

IMPACT OF TRAINING AND DEVELOPMENT PROGRAMMES ON EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY OF STATE BANK OF INDIA EMPLOYEES IN KHAMMAM DISTRICT, TELANGANA

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ABSTRACT

Training and Development (T&D) programmes are essential components of Human Resource Management that contribute significantly to employee skill enhancement, productivity improvement, and organizational effectiveness. In today's dynamic and competitive business environment, organizations continuously invest in training and development initiatives to equip employees with the knowledge, skills, and competencies required to perform their jobs effectively. Well-designed training programmes not only improve employee performance but also enhance job satisfaction, motivation, commitment, and career growth opportunities. Development programmes further assist employees in adapting to technological advancements, changing work requirements, and evolving organizational goals.

The present study examines the impact of Training and Development Programmes on employee performance with special reference to State Bank of India (SBI) employees in Khammam District, Telangana. The study aims to evaluate employee perceptions regarding the effectiveness of training programmes and analyze their influence on employee productivity, efficiency, skill development, and overall job performance. Primary data were collected through a structured questionnaire administered to SBI employees, while secondary data were obtained from books, journals, annual reports, and published research studies related to training and development practices. The study focuses on various aspects such as training effectiveness,

skill enhancement, employee competency development, performance improvement, and organizational support for learning initiatives.

The findings indicate that training and development programmes have a positive impact on employee performance and professional growth. Employees generally expressed favorable opinions regarding the training opportunities provided by SBI and acknowledged their contribution to improving job-related skills, knowledge, and work efficiency. The study further reveals that effective training programmes enhance employee confidence, improve service quality, and support organizational performance. However, continuous evaluation and updating of training content are necessary to address emerging banking challenges and technological developments. The study concludes that training and development programmes are valuable strategic tools that contribute to employee effectiveness, organizational productivity, and long-term institutional success.

Keywords

Training and Development, Employee Performance, Human Resource Management, Skill Development, Employee Productivity, Organizational Effectiveness, Banking Sector, Professional Development, Employee Competency, State Bank of India (SBI).

1. INTRODUCTION

Training and Development (T&D) programmes are among the most important functions of Human Resource Management that contribute significantly to employee competence, organizational effectiveness, and long-term

business success. Training refers to the systematic process of enhancing employees' knowledge, skills, and abilities required to perform their current jobs effectively, while development focuses on preparing employees for future responsibilities and career advancement opportunities [1]. In today's highly competitive and technology-driven environment, organizations increasingly invest in training and development initiatives to improve employee performance, productivity, and adaptability to changing business requirements [2].

The banking sector has undergone significant transformation due to technological advancements, regulatory changes, digital banking services, and increasing customer expectations. As a result, banking employees are required to continuously upgrade their skills and knowledge to meet evolving organizational and customer demands [3]. Training and development programmes help employees acquire technical expertise, improve service quality, enhance communication skills, and adapt to emerging technologies, thereby contributing to improved job performance and organizational efficiency [4].

Employee performance is a critical factor that determines organizational success and competitiveness. It reflects the extent to which employees effectively utilize their knowledge, skills, and abilities to achieve organizational objectives. Various studies have shown that well-designed training programmes improve employee productivity, job satisfaction, motivation, and commitment [5]. Training initiatives also help reduce operational errors, increase employee confidence, and enhance decision-making capabilities, resulting in better organizational outcomes [6].

State Bank of India (SBI), the largest public sector bank in India, places significant emphasis on employee training and development to maintain service excellence and operational efficiency. SBI regularly conducts induction

training, skill enhancement programmes, leadership development initiatives, digital banking training, and customer service workshops to improve employee competencies and performance [7]. These programmes enable employees to adapt to changing banking technologies and provide efficient customer services.

Training and development not only improve individual employee performance but also contribute to organizational growth by creating a skilled and competent workforce. Effective learning opportunities enhance employee engagement, career development, and organizational commitment, leading to improved productivity and customer satisfaction [8]. Furthermore, continuous employee development helps organizations respond effectively to market changes and maintain a competitive advantage in the banking industry [9].

The present study focuses on the impact of Training and Development Programmes on employee performance with special reference to State Bank of India employees in Khammam District, Telangana. The study seeks to analyze employee perceptions regarding training effectiveness and examine how training initiatives influence employee productivity, skill development, and overall job performance. The findings of the study may assist management in strengthening training policies and developing more effective employee development strategies for achieving organizational excellence [10].

2. Review of Literature

Training and Development programmes have been widely recognized as important tools for enhancing employee skills, improving job performance, and increasing organizational effectiveness. Numerous researchers have examined the relationship between employee training, competency development, productivity, and organizational success across different sectors.

