



## **A STUDY OF EMPLOYEE TRAINING AND WELL BEING PRACTICES OF SELECTED BANKS IN INDIA**

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### **ABSTRACT**

*Human resource is very precious for any organization. Proper care of employees should be taken. Their satisfaction is of utmost important. Employee development is possible by proper training. Their well being is very important for their satisfaction. Many work problems may occur if employers do not take care of the needs of employees. Every person wants to grow further and also wants to get satisfaction while serving. Because nobody can work for a longer period in one organization for money only. So management of any organization must pay attention to employee training and well being practices. Objectives of this research paper are to study and understand such practices followed by the selected banks in India. Researcher wants to study, whether these selected banks are serious about the well being of their employees. A Business Responsibility Report (BRR) which is a part of annual report. It gives guidelines which companies needs to report on the actions taken by them regarding following of their business practices. BRR has 9 principles and third principle deals with employee wellbeing practices. Researcher has studied this principle followed by the selected banks. This research paper is based on secondary data. It has been seen by the researcher that the selected banks take into consideration well being of their employees, training is provided for upgrading their skills and a proper balance between work and life of a women employee is also taken care.*

**Key Words** - Well being, training and development, skill up gradation, BRR.

### **Introduction**

Now a day's Organizations are taking seriously the issue of the well-being of their workers. Many organizations have started taking care of their employees because they value that their most important resource i.e. human resource means their people. Some other organizations have started to look after these issues because it is becoming more and more clear that many workplace problems portray because of non paying attention to the needs of their workers. Employee development is also a part of employee well being if we consider the satisfaction factor of employees. They should be trained for the up gradation of their skills, knowledge for their betterment in job at the organization.

### **Literature Review**

#### **Concept of Employee Well being**

Employee well being is: 'that part of an employee's overall wellbeing that they recognize to be determined basically by work and can be influenced by work interventions'. Workers happiness is an important factor in shaping organization's long-term effectiveness. Productivity levels, general health and well-being i.e. happiness of the workers are directly related with each other. If workers are not satisfied it may lead to workplace problems such as anxiety, harassment, clashes, alcohol and drug abuse and mental health issues. If organizations want to make their workplaces more civilized and satisfying places then they



must focus on capable leadership, good communication system and learning and developing attitude.

**Training and development-** Training is a process of learning, a sequence of planned actions. It is application of knowledge. It includes developing their performance on the existing job or making them ready for an proposed job. Development is a related process. It includes not only those activities which bring about development in the personality but help individuals in the advancement towards maturity and actualization of their prospective capabilities so that they become not only good workforce but better men and women. Training a person for bigger and higher job is development.

### **Introduction of Business Responsibility Reporting**

A Business Responsibility Report gives a consistent system for companies to report on the actions followed by them towards implementation of accountable business practices. Business Responsibility Report provides basic information about the company, information related to its performance and processes, and information on ethics and core fundamentals of the Business Responsibility Reporting.

The given format of a Business Responsibility Report also gives a set of general reasons which the company can use for explaining their incapacity to adopt the business responsibility guidelines.

Following are the 9 principles of BRR: -

### **Principles of BRR**

**Principle 1:** Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

**Principle 2:** Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

**Principle 3:** Businesses should promote the wellbeing of all employees

**Principle 4:** Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

**Principle 5:** Businesses should respect and promote human rights

**Principle 6:** Business should respect, protect, and make efforts to restore the environment

**Principle 7:** Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

**Principle 8:** Businesses should support inclusive growth and equitable development

**Principle 9:** Businesses should engage with and provide value to their customers and consumers in a responsible manner

**Researcher wants to study and analyze 3<sup>rd</sup> principle for this research paper, details of it are as follows:-**

### **Principle 3: Businesses should encourage the wellbeing of all employees (Guidelines)**

1. Businesses should respect the right to liberty of association, participation, collective bargaining, and provide access to appropriate grievance redressed mechanisms.
2. Businesses should offer and retain one and the same opportunities at the time of staffing and also during the course of employment irrespective of caste, creed, gender, race, religion, disability or sexual orientation.

