

## **A study of Evaluation of Training & Development in Selected Banks of Kolhapur City**

Gunali D. Diwan

**Abstract:** Employee training is becoming a necessity to every organisation now-a-day. Employees are entrusted different roles and responsibilities in the banks. Training and development enhances efficiency and develops a systematic way of performing duties and assigned tasks. More ever it bridges the gap between job requirement and employee present specification. This is mainly to assess the effectiveness of the various facts of training like employee's attitude towards training inputs, quality of training, and output of the training.

Evaluation of training means assessment of the impact of training on the trainee's performance and behavior. The present paper is descriptive in nature falls under the category of general review for understanding the conceptual framework of evaluation, its needs and purpose and various models adopted by organisation for evaluation purpose. Finally in conclusive remark paper suggests the most widely used model and what are the issues which lead to ignorance of evaluation as well as in the course of evaluation.

### ❖ **Introduction:**

\*Employee training and development is becoming an increasingly important function of human resource management. It is used by the organisations to facilitate employee's learning of job-related competencies and to gain a competitive advantage in the rapidly changing business world. The role of banks is essentially carried out by the people and therefore it is essential to have a well-trained and motivated staff to manage the banking operations. Success of the banking operations depends upon the people, the employees and the effectiveness of the employee is very much depending on the training input given to the employees. The effectiveness of training is not static, it has to be periodically reviewed, updated and upgraded in tune with demanding situation of the economy, government policy, advancements in Information Technology and expectations of the customers. All the above-mentioned aspects impressed the researcher to study the existing training methods and their effectiveness in selected public and private sector banks and come out with recommendations for future.

Training refers to the process of up gradation the knowledge, skill development that will bring about changes in behavior and attitude of individual and this goes to improve the ability of the trainee's performance at work. Stewart, defines training and development as an organisation function which produces the result by ensuring that the contribution of individual workers or groups in achieving organizational objectives through the development of knowledge, skills, attitude of employees that fits into plan of organisation.

### \* **Evaluation of training program-**

The systematic analysis of training to demonstrate whether it has met its objectives in an effective and efficient manner. Evaluation is the process of collecting information from trainees about the training through the various method like questionnaire, tests, interviews etc and then this collected information is analyzed and then we come to the result that this training is effective or not. It tells us about what is the impact of training an individual is he/she doing differently from they doing it in past. It also gives answer that how much training knowledge is used by trainer at the work place after this training. Evaluation of training can be done through Kirkpatrick's 4 level of evaluation for training programs. The model was defined in 1959 by Donald Kirkpatrick in a series of articles that appeared in the US training and Development journal. Kirkpatrick redefined the evaluation model with his 1998 book, "Evaluation Training Programs: The Four Levels"



**❖ Literature Review:**

**✚ A Chandra Sekar & Dr. R. Sundhararaman (2013)**

The utilization of all other resources directly depends on efficient utilization of human resources. Every organisation needs to have well-trained and experienced people to perform the activities that have to be done. As jobs have become more complex in the banking sector, the importance of employee training has increased. In a rapidly changing society, employee training is not only an activity that is desirable but also an activity that an organisation must commit resources to, if it is to maintain a viable and knowledgeable workforce. Owing to the changing banking environment, HR department should care for appropriate response in equipping people who have to perform in the new environment. When effectiveness of training increases it directly has a positive influence on growth and result of banks. So training is really effective in all banks that are taken for study. Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present business challenges in India.

**✚ Dr. K. Karthikeyan, R. Karthi (2010)**

As jobs have become more complex in the banking sector the importance of employee training has increases. According to the research made by the researcher, in banking sector employee's behavior plays a vital role in improving the productivity of an organisation. By incorporating personality development programs such as role play, group discussion and business games the superior and subordinate relationship can be strengthen.

**✚ Harshit Topno (Oct – 2012)**

Training evaluation is the most important aspect of training and development. It is a subject which has been much discussed but superficially carried out. There are various reasons for that which has been discussed earlier. One of the main reason is that all models are descriptive and subjective in nature, its indicators for evaluating training and development is not clearly given and explained. So after discussing a lot on the models for evaluating training and development, it can be suggested that there are enough model for training evaluation. They should be further modified by giving its main indicators and explained properly about each issue that evaluation of training and development can be properly carried out with greater effectiveness.

**✚ Carr Wendy F (2002)**

Training is very necessary for every organisation. In traditional evaluation which was only done for the training program but now a days it is done for both evaluation of training program as well as what employee learns from training and how he/she is able to transfer their knowledge to their performance.

**✚ Kevin McManus (2006)**

Training cannot retain only by lecture or by CBT. It can be retained by repetition and practice. AURA is an acronym for Awareness – Understanding – Retention – Application, he says that we can improve out training session through Awareness – Understanding – Retention – Application

**✚ Dr. Chika Ugoji & Dr. Chima Mordi (2014)**

For organisation to achieve the best from training and development initiatives there must be a deeper understanding on the need for training evaluation. It is the responsibility of the organisation to constantly carry evaluates the training programs and techniques implemented so as to establish how effective and efficient it is for both the organisation and individual. From the result of the data collected training evaluation needs to be strengthening in order to ensure future effectiveness of training activities in this industry. Therefore there is need

for extension of this study, especially to establish the views of the management with respect to the application of training evaluation and show more comprehensive analysis by applying an in-depth quantitative and qualitative approach of research through conducting an in-depth with the managers of these firms represented in this study.

