

A STUDY ON TRAINING AND DEVELOPMENT IN PUBLIC SECTOR BANKS

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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 work force so that the organization and individual employees can accomplish their work goals in service to customer.

Transformation in the Indian Banking industry, ever increasing competition, fast moving and complex world of latest technology have compelled banks to think of and to adopt themselves to the changing banking environment. There is need to develop the competencies i.e. Skill, knowledge and attitude among the bank staff to make them more suitable to the changing conditions, through proper Training and Development programs.

The present study aimed that to know the opinion on Training and Development at private sector banks employees. All the employees want to be valuable and remain competitive in the labor market at all times. This can only be achieved through employee training and development. Employees will always want to develop care-enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well trained and developed staff will be a valuable asset to the banks and thereby increasing chances of his efficiency in charging his or her duties.

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

INTRODUCTION OF TRAINING AND DEVELOPMENT

In Banking Sector, Training and Development is one of the important tools which transfer an employee to a better employee. The training refers to the acquisition of knowledge, skills and knowledge that to relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at technical colleges and polytechnics. In addition basic training and development required for a trade, occupation or profession, observers of the labour-market recognize today the need to continue training beyond initial qualification to maintain, upgrade and update the skills throughout working life.

Training:

The aim of any training programs is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help develop capabilities to improve their performance in their present jobs, to learn new technologies or procedures and to prepare them to take on increased and higher responsibilities in the future.

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. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

OBJECTIVES:

- a. To study existing status of training and development programs banks for their employees.
- b. To examine the effectiveness of training and development programs for employees in fulfillment of their duties.
- c. To provide suggestions for better way and means to improve the training and development programs.

Definitions of Training and Development

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

According to the Dala S Beach defined, "Training is usually considered as 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 is the operational, technical and allied areas, the latter refers to developing an employee in the areas of principals, and techniques of management, administration, organization and allied areas.

AREAS	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 BANK

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 of the business. How are the needs identified? The training needs are assessed through task analysis and performance analysis, which can be conducted surveys, or from the information furnished by the heads of the departments, costumer complaints ,even from the reports on 360 degree 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 the training and re-training their staff, in order to develop a competitive edge over their competitors in delivering high quality services to the costumers.

Traditionally banks have recruited young school leavers, and their initial training was either long apprenticeship is 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.

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, journals, research papers and internet. Random sampling of 20 respondents from employees from different banks like SBI and Oriental Bank of Commerce.

ANALYSIS AND FINDINGS

STATEMENT	% 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% Very Good
Training and Development is based genuine needs.	79% Very Good
Employees participate in determining the training needs.	65% Good
Training and Development increase the skills 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
T&D stabilize the organization.	78% Very Good
T&D help employees in promotion and other monetary benefits.	72% Very Good

Source: WWW.irjcjournal.org

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 costumers. 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 face of



employment in this competitive area. It is that public sector banks undertake training and development programmer for their employees to increase their efficiency. Banks provide training programmer 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.