

“A Study of Training and Development Programmes in State Bank of India in Ambala District”

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Abstract

Training and development are amazingly energetic for ensuring effectiveness of the employees in an organization. This Research paper studies on Training and Development Programmes in State bank of India in Ambala District. The Purpose of this paper is to investigate and analyzed the effectiveness of training and development programmes for employees in banking sector. In this Paper it is descriptive in nature and data had been collected from various primary and secondary sources. Convenience sampling method is used for collecting the data. Data was collected through a questionnaire. The sample size for the study is 120 respondents. The Study is carried out in State Bank of Indian employees in Ambala district.

Keywords - Training, Development, Programmes, SBI, Employees, Banking Sector

I. Introduction

Training and Development Programmes is a vital component in human resource management practices. In this competitive world continuous training program is required for organizational effectiveness. Every day new method come into the Market. Nowadays training and Development system has become necessary for banks to upgrade their skills and knowledge in their human capital. The main objective of training is to improve knowledge, skills and provide proper direction to new as well as existing employees which help employees for better performing their jobs more efficiently. An organization's goal can be achieved only when organization have right type of people in right number and providing them effective working environment and proper training to gaining competitive advantage. Training and Development is important for progress of employees. Effective training and development program is the constant activities which are performed by the organization because competition is increasing day by day.

The State bank of India is Government-owned, public sector bank, Indian multinational and financial statutory body, headquartered in Mumbai. SBI is the senior and biggest commercial bank in India. It is the first bank who established human resource development department individually in their organization for their employee's capabilities and potential development. SBI has entrenched a amenable training system to bridge any type of gaps, increase its strengths and unlock the potential of the employees. Effective Training and Development Practices are one of the key factors of employees' development. Organized training and development helps in getting new skills, increased productivity, improve performance, tackle changes and shortcomings.

II. Review of Literature

Andrabi, U., & Chhibber, P. (2022) "Impact of Training and Development on the performance of Employees with special reference to corporate headquarter of J&K Bank Ltd" This Study revealed that Training and Development is indeed greatly desirable for efficient and resulting output in JK bank. Employees behavior plays a pivotal role in improving the productivity of any banking organization as discovered by a number studies. To keep pace with the rapidly changing scenario, employee training gains predominant importance and the organization should commit sufficient resources to increase the existing professional expertise. Due to the dynamic and changing banking environment, HR department needs to take care of appropriate and matching response to equip the work force to perform, accordingly in the new environment. This strategy helps to increase efficiency which has a direct and positive influence on the growth and productivity of the banks. Thus, Well Trained and Experienced manpower is an important organizational requirement to perform the assigned activities. Incorporation of personality development programmes like role play, group discussion and business games helps to cement and strengthen the superior and subordinate relationship.

Hamed M. & AL- Rawahi(2022) " A Research Study on the Impact of Training and Development on Employee Performance during Covid-19 Pandemic" The survey results demonstrate the significance of Oman Air training and development initiatives, which contributed to an increase in employee performance, skills, knowledge, productivity, belief in the ability of employees to make a contribution to the attainment of the company's objectives Training and development programs are seen as a high priority in the business, and the assessment of these programs is regarded as a vital step in assessing whether or not they have

an influence on the employees and the firm. The survey findings also revealed the effect of the COVID-19 epidemic on training and development. The COVID-19 pandemic has extraordinary hampered the skilling, upskilling, and reskilling of Oman Air personnel, apprentices, and interns. To counteract this consequence, Oman Air boosted online learning. The objective of the paper is to determine how training and development impact employee performance as a result of their participation.

M. Abu Daqar & m. Constantinovits (2021) “The Impact of Training on banks employee performance” This Study Shows that there is no significant relationship between training content and design with employee performance; while it shows a clear significant and direct relationship between training material and delivery with employee performance. The main aim of conducting this research work is to explore the impact of training on employee performance in banking industry in Palestine. The data for this study were collected from the permanent staff working in banks in Palestine through a questionnaire designed to achieve the objective of this study as main instrument to gather the primary data. 10 banks have been selected for this study. It also suggested that they have the direct impact on banking industry employee’s performance from the employee’ point of view, it help in disclosing the critical success factors that increase and improve the employee performance in these banking sectors.

Rani, P., & Bansal , A. (2020) “The Impact of Training and Development on Employees Performance and Productivity : A Case Study of Banking Sector” They Concluded that if organization want to survive in long run then, it is must that organization should have skillful and innovative employees to work and achieve organization as well as individual objective. The objective of this paper is to examine whether training and development has impact on employees’ performance and productivity. They suggested that training and development has positive effect on organizational performance & productivity. In this study we find that training leads to important benefits for individuals and organizational. On the basis of present study concludes that training& Development leads to important benefits for individual and rationalizations.

Kumari , G. (2019) “Influence of Training and Development programs in Banking Sector on the Performance of Employee” In this study they concluded that the performance of employee in banking sector is revealed by knowing the effect of training and development . In Banking sector , education and training is one of the prime tools for a staff member to become a better employee. They also concluded that employee’ turnover is less than public

bank and people have more secured jobs in public banks. The finding of this study that in case of SBI bank, majority of respondents (40%) were found to be masters. In case of ICICI bank, the majority of the respondents (40%) were found to be graduation. This shows that public sector banks have educated employees than private sector.

