

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE-A CASE STUDY OF HDFC BANK IN MEERUT DISTRICT

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Abstract

Training and development enables employees to develop skills and competencies necessary to enhance bottom-line results for their organization. Training and development is deep rooted in every human activity, and it is as old as human society itself. Stated briefly, 'training' means imparting of skills and knowledge to employees for improved performance on a particular job, while 'development' is an overall improvement in their ability and competence. This paper studies the impact of Training and Development programmes on the employee performance at HDFC Bank. The aim of the paper is to analyze the impact of training and development practices on employee performance. The study was based on the set of four objectives. The research paper is descriptive type and based on primary data collected through questionnaire filled by the bank employees. The present paper explained some suggestions to enhance training and development strategies, and to cope up with the existing challenges in the wake of severe competition in the training and development. The findings of the study suggest that training and development is inevitable and unavoidable in Banking sector.

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1. Introduction

Training: A process by means of which the aptitude skills and capabilities of individual employees to perform specific job are increased is known as training. It refers to instruction provided for current job. It has a rather narrow focus and should provide skills that will benefit the organization rather quickly

Development: a process by which an individual obtains a general improvement of abilities and skills and progresses towards maturity and personality updating is known as development.

The training calendar of many organizations includes a wide range of programs that meet the requirements of various categories of employees in the organization. The programs are organized for executives, middle managers, managers, supervisors and also for workers. The training topics are related to the development of skills and knowledge, topics of management practices, marketing, technical information, technology, quality and general topics. All organizations are eagerly awaiting their employees to develop and improve their personal and technical qualifications.

1.2 Statement of the problem

The term 'training' and 'development' in the expression of Human Resource Development (HRD) from the research point of view indicates the development of individual employees, the development of groups of employees in the organization's various departments, units and sectors. Changing banking industry and increasing competition makes it imperative to conduct such researches. New generation private sector banks are attracting skilled and experienced personnel from existing banking institutions by offering good package and career growth and development. Therefore, the need of the hour is to study the existing training and development policies and practices in Indian banks and suggest measures for improvements. Therefore, a very great need for paying much more attention to the training and development programmes or learning programmes (named by HDFC Bank) to achieve corporate objectives. This study is to assess the role of training on the human resource and how this affects worker performance.

1.3 Objective of the study

- 1) To analyze the expectations about training and development programmes.
- 2) To study the opinion about training and development programmes of employees.
- 3) To determine the impact of training and development programmes of employees performance on job.

1.4 Significance of the study

This research is essential for organizational performance because employees are important resources that can make the organization work better and if employees are not trained and have experience in the execution of their tasks and responsibilities, then the goals and objectives of the organization. Organization are not achieved The impact of unskilled workers is identified in this research, particularly at HDFC banks in the district of Meerut.

2. Literature review

Prasad R.M (2007), has observed that Appreciative Inquiry (AI) in training and development helps to search for the best in individuals in an organization. It finds wide application in organizational development, capacity building and improves product.

Chih , Li and Lee (2008), Training programme is dependent on the following parameters for its success (i) perceived value of leaning programme (ii) attitude to teacher (iii) response to learning conditions (iv) desire to learn: the degree to which trainees really want to learn and do well.

Bates and Davis (2010), the usefulness of the training program is only possible when the trainee is able to practice the theoretical aspects learned in the training program in the real work environment. They highlighted the use of role-playing games, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.

Karthik R (2012), training goals tell the trainee what is expected of him at the end of the training program. The objectives of the training are of great importance from a series of points of view of the interested parties; Trainer, trainee, designer, evaluator.

Githinji Angela (2014), suggested that training influences employee performance among international civil servants. A survey research project was used for this study. 144 UN staff members for the African mission in Somalia involved in this research have shown that, in general, training has improved the engagement of employees on the processes of change.

Azizullah Ghorbani and Dr. Muhammad Ghaffari Fard (2015), have highlighted that the training of customer personnel is very essential to compete with the pressure of the challenges that the banking industry must face daily. A random sampling method was used and the research was conducted in Tehran, Iran. They suggested that customer training is very beneficial for both executives and employees because it affects employee performance and also benefits in the execution of non-bank financial assets.

3. Research Methodology

This chapter will present the methodology to be employed for data gathering as well as the relevant statistical analytical tools that will be employed for analyzing the survey results gathered during the study.

3.1 Research design

The research will be in the form of descriptive survey. The questionnaires were administered to fifty employees who were selected using the convenience sampling technique. The responses of the selected employees have obtained (collected) through questionnaire with them by the researcher on various aspects related to training and development programmes.

3.2 Sampling size

Sample size is 50 employees of the HDFC banks belonging to two categories officer level and clerical level.

3.3 Source of data collection

Data for this study was obtained from primary and secondary sources. Primary data was sourced from questionnaires given to the bank employees (officer level and clerical level). The secondary data was gathered from the HDFC like Annual Reports and other publications ,books, research journals and magazines etc.

4. Results and Analysis

Introduction

This section focuses on the analysis and report of the results of the study.

3.1 Demographic characteristics of the respondents

Demographics characteristics will be looking at the various categories into which the respondents are classified. This included age, gender, job position, education levels and years of service.

