

The Effectiveness Of Training And Development

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Abstract: *Training is a vital role in learning process in an organization where in 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 way to instruct the step by step process of performing every activity of a job. It is a part of HRD, along with other HR activities, such as recruitment selection and compensation.*

Training means the planned and organized activity to impart skills, techniques and methodologies to employees. Effective and efficient training programme will improve the productivity of an employee. It is a systematic process of altering the behavior of employees in a direction to achieve the organization's goals. A training programme is an effort by the employer to provide opportunities for the employees to acquire job related skills, attitudes and knowledge. In order to meet the ever-growing needs of business and household banking has to become dynamic and updated in modern scenario and also to take up this industry to the heights of international excellence requires best combination of new technology and skillful and talented manpower. Therefore most of the commercial banks either private or public adopt the training and development programmes at the time of induction, promotion and other situation through this research paper an attempt is made to learn that training and development exist in banks and their impact to generate efficiency of employees to cater to the need of their customers.

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 product and examine the effectiveness of training and how employees perceive training in banking sector. The present paper explained some suggestions to enhance training and development strategies and to cope up with the exiting challenges in the wake up severe competition in the training & development.

Keywords: *Training & developments, Banks, Customer satisfaction, and HRD in Banking sector.*

I. INTRODUCTION

Our study talks about training as a core solution for human resources development especially in India where labour is available with less matching training facilities. As a result of training the trainee learn new habits reigned skills and useful knowledge during the training that helps him improve performance.

India is emerging as an economy much ready to accept the challenges from eternal environment being one of the most consistently called developing countries. India has shown with times an urge to accept change when it was needed the most year 1991 marked a great change with arrival of major policy reforms in the form of deregulation, privatization,

dereservation, foreign investment expert promotion and import substitution so on these policies no lesser than a boon to Indian economy. It seems that most up the things have been done but only on papers that is as for as making policies are concerned but practical ground has not been touched completely.

Now days banking is no more conventional sector because many private and public banks are mushrooming with providing the best of banking under one roof. With drastic growth of banks it calls for efficient and well trained staff members to handle with the consumer need. Universal banks have become modern day's supermarket extending almost every facility of banking under one roof.

II. TRAINING AND DEVELOPMENT

TRAINING: The aim of any training programme is to provide instruction and experience to new to help them reach the required level of performance in their jobs quickly and economically. For the exiting staff training will help develop capabilities to improve their performance in their present jobs.

DEVELOPMENT: Employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness there are several steps in the process of management development

Basis	Training	Development
Content	Technical skill and knowledge	Managerial Behavioral skills and knowledge
For whom	Technical and non managerial personnel	Managerial personnel
Duration	Short term	Long term
Purpose	Specific and job related	Conceptual and general knowledge

Before designing and ideal training programme, a thorough study of every job and its content 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 material are involved in carrying out every jobs, 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 ingredient of prime cost, every organizations need to concentrate on controlling cost of labour through effective training programme.

OBJECTIVES OF STUDY

- ✓ To study how training and development programmes help to achieve customer satisfaction.
- ✓ To analyze effectiveness of training and development programmes for employees to discharge their duties.
- ✓ Offer suggestions based on the findings of the study.
- ✓ To ascertain satisfaction levels of employees on improving the present system.

III. LITERATURE REVIEW

The term “training” indicates the process involved in improving the attitudes, skills and abilities of the employees to perform specific job. Training helps in updating old talents and developing new ones. “successful” candidates placed on the jobs need training to perform their duties effectively.

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives:

- ✓ Individual Objectives – These objectives are helpful to employees in achieving their personal goals, which turn enhances the individual contribution to the organization.

- ✓ Social Objectives – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society
 - ✓ Organizational Objectives – Organizational objectives assist the organization with its primary objective by bringing individual effectiveness.
 - ✓ Functional Objectives – Functional objectives are maintaining the department’s contribution at a level of suitable to the organization needs
- Employee Development = Employee education + employee skill + training effectiveness + employee quality of work life

RamaKrishna et al (2012): have studies that Huan Resource Development department has to plat a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies abd devise strategies. A sample of 85 employees covering all Canera Bank Braches in Kurnool Distt has been considered for the study at random. The study revealed that the employees have attended more training and development Programme. Employees strongly agreed about the necessity of training and development programmes, majority of the employee rates trainer’s production as good employees rated trainers creating learning atmosphere and employees given overall rating for training and development programmes.

IV. HYPOTHESES OF THE STUDY

- ✓ There is a significant increase I the effectiveness after the training program.
- ✓ The satisfaction levels of employees are improved after training program

RESEARCH METHODOLOGY: Secondary data include reference book, journals research papers and internet. Data are collected from random sampling at 50 respondants from employees from different bankd like HDFC, ICICI bank of Baroda located in Kurukshetra.

