

# Impact of Training on Staff Efficiency in State Bank of India at Kalaburagi and Raichur

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## ABSTRACT

**This article is an attempted to study and analyze the impact of training on staff efficiency of state bank of india at Kalaburagi & Raichur district, Karnataka. Hence the objectives of this study is to find the way forward for state bank of india to improve on the suitable and how to acquired standard training facilities which is pointed out in the introduction of the study. The research method used in the collection of data is questionnaire. Furthermore, the data collected is presented simultaneously in tabular form and analysis of finding is also made.**

**Keywords: Training methods in SBI, Impact of training programs on employees.**

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## INTRODUCTION

Training and development programmes give impulsion to knowledge, skill development and job enhancement for bank employees. It also increases job retention and provides a value-adding opportunity for the employees. Training and development is a continuous activity, equipping the employees to perform more effectively. The result can also be seen as an improved bank culture and profits for the bank. Training has to be an ongoing process as it plays an important role in improving the productivity, efficiency, and effectiveness of managers. Training and development programmes incur cost at present whereas the benefit accrues in the form of increased productivity of employees, increased confidence, reduced direction, and increased organisational firmness for the future. The only way to face the competition in the market is to develop a capable and adaptable workforce. To be successful organisations need to add value and this can only be possible through skilled employees.

### Objective of the study

- To examine the effectiveness of training and development of the SBI in the Raichur and kalaburagi district.

## METHODOLOGY

In this study, a random sampling technique was used for collecting data. A sample of 390 respondents was selected. In this study, data was gathered through a questionnaire and by interviewing the management and employees at State Bank of India. The software used for the analysis of the findings was the Statistical Package for Social Sciences (SPSS).

### SBI's human resources and training systems

SBI believes that its employees are instrumental in achieving all of its present and future organisational goals. Human resources management at SBI goes beyond the routine and encompasses all aspects of people management by building a positive work culture that is aligned with the business goals of the bank. The State Bank of India believes that its people are its strength and will be pivotal in helping the bank face the new challenges on the fronts of knowledge, technology, and changing trends in national and global economies.

The State Bank of India is taking full initiative in effectively designing and implementing various HR policies, procedures, and programmes for developing and managing knowledge, skills, creativity, aptitude, and the optimal use of talent. The HR function is placing focus on the strategic utilisation of employees and the measurable impact of an employee's performance on the business. SBI continuously aligns its strategies with the ever-changing aspirations of the bank's workforce to increase efficiency and promote a participative work culture in the organization.

The State Bank of India is setting up a solid structural ethical framework, redrafting, and internalisation of the values of STEPS (strong ethics, transparent, and high 49 | P a g e standards of corporate governance) and formulating the code of ethics. Firmly believing that the best culture is an ethical culture, SBI has been running a host of initiatives to percolate

ethical values by leveraging technology to touch base with close to 2000 employees on a daily and weekly basis. The idea is to make a positive change by fostering an ethical, inclusive, and empathic environment for all employees and stakeholders at large. Simultaneously, on the business conduct and discipline management fronts, SBI has taken a host of measures to infuse the necessary confidence in its staff to make proper commercial decisions in discharging their duties. It also aims to enhance the level of managerial efficiency and effectiveness in the bank.