TABLE-1
AGE OF RESPONDENTS

S. No	AGE GROUP	RESPONDENTS(N)	Percentage (%)
1	20-29	18	36
2	30-39	15	30
3	40-49	17	34
Total		50	100

Source: Primary Data Analysis

Table 1 shows the age group of respondents in three age groups. Out of the 50 sample, minority of the respondents were found in the age-group of 30-39.

TABLE-2
GENDER OF RESPONDENTS

S.N	GENDER	RESPONDENTS(N)	Percentage (%)
1	Male	28	56
2	Female	22	44
Total		50	100

Source: Primary Data Analysis

Table-2 shows the gender wise classification of respondents. There are 28 male respondents and 22 female respondents. In the total sample states that male are more than female.

TABLE-3
EDUCATION OF RESPONDENTS

S.N	Education	RESPONDENTS(N)	Percentage (%)
1	Graduate	25	50
2	Post-Graduate	18	36
	Professional Degree	7	14
Total		50	100

Source: Primary Data Analysis

Table 3 shows that educational qualification of respondents. It can be seen from the table that a majority of respondents 25 are graduates followed by post graduates 18 and with professional degrees 7.

TABLE-4
JOB POSITION OF RESPONDENTS

S. No	JOB POSITION	RESPONDENTS(N)	Percentage (%)
1	Bank Teller	7	14
2	Marketing Representatives	7	14
3	Internal Auditor	14	28
	Branch manager	7	14
	Loan Officer	7	14
	Data processing Officer	8	16

Total	50	100
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Source: Primary Data Analysis

Table-3 shows that designation of respondents classified in six categories. Out of the sample of 50 respondents, majority of respondents were found in Internal Auditor category i.e. . Almost the same number of respondents were found in Bank Teller, Marketing Representative, Branch Manager, Loan Officer category.

TABLE-5
EXPERIENCE OF RESPONDENTS

SI. No	Experience	RESPONDENTS(N)	Percentage (%)
	0-10	6	12
	10-20	36	72
	More than 20	8	16
Total		50	100

Source: Primary Data Analysis

Presently pursuing and degree/course by respondents is shown in **Table No: 5**. It reveals that respondents are presently 6 respondents pursuing any degree / course and the remaining 36 respondents are not pursuing any degree/course.

5.2 RESPONSE OF THE RESPONDENTS ON TRAINING AND DEVELOPMENT PROGRAMME

TABLE - 6
EXPECTATIONS FROM TRAINING AND DEVELOPMENT PROGRAMMES

S.N.	EXPECTATIONS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Improving job skills and product Knowledge	28	18	4	-	-	50
2	For promotional Purpose	14	23	13	5		50
3	For my professional growth in Bank	18	26	6	2		50
4	To share my experiences with others	14	25	11	5		50
5	To gain knowledge about my bank	19	21	10	4		50
Total		93	113	44	16		250
Percentage		37.2	45.2	17.6	6.4		100

Source: Primary Data Analysis

82.4% Respondents agree or strongly agree that training and development is the opportunity to improve job skill, knowledge, professional growth in bank and promotional Purpose.17.6 were neither Neither Agree nor Disagree whereas 6.4 disagree or strongly disagree.

TABLE -7
OPINION ABOUT TRAINING AND DEVELOPMENT PROGRAMME

S.N.	OPINION	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Programmes do not make any difference	5	7	21	17	-	50
2	Skills are learnt by experience and programmes make little difference	20	19	9	2		50
3	Programmes teach concepts and methods of improving skills	12	18	13	7	2	50
4	Increase knowledge about the bank	19	14	8	9		50
5	Related to development in banking sector	14	16	8	12		50
6	Programmes are relevant and suitable	15	13	11	11	3	50
Total		85	87	70	58	5	300
Percentage		28.33	29.00	23.33	19.33	1.67	100

Source: Primary Data Analysis

57.33 % Respondents strongly agree or agree that training and development programme helpful in increase knowledge, development in banking sector and programme are relevant and suitable.23.33 respondents were neither agree nor disagree whereas 21percent disagree or strongly disagree.

TABLE NO: 8
IMPACT OF TRAINING AND DEVELOPMENT PROGRAMMES ON EMPLOYEE PERFORMANCE

S.N.	IMPACT	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Improved my ability to achieve bank's goals e	20	16	12	2		50
2	Improved efficiency in dealing with problems involving human relations	19	13	14	4		50
3	Improved decision-making skills	27	13	5	5		50

4	Increased knowledge of a particular job.	14	14	16	6	5	50
5	Helped to clarify some of my doubts	18	19	13			50
6	Helped to understand my bank functions	27	10	7	6		50
7.	Result in improved productivity	11	26	10	3		50
Total		136	111	77	26	5	350
Percentage		38.86	31.71	22.00	7.43	1.43	100

Source: Primary Data Analysis

70.57% of respondents strongly agree or agree that training and development programme had impact on job performance of employee in HDFC bank. 22% respondents were neither agree nor disagree whereas 8.83percent disagree or strongly disagree.

4. Conclusion

The Study throws light on the impact of training and development programmes on employee performance being conducted in HDFC banks Meerut district. The results show that performance is increased with skills improving by T&D programs and also satisfaction level is high among employees if they are given proper training. The banks shall therefore endeavor to make every employees job an existing one with adequate opportunities for personal development. Whenever a need for knowledge request arises in the system the organization should take steps to update the knowledge and skill of the employees by organizing training programmes. Effective training and development evaluation strategies are required to measure change in individual, and team in respect of organizational efficiency and effectiveness.

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