



A CONCEPTUAL STUDY ON TRAINING AND DEVELOPMENT PROGRAM AT PUBLIC SECTOR BANKS

Dr. Sushma Tiwari

Faculty, Department of MBA(HRD), A.P.S.University, Madhya Pradesh.

Abstract

Training and development is the framework for helping bank employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. The present study aimed that to know the opinion on training and development programmes of bank employees in Rewa district. All employees want to be valuable and remain competitive in the labour market at all times. This can only be achieved through employee training and development.

The first objective of present paper is to study existing status of training and development programmes banks for their employees. The second objective is to examine the effectiveness of training and development programmes for employees in fulfilment of their duties. Present research paper is of descriptive type and based on primary data collected through questionnaire filled by the bank employees. The present paper explained how training and development strategies cope up with the existing challenges in the wake of severe competition in the training and development. The findings of the study suggest that training and development is inevitable and unavoidable in any sector.

Key Words: *Training and Development, Banks, Human Resource Management, Employees.*

Introduction

In every sector the accomplishment of any organization is tremendously rely on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. Some of the organizations think that employees are looking for only financial profits from their works. This statement neglects high significance that most of the employees placed there selves on the inherent benefits of their professions. Consequently, it is not just employee job satisfaction and retention but it has undesirable effects on the organizations. Every organization should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market. There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention (Colarelli and Monte 1996; Becker 1993). Irrespective of all discussion, most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$126 billion yearly on employee training and development (Paradise 2007). Training is an organized method of learning and development which expand the efficiency of individual, group, and the organization (Goldstein and Ford 2002). Development mentions the accomplishments leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term "training" to mention training and development.

Objectives of the Study

1. To know the opinion of the respondents on training and development measures.
2. To find out the effectiveness of training and development programmes among bank employees.

Literature Review

Internationally different companies provides training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career

opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O'Herron and Simonsen 1995). JC Penny, countrywide wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger 1999). Tires Plus, tire retailer based on Minnesota, established Tires Plus University to its employees to increase recruitment, retain employees of the store, and fill up the key positions and augments whole improvement of the employees. U.S. Tsubaki, Illinois, established UST University to provide and calculate training and organizational development programs that fulfill the organizational and individual needs of the organizations (Callahan 2000). All over the world different companies are providing different programs for the betterment and skill improvement of their employees which are based on same logic.

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 area of Rewa city.

Analysis and Findings

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 performed by employees	78% Very Good
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 services 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. Garger, E. M. (1999, November). Goodbye training, hello learning. *Workforce*, 78 (11), 35-42.
2. O'Herron, P., and Simonsen, P. (1995, May). Career development gets a charge at Sears Credit. *Personnel Journal*, 74 (5), 103-106.
3. Kunjukunju Benson (2008), "Commercial Banks in India" New Century Publication, New Delhi.
4. Jankiraman B. (2009), "Training and Development" Biztantra.
5. Sangwan D. S. (2009), "Human Resource Management in Banks" National Publishing House.
6. Jyothi P. and Venkatesh D.N. (2006), "Human Resource Management" Oxford University Press.
7. Pande Sharon and Basak Swapalekha (2012), "Human Resource Management" Pearson.
8. Raj Aparna (2011), "Training and Development" Kalyani Publisher.
9. Haldar Uday Kumar and Sarkar
10. Callahan, B. (2000, May). Life-long learning pays off. *Industrial Distribution*, 89 (5), 116.
11. Goldstein IL, Ford JK. (2002). *Training in Organizations*. Belmont, CA: Wadsworth. 4th ed.
12. Paradise A. (2007). *State of the Industry: ASTD's Annual Review of Trends in Workplace Learning and Performance*. Alexandria, VA: ASTD
13. Rosenwald, M. (2000, October 15). *Working*.