Bagdi, H. & Sharma, L. (2018) “The Impact of Training and Development on employees performance and productivity: A case study of Bank employees in Jaipur , Rajasthan (2018)” This Study contribute to the body of research on training and development in public sector banks of Jaipur, Rajasthan. This Study Contributes to a small but developing research literature on the training and development in selected region. They revealed that employees working in the public sector banks considered the training and development as a main factor of employee’ performance and productivity. They suggested that banks’ administrations interested in their productivity and efficiency is liable to conduct the training, keeping in view the age, gender and qualification of the respective employee so that maximum yield can be achieved.

Jyoti (2017) “Impact of Training and Development with Reference to Banking Sector in India” They Concluded that Public Sector banks undertake training and development programmes for their employees to enhance their efficiency. Banks provide training programmes to increase their knowledge and skills to satisfy their customers. Advance development of banking sector in India is the resultant of skilled manpower which is the outcome of training and development.

Akilandiswari P., & Jayalakshmi (2014) “A Study of Effectiveness of Training in Indian Banks” They Concluded that the training and development are continuous process in improving the calibre of employee. It is a systematic process of altering the behaviour of employees in a direction to achieve the organizational goals. This study also showed that the training and development programs help to achieve the customer satisfaction.

Rajeswari, T., & Palanichamy, P. (2014) “Impact of Training and Development on Employee Performance in Select Public sector organizations” They Suggested That the importance of training and employee satisfaction on public sector organization, which has not been agreeable with best practices considered. The best practices as a systematic levels of performance after training and employee development and knowledge development etc and

also Recommended that training process should be followed properly, public sector companies should help their organization to guide him in the search of better knowledge.

III. Objective of the Study

- To Examine present position of the training and development programmes of SBI employees.
- To investigate and analyzed the effectiveness of training and development programmes for employees in banking sector.
- To recommend effective measures for improvement of training and development programmes in order to enhance the employees performance.

IV. Research Methodology of the Study

Present research paper is of descriptive nature and the study involves bank employees from state bank of India in Ambala district. The Study is based on primary data collected through questionnaire filled by bank employees. Secondary data has been collected from research publications, journals, reference books, periodicals and internet. Convenience sampling method was used to collect data from 120 respondents from employees of SBI in Ambala district. Simple Percentage method has been used for data analysis.

V. Analysis and Interpretation of Collected Data

The data was utilized to analyze effectiveness of Training and Development Programmes for employees to occurrence their duties.

Table1: Training and Development Programme enhance productivity and performance of the employees as well as organization

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	80	66.67
Agree	20	16.67
Neutral	10	8.33
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 66.67% of the employees strongly agreed that training and development program enhance productivity and performance of the employees as well as organization, 16.67% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 8.33% of the employees are neutral.

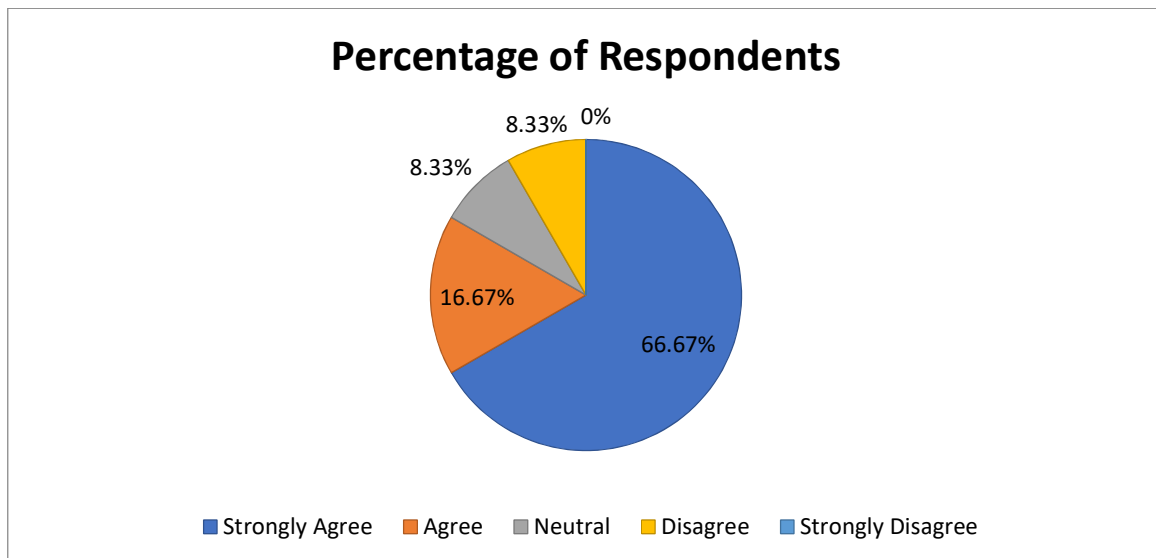


Table 2: Training and Development enhance the efficiency and effectiveness of the work being performed by employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	90	75
Agree	15	12.5
Neutral	6	5
Disagree	6	5
Strongly Disagree	3	2.5
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 75% of the employees strongly agreed that training and development program enhance the efficiency and effectiveness of the work being performed by employees, 12.5% of the employees have agreed, 2.5% of the employees strongly disagree, 5% of the employees are agreed and 5% of the employees are neutral.

