

A STUDY ON AFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEES SATISFACTION AT HDFC BANK

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ABSTRACT

Training and development is urgent arranged device for upgrading worker execution and associations continue expanding preparing monetary arrangement on yearly premise with trust that it will procure them focused limit. The primary goal of this examination is to look at an effect of preparing and advancement on worker's fulfilment at HDFC Bank. Enlightening exploration strategy was received for this examination utilizing the information of 50 of respondent from representatives which were finished by banks in rural pieces of Madhya Pradesh utilizing straightforward irregular inspecting system. The information gathered was cautiously investigated utilizing clear insights to speak to the crude information in an important way. The discoveries demonstrate that solid relationship exists among preparing and advancement and representatives work fulfilment. Synopsis of the discoveries shows that there is solid connection between the tried ward variable and autonomous build. In any case, bank organization ought not surrender in their investigate and train their staff to grow new thoughts that will continue cleaning the execution and helps the work fulfilment in representatives.

KEYWORDS: *HDFC, Bank, Training n Development, Employees Satisfaction.*

Introduction

Banking industry is a significant, crucial, dominant division of national and international economy through global trade, finance and agriculture activities of the nation which includes pension, insurance, educating loan, public health promotion and protection. One of the leading banks in India is HDFC in private sector bank. HDFC bank is the combinational of commercial and social banking. The vision, mission includes best service to the customer, employee's satisfaction in work environment, and strong brand image with work culture.

"The HDFC Bank has regularly been focusing on the training and development of its employees, both on the-job as well as through training programmes conducted by internal and external faculty." The bank beliefs and give importance to its human resources as one of its acknowledged core values. The Bank has set up a powerful training infrastructure, which seeks to improve skill levels across grades and functions through a combination of in-house and external programmes. Management has recognized the importance of employees training and development, considers it an investment to meet its objectives, and do not deem it an overhead cost. The underlying reason for this is the integration of training objectives considers it an investment to meet its objectives and strategies with the business plans of the banks. The key factors are that employee training is becoming effective in improving organizational performance and climate. There are certain emerging challenges in area of employee training. These challenges are due to several developments which include the impact of technology, the communication revolution, and demography of work place, under – investment in human resources. The in-house

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training includes the orientation programme about the products and services, credits and foreign exchange programme for new entrants. And work culture, value added programmes on Team building, human behavior and work motivation, communication with team, leadership, employee development programme all conducted premier institute like S.P Jain institute Mumbai, ISB Hyderabad, IIMS and senior management functionaries develop the staff and keep them updated on developments in the world economy. The aim of the study is to understand the significance of training and development practices in HDFC bank.

HDFC (Housing Development Financial Corporation) Bank Limited is an Indian banking and financial services company headquartered in Mumbai, Maharashtra. "It has 84,325 employees and has a presence in Bahrain, Hong Kong and Dubai. HDFC Bank is India's largest private sector lender by assets. It is the largest bank in India by market capitalization as of February 2016. It was ranked 69th in 2016 Brand Z Top 100 Most Valuable Global Brands." In 1994 HDFC Bank was incorporated, with its registered office in Mumbai, India. "Its first corporate office and a full service branch at Sandoz House, Worli were inaugurated by the then Union Finance Minister, Manmohan Singh." "As of June 30, 2017, the bank's distribution network was at 4,715 branches and 12,260 ATMs across 2,657 cities and towns. The bank also installed 4.30 Lacs POS terminals and issued 235.7 Lacs debit cards and 85.4 Lacs credit card in FY 2017."

The bank focus is on training and improving its employees and regularly takes various measures to achieve this. One of the significant Human Resources (HR) strategy of the bank aims to create a team of trained employees -oriented for the achieving of the bank's vision. During its life span, the key human resource issues that were addressed related to learning and proficiency development, management of performance, ensuring an enhanced work - life balance and attrition management. The employee participation "initiatives of the bank are focused on providing opportunities to staff to search for as operational roles through internal job postings and periodic job rotations, making the" reward structure more competitive, reform the performance - linked compensation "and incentives, and generally sending a clear message of meritocracy."

Training and Development Scenario at HDFC Bank

The bank also has a comprehensive e-learning module conceptualized and developed in-house and administered through the intranet. Keeping pace with the growth in the diversity of products on the one hand and manpower on the other, the training man-day have increased from 57,317 in 2008-09 to 65,378 during the year 2009-10, registering a growth of 14% over the years. R Padmanabhan, senior vice-president, HR, learning and development, HDFC Bank, says the trick in managing a successful programme is to do - more with less. So impacting more employees effectively, without spending too much is the answer to successful training. The key to effective training function, he adds, is active participation by all stake holders, including learning managers, HR managers and learner's managers. Senior leaders are actively engaged at every stage, right from need identification, conceptualizing the training programmes...and while conducting sessions. At HDFC Bank - with its induction, on-boarding and behavioural training programmes like service excellence and leadership programmes for various levels - employees are mapped to a training manager and the learning graph of all employees is tracked with International Journal of Business Administration and Management. ISSN 2278-3660 Volume 7, Number 1 (2017), © Research India Publications <http://www.ripublication.com> 41 updates available through intranet. The exercise ensures that all concerned participants invest time and effort in the tracking process. HR managers or the team that assesses training needs in an organization and designs and manages such programmes must remember that while the main ingredients of a training module may remain constant, the methodology used needs to evolve continuously given the pace at which technology is evolving.

