



IMPACT OF TRAINING AND DEVELOPMENT ON JOB SATISFACTION OF PUBLIC SECTOR BANK EMPLOYEES

Dr. Jyoti Sharma is Reader at International Institute of Professional Studies (IIPS), D.A.V.V. Indore. 12 Yahswant Colony, opposite Yashwant Club, Indore, (M.P.)

Arpita Belapurkar is Academic associate, OB & HRM area at Indian Institute of Management Indore and is registered as Doctoral Scholar in Management at Devi Ahilya University Indore. Address: 298, Indrapuri Colony, Bhanwarkuan, Indore (M.P.)

ABSTRACT

In today's growing competitive world, it is vital for any organization to take care of their employees. The organizations must ensure that their human resource is trained, skilled and growing continuously which is good for the employees as well as the organization itself. The banking sector being one of the largest service sector of India, has a huge manpower resource. Thus it is very important for the banks to focus on the training and development practices. This paper aims to find out the impact of the current training and development practices on the job satisfaction of the employees of bank. For this purpose the study is conducted on 47 employees of State Bank of India and it was found that there is a significant impact of training and development practices on the level of job satisfaction of the employees of banks.

Key words: Job Satisfaction, Training and Development and Public Banking sector

Introduction

Training and development is one of the basic necessities for any organization to grow. The impact of training and development is long lasting and ultimately results in employee as well as organizational benefit. The banking sector has proved out to be one of the leading sectors which has resulted in the heavy training programs for the benefit of employees. The training provided to the employees in the banks are very rigorous and hence the paper has made an attempt to find the impact of these training and development programs on the job satisfaction of the bank

employees of State Bank of India in Indore branches. Job satisfaction of the employees is very essential for the betterment of the organization as well as the employees. If the employees are not satisfied with their jobs they are not likely to exert the desired efforts for their organization which in turn may cause a hindrance in the growth of the organization.

Training and Development

Training and development is one of the major factors that influence that success of any organization. Not only that, training and development practices is as beneficial for the employees as it is for the organization. With the help of training and development, the employees and the organization is benefited equally. Thus training and development practices are important for the organization from organizational point of view as well as employee point of view. Training helps employees to attain new skills and knowledge in order to enhance the effectiveness to perform the current tasks or job. While development practices helps the employees to grow in a long term scenario by their overall development. Thus the training and development practices ensure overall growth of the effectiveness and efficiency of the employees as well as the organizational effectiveness.

Job Satisfaction

Job satisfaction is the way how people may feel regarding their jobs. Their feelings can be pleasurable or non-pleasurable also. This kind of emotional situation is due to the appraisal about one's job, a mental reaction towards his/her job. Job satisfaction is an attitude of a person towards his/her job. Job satisfaction is not merely a concept or terminology but it also takes into consideration various feelings and beliefs. There are many factors that may influence the job satisfaction of employees such as quality of work life, relations with peer, working conditions, benefits, brand name of the organization etc. Job satisfaction is a concept that not only enhance the performance of the employees but also increase the quality if work life of the employees.

Literature Review

As per (Rosow and Zager, 1988; and Goldstein and Gilliam, 1990). The most effective strategy for the employees to gather knowledge and acquire skills that assist them to face the growing challenges is training.

According to (Khandelwal, 2005) the major challenge for the banks is not only to impart skills to their employees but also to make the employees skillful in a persistent way.

(Rame, 2006) concludes that the organizations have to bear all the cost in present whereas it can enjoy all the benefits in the future and thus designing and implementing a good training program is one of the major challenge for the banks.

(Hanif and Ameen, 2013) conducted a study to find the impact of Training on the development and performance of employees of hotel industry in Pakistan. The author has conducted the study in order to find the effectiveness of the training programs that may have increase the performance of the employees working in the hotel industry of Lahore, Pakistan.

(Tahir, Yousafzai, Jan AND Hashim, 2014) conducted a study to find the impact of training and development on the performance of the employees and their productivity. The study was done on the employees of eight United Bank Limited Peshawar City in Pakistan. The data was collected with the help of a questionnaire from eighty employees. The authors found that there was a significant impact of training and development on the employee's productivity and performance.

(Nagaraju and Archana, 2015) conducted a study on the effect of job satisfaction of employees caused due to the training and development programs. The study shows that the training and development increases employee satisfaction. The author says that highly skilled and competitive employees can work well.

