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THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN BANKING SECTOR - A CASE STUDY OF STATE BANK OF INDIA

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ABSTRACT

Training means the planned and organized activity to impart skills, techniques and methodologies to employees. It is a part of the HRD, along with the other HR activities, such as recruitment, selection and compensation. Therefore, Effective and efficient training program will improve the productivity of an employee. As training is an important part of Human Resource development process of an organization, banks are no exception to it. In India the banking industry becoming more competitive than ever, private and public sector banks are competing with each other to perform well. Since globalization, enormous amount of changes have taken place in banking industry in terms of its products and services. More innovative activity has gone into the process of human resource development, necessitating the need for employee training to adapt to the changing banking present context which we find as of today. The aim of this study is to examine the effectiveness of training and how employees perceive training in the banking sector. Quantitative method through questionnaire survey is used for data collection in which questionnaires are distributed to respondents. The study is carried out in SBI employees in Hyderabad Karnataka region.

KEYWORDS: Training, Effectiveness of Training, HRD in Banking sector, SBI

INTRODUCTION

Training is a vital role in learning process in an organization wherein an employee or worker acquires practical knowledge and skill to perform their assigned

job effectively and efficiently. Any training programme should be designed in such a way to instruct the step by step process of

performing every activity of a job. Before designing an ideal training programme, a thorough study of every job and its contents is necessary. A systematic comprehensive approach to find out the different ways and means of performing every task is necessary for designing an effective training programme. Since time, effort and materials are involved in carrying out every job, a training programme needs to concentrate on saving each of the above so as exercise control over the costs. Since labour cost is one of the significant ingredients of Prime Cost, every organization needs to concentrate on controlling cost of labour through effective training programmes.

OBJECTIVES OF THE STUDY

1. To examine the effectiveness of training on employees in improving their skills.
2. To ascertain satisfaction levels of employees on improving the present system.
3. To offer suggestions based on the findings of the study.

HYPOTHESES OF THE STUDY

1. There is a significant increase in the effectiveness after the training program.
2. The satisfaction levels of employees are improved after training program.

METHODOLOGY OF THE STUDY

Population:-

The population selected for this particular study is employees from state bank of India in Hyderabad Karnataka region. Questionnaire were distributed and collected personally by the researcher.

Research Design:

The study is explorative as well as descriptive in nature.

Sample Design:-

The particulars of sample design,

1. Type of Universe: Finite.
2. Sampling Unit: Hyderabad Karnataka
3. Source List: SBI Employees
4. Size of Sample: 200

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. Interviews were conducted with the employees for gathering information on their perception about training.

Sources of Data:-

The study will consist of both primary and secondary data. The primary data was collected by direct interview through questionnaire. The secondary data was collected from research publications, standard journal and periodicals.

Research Instrument – Questionnaire

Method:-

The instrument will be administered in the workplaces of each group. Data will be collected from the employees. Data will be collected using a structured questionnaire, which will be distributed in the workplace to employees in State Bank of India.

ANALYSIS AND INTERPRETATION

COLLECTED DATA

The data will be analyzed to determine effectiveness of training and employees perception levels

Table 1: Training program effectively contributed to improve ability in performing the job

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	100	50
Agree	54	27
Neutral	36	18
Disagree	10	5
Strongly Disagree	00	0
Total	100	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 50% of the employees strongly agreed that training program effectively contributed to improve ability in performing the job, 27.00% of the employees have agreed, 5% of the employees Disagreed and 18% of the employees are neutral.

Table 2: Training programmes were relevant and useful

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	110	55
Agree	50	25
Neutral	26	13
Disagree	12	6
Strong Disagree	2	1
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 55% of the employees strongly agreed that training programmes were relevant and useful, 25.00% of the employees have agreed, 6% of the employees Disagreed, 13% of the employees are neutral and 1% of the employees strongly disagreed.

Table 3: Trainees learnt the methods and procedures of performing job

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	60	30
Agree	100	50
Neutral	40	20
Disagree	00	0
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 50% of the employees agreed that they learnt the methods and procedures of performing job, 30% of the employees have strongly agreed and 20% of the employees are neutral.

Table 4: Training program helped trainee to perform the job with ease

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	70	35
Agree	110	55
Neutral	20	10
Disagree	00	0
Strong disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 55% of the employees agreed that training program helped them to perform the job with ease, 35% of the employees have strongly agreed and 10% of the employees are neutral.