Employees' Satisfaction on the Basis of Training and Development

HDFC has been paying much attention for the training of their staff. Various training programme to update the knowledge of the staff. The emphasis is on the dissemination of knowledge, development of skills and orientation of attitude of the staff for enabling them to cope up with the challenges that are taking place in the banking. In keeping with the fundamental principles of HRM, the bank has perceived the training system as mechanism to develop a competitive workforce by growing the available talent and to prepare them for meeting the ongoing and emerging challenges of the market forces. HDFC Bank also conducts training to improve the banker consumer relationship. The managerial and supervisory training's are also conducted on every step of promotion. The training is immediately called whenever

any employee is elevated to next promotional post. The trained employee is tested by his performance in the trained area. The trained employees get a chance to work with more responsibilities. As we know the training and development is interconnected. A trained employee will deliver a better goods contributing to the development.

Propose of the Study

The purpose is to study the significance of training and development on employee's satisfaction at HDFC bank.

Objectives

- To examine the effect of prevailing training and development program for employee satisfaction at HDFC Bank.
- To study the training and development and its effects of human resource practices in HDFC.Bank.

Review of Literature

S. No.	Title	RD and Sample unit / Model used	Data Source and Sample Size	Findings	Limitations	Independent and Depended Variables
1.	Training And Development Scenario at HDFC Bank	Qualitative and Descriptive Research	Secondary Data & Research journals /Trade Magazine/Annual Report of banks and Internet	Designed training and development program motivate the employees to achieve individual and organizational goals	Prioritizing superiority over performance is not good practice for affecting the best talent in a competitive environment	Independent Variable: Trade magazine, Internet, Annual report on Bank, Journals Dependent Variable: Feedback from employees
2.	A study on training and development in public sector banks	Descriptive research Sample unit: 3 major banks SBI, PNB, Oriental Bank of commerce of Urban Area of Kurukshetra	Primary Data Random Sampling 140 employees of banks in Kurukshetra	The researcher concluded that better skilled manpower, high quality services to customer are the outcome of proactive training and development practices.	Enhancement and innovation is lack behind in training program to get the result in long term.	Independent Variable: Customer satisfaction with services provided by the employees Dependent variable: Service quality provided by the employees
3.	Benefits of training and development program on employees performance : A study with special reference to banking sector in Bangladesh	Kushtiaand Jhenaidah district of Bangladesh Sample Unit Agrani Bank Limited (ABL)	Descriptive research 50 sample size sampling method Stratified random sampling and Regression method Secondary Method Books, Journals, articles, seminar, publication, Statistics.	Study found that the skills,ability, and intellectuality of the bank employees	Training and development program are limited to short term.	Dependent Variable Employees Benefits Independent Variable Knowledge development, skill development, performance of employees, and employees' efficiency.

4.	Employees perception towards effective training program: A study on some selective Private Commercial Banks	Descriptive and empirical study (5) PCBs Al- Arafas Islamic Bank Ltd, National Bank Ltd, Uttra Bank Ltd, Prime Bank Ltd, Dutch – Bangla Bank Ltd	120 employees, Z-test, likert scale structured based interview Secondary Data Articles, training manuals, annual report of bangladesh bank.	Training program are ineffective, supplied material are obsolete, training sessions are not well organized ,quality of training is below par	Level of knowledge and skills of training instructor is not satisfactory budgets are also not fixed and very low for training programs	Dependent Variable Type of training methods, length of program, place and layout, skill and knowledge of trainer Independent Variable Employees skills ,knowledge , attitude
5.	Impact of training and development of employees performance in banks of Pakistan	Descriptive and explanatory approach: Bank Alfalah limited, Muslim Commercial Bank, Habib Bank limited, Allied Bank limited, National bank of Pakistan and Bank of Punjab in Bahawalpur in Pakistan	Emperical and Referral sampling, frequent test, bar charts Secondary data: Government Report, Published papers, reviews.	Training and development positively	Due to convenience sampling the result we cannot generalize our results with authenticity to all the banks operating in Pakistan.	Dependent variable Training program Independent Variable- Employees performance
6.	Impact of training on employees performance (Banking Sector)	Banks of Karachi	100 employees, Regression and correlation technique, random Sampling technique	Finding showed that Training have positive impact on employee performance Bank of Karachi	As study is limited to the banks of Karachi and also limited to the employees training of bank so not applicable to the other financial institution.	Dependent variable Technical Knowledge, Training methods, HR techniques Independent Variable Employee performance, Motivation, Stress level
7.	Effectiveness of training and development on employees performance and organization competitiveness in the Nigerian banking industry	Descriptive Method Lagos state, South-west Nigeria	250 respondent Simple random sampling, Descriptive statistics Structured Questionnaire	Finding was worth as employee performance improved, retention increased, employees authenticity improved	Training model need to get more develop so that competitive advantage can improve.	Dependent variable On the job Off the job Independent Variable Training program

Research Methodology

The required data has been collected through primary source by structured questionnaire with bank managers and staff employees from different departments and secondary data has been collected through source like text books, Journals, internet and other publication, articles where ever required. Present research paper is of descriptive type and data collected through questionnaire filled by the bank employees. Random sampling used to collect data from 40 employees at HDFC bank.