3. Businesses should not use child worker, forced worker or any form of involuntary worker, paid or unpaid.
4. Businesses should take care of the work-life equilibrium of its employees, particularly that of women employees.
5. Businesses should make available facilities for the safety of its employees including those with special needs. They should make sure timely payment of fair living income to meet basic needs and economic safety of the employees.
6. Businesses should offer workplace surroundings that is not dangerous, germ-free humane, and which upholds the self-respect of the employees. Business should talk about this provision to their employees and guide and instruct them on a regular basis.
7. Businesses should make certain constant skill and competency improvement of all employees by providing access to necessary learning opportunities, on an equal basis. They should encourage employee morale and career growth through enlightened human resource interventions.
8. Businesses should generate systems and practices to make sure a annoyance free place of work where employees feel safe and protected in performing their tasks.

### **Objective of the Research Paper**

This research paper aims to study and understand the practices followed by select banks in private sector in India relating to training and employee wellbeing during the year 2016-17.

**Research Methodology:** By taking into consideration objectives of research paper, the researcher has decided to take secondary data for this particular research paper. Secondary data refers to the data which researcher does not collect himself for his purpose. He receives that data from some other source, agency or office. In other words, this data has been collected already by some other source and an investigator makes use of it for his purpose. To get the required data, the researchers found that the 'Business Responsibility Reports' published by the companies as a part of annual reports would be the appropriate document.

BRR reports of selected 5 banks in private sector, from among the top listed companies based on capitalization in market at Bombay Stock Exchange (BSE) are analyzed to understand the practices followed in these establishments. The third principle which is related to 'Businesses should encourage the welfare of all employees' is been analyzed in this research paper.

**Names of the Banks –** The banks selected for study are as follows:-

- 1) HDFC Bank Ltd.
2. ICICI Bank Ltd.
3. Axis Bank
4. Kotak Mahindra Bank Ltd
- .5.Indusind bank Ltd.

### **Data Collection and Analysis:-**

#### **1. The Total number of employees. (As at 31.03.2017)**

Name of the bank	Number
Axis bank	56,617
HDFC Bank Ltd	84, 325
ICICI Bank Ltd.-	82,841
Kotak Mahindra Bank Ltd	33013( as on 31/3/16

Indusind bank Ltd	25,314
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**2. The Total number of employees hired on temporary/contractual/casual basis.**

Name of the bank	Number
Axis bank	17,819
HDFC Bank Ltd	Not mentioned specifically
ICICI Bank Ltd.-	394
Kotak Mahindra Bank Ltd	1239(as on 31.3.13)
Indusind bank Ltd	1773

**3. The Number of permanent women employees.**

Name of the bank	Number
Axis bank	12,787
HDFC Bank Ltd	14,540
ICICI Bank Ltd.-	22229
Kotak Mahindra Bank Ltd	6791(as on 31.3,13)
Indusind bank Ltd	4704

**4. The Number of permanent employees with disabilities**

Name of the bank	Number
Axis bank	37
HDFC Bank Ltd	Not mentioned
ICICI Bank Ltd.-	80
Kotak Mahindra Bank Ltd	NA
Indusind bank Ltd	7

**5. Do you have an employee association that is recognized by management?**

Name of the bank	Number
Axis bank	No
HDFC Bank Ltd	Yes
ICICI Bank Ltd.-	No
Kotak Mahindra Bank Ltd	Yes
Indusind bank Ltd	No

**6. Percentage of permanent employees who are members of this recognized employee association**

Name of the bank	Number
Axis bank	NA
HDFC Bank Ltd	284 (Number)
ICICI Bank Ltd.-	NA
Kotak Mahindra Bank Ltd	8.44%
Indusind bank Ltd	NA

**7. The Number of complaints involving to child worker, forced worker, non-voluntary worker, sexual harassment in the last financial year and awaiting as on the end of the financial year. –**



In case of **Axis Bank**- 32 complaints related to sexual harassment received during the year. 06 complaints were related to sexual harassment pending as at 31.03.2017 and no complaints related to child worker, forced worker, involuntary worker received during the year.

