

Climate of Continuous Learning Practices Among Private Sector Banking Employees

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Abstract

In a modern economy, banks are to be considered not as dealers in money but as the leaders of development. They play an important role in the mobilization of deposits and disbursement of credit to various sectors of the economy. The banking system reflects the economic health of the country. The strength of an economy depends on the strength and efficiency of the financial system, which in turn depends on a sound and solvent banking system. The current process of transformation should be viewed as an opportunity to convert Private bank into a sound, strong and vibrant system capable of playing its role efficiently and effectively on their own without imposing any burden on government. At juncture the employees' continuous learning system is very essential and vital role in private banking sectors, so this study focuses to employees opinion regarding banking climate how for helpful to Continuous learning practices in private banking sectors.

Keywords: Climate, Continuous Learning, Private Sector Banking

Introduction

Organizational climate is most important in every organization as it is the shared perception of employees who work and live in the organization. Organizational climate is the atmosphere that employee perceives in their organization by practice, procedures which are developed on day-to-day basis. The perception of the employees of the various characteristics of an organization is known as the 'Climate' of the organization.

Organizational climate refer to attitudes, norms, values and feelings of employees towards their organization. Every organizations internal and external environment impacts on employees and management practices and behavior. Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization work. The survival and growth of any organization is directly proportional to the favorable climate in it. Employees in the organization have to be well conversant with culture, system and policies. This inculcates a sense of belongingness and commitment among employees and helps in the growth of organization.

Review Of Related Literature

Gani (2001) conducted a research work on "Correlates of Organizational Climate in Banking Industry". Data collected from employees of Kashmir banks with 10 dimensions of organizational climate they are: Interpersonal relationship, participative management, Formalization & Standardization, Training & Development, monetary benefits, Objectivity & rationality, scope for advancement, supervision, concern for welfare, safety & security. Study reveals that there is a significant difference in the organizational climate perception of employees belonging to private and public sector. It highlights that employees perceive different on dimensions of organizational climate with different intensities.

Jegajothi (2015) in their study entitled "A study on organizational climate and employee performance", .and they studied the relationship between working environment and employee performance. The objective of the study was

to find out the organizational climate to motivate and increase the organizational effectiveness. Study found a positive relationship between working environment and employee performance. Workplace behavior, work commitment, job level, job status, promotion, training and reward motivates employee's performance.

Loaloe Riad et al., (2016) had revealed that there was a significant difference between the private and public sector banks in Punjab with respect to Organizational Climate. It was found that the Organizational Climate is more favorable in private sector bank than that in the public sector banks. The study brought to light that training and development, scope for advancement, objectivity and rationality are very important dimensions to improve the Organizational Climate in the banks. The Organizational Climate of private sector bank executives perceived the climate more favorable than that in public sector banks.

Neha Gupta (2015) in her article stated in private sector bank, the executive perceive the climate as more favorable than public sector executives. She measured Organizational Climate with dimensions covering structure, Responsibility, Reward, Risk, Warmth, Support, Standard, Conflict and Identity.

Objective:

To explore the factors that impact the Banking Climate and its effects on the continuous learning behaviors of employees.

Research Design And Sample

This study focuses to private sector banking climate on employees' continuous learning practices. Convenience sampling technique is applied to this study because to measure Employees' opinion and perception of continuous learning practices climate. The data was collected from the 546 sample employees who were working from various private sector Banks namely there designations, Bank Teller, Bank Marketing Team/ Officer, Internal Auditor, Branch Manager, Loan Team / Officer and Data Processing officer. In this scenario, the study checks the importance and relevance of present conditions described by descriptive research. This study aims to describe the current scenario of continuous learning practices climate and for that, this method is appropriate.

Analysis And Interpretation

The study takes Path Regression Analysis of Banking Climate on Private Banking Sector

Table- 1: Model Fit Summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
Banking Climate	0.846	0.716	0.713	0.27725	1.710

Dependent Variable: Banking Climate

Model reveals that R- (Multiple Correlation Coefficients) value is 0.846. It is measuring the degree of relationship between the Banking Climate on Private Banking Sector and the predicted values like, 'There is a favourable climate for Learning' (BC -1), 'Employees' participation increases commitment level in the organization' (BC -2), 'Communication and interaction between employees improves interpersonal relationship at work place' (BC -3), 'Work environment is flexible to arrange employee work schedule to meet family requirements' (BC -4), 'Organization provides neat and healthy working condition to its employees' (BC -5) and 'Participative management is an effective mechanism to increase employee productivity' (BC -6).