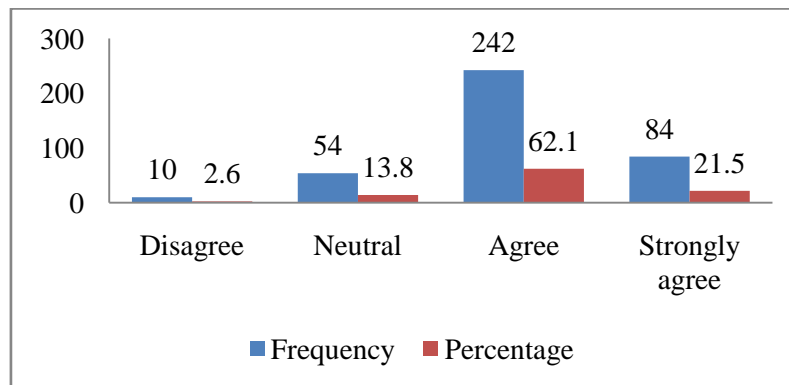
**DATA ANALYSIS AND INTERPRETATION**

**Table 1. Imparting training after systematic assessment of training needs**

Parameter	Frequency	Percentage
Disagree	10	2.6
Neutral	54	13.8
Agree	242	62.1
Strongly agree	84	21.5
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph1. Imparting training after systematic assessment of training needs**



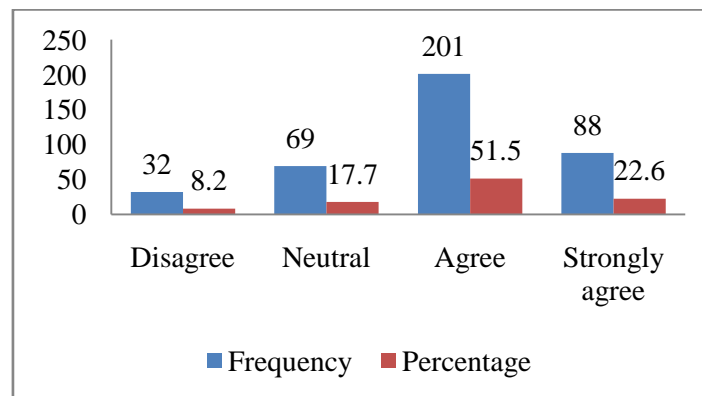
According to table NO.1, it shows the management imparting training to the employees after a systematic assessment of training needs. Here, the majority of respondents, i.e., 242 (62.1%), opined that their management imparts training to the employees after an assessment of training needs in the bank, followed by 84(21.5%) respondents strongly agreed with the above statement. Where 54(13.8%) respondents stood neutral for the statement, 10(2.6%) respondents disagreed.

**Table 2. Management ensures that training and development plans are well monitored**

Parameter	Frequency	Percentage
Disagree	32	8.2
Neutral	69	17.7
Agree	201	51.5
Strongly agree	88	22.6
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 2. Management ensures that training and development plans are well monitored**



According to table no.2, it can be seen that the management ensures that training and development plans are well supervised. Here, the majority of respondents, i.e., 201(51.5%) opined that their training and development plans were well monitored by the management, followed by 88(22.6%) respondents strongly agreed with the above statement. 69(17.7%) respondents took a neutral stand on the above statement, and 32(6.7%) respondents denied the above statement.

**Table 3. Training and development helps in playing role to develop a sound working environment in the organization**

Parameter	Frequency	Percentage
Disagree	32	8.2
Neutral	50	12.8
Agree	181	46.4
Strongly agree	127	32.6
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 3. Training and development helps in playing role to develop a wide-ranging working environment in the organization**

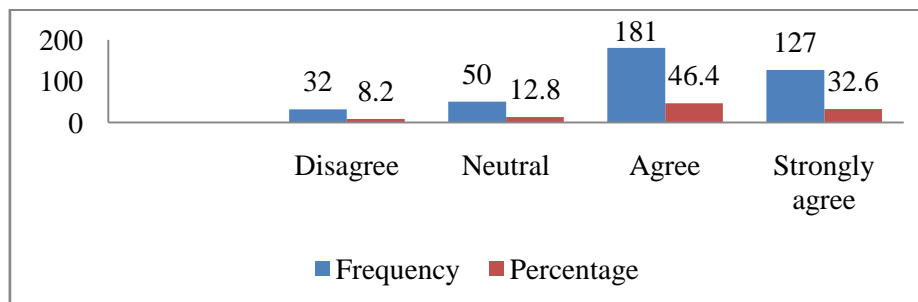


Table No.3 explains the training and development help in playing a role in developing a wide-ranging working environment in the organization. Here, the majority of the respondents, i.e., 181(46.4%) opined that training and development help in playing a role in developing a sound working environment in the organization, followed by 127(32.6%) respondents strongly agreed with the above statement. 50(12.8%) respondents were neutral, and 32(8.2%) respondents disagreed with the above statement.