In case of **ICICI Bank** during the year, 95 cases were received and action was taken relating to harassment. The Bank does not have any kind of child labor/forced labor/involuntary labor and does not adopt any discriminatory employment practices. In case of **HDFC Bank**, The Internal Complaints Committee (ICC) investigated complaints which were reported and ensures resolution through a reasonable and transparent process. In the year 2016-17, cases were investigated by the ICC and effectively solved was 16. In case of **Indusind Bank**- 9 complaints were filed and resolved. So there is also no pendency of complaints. In case of **Kotak Mahindra Bank Ltd.** there is no any child labor, cases filed and resolved relating to sexual harassment were 7.

#### **8. Percentage of your under mentioned employees was given safety/security & training for skill gradation of skill in the last year-**

**In case of Kotak Mahindra bank Ltd.-** Percentage of employees covered with security and training for up gradation of skill (permanent employees) 82%, Percentage of employees covered with safety and training for skill up gradation (permanent women employees) 84% ,Percentage of employees covered with safety and training for skill up gradation (Casual/Temporary/Contractual) 62% , Percentage of employees covered with safety and training for skill up gradation (Employees with disabilities) Included in total number of employees.

In case of **Axis Bank**, 28,000 employees underwent 2 day behavioral training program as per their requirement of their grade and role challenge. Bank has tie up with 'Coursera, which is a world's largest online education company in order to initiate self learning.44, 872 employees certified through 'Banking on Compliance' program. 2,574 person-hours of training imparted on Code of Conduct and Ethics. Regular health checks up camps are conducted.

In case of **HDFC bank** during the year 2016-17, the average number of training hours per employee was 29.18.For women employee amenities like extensive motherhood leave and crèche for small children of employees near by the work place (in one of the hub location) is also provided. Health -Under the 'HDFC Bank Cares' initiative, the Bank conveys health-related information and tips through newsletters to all employees and seminars are also conducted. Women's safety is of utmost importance and all cases of harassment are treated with carefully and are resolved in time.

In case of **Indusind Bank** In the year-1580 women employees were trained through 38 sessions clocking 6120 man hours. No. of training programmes conducted was 1344, in which total participants were 3, 40188, total man hours achieved was 960161, average man hours per participant was 38 and average man hours achieved was 4.75. In case of fire safety fire evacuation drills and training programmes are conducted periodically at various locations of the Bank. Electronic Direct Mailers (EDM) on fire safety measures and emergency preparedness was shared with all employees in the year 2016-17 the bank conducted 2 hour fire safety training sessions for about 12800 employees through 780 sessions. In case of **ICICI Bank**, it conducts robust and periodic training like advanced and basic fire safety



training, first aid Employee health and safety is of prime importance to ICICI Bank. The Bank also focuses on capability building. The Bank has training centers where training programmes are designed to meet the current changing skill requirements of its employees. Orientation sessions for new employees, role specific functional academies, leadership mentoring programmes and professional development programmes for junior level to senior executives all form part of the trainings conducted. Employees are also provided access to a suite of e-learning programmes. In this year, the Bank delivered around seven and half man days of learning covering all employees, including permanent women employees and employees.

#### **Findings and Conclusion:-**

- In case of majority of banks there is no child worker, forced worker and involuntary worker.
- Cases relating to sexual harassment are solved then and percentage of pending cases is very few. Banks are trying to build systems and activities to ensure a harassment free place of work where employees feel harmless and protected in handling their responsibilities.
- Employee well being and safety is taken care by all the banks very seriously.
- Banks also take into consideration well being and balance in work and life of women employees.
- Programs involving training and skills up gradation are conducted by majority banks for all employees.

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