

EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMME ON EMPLOYEE PERFORMANCE

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Abstract

Training refers to a deliberate and structured activity aimed at imparting people with certain skills, techniques, and procedures. It is a component of the Human Resource Development (HRD) function, which also includes other HR tasks such as recruiting, selection, and remuneration. Hence, a well-designed and streamlined training program will enhance an employee's productivity. Training is a crucial component of an organization's Human Resource development process, and banks are no different in this regard. In India, the banking business is seeing heightened competition, with both private and public sector banks striving to excel. Since the advent of globalization, the banking industry has seen a multitude of transformations in relation to its offerings and operations. The method of human resource development has become more innovative, requiring employee training to adapt to the changing banking situation. This study aims to assess the efficacy of training programs and evaluate employees' perceptions of training in the banking industry. The data gathering process involves the use of a quantitative method, namely a questionnaire survey, where questionnaires are sent to respondents. The study is conducted among workers of the State Bank of India (SBI) in the Bhopal region of Madhya Pradesh.

Keywords: Training, Development, Employee Performance, Human Resource Development, Skills Development.

1. INTRODUCTION

Training and Development in Human Resource Management refers to the systematic acquisition of knowledge, skills, and attitudes that enhance employees' job performance and facilitate their future career advancement. Jobs involve the process of learning specialized information and abilities that are necessary for a given job or task. Typically, it is a brief endeavour focused on enhancing an employee's present job performance. It encompasses structured educational programs, hands-on learning experiences, or individualized guidance sessions. Development focuses on the sustained advancement of an individual's professional trajectory. Typically, it involves obtaining knowledge that surpasses the demands of their current employment in order to prepare people for their future job position or prospects for professional progression. Development activities encompass various opportunities such as work shadowing, mentoring, attending conferences, or pursuing higher education. Training and development can improve employees' job performance, facilitate their career growth, and increase their job satisfaction. On the other hand, firms can get advantages from improved employee engagement, retention, and increased productivity.

Present Trends in Training and Development: Training and Development is a vital factor contributing to the success of a business. Moreover, the training and development trends are continuously adapting to the ever-changing employment environment. There are numerous contemporary trends in training and development.

Digital learning: has experienced a rapid increase in popularity following the epidemic. The components encompassed are e-learning, virtual classrooms, and mobile learning. They provide versatile and economical methods for delivering instruction. Furthermore, these approaches provide employees the opportunity to acquire knowledge and skills at their own speed and convenience. This is particularly advantageous for individuals who work remotely.

Personalized Training Programs: Customized training programs designed to meet the specific needs and preferences of employees. The program consists of independent learning, mentorship, and personalized learning routes. It acknowledges that each employee possesses distinct learning styles and interests. This contributes to the enhancement of engagement and motivation.

Microlearning: Refers to the method of providing training in small, easily digestible portions through the use of short videos, infographics, or quizzes. This platform is specifically developed for individuals who want to learn while they are on the move, and for employers who want to offer learning opportunities at the exact moment they are needed. It is particularly beneficial for employees who have demanding schedules or operate remotely, as it allows them to learn at their own convenience and speed.

Gamification: Integrating game-like aspects into training sessions in order to enhance engagement and motivation. The primary components of the system are leaderboards, prizes, and challenges, with the goal of enhancing the training experience by making it enjoyable and engaging. The younger workforce, who have either grown up playing video games or are more receptive to game-like features in their training, find it very captivating.

Organizations that aim to foster inclusive workplaces and mitigate the potential for discrimination and bias often implement Diversity, Equity, and Inclusion (DEI) training. Typically, it encompasses instruction on unconscious bias, cultural proficiency, and allyship. The pandemic and social justice movements have expedited the necessity for addressing.

Diversity, Equity and inclusion: Concerns in training programs.

Training programs prioritize the development of soft skills such as communication, problem-solving, and emotional intelligence. This can enhance individuals' efficacy in their respective positions and increase their worth to their employers. Additionally, it has the potential to enhance employee engagement and happiness, fostering a sense of increased confidence and competence among employees in their specific responsibilities. According to a consistent, empirically supported theoretical framework, organizations that participate in training programs can gain a competitive advantage over their counterparts who do not use training services.