ANALYSIS OF DATA: Analysis of opinional respondents regarding quality of topic covered & satisfactory level.

Opinion		Satisfactory level			Total
		Very satisfied	Satisfied	Neither satisfied nor unsatisfied	
Quality of topics covered	Excellent	8	8	2	18
	Good	12	13	7	32
	total	20	21	9	50

Table 1: Observed Count

Opinion		Satisfactory level			Total
		Very satisfied	Satisfied	Neither satisfied nor unsatisfied	
Quality of topics covered	Excellent	7.2	7.6	3.2	18
	Good	12.8	13.4	5.8	32
	total	20	21	9	50

Table 2: Expected Count

We calculated the expected frequencies by using the following formula-

$$\text{Expected frequency} = \frac{(r) \times (C)}{N}$$

Where, R = Row Total

C= Column Total

N= Total number of observation

We use the chi-square test (χ^2)

H_0 = there is no association between quality at topic covered and satisfactory level of employees (H_0 = null Hypothesis)

H_1 = There is association between quality at topic covered and satisfactory level of employees (H_1 = Alternative Hypothesis)

We complete the χ^2 - value by using the following formula

$$\chi^2 = \{[(O - E)^2 / E]\}$$

Computation at chi-square Test.

(O) Observed frequency	(E) expected frequency	(O-E)	(O-E) ²	(O - E) ² /E
8	7.2	0.8	0.64	0.0889
12	12.8	-0.8	0.64	0.05
8	7.6	0.4	0.16	0.0210
13	13.4	-0.4	0.16	0.019
2	3.2	-1.2	1.44	0.45
7	5.8	1.2	1.44	0.2482
				0.871

Table 3

Calculated value = 0.870

Degree of freedom = (R-1) (C-1)
= (2-1) (3-1)
= 2

Level at significance = 5%

Tabulated value for $\nu=2$ = 0.920

The calculated value is less than the tabulated value so null Hypothesis is accepted

There is no association between quality at Topic covered in training Programme and Satisfactory level of the employee.

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

Table 4

Interpretation – It can be understood from the above table that majority at 50% of people agreed that the training program helped them to acquire better job satisfaction

Training programme helped to reduce the difficulties

Opinion	No of respondents	Percentage of respondents
Strongly agree	140	70
Agree	48	24
Neutral	10	05
Disagree	2	01
Strongly disagree	00	0

Total	200	100
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Table 5

Interpretation – Above table shows that majority at people which is 70% at totally are strongly agreed that training program the difficulties in Jobs. Only 1% employees are disagree

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

Table 6

Interpretation – Above table shows that 35% employees are strongly agree that communication skill is improved after the training program. While 25% are agree with this.

FINDINGS

- ✓ 50% at the employees agreed that training programme helped than to acquire better job satisfaction
- ✓ (2) 70% at the employees strongly agreed that training program helped to reduce the difficulties in job
- ✓ (3) 35% at the employees are strongly agreed that communication skill improved after the training program.

SUGGESTION

- ✓ After each training program feedback should be collected through questionnaire or any other means
- ✓ based on the feedback collected necessary modification can be made
- ✓ Regular training program should be conducted for the employees.
- ✓ For evaluation process, Krikpatrick's evaluation of training module can be applied
- ✓ At regular Interval the evaluation of training program should be carried out.

Training program can also be explained by the popular A-C-M-E-E approach

A= Aims (need and objectives of training)

C= Content (What should the training program covered)

M = Method (selecting suitable training method)

E = Execution (Who?, When?, Where?)

E= Evaluation (How performance will be evaluated)

For achieving objectives of training programme should be well planned, properly executed and well co-ordinated

V. 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. Every organization needs to have well trained and experienced people to perform the activities that have to be done. With the

use of training & development programme the Knowledge of employees is updated and it enhance their personal skills and it helps in avoiding managerial obsolescence. And it is easier for the management to evaluate the job performance and accordingly take decisions like employee promotion, rewards, compensation welfare facilities etc These training program also helped the managers in succession planning, employee retention and motivation It creates efficient and effective employees is organization. The need for training & development is determined by the employee's performance deficiency computed as follow:

Training and development need = standard performance – actual performance

Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are personality development, soft skill development interpersonal relationship, problem solving technique quality improvement programs, quality circle programs time management skills employee efficiency programs etc State bank of India has offered training to its employees of all department since majority of the employees are adaptable to change and strive for self development from the analysis of the data it can be concluded that the training programs offered in State Bank of India are effective.

It is concluded that public sector banks undertake training and development programs for their employees to increase their efficiency. Bank provide training programmes to enhance their knowledge and skill to satisfy the customers growth of

banking sector in India is the result at skilled manpower which is the outcome of training and development.

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