

A Study on Training and Development in Public Sector Banks

Dr. Dinesh Bansal

ABSTRACT

The study presented suggestions to enhance the efficiency and effectiveness of training and development programs. It also discussed the various challenges that face the training and development industry due to the intense competition. According to the study, training and development are unavoidable in every sector. The research paper aims to examine the present status of bank training programs and their effectiveness in improving the performance of their employees. It also explores the factors that influence the development and implementation of these programs. The research paper is based on the data collected from the bank's employees through a questionnaire. The development of the banking system of India has been the central component of the country's financial progress. Since the 1990s, various changes have been brought about by the privatization, liberalization, and globalization of the industry.

Keywords: Training and Development, Banks, Human Resource Management, Employees.

Training And Development

Training:

The objective of a training program is to provide new employees with the necessary skills and knowledge to succeed in their jobs. Existing employees can also benefit from the training by improving their abilities to perform their duties efficiently.

Development:

An employee development program is designed to meet the specific needs of an organization and its employees. It can be carried out in various steps, such as reviewing the company's objectives and determining the individual needs. In addition to this, other factors such as the design and implementation of the program are also taken into account to evaluate its effectiveness.

Definitions of Training and Development

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".

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

Dale S Beach defined "Training is usually considered as the organized procedure by which people gain knowledge and increase skill for a definite purpose"

Differences between Training and Development

Employee training is different from management development or executive development.

While the former refers to training given to employees in the operational, technical and allied areas, the latter refers to developing an employee in the areas of principles, and techniques of management, administration, organization and allied ones.

Table – 1

Area	Training	Development
Content	Technical skills and knowledge	Managerial Behavioral skills and knowledge
Purpose	Specific and Job related	Conceptual and General Knowledge
Duration	Short term	Long term
For Whom	Technical and non-managerial personnel	Managerial personnel

Training and Development in banks

In Banks, there is a need for the continuous training and development of the staff in the areas of customer care services on operational aspects and behavioral aspects of the business. How are the needs identified? The training needs are assessed through task analysis and performance analysis, which can be conducted through surveys, or from the information furnished by the heads of the departments, customer complaints, even from the reports on 360 degree feedback systems. In case of a large banks, there are two ways of conducting training programmes – through an established department having a full time HRD functionary who oversees all the training and development functions of the Banks or through an external trainers coordinated by the HRD department. These days Banks have recognized the need for training and re-training their staff, in order to develop

a competitive edge over their competitors in delivering high quality services to the customers.

Traditionally, banks have recruited young school leavers, and their initial training was either long apprenticeship or on-the-job or formal training in basic routine operations. Aspirants to management position were encouraged to qualify professionally by reading for associate-ship of the Institute of Bankers or an equivalent qualification. It was argued that banking requires exercise of sound training and development programmes for their employees.

Literature Review

In every study a good literature review does not only provide knowledge about what has been done in the research area but also strengths and weaknesses upon which one can also build an insightful and purposeful study.

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.

Sthapit (2012) pointed out that the strategic human resource development factors affecting the evaluation of induction training effectiveness in Nepali banks. The study was based on the survey which was conducted during FebMarch 2012 on 104 low and middle level managers of Nepali development banks established from June 2001 to June 2010. The study revealed that induction training as most effective in terms of learning and least effective on the behavior change criterion.

Purohit (2012) studied the existing policies practiced in co-operative 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.

Srimannarayana M. (2011) in his study found that Training and Development is very important component in the modern Human Resource Management and the scope of training and development vary 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.

Nagar (2009) study the effectiveness of training programmes being conducted by the commercial banks in public as well as in the private sector. The area of study is limited to the staff training centers of State Bank of Bikaner & Jaipur and The Bank of Rajasthan Ltd. The data is collected through a structured questionnaire containing several questions relating to various aspects of training programme. The focus of the study is mainly the opinions of the trainees regarding various aspects of training like course duration, library facilities, trainer, teaching & computer aided programme and other infrastructural facilities and the calculated t values are less than table value of t, hence null hypothesis is accepted or hence there is no significant difference in the opinion of respondent at the two staff training centers.

Onattu (2005) explored that the need for qualified and trainable employee is recognized as an important factor to compete in the global market. This study was conducted to generate information that can be used by industry, policy maker and the consultants to develop appropriate training initiatives. The present study was based on primary data which collected with help of questionnaire filled by 50 respondents.

Objectives

1. To study existing status of training and development programmes banks for their employees.
2. To examine the effectiveness of training and development programmes for employees in fulfillment of their duties.

Research Methodology

Present research paper is of descriptive type and based on primary data collected through questionnaire filled by the bank employees. The secondary data includes reference books, journal, research papers and internet. Random sampling of 40 respondents from employees from different banks like SBI, Oriental Bank of Commerce and Punjab National Bank located in urban area of Sri Ganganagar.

Analysis And Findings

Table – 2

Statements	% Response of employees
Induction training is given adequate importance.	86% Very Good
Training programmes are well planned.	89% Very Good
Norms and values of the organization are clearly explained to new employees during induction training.	71% Very Good
Training programmes are periodically reviewed and improved.	90% Very Good
Employees acquired technical knowledge and skill through training.	80% Good
Training and development is based on genuine needs.	79% Good
Employees participate in determining the training needs.	65% Good
Training and development (T&D) increase the skill of employees.	89% Very Good
T&D enhance the quality of services being performed by employees.	76% Very Good
T&D satisfy the ego of employees.	79% Very Good
T&D enhance the efficiency and effectiveness of the work being	78% Very Good

performed by employees.		
T&D minimize the faults in operations.	81%	Very Good
T&D improve the leadership and managerial skills.	79%	Very Good
T&D reduce the stress level of employees.	73%	Very Good
Training and development stabilize the organization.	78%	Very Good
T&D help employees in promotion and other monetary benefits.	72%	Very Good

Conclusions

There is enough evidence to show that employees who were trained on a regular basis are the ones who provide a higher quality service to the customers. To develop an integrated and proactive training and development strategy there is requirement of coherent corporate culture rather than ad-hoc programs. In a service-oriented industry such as banking, people are among the most important assets and a bank must efficiently manage its employees during every phase of employment in this competitive arena. It is concluded that public sector 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.

References

1. Kunjukunju Benson (2008), “Commercial Banks in India” New Century Publication, New Delhi.
2. Jankiraman B. (2009), “Training and Development” Biztantra.
3. Sangwan D. S. (2009), “Human Resource Management in Banks” National Publishing House.
4. Jyothi P. and Venkatesh D.N. (2006), “Human Resource Management” Oxford University Press.
5. Pande Sharon and Basak Swapalekha (2012), “Human Resource Management” Pearson.
6. Raj Aparna (2011), “Training and Development” Kalyani Publisher.
7. Haldar Uday Kumar and Sarkar Juthika (2012), “Human Resource Management” Oxford University Press.
8. Rao P.L. (2004), “Human Resource Management” Excel Publishing House.
9. Shah et.al.(1984) “Human Resource Management in Banking Industry” South Asian Publisher New Delhi,.