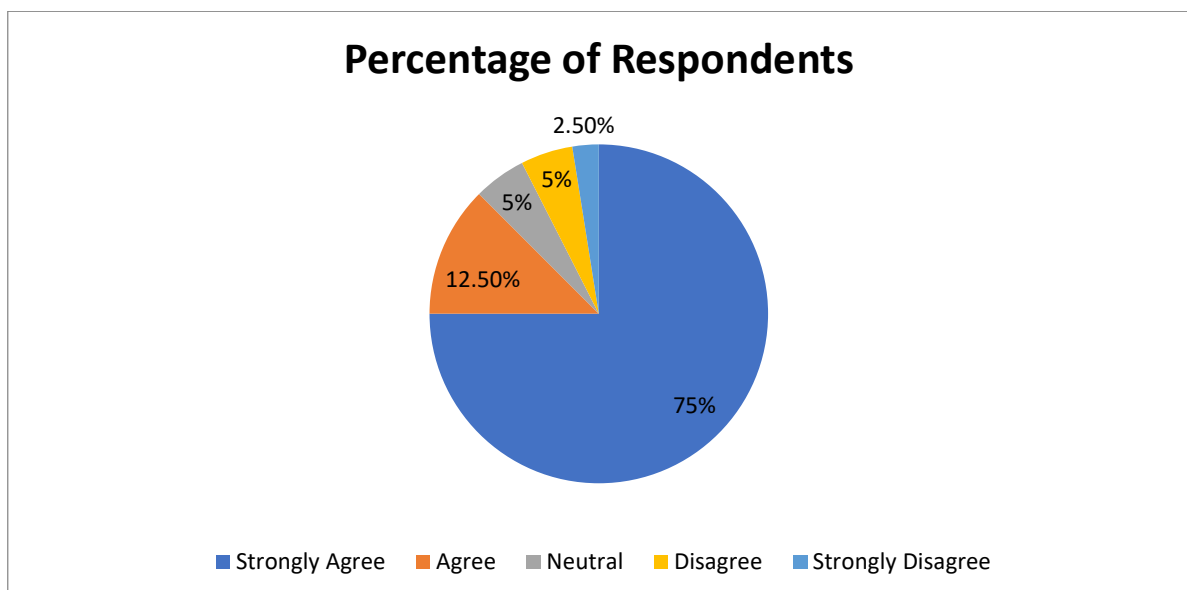


Table 3: Training and Development help employees in promotion and other monetary benefits

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	75	62.5
Agree	15	12.5
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 62.5% of the employees strongly agreed that training and development program help employees in promotion and other monetary benefits, 12.5% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.

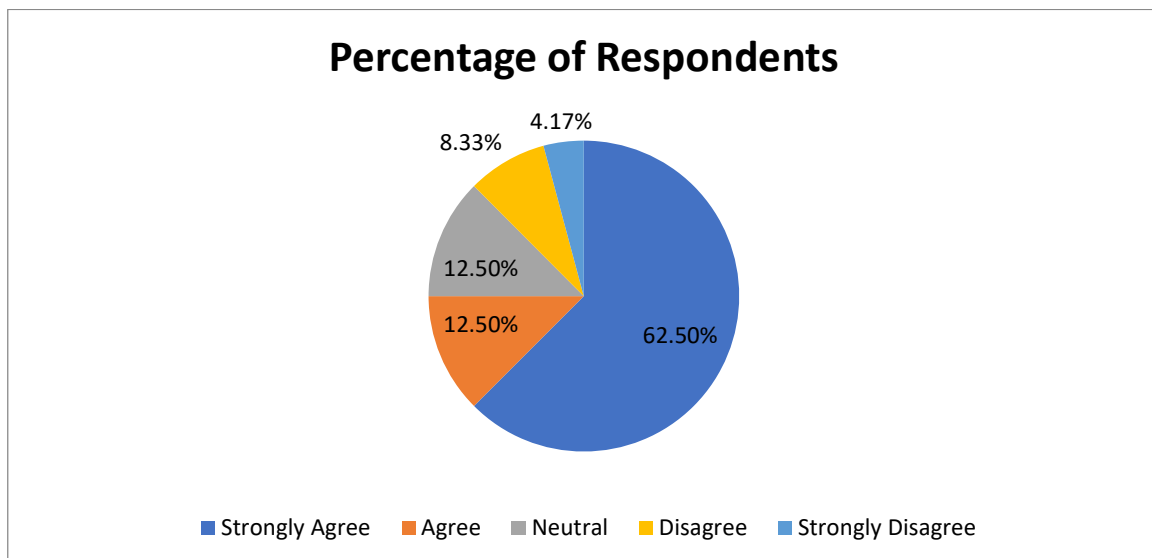


Table 4 : Training and Development improve the leadership and managerial skills

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	80	66.67
Agree	20	16.67
Neutral	10	8.33
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 66.67% of the employees strongly agreed that training and development program improve the leadership and managerial skills, 16.67% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 8.33% of the employees are neutral.