❖ **Objectives:**

- To analyze the effectiveness of training in selected banks
- To study various methods of evaluation of training
- To find the association between effectiveness of training and growth and result of banks

❖ **Research Methodology:**

A well-structured questionnaire was used to collect the primary data. For designing an effective questionnaire for the study, it was felt necessary to test the validity of the same. This was done by a pilot survey consisting of visits to different branches of these banks. For this study developing a draft questionnaire and getting opinion of the bank employees on the draft questionnaire. The draft questionnaire was finalized based on the comments and suggestions of the bank employees and also the enhanced exposure of the researcher based on the field visits to various banks. Secondary data for the study was collected from reputed journals, magazines, websites and bank records. Total sample size for the study is **185** respondents. A sample was randomly selected from various branches of the selected banks. (Bank of Maharashtra, Bank of India, Union Bank of India, ICICI Bank, HDFC Bank, Axis Bank)

❖ **Analysis & Findings:**

Training Program contributed to improve ability of performing the job.			Training Program were relevant and useful		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	104	56.2	Strongly Agree	100	54.05
Agree	50	27.02	Agree	54	29.18
Neutral	21	11.35	Neutral	26	14.05
Disagree	10	5.40	Disagree	5	2.70
Strongly Disagree	-	-	Strongly Disagree	-	-

Training Program helped trainee to perform the job with ease			Training Program improved trainee's commitment towards job		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	96	51.89	Strongly Agree	83	44.86
Agree	60	32.43	Agree	69	37.29
Neutral	19	10.27	Neutral	27	14.59
Disagree	10	5.40	Disagree	5	2.70
Strongly Disagree	-	-	Strongly Disagree	1	0.54

Training Program helped to acquire better job satisfaction			Training Program contributed to improve interpersonal skills		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	96	51.89	Strongly Agree	78	42.16
Agree	54	29.18	Agree	69	37.29
Neutral	30	16.21	Neutral	22	11.89
Disagree	5	2.70	Disagree	16	8.64
Strongly Disagree	-	-	Strongly Disagree	-	-

Training Program improves the ability to take quick decisions			Training Program helped to reduce difficulties in job		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	106	57.29	Strongly Agree	87	47.02
Agree	54	29.18	Agree	71	38.37
Neutral	20	10.81	Neutral	12	6.48
Disagree	5	2.70	Disagree	15	8.10
Strongly Disagree	-	-	Strongly Disagree	-	-

Trainees learnt the technological changes effected in job			Communication skills improved after training program		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	105	56.75	Strongly Agree	68	36.75
Agree	45	24.32	Agree	70	37.83
Neutral	26	14.05	Neutral	47	25.40
Disagree	9	4.86	Disagree	-	-
Strongly Disagree	-	-	Strongly Disagree	-	-

Training program has improved self confidence to tide over unexpected crisis			Better performance can be given compared to pre-training situation		
Opinion	No of Respondents	Percentage	Opinion	No of Respondents	Percentage
Strongly Agree	92	49.72	Strongly Agree	68	36.75
Agree	71	38.37	Agree	82	44.32
Neutral	12	6.48	Neutral	21	11.35
Disagree	10	5.40	Disagree	14	7.56
Strongly Disagree	-	-	Strongly Disagree	-	-

#### **Findings:**

- ✚ 56.2% people strongly agreed that training program contributed to improve their ability in performing the job
- ✚ 83.23 (Combine) agreed that training program provided to them were relevant and useful.
- ✚ 96 respondent out of 185 strongly agreed that training helped them to perform their job with ease.
- ✚ 44% people said that training improved their commitment towards job.
- ✚ 51.89% respondents acquired better job satisfaction after training.
- ✚ 42.16% people strongly agreed that training program contributed to improve interpersonal skills.
- ✚ 57.29% respondents improved their ability to take quick decisions after attending the training session.
- ✚ 87 respondents out of 185 strongly agreed that training program helped them to reduce the difficulties in job.
- ✚ 56% people learnt the technological changes effected in job due to the training program.
- ✚ 37.83% trainee's agreed the improvement in communication skill after the training program.
- ✚ Around 50% employees strongly agreed that training program has improved self-confidence to tide over unexpected crisis.
- ✚ Around 44% employees agreed that better performance can be given compared to pre-training situation after training program.

#### **Suggestions:**

- ✚ Training programs on regular basis and on regular intervals should be conducted for the employees
- ✚ At regular interval proper evaluation of training program should be carried out.
- ✚ For evaluation process Kirkpatrick's Evaluation Training module can be applied.
- ✚ For effective evaluation after each training program feedback should be collected through questionnaire or any other means
- ✚ Based on the feedback collected necessary modifications can be made into the training program for better outcome.

#### **Conclusion:**

Training is an investment rather than a cost to the organisation. The utilization of all other resources directly depends on efficient utilization of human resources. 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 systematic approach to measurement and evaluation. Recognition of the training methods and measurement techniques are crucial for organisations training success.

Currently these banks are offering 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 programs offered in banking sector of India are effective, yet the content, intervals and quality has a chance of improvement for better output.

**References:**

**Books:**

- [1]. Human Resource Management – P.Subba Rao. Himalaya Publications
- [2]. Training and Development – Raj Aparna – Kalyani Publishers
- [3]. Human Resource Management in Banking Industry – Shah et. Al – South Asian Publishers New Delhi
- [4]. Training & Development – Jankiraman B.

**Journals & Research Papers:**

- [5]. Impact of Training in Indian Banking Sector – An empirical Investigation – Dr.K.Kathikeyan, R. Kirthi
- [6]. Evaluation of Training & Development : An analysis of various Models – Harshit Topno – IOSR (Sep-Oct 2012)
- [7]. Evaluation of Training Program-me – Ekta Srivastava, Dr. Nisha Agarwal – IJARS – ISSN 2278-9480
- [8]. The effectiveness of training and development in Banking sector – A case study of SBI – Mr. Megharaja B. – EPRA International Journal – ISSN 2349 - 0187