



ORIGINAL RESEARCH PAPER

Management

A STUDY ON TRAINING & DEVELOPMENT IN PUBLIC SECTOR BANKS

KEY WORDS: Training & Development, Banks, employees, and Human Resource Management.

Mr. Harshit Lad

Assistant Professor at Laxmi Institute of Commerce & Computer Application (BBA), Veer Narmad South Gujarat University, Surat (Gujarat).

ABSTRACT

Training & Development enable the employees to develop skills and competencies necessary to augment individual as well as Organization performance. Training & Development helps in acquire new skills and amplify the Job knowledge of employee working at different levels and also helps in overall personality development of the employee. In India the Banking sector has continuously gone through transformation due to change in Indian economy in early 1990's. The primary objective of research paper is to study the existing status of Training & Development programmes offered by Banks to their employees and secondary objective is to study the effectiveness of training & development programmes of employees in improving their skills.

I. INTRODUCTION:

Training: The main objective of any training programme is to provide knowledge and skills to the new employee and help them to attain a essential level to perform their job. For the existing employees it will help them to develop their capabilities to bridge the gap between existing performance ability and desired goals. It will also help employees to take higher responsibilities in future.

Development: Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. There are total five steps in employee development programme these includes consider your business goal, talk to your employee, decide what skills are needed and apply the new skills at the work place.

Definition of Training & Development:

According to **Campbell**, "Training courses are typically designed for a short-term, stated set purpose, such as the operation of some pieces of machinery while development involves a broader education for long-term purpose."

According to **Oatey (1970)**: "Training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization"

According to **Edwin B Flippo**, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

According to Gary Dessler: Training is the process of teaching new employees the basic skills they need to perform their jobs.

Difference between Training & Development

There is a vital difference between Employee Training and Management Development programme. Employee training is given to the employee for performing the technical and mechanical operations while management development programme helps in overall development of the employee which will broaden their Conceptual and philosophical concepts.

Table No.1

Point of Distinction	Training	Development
Participants	Non-managerial personnel	Managerial personnel
Contents	Technical and mechanical operations	Conceptual and philosophical concepts
Time period	Short-term on shot affair	Long-term continuous process
Purpose	Specific, Job related skills	Total personality

Nature of the process	Reactive process- to meet current need	Proactive process- to meet future needs
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II. Literature Review.

Different Organization provides different Training & Development programs for the improvement of their employees in areas of knowledge, skills and abilities. A Good research does not only provide knowledge on what has been done but also let us know about strength and weakness upon which one can build discerning and purposeful study.

Srimannarayana M. (2011) found that Training and Development is very important component in the modern Human Resource Management and the scope of training and development differ from one organization to another. The present study is based on primary data. Data is collected from 105 HR/Training professionals working in manufacturing, IT/ITES and service sector with a minimum experience of three year in their respective organization in the functional area of training and development. The study revealed that more than 75% of respondents have believed that performance improvements made because of training is an extremely valuable measure and 70.48% have believed that transfer of learning is extremely important. Almost (95.24%) respondents have mentioned that they collect feedback of the participants after completion of the training programme routinely. There is a gap between the measures that that are used actually in assessing training and development and HR/Training professionals do not have control over data that is required for measuring training and development.

Jadhav (2013) studied the training and development programmes undertaken by banks for their employees. The main objectives of the present study were to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected by the use of random sampling from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, and Dena Bank located in suburban area of Mumbai. It is concluded that private and public Indian banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

Purohit (2012) studied the existing policies practiced in cooperative banks to appraise the level of HRD practices, to assess the satisfaction level of employees about HRD practices particularly Training and development & Reward and recognition of employees. In the present study structured questionnaire via in-depth personal interviews is used to collect primary data. From large number of banks in Pune region 16 are selected for the study. Information was collected from 30 employees of different level. The study adopted random sampling with regard to the selection

of cooperative banks. The study revealed that training helps employees to gain better understanding in the area of Job and this will enhance their stock of knowledge. Extensive training providing the continuous development, such as on-the-job training, training programmes and workshops can be a driving factor for the activities in the firm. The present paper also suggests the ways & means by which the selected co-operative banks can improve their high performances of work practices.