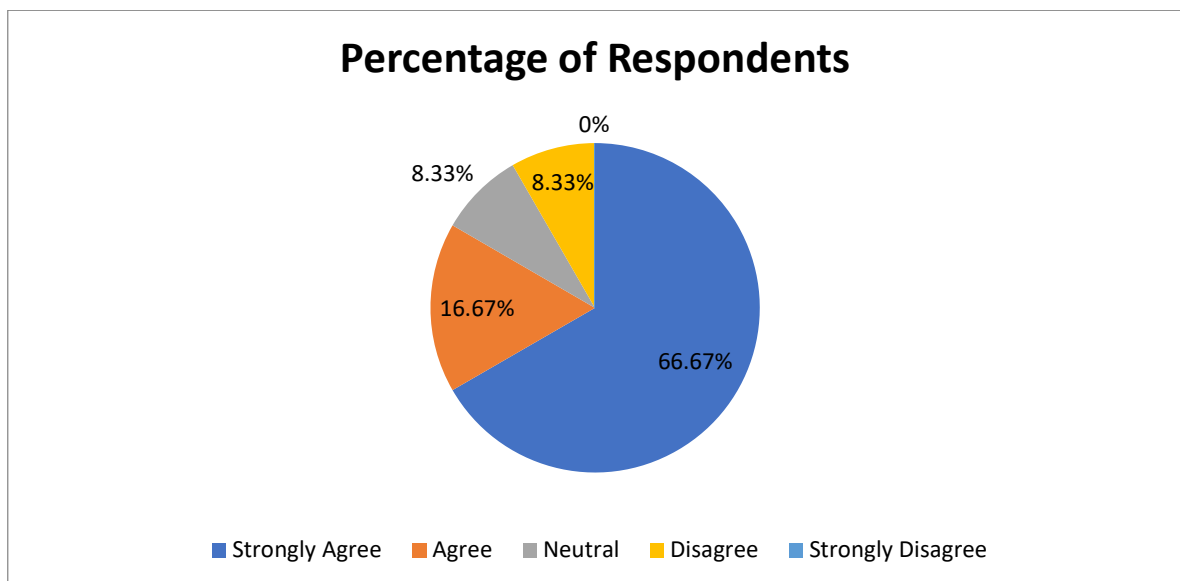


Table 5: Training and Development increases the skills of employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	80	66.67
Agree	20	16.67
Neutral	10	8.33
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 66.67% of the employees strongly agreed that training and development program increases the skills of employees, 16.67% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 8.33% of the employees are neutral.

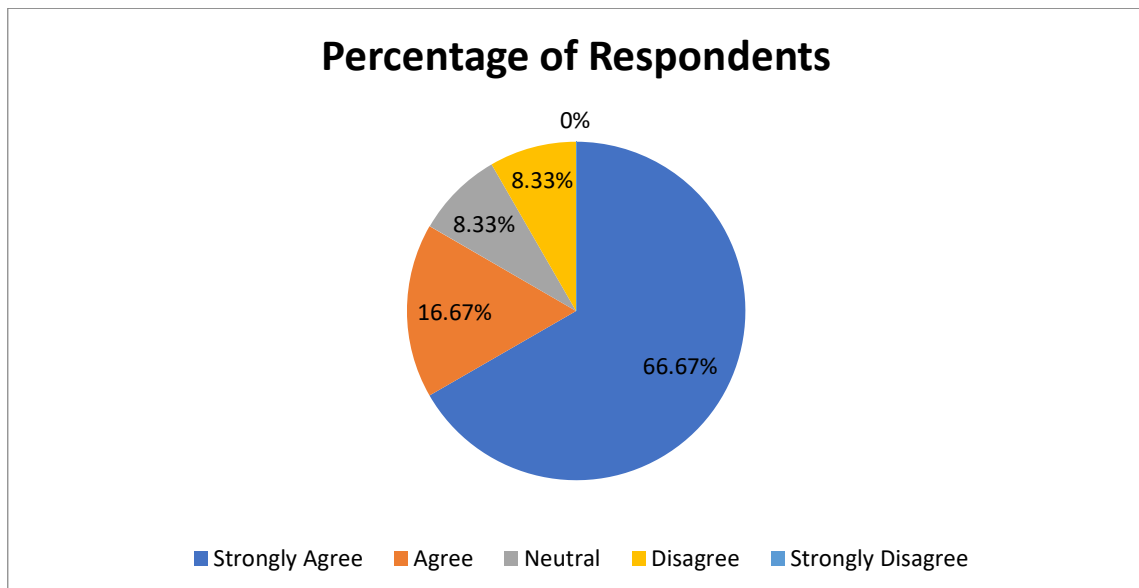


Table 6: Training and Development programs were relevant and essential for bank employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	75	62.5
Agree	15	12.5
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 62.5% of the employees strongly agreed that training and development program were relevant and essential for bank employees, 12.5% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.