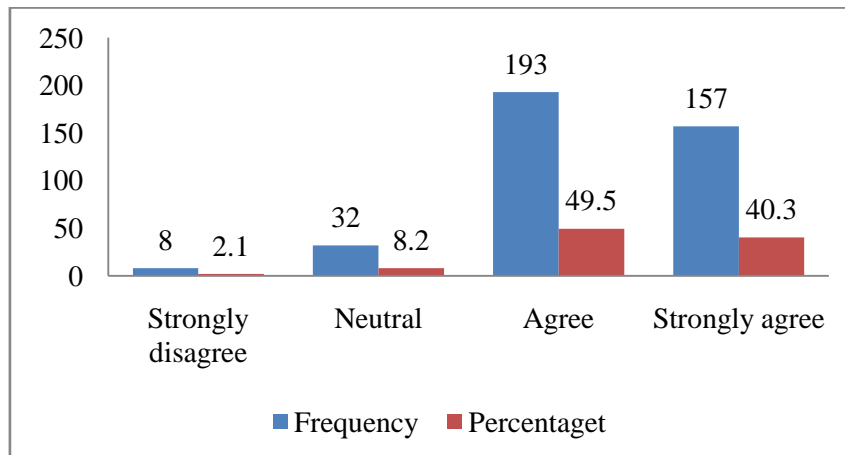
**Table 4. Training and development helps to increase your job performance in the organization**

Parameter	Frequency	Percentage
Disagree	8	2.1
Neutral	32	8.2
Agree	193	49.5
Strongly agree	157	40.3

Parameter	Frequency	Percentage
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 4. Training and development helps to increase your job performance in the organization**



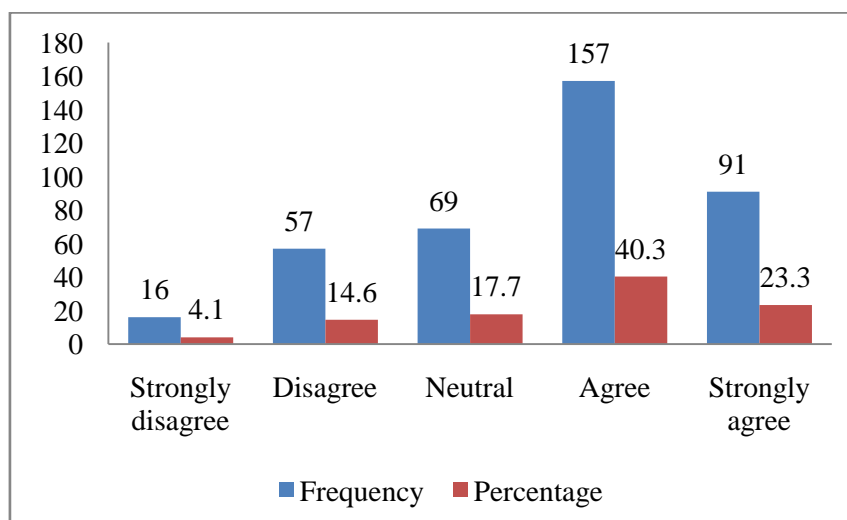
The above table No.4 shows that training and development help to increase job performance in the sample organization. 193(49.5%) respondents opined that training and development help to increase their level of job performance in the respective organization, followed by 157(40.3%) respondents strongly agreed with the above statement. 32(8.2%) respondents remained neutral, and 8(2.1%) respondents disagreed.

