

# A Study on Training Programme Effectiveness in Public and Private Sector Banks in Hyderabad

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**Abstract:** *Training and Development plays a strategic role in the process of Human Resource Development which contributes to the improving the competencies of employees. The core objective of the research was to explore the training programme effectiveness among the selected banks. This study aims to evaluate trainee's perception among selected banks both public and private banks training process. Apart from understanding the effectiveness of training programme. This study also provides insights into the various aspects of training such as training practices, benefits of participation in training for trainees both in public and private sector banks and it also emphasizes on the impact of different factors on employee performance. The study has been limited to employees of both public and private sector selected banks in the city of Hyderabad, Telangana. The present research paper is descriptive type and data collected is primary data in nature through questionnaire tool. The present paper reveals some findings and suggestions to enhance training and development strategies and to cope up with the present challenges in the wake of severe competition.*

**Keywords:** Human Resource Development, Competencies, Perception, Effectiveness, Employee Performance

## 1. Introduction

The Indian Banking Industry has undergone rapid changes during past two decades. The importance of banking is now considered as one of the larger financial service industry. Due to rapid technological advancements or innovations impacting workplaces, increasing services and facilities, safety & security imperatives of information system, challenges & opportunities, intense competition and economic reforms for the banks. There is a need for the work force to continuously update their knowledge and skills. Training and Development is essentially being one of the core part of Human Resource Development (HRD). It is the vital tool which contributes to the development of competencies among employees. An organization believes that dynamic people can build vibrant, successful organizations and effective employees can contribute towards productivity. Training programmes bridges the gap between the actual performance explored and the desired level of performance. As per Chellappa (1976), training is essentially the process of changing people their knowledge, skill, abilities, motivation, attitudes, behaviour through instruction, demonstration, practice, participation and other techniques. Therefore, the organization should continuously ensure that dynamism. Training is the act of increasing the knowledge, skills and abilities (KSA's) of an employee for performing a particular job. The major outcome of training is learning. Hence, it results in higher productivity and improvement in their organization's effectiveness.

Training effectiveness is the extent to which an activity fulfils its intended purpose to accomplish. It is a measure of how well the learning objectives have been met by the employees in an organization. Training effectiveness is determined by Kirkpatrick's four-stage model (1967) (a) Reaction: Trainees' reactions to the content and training process (b) Learning: knowledge, skills & abilities acquisition (c) Behavior: Change in Behavior (d) Results:

Improvements in outcomes such as productivity, turn-over, growth rate etc.

## 2. Literature Review

**Manjinder (2009)** examined the employee's perception regarding designing, implementation, and evaluation of the training and development programmes. This study focused on comparative analysis of training and development strategies in public and private sector banks. It has concluded that both public and private sector banks had aimed at understanding training designing part which was influenced by job requirement, technology advancement and internal mobility. Further concluded that both types of banks had used best possible methods for the training of their employees. She has that suggested training programmes should be more diversified. The benefits of these programmes should be extended to all employees working at different levels from time to time and e- training concept needed to be implemented in these banks.

**Sanjeev kumar and Yanan (2011)** as conducted theoretical and research study to explain the factors affecting the effectiveness of training programme in general are Participant/Trainee, Trainer Competencies, Training Material, Training content, Presentation Style, Training Schedule, Facilities, Infrastructure, Materials, Training & Working Environment etc. Apart of all these employees personal characteristics also affect training effectiveness.

**Jadhav (2013)** studied the training and development programmes among public & private sector banks for their employees. The main objectives of the study were to analyze effectiveness of training and development programmes for employees during accomplishing their duties to provide better services to customers. Banks provide training programmes to enhance their employee's knowledge, skills and abilities to provide better services to customers. It is concluded that public and private banks conduct training and

development programmes for their employees to increase their efficiency. It reveals that growth of banking sector in India is an outcome of enhanced employees through training and development.

**Kavita Rani (2014)** studied on Training and Development in Public Sector Banks pointed out that employees were trained on a regular basis to provide a higher quality services to the customers. The study revealed that integrated and proactive training & development strategy is required to inculcate coherent corporate culture rather than ad-hoc programs. In banking sector, customers are most important assets and as a bank must efficiently manage its employees during every phase of employment in this competitive era.

**Singh.P.(2016)** in his research paper deals about the impact of Liberalization, Privatization, Globalization and improved Information & communication technology on the transformation of Indian banking sector. The study is an attempt to study the effectiveness of training as well as performance appraisal practices of State Bank of India employees in Varanasi region. This study aims at to find out whether any relationship exists between training effectiveness and performance appraisal outcome in among SBI employees. The result of the study concludes that the significant relationship exists between training and performance appraisal system in SBI.