Analysis and Findings

Statement	% of Employees Response
Training program are framed on the requirement of the job	89% Very Good
Training program gives the introduction of the norms and values of the organization to new employees	90% Very Good
Training program are useful to understand the vision and mission of the organization	86% Very Good
Training programs gives the benefits to the employees for improvement the skills, knowledge, ability, work, expectation.	70% Good
Employees participation in training programs helps in work clarity n satisfaction	65% Good
Training and development is required in periodic interval of time	89% Very Good
Training and development is framed on genuine needs	79% Very Good
Special training related to the stress management, team development, provided to managerial level	80% Good
Feedback to evaluate the effectiveness of the training programs	78% Very Good
Training improves the development of employees which results to minimize the faults in operation.	81% Very Good
Training programs beneficiary in terms of promotion and other monetary benefits.	72% Very Good

Conclusions/Recommendation

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 phase of employment in this competitive arena. It is concluded that public sector banks undertake training and development program for their employees to increase their efficiency. Banks provide training program 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. The HDFC Bank focuses on training of its employees on a continuous basis, both on the job and through training program conducted by internal and external faculty. The Bank has consistently believed that broader employee ownership of its share has a positive impact on its performance and employee motivation. Prioritizing seniority over performance is not a good practice for attracting the best talent in a competitive environment. However, recruitment practices as well as on-the job training and redeployment are considered as one of those many improvements of HR in the Indian banks. In nutshell, it can be said that T&D policies and practices of the selected bank in the above background concentrated on training and developing, and motivating employees to work for ensuring that these policies are properly designed and implemented, thereby helping the workers to set and achieve individual and organizational goals.

Training Basics

The table below provides an outline of the topics

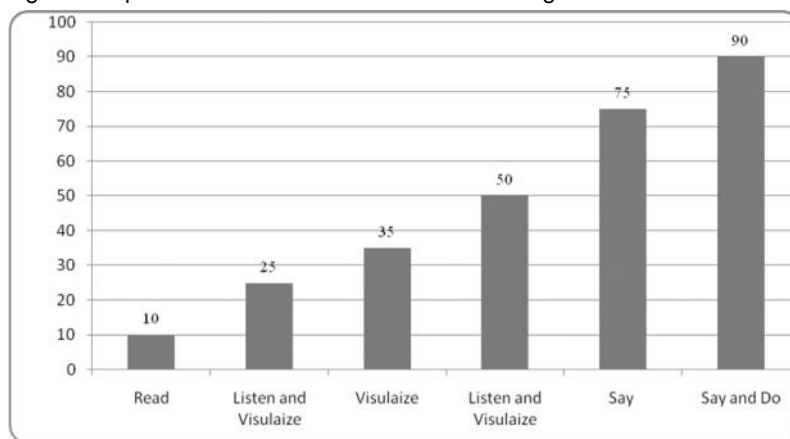
Discussed in Section

Topic	What is discussed
Know Your Audience	Demographics, understanding and knowledge, skills and talent, attitudes and behavior, experience, job/position, education, and training needs
Apply Adult Learning Principles	<ul style="list-style-type: none"> • Use repetition to encourage remembering • Blend styles • Provide a variety of learning methods and materials
Be Prepared to Train	Know what you are training <ul style="list-style-type: none"> • Use effective organization skills

	<ul style="list-style-type: none"> • Practice • Prepare the training room • Have a backup plan
Manage the Training	<ul style="list-style-type: none"> • Manage training time • Manage difficult participants • Manage difficult locations and facilities • Manage equipment and materials
Communicate Effectively	Facial expression, voice, eyes, ears, nose, hands, feet, mind, and heart
Engage the Participants	Using questions to engage participants and determine their level of understanding
Use Visual Aids Effectively	Tips on using visual aids

What Adults Remember

The following chart provides information on what adults remember. This is significant for knowing how to design your training. If a trainer only Lectures then participants will probably only remember 20% of what is said. So creating a participatory training where participants are active and “saying and Doing” will help them remember more from the training.



Key Point to Learning Styles

So how do you plan your training given all of these different aspects about how people learn? The goal is not to focus on one style of learning but to use a blend of methods to reach the greatest number of adult learners. For Example Provide a variety of learning methods such as:

- Lectures
 - Discussions
 - Role-plays
 - Exercises (i.e., quizzes, brainstorm)
- Provide a variety of training materials such as:
- Slides
 - Manuals/handouts
 - Videos

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