**Table 5. Sound interaction between trainer and trainee**

Parameter	Frequency	Percentage
Strongly disagree	16	4.1
Disagree	57	14.6
Neutral	69	17.7
Agree	157	40.3
Strongly agree	91	23.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 5. Sound interaction between trainer and trainee**



The above table No.5 explains the sound interaction between trainer and trainee. The majority of the employees, i.e., 157(40.3%) respondents, opined that there was good interaction between trainer and employees during the training and development program, followed by 91(23.3%) strongly agreed with the above statement. 69 (17.7%) of respondents

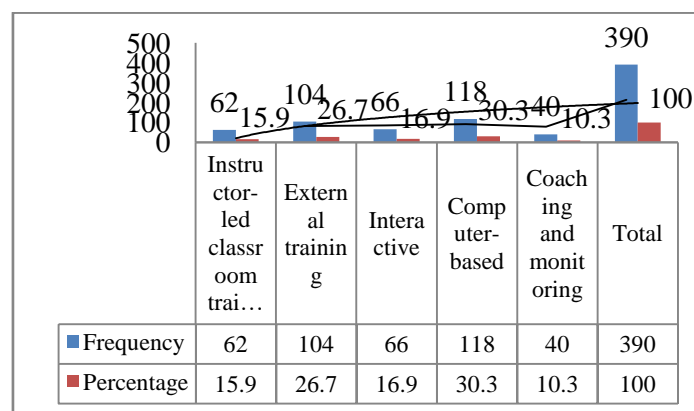
remained neutral. 57(14.6%) respondents disagreed, and 16(4.1%) respondents strongly disagreed with the above statement.

**Table 6. Mode of the training methods used in the organization**

Parameter	Frequency	Percentage
Instructor-led classroom training	62	15.9
External training	104	26.7
Interactive	66	16.9
Computer-based	118	30.3
Coaching and monitoring	40	10.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph6. Mode of the training methods used in the organization**



According to table No.6.6, it has been analysed that the majority, i.e., 118 (30.3%), of respondents stated that computer-based training was the most adopted mode of training for the junior and newly recruited staff. 104 (26.7 %) employees responded that external training methods have been used as training methods for the staff. 66 (16.9 %) stated that the interactive method has been involved and 62 (15.9%) and 40 (10.3%) of employees responded as instructor-led classroom training and coaching and monitoring training methods were adopted, respectively.

**Table 6.1. Case Processing Summary**

experience(in term of years)	Mode of the training methods used in the organization					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
	390	100.0%	0	.0%	390	100.0%

**Cross tabulation between experience and Mode of the training methods used in the organization**

	Mode of the training methods used in the organization					Total
	Instructor-led classroom training	External training	Interactive	Computer-based	Coaching and monitoring	
Experience ( in below 5 years term of years )	27	40	24	64	16	171
06 - 10 Years	19	30	22	26	8	105
11 to 15 Years	8	34	20	0	15	77
16 to 20 Years	0	0	0	20	1	21

21 years and above	8	0	0	8	0	16
Total	62	104	66	118	40	390

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.163E2 <sup>a</sup>	16	.000
Likelihood Ratio	142.307	16	.000
Linear-by-Linear Association	.007	1	.934
N of Valid Cases	390		

a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is 1.64.

**Hypothesis:** Experience and Mode of the training methods used in the organization are associated.

**Null Hypothesis (H<sub>0</sub>) :** There is no association between experience and mode of the training methods used in the organization

**Alternative Hypothesis (H<sub>1</sub>):** There is an association between experience and mode of the training methods used in the organization

It can be observed from the above table that Chi-Square value is 1.163E2<sup>a</sup> with 16 degrees of freedom and has a P-value of 0.000, which is less than 0.05. Thus, the null hypothesis is rejected and the alternative is accepted. Thus, it is inferred that there is a significant relationship between experience and the mode of the training methods used in the organization.