1.1 LITERATURE REVIEW

Harrison, R. (2000) "The study demonstrated a link between employee performance in North Kivu microfinance institutions and training (training needs, training topics, training methodologies, and training evaluation). A sample size of 110 was calculated using Slovin's formula from the 152 microfinance institution employees who made up the entire research population. For this study, the purposive sampling approach was adopted. The study found that training methods and employee performance in North-Kivu microfinance institutions have a positive relationship ($r = 0.496$; $sig. = 0.000$) and that training evaluation effectiveness has a positive and significant impact on employee performance in those institutions ($r = 0.62$; $sig. = 0.000$)".

Seep Sethi and Mala Sinha (2012) "In order to address the growing problems of stress, anxiety, and work-life imbalances, it is critical to review the existing literature on well-being at work. The nature of work and the workplace are changing quickly due to greater competition, job pressure, a 24x7 work culture, etc. The study underlines the necessity and significance of incorporating the idea of spiritual well-being into the current framework for workplace wellbeing. Every living creature has a deep-seated need for serenity, satisfaction, the capacity to see significance in their daily work, the capacity to connect their labor to a bigger purpose in life, and the capacity to engage in activities that allow them to connect with their inner selves".

Diganta Chakrabarti (2016) 'Innovative methods of identifying the necessary competencies and potential in people need to be applied in the context of job analysis, which is directly related to the second area, which is recruitment and selection. It is also necessary to use the right tools in the selection process while keeping in mind the time constraints and situational demands. Finally, in order for a fluid organization to function effectively, training and development must be made a constant activity. We simply cannot afford to allow our employees to miss critical technical and non-technical learning opportunities'.

Nassira BOUDERSA (2016) 'Since knowledge is not something that is static, learning is a dynamic process. As a result, teaching needs to be improved and should go beyond its conventional and theory-based underpinnings to incorporate research and data-driven findings. If it is planned and delivered by professionals on a regular basis to satisfy the needs of teachers and the requirements of Algerian schools or educational institutions, professional development may be a fantastic tool for teaching improvement and learning achievement'.

Mohammad Hamed AL – Rawahi(2022) Poor staff training and development has had negative effects on the majority of firms. can keep its competitive edge, raise employee satisfaction levels, and lower staff turnover by creating a comprehensive training and development plan. New hires received the training and development necessary to do their roles more effectively, increasing productivity and improving succession planning for the organization.

OgunbodedeNife (2016) The article evaluated how in-service training affected work satisfaction and how it affected the provision of services. Additionally, it listed the different difficulties the public sector faces in terms of worker development and training requirements. The study reveals that Training succeeds when trainees perform the job competently to increase production and service delivery. Training improves knowledge and skills. Employee morale and job satisfaction are more likely to be higher when they comprehend their task. As a result, in-service training should focus on increasing public servants' job happiness and developing their people

skills. The public sector must openly and continuously modify its perspective and approach to meet the demands of the modern age.

Jadhav (2013) Studied the training and development programmes undertaken by banks for their employees. The main objectives of the present study were to analyse effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes help to achieve customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected using random sampling from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, and Dena Bank located in suburban area of Mumbai. It is concluded that private and public Indian 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.

Dr. Nwafor Saimon (2022) In order to achieve individual and organizational goals effectively, training and development rely on having the right people with the necessary skills, attitudes, and capabilities. It was advised that certain areas be improved, namely management support, total commitment of management, adequate funding, employee feedback, and the conduct of employee training on a continuous basis, all of which, if properly implemented, would improve employees' performance in organizations.

Agala-Mulawa, Jacqueline Jean (2022) Job satisfaction and training and development initiatives do have some correlation. This was made clear by the data, which showed that respondents' work satisfaction increased in direct proportion to the amount spent on training per person in each category. Most training expenditures and changes were given to credit officers, who also reported feeling the most satisfied. Many of the ingredients in the recipe for job satisfaction perform very well for credit officers and moderately well for middle managers, but poorly for senior management cadre. The training budget was distributed equally to various staff types, which suggests that job satisfaction declines as management level grows. The respondents stated that the upward mobility in the organization does not always follow from the training they receive.

Dr. Dhanonjoy Kumar and Humaira Siddika (2017) conducted a study on the advantages of a training and development program on the performance of employees in the banking sector in Bangladesh. This study seeks to examine the importance of training in conjunction with the development program and its advantages for both personnel and the organization. The sample was obtained from the Kushtia and Jhenaidah districts using stratified random sampling. This study discovered that implementing a training and development program leads to a notable enhancement in the skillset, capabilities, and intellectual capacity of bank personnel.