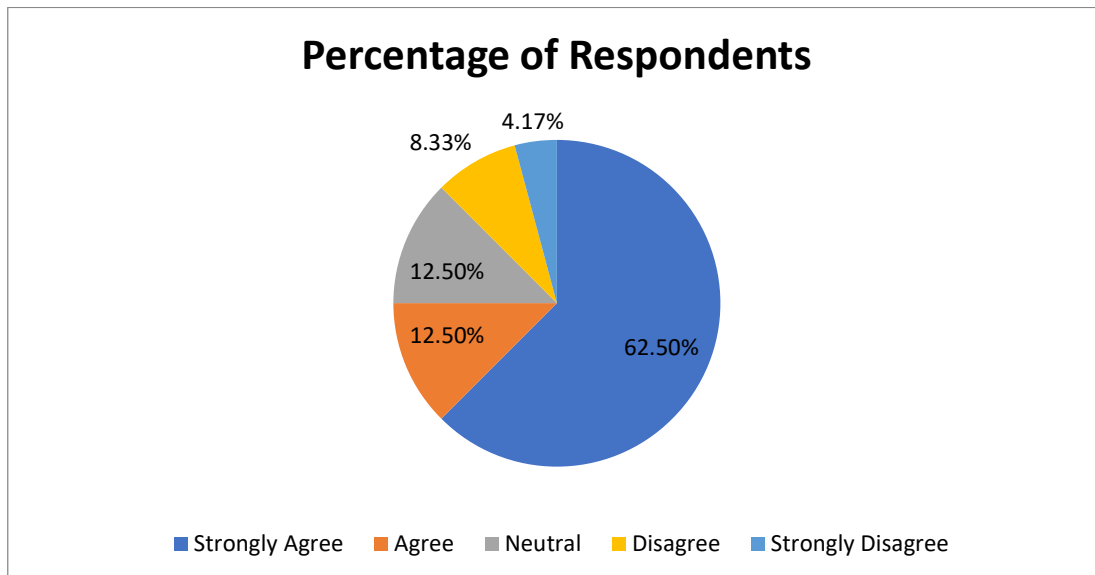


Table 7: Training and Development reduce the stress level of the employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	65	54.17
Agree	25	20.83
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 54.17% of the employees strongly agreed that training and development reduce the stress level of the employees, 20.83% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.

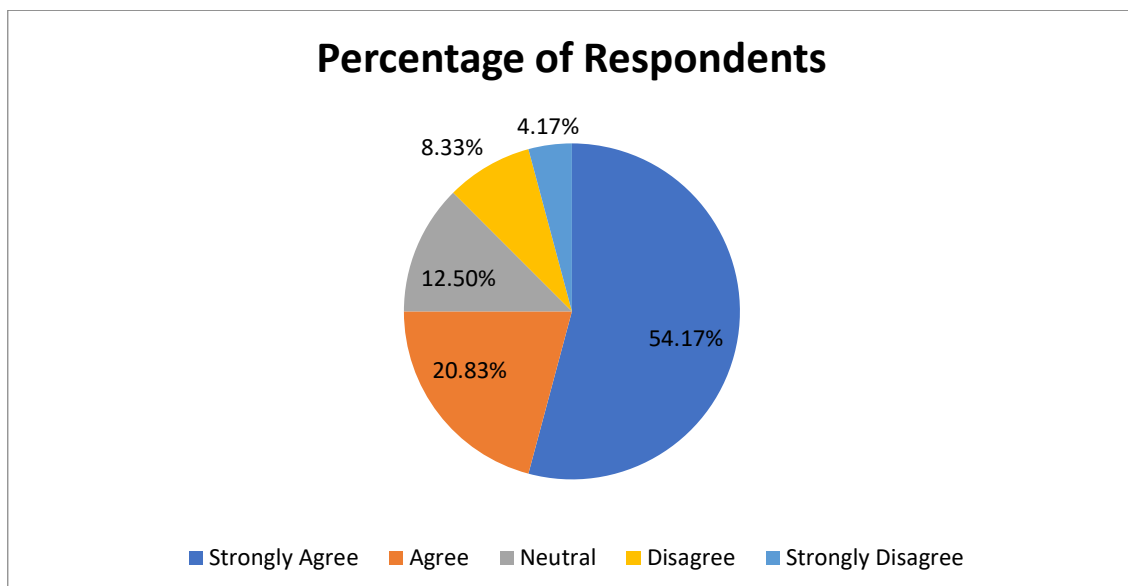


Table 8: Training and Development program boost up the morale of the employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	40	33.33
Agree	60	50
Neutral	10	8.33
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 33.33% of the employees strongly agreed that training and development program boost up the morale of the employees, 50% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 8.33% of the employees are neutral.

