



# A STUDY OF TRAINING AND DEVELOPMENT PROGRAMMES IN STATE BANK OF INDIA – A CASE STUDY OF GORAKHPUR DISTRICTS

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## ABSTRACT

This paper studies on Training and Development programmes in State Bank of India. The objectives of the paper is to examine and analyzed the effectiveness of training and development programmes for employees in banking sector. The study adopts descriptive research design and it imbibes both primary and secondary data. Convenience sampling method is applied for collecting the data through administering a structured questionnaire which are distributed to respondents. The sample size for the study is 200. The study is carried out in State Bank of India employees in Gorakhpur region.

**Keywords: Training, Development Programmes, SBI, Employees, Banking sector.**

## I. INTRODUCTION

The banking sector is largest financial and efficient industry, which depends majorly on the human resources. The managing and maintaining of human resources is vital task for the HR department in the banks. Training and Development Programmes is a vital factor in human resource management practices. Nowadays Training and development System has become necessary for banks to upgrade the skills and knowledge in their human capital to an extent. Training enables employees to acquire new skills sharpen existing ones perform better increased productivity. Training and development programmes is to improve an employee's performance in an organization and also enhance the knowledge and skills in his/her through learning or by changing the attitudes in employees. Today, traditional HR practices are being transformed into innovative HR practices in banks.

The State Bank of India is Government-owned, public sector bank, Indian multinational and financial services statutory body, headquartered in Mumbai. It is the oldest and largest commercial bank in India in terms of assets, deposits, branches, customers and employees. It is the first bank who established Human Resource Development Department separately in their organization for their employee's capabilities and potential development. The bank has widespread training infrastructure comprising of 6 top Apex Training Institutes (API) and 51 Regional State Bank Institutes of Learning and Development (SBILDs). SBI have

established a responsive training system to bridge any gaps, increase its strengths and unleash the potential of all its employees. Effective training and development practices are one of the key factors of employees' development. Systematic training and development helps in acquiring new skills, increased productivity, improve performance, tackle changes and shortcomings.

Efficient and qualified human resources can manage the financial risks and customer satisfaction that banks have to take on regularly. The human resource department is responsible for finding such talented human resource and placing them in right position in the banks. Banking is mainly service based industry dealing with people. The importance of human resources management has increased day by day because the nature of the banking industry is mainly based on services.

## II. OBJECTIVES OF THE STUDY

- To study present status of the training and development programmes of SBI employees.
- To examine and analyzed the effectiveness of training and development programmes for employees in banking sector.
- To suggest certain effective measures for improvement of training and development programmes in order to enhance the employees performance.

## III. RESEARCH METHODOLOGY OF THE STUDY

The present research study adopts descriptive and exploratory research design and the study involves bank employees from state bank of India in Gorakhpur region. The data is collected from both primary and secondary source. Primary data has been collected through structural questionnaire which were personally distributed and secondary data has been collected from research publications, standard journal and periodicals. Convenience sampling method was used to collect data from 200 sampling units. For data analysis, simple percentage method has been used.

## IV. ANALYSIS AND INTERPRETATION OF COLLECTED DATA

The data were used to analyze effectiveness of training and development programmes for employees to discharge their duties

**Table 1: Training and development program enhance the efficiency and effectiveness of the work being performed by employees**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	140	70
Agree	40	20
Neutral	10	5
Disagree	10	5
Strongly Disagree	00	0
<b>Total</b>	<b>200</b>	<b>100</b>

*Data: Survey information*

### Interpretation:-

It can be understood from the above table that, majority of 70% of the employees strongly agreed that training and development program enhance the efficiency and effectiveness of the work being performed by employees, 20% of the employees have agreed, 0% of the employees disagreed ,5% of the employees are strongly disagree and 5% of the employees are neutral.

**Table 2: Training and development programmes helps in promotion and other monetary benefits**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	120	60
Agree	50	25
Neutral	10	6
Disagree	12	5
Strongly Disagree	08	4
<b>Total</b>	<b>200</b>	<b>100</b>

*Data: Survey information*

### Interpretation:-

It can be understood from the above table that, majority of 60% of the employees strongly agreed that training and development programmes helps in promotion and other monetary benefits, 25% of the employees have agreed, 6% of the employees neutral, 5% of the employees are disagreed and 4% of the employees are strongly disagreed.

**Table 3: Training and development programmes enhance the performance and productivity of the employees as well as organization**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	110	55
Agree	74	37
Neutral	00	00
Disagree	10	5
Strongly Disagree	06	3
<b>Total</b>	<b>200</b>	<b>100</b>

*Data: Survey information*

### Interpretation:-

It can be understood from the above table that, majority of 55% of the employees strongly agreed that Training and development programmes enhance the performance and productivity of the employees as well as organization, 37% the employees have agreed, 0% of the employees are neutral, 5% of the employees are disagreed and 3% of the employees are strongly disagreed.

**Table 4: Training and development programmes were relevant and essential for bank employees**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	110	55
Agree	70	25
Neutral	06	3
Disagree	14	7
Strongly Disagree	00	00
<b>Total</b>	<b>200</b>	<b>100</b>

*Data: Survey information*

**Interpretation:-**

It can be understood from the above table that, majority of 55% of the employees strongly agreed that Training and development programmes were relevant and essential for bank employees, 35% of the employees are agreed, 3% of the employees are neutral and 7% of the employees are disagreed.