**Mind tools (2016)** explained about the effectiveness is the degree to which something is successful in producing desired results towards accomplishing organizational goals.

The most well-known and realistic model for measuring the effectiveness of training programs was developed by Donald Kirkpatrick.

**Ekta Srivastava and Dr. Nisha Agarwal (2017)** conducted a study on “A model of training effectiveness with employee performance as outcome – an empirical study of banking sector of Moradabad district”. This paper explains the strong relationship between effectiveness of training programme and performance of employees. Effectiveness of training programme was measured with three variables i.e., training design, method and delivery method, whereas employee performance was measured on the basis of following variables such as organizational commitment and motivation, Performance, Promotion and salary. The study reveals that employee performance highly determined by salary received by the employee and effectively designed training programme has the maximum impact on overall training & development effectiveness.

### 3. Objectives of the Study

- To understand the various aspects of Training programme followed by selected public and Private sector banks in Hyderabad.
- To determine the factors that impact on Training programme.
- To study of the effectiveness of Training programme among employees of public and private sector banks in Hyderabad.

### 4. Methodology

This study 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. The study was carried out in Hyderabad; Telangana state. The sample size considered was 200 through filled questionnaires. Only, four banks were considered for the study, amongst them 2 public sector and 2 were private sector banks. Using Random sampling method 200 employees as respondents were selected from different banks like SBI, Punjab National Bank, ICICI Bank and HDFC Bank located in Hyderabad city.

### 5. Conceptual Framework of factors Effecting Training Programme Effectiveness



Figure 4.1: Conceptual Framework of factors Effecting Training Programme Effectiveness

### 6. Analysis & Interpretation

#### A) General profile of respondents

Table 6.1: Gender of respondents among selected Public & Private banks

Gender	Public	Private	Total
Male	36%	33%	69%
Female	16%	15%	31%
Total	52%	48%	100%

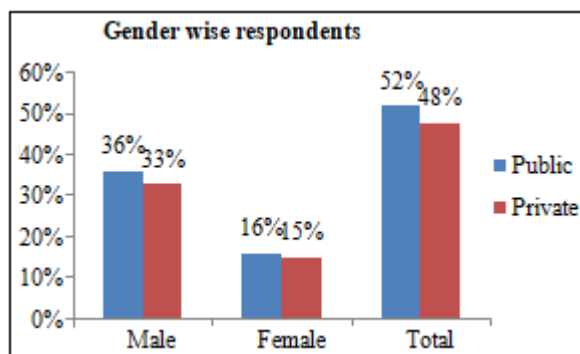
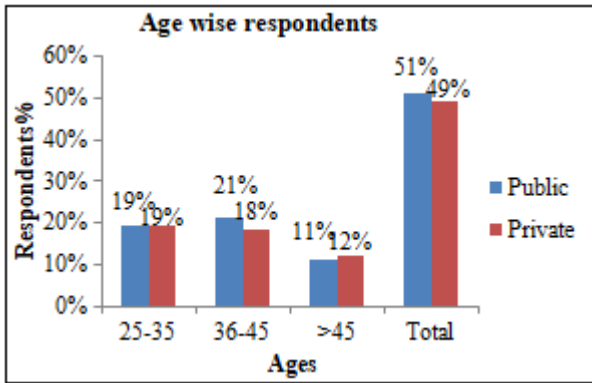


Figure 6.1

The table 6.2 shows that there are 200 respondents out of which 69% are male from public sector banks and 31% are female from private sector banks respondents.

**Table 6.2:** Age of respondents among Public & Private banks

Age (Years)	Public	Private	Total
25-35	19%	19%	38%
36-45	21%	18%	39%
>45	11%	12%	23%
Total	51%	49%	100%

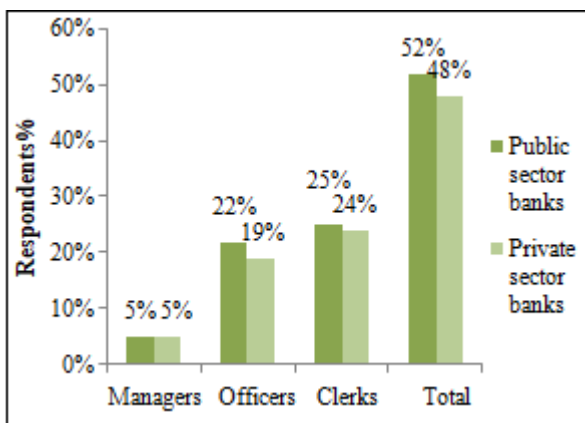


**Figure 6.2**

The above table shows that 28% of the respondents are at the age group from 18-25years, 32% respondents are from 25-30years of age, 28% of the respondents are from 30-35 years of age and 12% of the respondents are above 35 years of age.