Ramakrishna et al. (2012) have studied that Human Resource Development department has to play a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies and devise strategies, the actual functionaries have to show competence and effectiveness in executing the said policies and strategies. A sample of 85 employees covering all Canara bank branches in Kurnool District has been considered for the study at random. The study revealed that the employees have attended more training and development programmes, employees strongly agreed about the necessity of training and development programmes, majority of the employees rated trainer's preparation as good, employees rated trainers creating learning atmosphere and employees given overall rating for training and development programmes.

III. Objectives

1. To Study the existing status of training and development programmes offered by banks to their employees.
2. To study the effectiveness of training & development programmes of employees in improving their skills.

IV. Research Methodology

1. Population: - The population selected for this particular study is employees from State Bank of India, Dena Bank, Corporation Bank, IDBI Bank, from south Gujarat zone, Gujarat. Questionnaire were distributed and collected personally by the researcher.

2. Research Design: - The study is explorative as well as descriptive in nature.

3. Sample Design:-

The specifics of sample design,

1. Types of Universe - Finite
2. Sampling Unit - South Gujarat
3. Source List - SBI, Dena Bank, Corporation Bank, IDBI Bank
4. Size of Sample - 100

Tool for Data Collection:-

A Pilot testing was conducted initially by administering the questionnaire on around 10 numbers of respondents. The information was collected from the Bank employees at all the levels, Interview were conducted with the employees for gathering information on their perception about training and development.

Sources of Data: - The researcher comprises of both primary and secondary data. The primary data was collected by direct interview through questionnaire. The secondary data was collected from research publications, Books, standard journal and periodicals.

Research Instrument (Questionnaire Method):- The instrument was administered in the work places of each group. Data for the research work was collected using structured questionnaire which was distributed among different employees of different banks stated above.

V. Analysis & Findings

The data was analyzed to determine the effectiveness of training and employees perception levels.

Q.1 Training program helps in increasing the skills of the employees.

Opinion	No of Respondent	% of respondent
Strongly agree	69	69

Agree	27	27
Neutral	4	4
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

Interpretation: It can be understood from the above table that majority of 69% of employee strongly agree that training program helps in increasing their skills, 27 % of employee agrees, 4% of employees are neutral.

Q.2 Training and Development improves leadership and managerial skills.

Opinion	No of Respondent	% of respondent
Strongly agree	37	37
Agree	30	30
Neutral	20	20
Disagree	13	13
Strongly Disagree	0	0
Total	100	100

Interpretation: From the above it is concluded that only 37% of the employee strongly agree that T & D improves leadership and managerial skills, 30% of employees have agreed, 20% are neutral and 13% of employee disagree. So there is still scope for improvement.

Q.3 Training program improves trainee's commitment towards Job.

Opinion	No of Respondent	% of respondent
Strongly agree	63	63
Agree	30	30
Neutral	7	7
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

Q.4 Training program helps to acquire better Job satisfaction.

Opinion	No of Respondent	% of respondent
Strongly agree	74	74
Agree	26	26
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

Interpretation: It can be understood from the above table that majority of 74% of employees strongly agree that training program helps in Job satisfaction and 26% of employees have agreed.

Q.5 Training program contributes to improve interpersonal skills.

Opinion	No of Respondent	% of respondent
Strongly agree	56	56
Agree	19	19
Neutral	6	6
Disagree	12	12
Strongly Disagree	7	7
Total	100	100

Interpretation: It can be understood from the above table that majority of 56% strongly agree that training program contributes to improve interpersonal skills, 19% of employee have agreed, 6% of employee are neutral , 12% of employee disagreed and 7% of employees have strongly disagreed.

Q.6 T & D enhances the efficiency and effectiveness of the work being performed by employees.