In a study conducted by Ananthalakshmi Mahadevan et al. (2019), the researchers examined how different training methods affected the performance of employees in a direct selling organization in Malaysia. Experts assert that developing a skilled and knowledgeable workforce is crucial for organizations to thrive and succeed in a fast-paced business landscape. The purpose of this study was to analyse the influence of on-the-job and off-the-job training on employee performance.

In a study conducted by Bharthvaj R, S Fabiyola Kavitha (2019), the focus was on examining the effectiveness of training and development in improving employee performance within a direct selling organization based in Malaysia. Experts assert that developing a skilled and knowledgeable workforce is crucial for organizations to thrive and succeed in a fast-paced business landscape.

Yupin Augsuroch, (2021) "V. Gupta (2020) Discover innovative ways to implement new training methods in the current remote work environment.

1.1.1 Research gap

More research is required to look at how training programs affect employee performance over the long run. There is less study on how training impacted employee performance over period of time than there is on the immediate benefits of training.

2. OBJECTIVES OF THE STUDY

- To identify effective training methodologies leads to the maximum improvement in employee performance.
- To investigate the factors that influence training effectiveness.
- To establish key employee performance measures.

2.1. HYPOTHESIS OF THE STUDY

Ho1 - There is no significant relationship between performance after attending training Program.

3. METHODOLOGY OF THE STUDY

This research will investigate the effectiveness of training and development programs on employee performance using a convenience sampling method. A sample size of 250 participants will be recruited through convenience

sampling. This method involves selecting readily available participants, often from within the workplace or through professional networks. The target population for this study will be employees from various service sector organizations. The goal is to capture a diverse range of training programs and job functions. A self-administered survey will be the primary tool for data collection. The population selected for this study is employees from state bank of India in Bhopal Madhya Pradesh region. Questionnaires were distributed and collected personally by the researcher.

Sample design: The study will use a finite population sample design, concentrating on SBI and HDFC Bhopal. Employees from SBI & HDFC will form the sampling unit, with a target sample size of 250.

Tool for Data Collection: -The information was collected from the bank employees at all the levels. Interviews were conducted with the employees for gathering information on their perception about training.

Sources of Data: -The study will consist of both primary and secondary data. The primary data was collected by direct interview through questionnaire. The secondary data was collected from research publications, standard journal, and periodicals.

Questionnaire Method: -The instrument will be administered in the workplaces of each group. Data will be collected from the employees. Data will be collected using a structured questionnaire, which will be distributed in the workplace to employees in State Bank of India.

4. ANALYSIS AND INTERPRETATION COLLECTED DATA

The data will be analysed to determine effectiveness of training and employee's perception levels.

Table 4: Age Group Respondents and Percentage

Opinion	No. of Respondents	Percentage of respondents
20-30	117	50
31-40	70	27
41-50	53	18
51-60	10	5
Total	250	100

Interpretation - In the given table the questionnaire fills by from different age group between 20-30 there were 117 respondents, in 31-40 there is 70 respondents, in 41-50 there is 53 respondents, in 51-60 there were 10 respondents.

Table 4.1: Gender Performance of Respondents

Opinion	No. of Respondents	Percentage of respondents
Male	150	60%
Female	100	40%
Total	250	100%

Interpretation - In the given table the questionnaire fills by 250 respondents there is 100 females and 150 males.

Table 4.2: Education Level of Respondents

Opinion	No. of Respondents	Percentage of respondents
Bachelor's Degree	140	56%
Master's Degree	110	44%
Other (please specify)	0	0
Total	250	100

Interpretation - In the given table the questionnaire fills by 250 respondents in which there is 140 Bachelor's degree and 110 master degree person respondents are there.

Table 4.3: How frequently does your organization provide training programs.

Opinion	No. of Respondents	Percentage of respondents
Rarely	100	50%
Occasionally	105	42%
Regularly	35	14%
Frequently	10	4%
Total	250	100

It can be understood from the above table that, majority of 50% of the employees (rarely) that how frequently organisation provide training program, 42% of the employees have agreed occasionally, 5% of the employees frequently and 14% of the employees are agreed regularly.

Table 4.4: Correlation between the quality of training received and employee performance.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	100	40%
Agree	74	30%
Neutral	66	26%
Disagree	10	4%
Strongly Disagree	00	0
Total	250	100

It can be understood from the above table that, majority of 40% of the employees strongly agreed that correlation between the quality of training received and employee, 30% of the employees have agreed, 4% of the employees Disagreed and 26% of the employees are neutral.