**Table 5: Training and development programmes boost up the morale of the employees**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	56	28
Agree	128	64
Neutral	00	00
Disagree	12	6
Strongly Disagree	04	2
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

**Interpretation:-**

It can be understood from the above table that, majority of 64% of the employees agreed that training and development programmes boost up the morale of the employees, 28% of the employees have agreed, 6% of the employees disagreed, 0% of the employees are neutral and 2% of the employees strongly disagreed.

**Table 6: Training and development program helped to acquire better job satisfaction**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	52	26
Agree	122	61
Neutral	10	5
Disagree	12	6
Strongly Disagree	04	2
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

**Interpretation:-**

It can be understood from the above table that, majority of 61% of the employees agreed that training program helped them to acquire better job satisfaction, 26% of the employees have strongly agreed, 6% of the employees disagreed and 5% of the employees are neutral.

**Table 7: Training and development program contributed to improve leadership and managerial skills**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	134	67
Agree	56	28
Neutral	04	2
Disagree	04	2
Strongly Disagree	02	1
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

**Interpretation:-**

It can be understood from the above table that, majority of 67% of the employees strongly agreed that training and development program contributed to improve leadership and managerial skills, 28% of the employees are agreed, 2% of the employees are neutral, 2% of the employees are disagreed and 1% of the employees are strongly disagreed.

**Table 8: Training and development program reduces the stress and job related problems of the employees**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	120	60
Agree	56	28
Neutral	04	2
Disagree	16	8
Strongly Disagree	04	2
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

**Interpretation:-**

It can be understood from the above table that, majority of 60% of the employees agreed that Training and development program reduces the stress and job related problems of the employee, 28% of the employees have strongly agreed, 8% of the employees Disagreed, 2% of the employees are neutral and 2% of the employees strongly disagreed.

**Table 9: Training and development programmes increases the organization stability and flexibility**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	88	44
Agree	102	51
Neutral	10	5
Disagree	00	0
Strongly Disagree	00	0
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

**Interpretation:-**

It can be understood from the above table that, majority of 51% of the employees agreed that training and development programmes increases the organization stability and flexibility, 44% of the employees strongly agreed, and 5% of the employees are neutral.

**Table 10: Training and development programmes helped employees to learnt the new methods and procedures of performing job**

Opinion	No. of Respondents	Percentage of Respondents
Strongly Agree	168	84
Agree	20	10
Neutral	06	3
Disagree	04	2
Strongly Disagree	02	1
<b>Total</b>	<b>200</b>	<b>100</b>

Data: Survey information

## Interpretation:-

It can be understood from the above table that, majority of 84% of the employees strongly agreed that Training and development programmes helped employees to learnt the new methods and procedures of performing job 10% of the employees have agreed, 3% of the employees are natural, 2% of the employees are disagreed and 1% of the employees are strongly disagreed.

## V. FINDINGS

- 70% of the employees strongly agreed that training and development program enhance the efficiency and effectiveness of the work being performed by employee.
- 60% of the employees strongly agreed that training and development programmes helps in promotion and other monetary benefits.
- 55% of the employees strongly agreed that Training and development programmes enhance the performance and productivity of the employees as well as organization.
- 55% of the employees strongly agreed that Training and development programmes were relevant and essential for bank employees.
- 64% of the employees agreed that training and development programmes boost up the morale of the employees.
- 61% of the employees agreed that training program helped them to acquire better job satisfaction.
- 67% of the employees strongly agreed that training and development program contributed to improve leadership and managerial skills.
- 60% of the employees agreed that Training and development program reduces the stress and job related problems of the employee.
- 51% of the employees agreed that training and development programmes increases the organization stability and flexibility.
- 84% of the employees strongly agreed that Training and development programmes helped employees to learnt the new methods and procedures of performing job.

## VI. SUGGESTIONS

- Ongoing Training program for the employees should be conducted on regular basis.
- To develop and implement an integrated and proactive training and development strategy and sessions.
- Evaluation of training program must be carried out at regular interval.
- Career Planning and Development Schemes are to be implemented and it should be clearly monitored.
- Training and development programmes should have their concentration on basic elements like effective customer relationship management, talent management and stress management.
- After each training program, feedback should be collected through questionnaire, observation or any other methods.
- After the feedback collected, necessary changes and follow up actions can be made.



- Develop innovative and more flexible training programmes.

## VII. CONCLUSION

SBI believes 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 economies. Training is an investment rather than a cost to the organization. The effectiveness of all other resources depends directly on the efficient use of human resources. Every organization needs well-trained and experienced people to carry out its activities and to obtain sustainable results. Increasingly complex in the banking sector has increased the importance of employee training. For consistent success in training programmes, a systematic approach to measurement and evaluation is vital.

Training and Development Programmes enhance the efficiency and effectiveness of the employee's work. It has direct impact on performance and productivity of the employees as well as organization. Through effective training and development programmes employees learnt new method and techniques for a particular job.

State Bank of India has a decent organizational culture, outstanding working environment and a very Precious Asset (i.e. human capital) that is enthusiastic and hardworking; skilled, trained, capable workforce. State Bank of India has offered training to its all employees at all level at all departments. Most of the employees are adaptable to changes and strive for self-development. It can be concluded from the above analysis of the data that the training and development programmes offered in State Bank of India are effective.

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