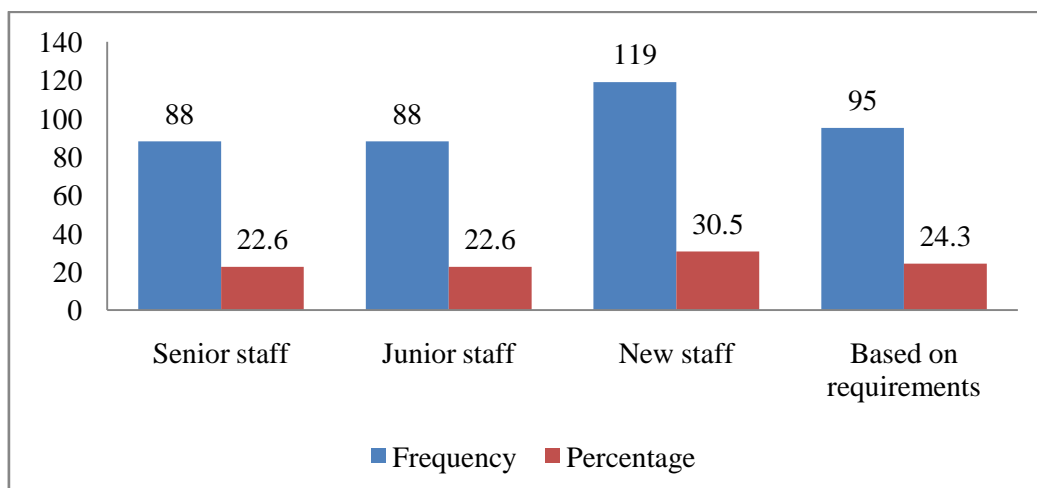
It is concluded that the chi-square value (Table No. 6.1) shows that there is an association between experience and the mode of the training methods used in the organization.

**Table 7. Training is more focused on respondents**

Parameter	Frequency	Percentage
Senior staff	88	22.6
Junior staff	88	22.6
New staff	119	30.5
Based on requirements	95	24.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 7. Training is more focused on respondents**



The table No.7 shows the majority, i.e., 119 (30.5%) of sample respondents opined that training was focused on new staff, and a further 95 (24.3%) of employees responded that training was described based on requirements as to understand the needs of the employees and to impart the type of training if offered. Hereafter, less prominence was

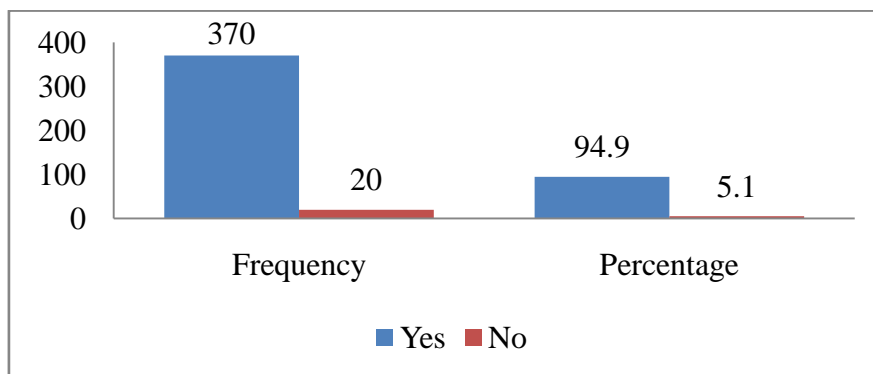
given to the senior staff and junior staff as they were well experienced and familiar with the knowledge of work and accomplishing tasks. Thus, they were capable of guiding the junior and senior staff.

**Table 8. Training needed for staff**

Parameter	Frequency	Percentage
Yes	370	94.4
No	20	5.1
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 8. Training needed for staff**