(Asfaw, Argaw and Bayissa, 2015) conducted a study on employee's training and development and their job performance. The study was done on 94 employees of five district offices of AddisAbaba, Ethiopia. The data was collected with the Likert scale questionnaire with the help of random sampling. The authors concluded that training and development of employees significantly impact the job performance of the employees.

(Rehman et al., 2012) tried to find out the impact of job stress on job satisfaction of the employees. The research was conducted on the employees of private college of Pakistan. The sample which was used for the study was nearly 150 in number. In order to measure the level of job stress faced by employees, it was measured with respect to physical environment of the college and the work load on the employees. The author found that job stress in employees was significantly affecting the level of job satisfaction and that too in a positive way that does not go in line with the study of Keller (1975) and Caplan (1991). The study's central point was that in order to measure the job satisfaction, the economic condition of the people of the country was the major determinant.

(Konstantinos and Christina, 2008) analyzed that factors that influenced the stress level and employees job satisfaction. The study was done on the nurses of the psychiatric department. The study revealed that mental fitness of the nurses was impacted by various factors of stress and job satisfaction. It was found that there existed a strong relation between inter-professional collaboration, job satisfaction and stress.

RESEARCH PURPOSE

The central purpose of the study is to find out the impact of Training and Development practices on job satisfaction of the employees working in public banks especially in State Bank of India and also to study the level of job satisfaction and Training and Development practices conducted in the organization. The research also tries to find the relation between training and development practices and job satisfaction of the employees.

Research Methodology

Hypothesis-

Training and Development significantly affects the level of job satisfaction among the employees of State Bank of India.

Type of Research

The research is an exploratory research.

Target audience

The target audience for the following research is the employees working in State Bank of India.

Sampling

In order to collect the data, convenience sampling is used.

Sample size

The study was conducted on 47 employees.

Data collection method

For the purpose of data collection a questionnaire was used based on the Likert scale. It consisted of simple questions that measured the training and development practices of the banks and the level of job satisfaction of these employees.

Type of data

The study used the primary data for the analysis.

Scaling

Questionnaire based on Likert scale was used for the data collection.

Questionnaire

The questionnaire used for the data collection was divided in three parts. The first part measured the training and development practices being practiced in the banks. The second part of the questionnaire consisting of simple ten questions, measured the job satisfaction level of the employees working in banks. And the third part of the questionnaire was comprised of demographic details of the employees such as name, age, gender, designation etc.

Variables

The study considered Training and Development as an independent variable whereas it considered Job Satisfaction as dependent variable.

Tools used

Linear Regression was applied on the scores of training and development and job satisfaction of the employees to find the impact of training and development practices on employee job satisfaction.

Data Analysis

The data was analyzed with the help of SPSS 20.

FINDINGS AND DISCUSSION

In order to analyze that impact of training and development practices of banks on job satisfaction level of the employees of banks, linear regression was applied to test the following hypothesis.

Training and Development significantly affects the level of job satisfaction among the employees of State Bank of India.

The data obtained with the help of the questionnaire was analyzed with the help of statistical tool, SPSS 20.

TABLE OF REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449 ^a	.202	.184	.53521

a. Predictors: (Constant), TandD

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.261	1	3.261	11.383	.002 ^b
	Residual	12.890	45	.286		
	Total	16.151	46			

a. Dependent Variable: JS

b. Predictors: (Constant), TandD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.332	.541		4.311	.000
	TandD	.464	.138	.449	3.374	.002

a. Dependent Variable: JS

The result obtained on applying regression on training & development practices and job satisfaction scores showed that the hypothesis was significant at .002 level and R value was found out to be .449

This implies that 44.9 % of variation in the dependent variable that is Job Satisfaction is explained by the independent variable that is Training and Development.

Thus it can be said that that the impact of training and development practices in banks is significant. Thus depicts that training and development is accounting for 44.9 % for the determination of job satisfaction level of the employees.

CONCLUSION

Based on the data obtained and a detailed analysis of the data, the study has found that training and development impacts the level of job satisfaction to a great extent. The statics showed that the training and development accounts for 44.9% of variation in the job satisfaction. Thus the banks need to focus on the continuous improvement of the training and development practices introduced for their employees as they are vital for the employee growth, job satisfaction as well as organization itself.

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IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 4. Ver. IV (Apr. 2015), PP 05-13 www.iosrjournals.org

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