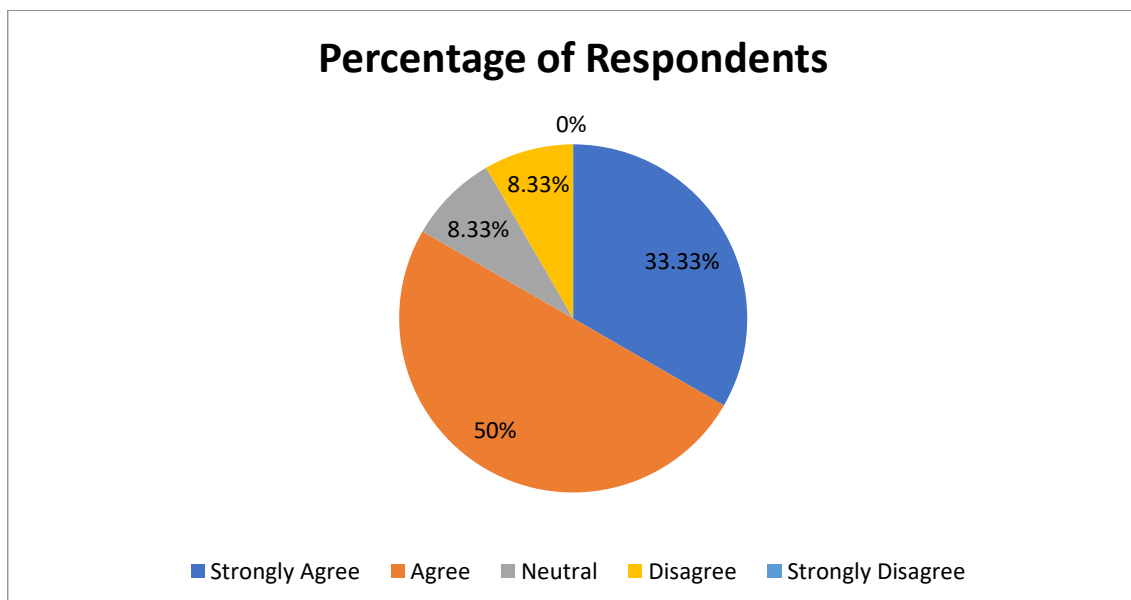


Table 9: Employees acquired technical knowledge and skill through training

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	75	62.5
Agree	15	12.5
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 62.5% of the employees strongly agreed that employees acquired technical knowledge and skill through training, 12.5% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.

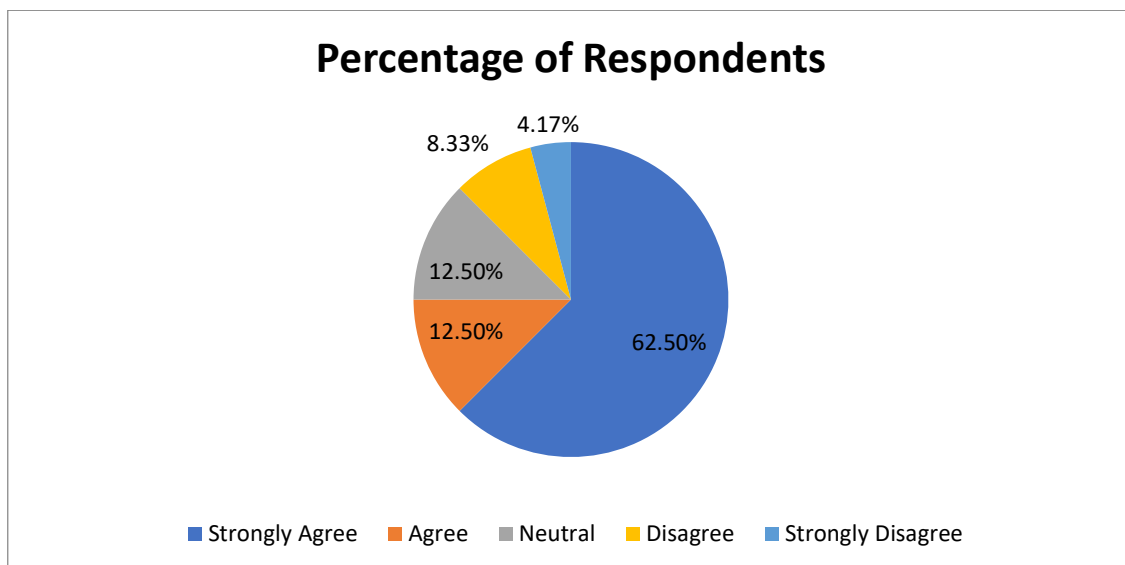


Table 10: Training and Development program increases organization stability and flexibility

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	75	62.5
Agree	15	12.5
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 62.5% of the employees strongly agreed that Training and Development program increases organization stability and flexibility, 12.5% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.

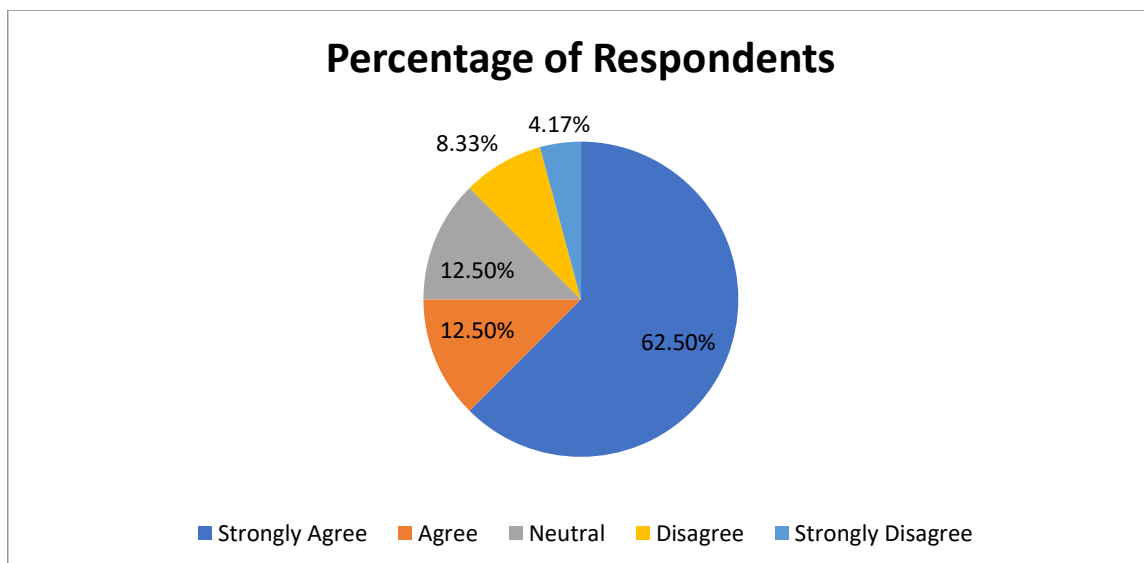


Table 11: Training and Development enhance the quality of services being performed by employees

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	30	25
Agree	75	62.5
Neutral	5	4.17
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 25% of the employees strongly agreed that Training and Development enhance the quality of services being performed by employees, 62.5% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 4.17% of the employees are neutral.