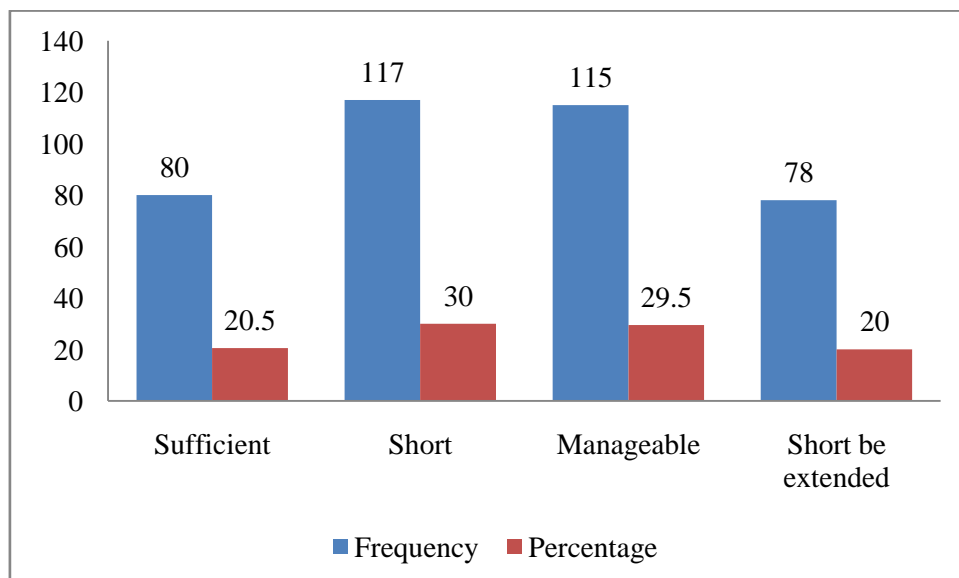
According to the above table No.8, out of the total 390 respondents, 370 (94.9%) said training is a very important factor for staff and 20 (5.1%) said no.

**Table 9. Time duration given to the training period**

Parameter	Frequency	Percentage
Sufficient	80	20.5
Short	117	30.0
Manageable	115	29.5
Short be extended	78	20.0
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 9. Time duration given to the training period**



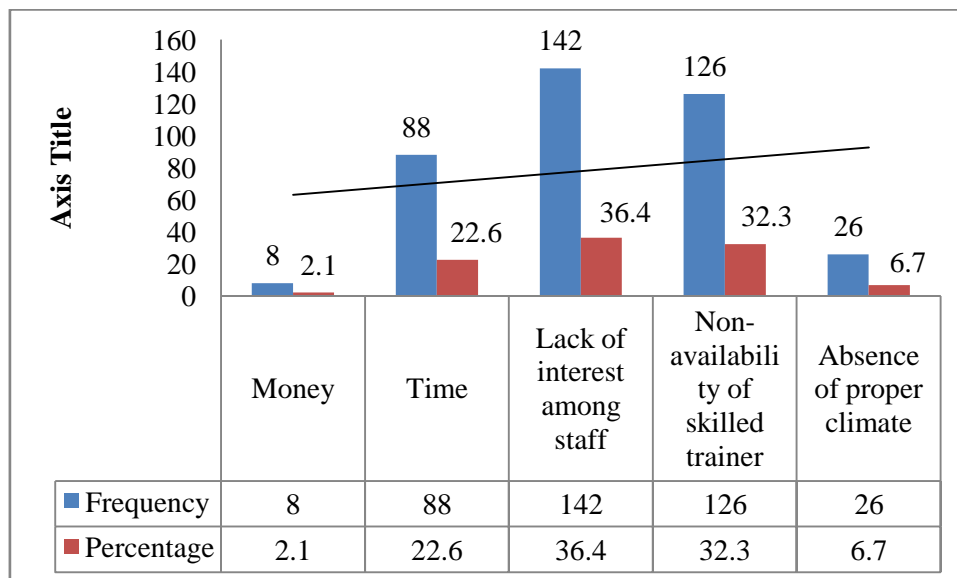
The analysis of table 6.9 shows the time period allotted to conduct the training programme in the sample organization. It is quite clear that 117 (30.0 %) employees have expressed that the allotted time for training was short. A further 115(29.5 %) employees expressed that the duration of training is manageable. 80(20.5 %) of the workers felt that the given time period was sufficient, and 78 (20.0%) of the respondents opined that the time period should be extended.

