes toward their work in the banking industry, as well as their lack of desire and discontent with these. T&D will increase employee satisfaction levels, and they will carry out their responsibilities with great accountability and performance.

III. RESEARCH METHODOLOGY

OBJECTIVE

- To analyze the gap between the desired and existing core competencies of the employees.

RESEARCH METHODOLOGY

- The data in this paper has been collected from the employees of Bank of Baroda from the Chhota Udaipur district of Gujarat.

SAMPLE SIZE

- The data is collected from 80 employees of the bank.

SAMPLING TECHNIQUE

- For the Data collection simple random sampling from probability sampling is used.

TOOL FOR DATA COLLECTION

- A mailed questionnaire as well as personal interview is used to collect the data.

STATISTICAL TECHNIQUE

- One Sample t-test has been used to find the gap between the existing and desired competencies.
- Cronbach's Alpha test has been used to identify the reliability of the variables.

QUESTIONNAIRE DESIGN

- The questionnaire is a self administered questionnaire.

HYPOTHESES

$H0_1$: There is no significant gap between the desired and the existing competencies.

IV. DATA ANALYSIS

RELIABILITY TEST

Cronbach's Alpha	N of Items
.846	40

Table no.4.1

Interpretation: The acceptable reliability results are 0.7 or above, here the variables of the study are reliable because the result is 0.846.

HYPOTHESES TESTING

H0₁: There is no significant gap between the desired and the existing competencies.

One-Sample Test

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Technical	62.348	79	.000	1.56500	1.5150	1.6150
Behavioral	62.839	79	.000	1.52125	1.4731	1.5694
Leadership and Command Skills	42.059	79	.000	1.26000	1.2004	1.3196
Intellectual Skills	35.795	79	.000	1.36125	1.2856	1.4369

Table no. 4.2

Interpretation: In the given results, there are four different tests that have been conducted: Technical, Behavioral, Leadership and Command Skills, and Intellectual Skills. In each test, the t-value, degrees of freedom, p-value, mean difference, and 95% confidence interval of the difference have been reported.

The t-values for all four tests are very large and positive, indicating that the sample means are significantly different from the hypothesized population means. The degrees of freedom are 79, which is the total sample size minus one. The p-values are all reported as 0.000, indicating that the differences between the sample means and the hypothesized population means are statistically significant at a significance level of 0.05. This indicates that the null hypothesis is rejected.

V. FINDINGS

- Among the respondents 60% were males, and 40% were females.

- About 65% of the respondents were aged between 25-35 years of age, 25% of them were between 35-45 years of age and 10% were 45 years and above.

- Most number of respondents fell under 5-10 years of experience, which was around 65%, followed by 10-20 years which were about 25%, and respondents having more than 20 years of experience were about 10%.

- The variables in the research turned out to be reliable at 0.846.

- The null hypothesis i.e. there is no significant gap between the existing and desired competencies was rejected because the t- test results of all four variables was 0.000 which is less than the significant level of confidence 0.05.

VI. SUGGESTIONS

- In order to improve performances of the bank employees, the bank should have job incumbent centres that are well capable of enhancing the core competencies.

- A thorough competency based training program should be devised in order to bridge the gap between the existing and desired competencies.

- The gaps should be immediately identified and worked on with a cost effective training program.

- The employees should be given ample time frame to practice and work on improving their competencies.

VII. LIMITATIONS

- Competencies are always dynamic in nature, may change as the situation of the organization changes.
- Result cannot be generalized to all the branches of Bank of Baroda.
- Employee bias in filling the questionnaire.
- The questions could come across as vague to the employees filing the questionnaire.

VIII. CONCLUSION

The competency based training need assessment indicates that there are significant difference in the desired and the existing competencies of the employees of the bank. This gap should be further analyzed and worked up on to design a cost effective and need based training program to improve the performance of the employees.

IX. REFERENCES

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