Table 4.5: Training program effectively contributed to improving ability in performing job.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	145	58%
Agree	54	22%
Neutral	36	14%
Disagree	15	06%
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 58% of the employees strongly agreed that training program effectively contributed to improve ability in performing the job, 22% of the employees have agreed, 06% of the employees Disagreed and 14% of the employees are neutral.

Table 4.6: Communication skills improved after the training program.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	80	32%
Agree	80	32%
Neutral	68	27%
Disagree	22	09%
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 32% of the employees strongly agreed that Communication skill improved after the training program, 35% of the employees have agreed, 09% of the employees Disagreed and 27% of the employees are neutral.

Table 4.7: Trainees learnt about the technological changes effected in job.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	150	60%
Agree	74	30%
Neutral	26	10%
Disagree	00	0
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 60% of the employees strongly agreed that they learnt the technological changes effected in job, 30% of the employees have agreed and 10% of the employees are neutral.

TABLE 4.8: Content of training program is valuable.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	200	80%
Agree	40	16%

Neutral	10	04%
Disagree	00	0
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 80% of the employees strongly agreed that training program content is valuable and 16% of the employees have agreed and 10% of employees are neutral.

TABLE 4.9: Training program helped to reduce the difficulties in job.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	140	56%
Agree	85	34%
Neutral	20	08%
Disagree	05	02%
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 56% of the employees Strongly agreed that training program helped them out to reduce difficulty in job, 34% of the employees have agreed, 08% of the employees are neutral, 2% of the employees are disagree.

Table 4.10: Training program contributed to improve interpersonal skills.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	115	46%
Agree	84	35%
Neutral	44	19%
Disagree	07	0
Strongly Disagree	00	0
Total	250	100%

It can be understood from the above table that, majority of 46% of the employees are strongly agreed that training program contributed to improve interpersonal skills, 35% of the employees have agreed and 19% of the employees are neutral.

Table 4.11: Training program improve the ability to take quick decisions.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	154	62%
Agree	78	31%
Neutral	08	03%
Disagree	10	04%
Strongly Disagree	00	
Total	250	100

It can be understood from the above table that, majority of 62% of the employees strongly agreed that training program improve the ability to take quick decisions, 31% of the employees have agreed, 10% of the employees Disagreed, 08% of the employees are neutral.

Table 4.12: Training programs were relevant and useful.

Opinion	No. of Respondents	Percentage of respondents
Strongly Agree	180	72%
Agree	30	12%
Neutral	26	10%
Disagree	12	05%
Strong Disagree	2	1%
Total	250	100%

It can be understood from the above table that, majority of 72% of the employees strongly agreed that training programmed were relevant and useful, 12% of the employees have agreed, 10% of the employees are neutral, 05% of the employees are disagreed and 1% of the employees strongly disagreed.

5. FINDINGS

The study's conclusions offer compelling proof that the training and development program improves worker performance. The training material was deemed worthwhile by a sizable majority of employees (80%), and an even higher percentage (82%) felt the session was pertinent and helpful. This resulted in observable advantages, as 58% of respondents said their job performance had increased and 56% said their tasks had become less challenging. Wider skill development was also addressed by the program; 62% of employees reported feeling more confident when making decisions, and 46% reported increases in their ability to interact with others. The results indicate that there is a direct relationship between employee performance and the training program, as shown by the influence on core work capabilities stated by the employees and their emotion (40% highly agreed).

SUGGESTIONS

It is recommended to undertake regular training programs for personnel. Regular intervals are necessary for the evaluation of the training program. Kirkpatrick's Evaluation of Training Module can be utilized in the evaluation process. Following every training session, feedback should be gathered using a questionnaire or any other method available. Revisions can be made as needed based on the input received.

6. 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 people to perform the activities that must be done. As jobs have become more complex in the banking sector, the importance of employee training has increased. A key for obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation. Recognition of the training methods and measurement techniques are crucial for the organization's training success. State Bank of India has a good organization culture, excellent working environment and a very Precious Asset (i.e. human capital) that is highly dedicated and hardworking, well qualified knowledge workforce. State Bank of India has offered training to its employees of all departments. Since majority of the employees are adaptable to changes and strive for self-development. From the analysis of the data, it can be concluded that the training programmes offered in State Bank of India are effective.

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