R-Square (Coefficient of Determination) value is 0.716. It is more than about 71% of the variation of Banking Climate on Private Banking Sector is explained by the variation in the independent variables. Adjusted R-squared value is 0.713. It adjusts the statistic based on the number of independent variables in the model. That is the desired property of goodness-of-fit statistic. Furthermore, Durbin-Watson (DW) value exists $0 \rightarrow 4$ is good correction, ($0 \rightarrow 2$ is positive auto correction, $2 \rightarrow 4$ negative auto correction) here statistics shows 1.710, it is indicating positive auto correction, (i.e.) good correction.

Fig-1: Path Regression Analysis of Banking Climate on Private Banking Sector

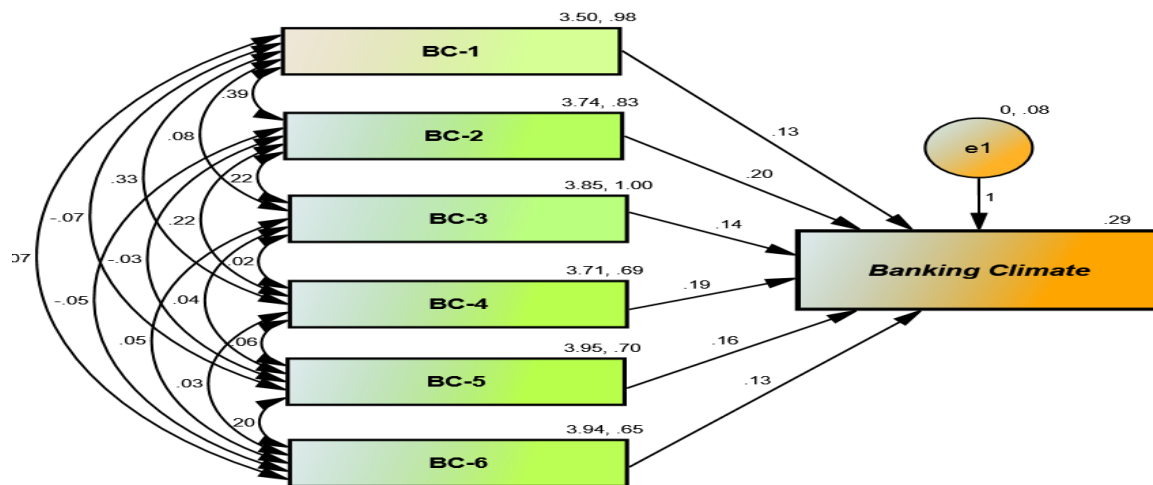


Table-2: Regression Weights for Banking Climate on Private Banking Sector

Regression Weights	Estimate	S.E.	C.R.	P-Value
Banking Climate <--- BC-1	0.131	0.014	9.339	0.000
Banking Climate <--- BC-2	0.199	0.015	13.246	0.000
Banking Climate <--- BC-3	0.137	0.012	11.208	0.000
Banking Climate <--- BC-4	0.188	0.016	11.909	0.000
Banking Climate <--- BC-5	0.164	0.015	11.062	0.000
Banking Climate <--- BC-6	0.129	0.016	8.313	0.000

Note: 0.000 is 1% significant level

The Path diagram represents the independent variables of the Banking Climate on Private Banking Sector, like, 'There is a favourable climate for Learning' (BC -1), 'Employees' participation increases commitment level in the organization' (BC -2), 'Communication and interaction between employees improves interpersonal

relationship at work place' (BC -3), 'Work environment is flexible to arrange employee work schedule to meet family requirements' (BC -4), 'Organization provides neat and healthy working condition to its employees' (BC -5) and 'Participative management is an effective mechanism to increase employee productivity' (BC -6). Here Path Regression analysis employed on all six variables; among them, all variables are highly significant at 1% α -significant level.

Findings

The significant variables are comparing with estimated values, the resulted that the first influenced Banking Climate on Private Banking Sector is 'Employees' participation increases commitment level in the organization' (BC -2), and the estimate value is 0.199. The second influenced variable is 'Work environment is flexible to arrange employee work schedule to meet family requirements' (BC -4), and the estimate value is 0.188. The third influenced variable is 'Organization provides neat and healthy working condition to its employees' (BC -5), the estimate value is 0.164.

Suggestions

1. With regard to Private sector bank should be concentrate more on rewards and recognition of employees, special incentives should be provided for those who are working for long hours and handling more responsibilities.
2. The banks should creating a high level of job satisfaction Providing a positive working environment, and Employee assessment committees are formed to assess employee performance feedback and special technical training sessions are conducted to enhance their learning practices.

Conclusion

The study concludes the Banking Climate on Private Banking Sector is 'Employees' participation increases commitment level in the organization' and 'Work environment is flexible to arrange employee work schedule to meet family requirements'. Furthermore 'the Banks provides neat and healthy working condition to its employees'.

Reference

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