Opinion	No of Respondent	% of respondent
Strongly agree	68	68
Agree	17	17
Neutral	6	6
Disagree	7	7
Strongly Disagree	2	2
Total	100	100

Interpretation: From the above table it can be concluded that majority of 68% of employees strongly agree that T & D enhances the efficiency and effectiveness of the work, 17% of employee have agreed, 6% of the employee are neutral, 7% of the employee disagreed and only 2% of the employee strongly disagree.

Q.7 Training helps employees in promotion & other monetary benefits.

Opinion	No of Respondent	% of respondent
Strongly agree	45	45
Agree	25	25
Neutral	20	20
Disagree	10	10
Strongly Disagree	0	0
Total	100	100

Interpretation: From the above table it can be concluded that majority of 45% employees strongly agree that training helps in getting promotion and monetary benefits, 25 % of employee agree, 20% are neutral, 10% of employee disagreed.

Bank needs to give promotion and other monetary benefits if there is improvement in employee work after training for motivation.

Q.8 Training program improves the ability to take quick decision.

Opinion	No of Respondent	% of respondent
Strongly agree	58	58
Agree	42	42
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

Interpretation: From the above table it can be understood that, majority of 58% strongly agree that training program helps in the taking quick decision and 42% of employee have agreed.

Q.9 Training programs helps in reducing the stress level of employee.

Opinion	No of Respondent	% of respondent
Strongly agree	29	29
Agree	38	38
Neutral	19	19
Disagree	4	4
Strongly Disagree	10	10
Total	100	100

Interpretation: From the above table it is concluded that only 29% of employee strongly agree that Training reduces stress, majority of 38% have agreed, 19% of employee are neutral, 4% of employee disagree and 10% of employee strongly disagree.

Banks should plan more effective Training programs in order to reduce stress level of employees

Q.10 Training helps in learning new methods and procedure for performing Job.

Opinion	No of Respondent	% of respondent
Strongly agree	37	37

Agree	63	63
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

Interpretation: From the above table it can be understood that, majority of 63% of employee agree that training helps in learning new methods and procedure for performing and 37% of employee have strongly agree.

Q.11 Training & Development helps in minimizing the faults in operation

Opinion	No of Respondent	% of respondent
Strongly agree	71	71
Agree	17	17
Neutral	10	10
Disagree	2	2
Strongly Disagree	0	0
Total	100	100

Interpretation: From the above table it can be understood that, majority of 71% of employee agree that training helps in minimizing the faults in operation and 17% of employee have agreed, 10% of employee are neutral and 2% of employee disagreed

VI. Conclusion

Every Organization need to have a well trained and experience person to perform the job effectively. In today's scenario as the Jobs are becoming more complex, the need for training has increased. Training can be considered as an Investment rather than cost to the company as competent person will work more effectively.

All the Banks have a good organization culture, excellent working environment and Competent Human Resource who are highly qualified and hardworking. Banks have provided training to all the employees of the departments. It can be concluded that Stare Bank of India, Dena Bank, Corporation Bank & IDBI Bank provides training and development program to the employees to enhance their knowledge and skills in order to increase their competency. Every Banks undertake training and development program to increase their efficiency.

APPENDIX

Questionnaire on Training & Development in Public Sector Banks

Dear Respondents,

Kindly go through the questionnaire and please tick the answer which is appropriate according to you.

The information is meant for only research purpose and I ensure you that response given by you will be kept strictly confidential.

Name of the Employee: _____

Designation: _____

Department: _____

Q.1 Do you agree that Training program helps in increasing the skill of the employees.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.2 Does Training and development improves the leadership and managerial skills?

- a) Strongly agree
- b) Agree

- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.3 Do you agree that Training program improves trainee's commitment towards Job?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.4 Training program helps to acquire better Job satisfaction?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.5 Training programs contributes to improve interpersonal skills.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.6 Training & Development program enhance the efficiency & effectiveness of the work being Performed by employee.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.7 Does Training helps employees in promotion & other monetary benefits?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.8 Training program improves the ability to take quick decision.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.9 Training and Development program reduces the stress level of employee?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.10 Do you think training helps in learning new methods and procedure for performing Job?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.11 Does Training & Development helps in minimizing the faults in operation?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree

- e) Strongly disagree

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