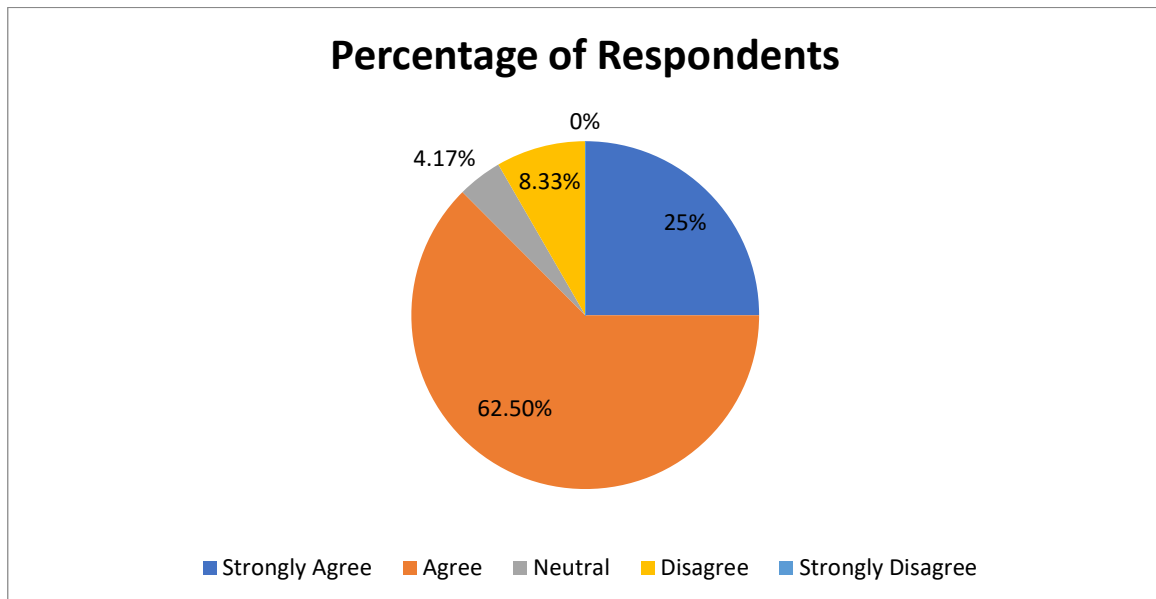


Table 12: Training and Development program helped employees to learnt the new method and procedures of performing job

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	40	33.33
Agree	60	50
Neutral	10	8.33
Disagree	10	8.33
Strongly Disagree	00	00
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 33.33% of the employees strongly agreed that training and development program helped employees to learnt the new method and procedures of performing job, 50% of the employees have agreed, 0% of the employees strongly disagree, 8.33% of the employees are agreed and 8.33% of the employees are neutral.