**Table 10. Obstacle for Training and Development in SBI**

Parameter	Frequency	Percentage
Money	8	2.1
Time	88	22.6
Lack of interest among staff	142	36.4
Non-availability of skilled trainer	126	32.3
Absence of proper climate	26	6.7
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey

**Graph 10. Obstacle for Training and Development in SBI**



From table No.10, an effort has been made to determine the various barriers for training and development in the sample organization. As there are many hurdles for training in the sample organization, cost and time are two major barriers. It can be seen that out of a total of 390 respondents, 142 (36.4 %) responded that lack of interest among staff has been the major barrier in the implementation of training and development in the sample organization. A further 126 (32.3 %) respondents expressed that non-availability of skilled trainers has been a major barrier for T & D. 88 (22.6 %) employees believed that there was a lack of time in the sample organization. 26 (6.7 %) employees responded to the absence of a proper climate in the T & D programme. 8 (2.1%) employees opined that there was a lack of money in the organization, which has been a major constraint for training programmes.

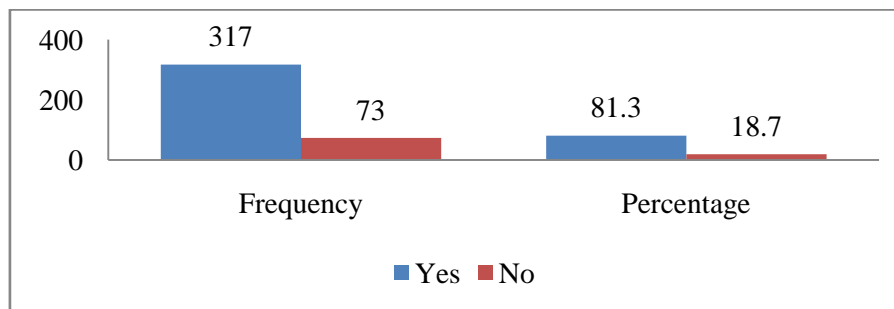
**Table 11. State Bank of India is considering training as a part of organization strategy**

Parameter	Frequency	Percentage
Yes	317	81.3
No	73	18.7
<b>Total</b>	<b>390</b>	<b>100.0</b>

Sources: Field survey



**Graph 11. State Bank of India is considering training as a part of organization strategy**



According to the above table no.11, the State Bank of India is considering training as a part of its organisation strategy. It can be seen that out of a total of 390 respondents, 317 (81.3%) responded yes and 73 (18.7%) responded no to the above statement.

### FINDINGS

1. 242 (62.1%) respondents opined that their management imparts training to the employees after an assessment of training needs in the bank.
2. 201 (51.1%) respondents opined that their training and development plans were well monitored by the management.
3. 181 (46.4%) respondents opined that training and development help in playing a role in developing a sound working environment in the organization.
4. 193 (49.5%) respondents agreed that training and development help them improve their job performance in their respective organizations.
5. 157 (40.3%) respondents opined that there was good interaction between the trainer and employees during the training and development program.
6. 118 (30.3%) respondents said computer-based training was the most commonly used mode of training for junior and newly hired employees.
7. 119 (30.5%) respondents opined that training was focused on new staff.
8. 370 (94.9%) respondents said yes training is very need factor for staff and 20 (5.1%) responded no
9. 30% (117) employees expressed frustration with the allotted time for training was short and they said the time period should be extended so that.

### CONCLUSION

The current study has been concluded by stating that the State Bank of India is a stateowned profit-making bank, nationalised by the Indian government in 1955. It maintains a large number of branches throughout the country. It is observed that the sample organisation has made efforts to improve the employees' performance through their work environment, banking climate, banking culture, and its values; and through training and development it tries to enrich the skills of the employees. It is also seen that employees are satisfied with their job for the pay and requisites compensation, rewards, highly supportive environment, transparency in their appraisal etc.. Overall, the sample organisation has contributed to the growth and development of the employees, which has impacted the overall work environment positively on employees' performance in the selected districts of Kalaburagi and Raichur in the Hyderabad-Karnataka region.

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