**Table 6.3:** Designations of respondents among selected Public & Private banks

Particulars	Managers	Officers	Clerks	Total
Public sector banks	5%	22%	25%	52%
Private sector banks	5%	19%	24%	48%
Total	10%	41%	49%	100%



**Figure 6.3**

From the table 6.3 shows that there are 200 respondents, 10% respondents belong to the managers position, 41% respondents belongs to officers positions and 49% respondents belongs to clerks among selected public and private sector banks.

**B) Training Practices analysis among selected public & private bank employees:**

**i) Various aspects of training programme among public & private bank employees**

**Mean value and Standard Deviation for Various aspects of Training Programme**

**Table 6.4**

Dimension	Mean	Std. Dev
Whether Banking organization has well-defined training policy	4.26	0.728
Employees are sponsored for training based on need identification	4.16	0.695
Managers takes active interest in ensuring that employees to attend training	4.17	0.695
Facilities & infrastructure in the training centre were satisfactory level	4.34	0.744
Whether training was relevant to the job	4.17	0.695
Whether trainer was competent in conducting training programme	4.21	0.886
Aggregate Mean and Standard Deviation	4.22	0.74

**ii) Benefits of participation in Training by trainees among public & private bank employees**

**Table 6.5**

Factors	Mean	Std. Dev
To gain knowledge	4.67	0.473
Change in attitude	4.3	0.74
Promotions	4.2	0.75
To improve skills	4.2	0.75
Financial incentives	4	0.578

**iii) Methods of Employees Training in the Banking Organizations:**

**(a) On the Job Training**

**Table 6.6**

Category	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral	Total
Does your organization follows apprenticeship method of Training	44%	51%	2%	2%	1%	100%
Does your organization follows job rotation method of Training	38%	54%	3%	3%	2%	100%
Does your organization follows coaching method of Training	42%	52%	2%	2%	2%	100%

**(b) Off the Job Training**

Table 6.7

Category	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral	Total
Role playing Method of Training	39%	54%	3%	2%	2%	100%
Simulation Method of Training	34%	56%	7%	2%	1%	100%
Case Study Method of Training	44%	49%	3%	3%	1%	100%
Video Conferencing Method of Training	40%	51%	5%	2%	2%	100%
Internet Technology Base Training	47%	46%	3%	2%	2%	100%

### iii) Perceptions of Respondents on each Factor towards Training Programme:

Factors	Mean	Percent	Rank
Trainer Competencies (TC's)	4.62	100.00%	1
Training content (TC)	4.5	60.00%	2
Presentation style (TPS)	4.5	60.00%	2
Trainee personal Characteristics (TPC)	4.3	20.00%	4
Training plan & schedule (TPS)	4.3	20.00%	4
Training facilities & environment (TFE)	4.2	0.00%	6

## 7. Findings

- The study has revealed that majority of respondents were regularly participating in training programs conducted among selected banks. Overall the study observed that Banks are very much focused for training and development of its employee's activity for both employees and for the organization benefits.
- Major personnel factors of trainee that affect training programme effectiveness are three factors i.e. motivation, attitude and emotional intelligence emerged to be stronger and more responsible in making training effective.
- Organizations need to focus at how the training and development system is associated with the strategy of the organization.
- Trainers need to identify the aspects of training programs that need to be evaluated. So, as to maximize the performance that will lead to increase the learning abilities and skills of the trainees.
- The analysis of statistical data shows that the above training factors positively impact training effectiveness and Employee performance among the selected organizations.
- Finally, the study concluded with a suggestion that Training and development programs should be associated with the employee's career development. The study can also proceed further towards employee motivation and job satisfaction.
- Banks should identify specialized areas for certification of the staff manning key responsibilities such as Treasury operations, Risk management, Accounting and Credit management.

## 8. Conclusion

The study as provided empirical credence to understand the importance of training and development practices. But also has few implications for banking organizations to conduct a proper training need analysis to ensure that appropriate training and development practices are adopted leading to creating a learning environment in the organization which eventually contributes towards job satisfaction of employees through appropriate skills development for individual and organizational growth. This study is an attempt to investigate further the relationship between growth and the indicators of the effectiveness of training and development programmes in the banking sector.

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