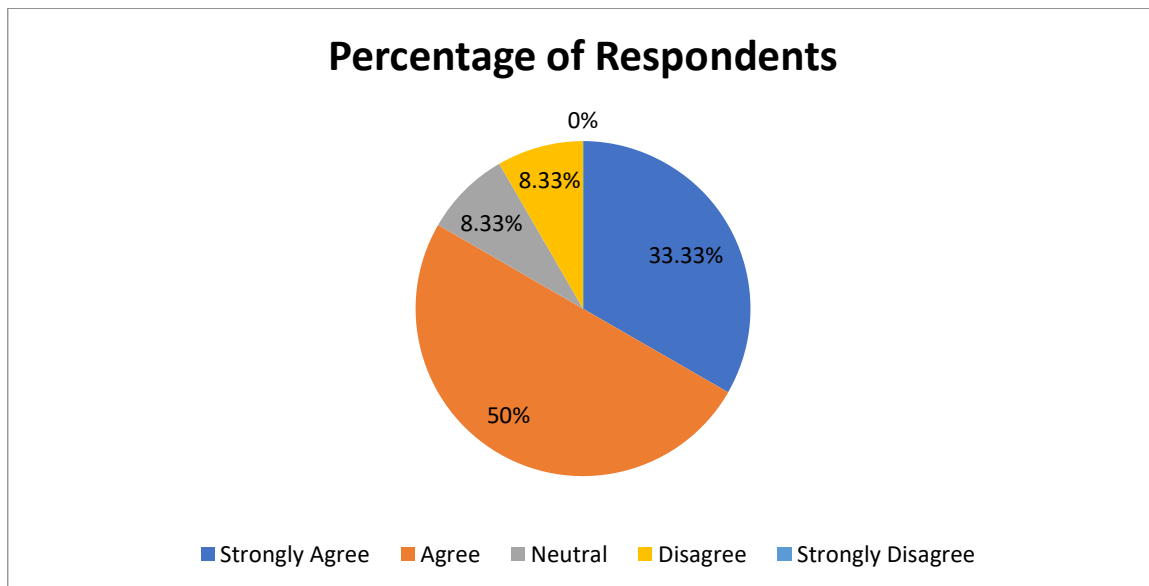


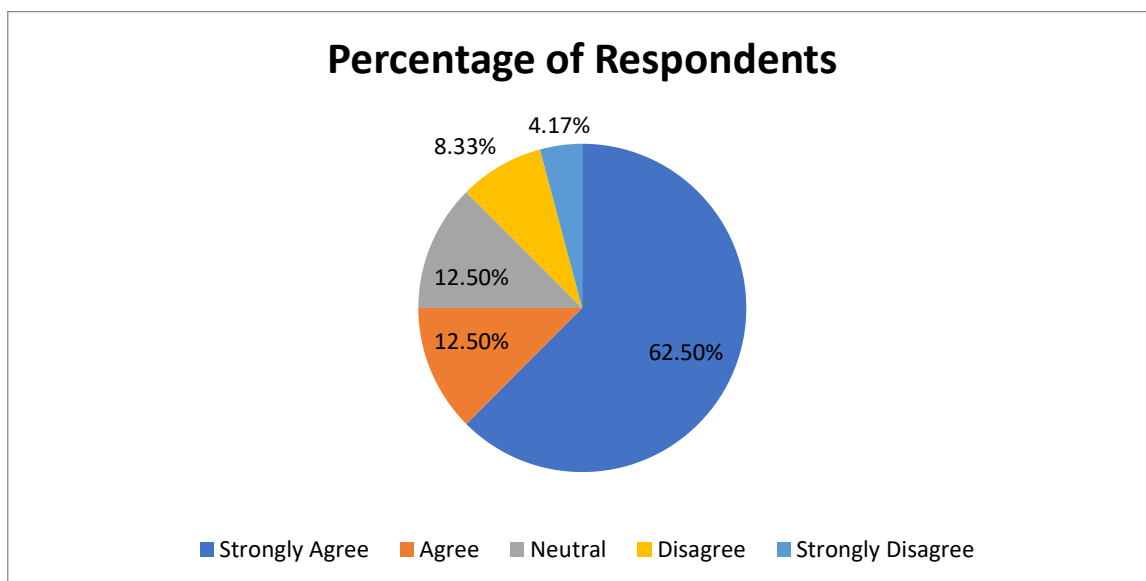
Table 13: Training and Development program helped to acquire better job satisfaction

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	75	62.5
Agree	15	12.5
Neutral	15	12.5
Disagree	10	8.33
Strongly Disagree	5	4.17
Total	120	100

Data: Survey Data(Primary)

Interpretation:-

It can be understood from the above table that majority of 62.5% of the employees strongly agreed that training and development program helped to acquire better job satisfaction, 12.5% of the employees have agreed, 4.17% of the employees strongly disagree, 8.33% of the employees are agreed and 12.5% of the employees are neutral.



VI. Findings

- 66.67% of the employees strongly agreed that training and development program enhance productivity and performance of the employees as well as organization.
- 75% of the employees strongly agreed that training and development program enhance the efficiency and effectiveness of the work being performed by employees.
- 62.5% of the employees strongly agreed that training and development program help employees in promotion and other monetary benefits.
- 66.67% of the employees strongly agreed that training and development program improve the leadership and managerial skills.
- 66.67% of the employees strongly agreed that training and development program increases the skills of employees.
- 62.5% of the employees strongly agreed that training and development program were relevant and essential for bank employees.
- 54.17% of the employees strongly agreed that training and development reduce the stress level of the employees.
- 50% of the employees have agreed that training and development boost up the morale of the employees.
- 62.5% of the employees strongly agreed that employees acquired technical knowledge and skill through training.
- 62.5% of the employees strongly agreed that Training and Development program increases organization stability and flexibility.
- 62.5% of the employees have agreed that Training and Development enhance the quality of services being performed by employees.
- 50% of the employees have agreed that training and development program helped employees to learnt the new method and procedures of performing job.
- 62.5% of the employees strongly agreed that training and development program helped to acquire better job satisfaction.

VII. Suggestions

- Continuing Training program for employees should be managed on regular basis.
- Evaluation on training program must be carried on at regular interval.
- Career planning and development programmes are to be evaluated and it should be definitely supervised.
- Training needs should be frequently evaluated by monitoring employees performance and feedback also.
- Training programs must be retained, maintained and updated in a appropriate manner.
- When trainer are selected, proper care should be taken.
- To make training more interactive and impressive, try to use more visual and audio aids.
- Continuous feedback must be provided to trainers and training should be carried out as on ongoing scheduled activity.

VIII. Conclusion

Training and Development is a energetic process where continues modification are important to make it appropriate and useful. SBI opinion that its people are its strength and will be key in helping its bank to face the new challenges in the fronts of knowledge, technology and changing trends in the national and global economics. Training is an assets rather than a cost to the organization. Every organization needs well-trained and knowledgeable people to carry out its activities and to obtain sustainable results. Banks provide training programmes to increase their knowledge and skills to satisfy the customer. Through effective training and development programmes employees learnt new method and techniques for a specific jobs. State Bank of India has a respectable organizational culture, prominent working environment and very valuable asset i.e. human capital is enthusiastic, hardworking, skilled, trained, capable workforce. State bank of India has offered training to all levels of employees at all levels of department. So it can be concluded that training and development programmes provided in state Bank of India are effective.

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