Table 5: Training program improved trainee's commitment towards job

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	120	60
Agree	40	20
Neutral	24	12
Disagree	14	7
Strongly Disagree	2	1
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 60% of the employees strongly agreed that training program improved their commitment towards job, 20% of the employees have agreed, 7% of the employees Disagreed, 12% of the employees are neutral and 1% of the employees strongly disagreed.

Table 6: Training program helped to acquire better job satisfaction

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	80	40
Agree	100	50
Neutral	16	8
Disagree	4	2
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 50% of the employees agreed that training program helped them to acquire better job satisfaction, 40% of the employees have strongly agreed, 2% of the employees Disagreed and 8% of the employees are neutral.

Table 7: Training program contributed to improve interpersonal skills

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	60	30
Agree	130	65
Neutral	10	5
Disagree	00	0
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 65% of the employees agreed that training program contributed to improve interpersonal skills, 30% of the employees have strongly agreed and 5% of the employees are neutral.

Table 8: Training program improves the ability to take quick decisions

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	40	20
Agree	80	40
Neutral	36	18
Disagree	24	12
Strongly Disagree	20	10
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 40% of the employees agreed that training program improves the ability to take quick decisions, 20% of the employees have strongly agreed, 12% of the employees Disagreed, 18% of the employees are neutral and 10% of the employees strongly disagreed.

Table 9: Training program helped to reduce the difficulties in job

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	140	70
Agree	48	24
Neutral	10	5
Disagree	2	1
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 70% of the employees Strongly agreed that training program improves the ability to take quick decisions, 24% of the employees have agreed, 5% of the employees are neutral, 1% of the employees are disagree.

Table 10: Content of training program is valuable

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	160	80
Agree	40	20
Neutral	00	0
Disagree	00	0
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 80% of the employees strongly agreed that training program content is valuable and 20% of the employees have agreed.

Table 11: Trainees learnt the technological changes effected in job

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	100	50
Agree	74	37
Neutral	26	13
Disagree	00	0
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 50% of the employees strongly agreed that they learnt the technological changes effected in job, 37% of the employees have agreed and 13% of the employees are neutral.

Table 12: Communication skill improved after the training program

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	70	35
Agree	50	25
Neutral	48	24
Disagree	32	16
Strongly Disagree	00	0
Total	200	100

Data: Survey information

Interpretation:-

It can be understood from the above table that, majority of 35% of the employees strongly agreed that Communication skill improved after the training program, 25% of the employees have agreed, 16% of the employees Disagreed and 24% of the employees are neutral.

FINDINGS

1. 50% of the employees strongly agreed that training program effectively contributed to improve ability in performing the job.
2. 55% of the employees strongly agreed that training programmes were relevant and useful.
3. 50% of the employees agreed that they learnt the methods and procedures of performing job.

4. 55% of the employees agreed that training program helped them to perform the job with ease.
5. 60% of the employees strongly agreed that training program improved their commitment towards job.
6. 50% of the employees agreed that training program helped them to acquire better job satisfaction.
7. 65% of the employees agreed that training program contributed to improve interpersonal skills.
8. 40% of the employees agreed that training program improves the ability to take quick decisions.
9. 70% of the employees strongly agreed that training program helped to reduce the difficulties in job.
10. 80% of the employees strongly agreed that training program content is valuable.
11. 50% of the employees strongly agreed that they learnt the technological changes effected in job.
12. 35% of the employees strongly agreed that Communication skill improved after the training program.
13. 60% of the employees strongly agreed that training program concentrated on crisis management.
14. 60% of the employees strongly agreed that training program has improved self-confidence to tide over unexpected crisis.
15. 50% of the employees strongly agreed that better performance can be given compare to pre-training situation after training program.

SUGGESTIONS

1. Regular training program should be conducted for the employees
2. At regular interval the evaluation of training program should be carried out.

3. For evaluation process, **Kirkpatrick's Evaluation of Training Module** can be applied.
4. After each training program, feedback should be collected through questionnaire or any other means.
5. Based on the feedback collected, necessary modifications can be made.

CONCLUSION

Training is an Investment rather than a cost to the organization. The utilization of all other resources directly depends on efficient utilization of human resources. Every organization needs to have well-trained and experienced people to perform the activities that have to be done. As jobs have become more complex in the banking sector, the importance of employee training has increased. A key for obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation. Recognition of the training methods and measurement techniques are crucial for the organization's training success.

State Bank of India has a good organization culture, excellent working environment and a very Precious Asset (i.e. human capital) that is highly dedicated and hardworking; well qualified knowledge workforce. State Bank of India has offered training to its employees of all departments. Since majority of the employees are adaptable to changes and strive for self-development. From the analysis of the data it can be concluded that the training programmes offered in State Bank of India are effective.

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