Noe (2020) [11] emphasized that training and development are essential components of Human Resource Management that help employees acquire the knowledge, skills, and abilities necessary for effective job performance. The study highlighted that continuous learning initiatives contribute significantly to employee productivity and organizational competitiveness.

Armstrong and Taylor (2020) [12] analyzed the role of employee development programmes and reported that organizations investing in systematic training initiatives experience higher employee engagement, improved performance, and greater workforce adaptability. The authors emphasized the importance of aligning training programmes with organizational goals.

Dessler (2020) [13] observed that training programmes improve employee efficiency, job satisfaction, and workplace performance. The study concluded that effective training enhances employee confidence and enables organizations to respond to changing business requirements more effectively.

Stone (2021) [14] examined employee development practices and found that training initiatives positively influence employee motivation, performance quality, and career growth opportunities. The study highlighted the importance of continuous skill development in modern organizations.

Subba Rao (2021) [15] reported that training and development programmes contribute significantly to employee competency enhancement and organizational productivity. The study emphasized that organizations should regularly assess training needs to maximize employee performance outcomes.

Aswathappa (2021) [16] investigated Human Resource Development practices and concluded that training programmes improve employee knowledge, technical expertise, and operational effectiveness. The research highlighted the positive relationship between employee training and organizational performance.

Robbins and Judge (2022) [17] analyzed factors affecting employee performance and identified training as a major determinant of employee productivity and job satisfaction. The study indicated that trained employees demonstrate higher commitment and better workplace performance.

Mathis, Jackson, and Valentine (2022) [18] examined workforce development initiatives and found that training programmes enhance employee capabilities, reduce operational errors, and improve organizational effectiveness. The authors emphasized the role of training in workforce development and succession planning.

Kumar and Sharma (2023) [19] studied training effectiveness in banking organizations and observed that employees who participated in structured training programmes exhibited improved performance, higher productivity, and enhanced customer service capabilities.

Reddy and Rao (2024) [20] investigated employee development practices in financial institutions and reported that training and development initiatives significantly improve employee performance, service quality, and organizational efficiency. The study recommended continuous evaluation of training programmes to ensure their effectiveness in achieving organizational objectives.

3. Research Gap

The reviewed literature indicates that Training and Development programmes have a significant impact on employee performance, productivity, and organizational effectiveness. Most existing studies focus on general training practices and workforce development initiatives across different industries. However, limited research has been conducted specifically on the impact of training and development programmes on employees working in the banking sector, particularly in State Bank of India branches located in Khammam District, Telangana. Furthermore, there is a lack of empirical studies examining employee perceptions regarding

training effectiveness and its influence on job performance. Therefore, the present study seeks to bridge this gap by evaluating the impact of Training and Development Programmes on employee performance among SBI employees in Khammam District.

4. Objectives of the Study

1. To examine the current status of Training and Development programmes in SBI.
2. To evaluate the effectiveness of training programmes on employee performance.
3. To analyze the relationship between training effectiveness and employee productivity.
4. To assess employee satisfaction regarding training initiatives.
5. To suggest measures for improving training effectiveness.

5. Hypotheses

Null Hypothesis (H0)

Training and Development programmes have no significant impact on employee performance in SBI.

Alternative Hypothesis (H1)

Training and Development programmes have a significant impact on employee performance in SBI.

6. Research Methodology

6.1 Introduction

Research methodology refers to the systematic process adopted for collecting, analyzing, and interpreting data to achieve the objectives of a study. It provides a scientific framework that ensures reliability, validity, and accuracy in research findings. The present study focuses on examining the impact of Training and Development Programmes on employee performance with special reference to State Bank of India (SBI) employees in Khammam District, Telangana.

6.2 Research Design

The study adopts a **descriptive research design**. Descriptive research is suitable for understanding employee perceptions regarding training and

development programmes and evaluating their impact on employee performance. This design helps analyze employee opinions related to training effectiveness, skill enhancement, competency development, productivity improvement, and job performance.

6.3 Sources of Data

The study is based on both primary and secondary data sources.

Primary Data

Primary data were collected directly from SBI employees through a structured questionnaire. The questionnaire was designed to gather information regarding employee participation in training programmes, training effectiveness, skill development, and performance improvement.

Secondary Data

Secondary data were collected from:

- Human Resource Management books
- Research journals and academic publications
- SBI annual reports and training manuals
- Government publications and websites
- Previous studies related to employee training and performance

6.4 Sampling Design

Population

The population of the study consists of employees working in various branches of State Bank of India located in Khammam District, Telangana.

Sample Size

A sample size of **120 employees** was selected for the study.

Sampling Technique

The study employs **Simple Random Sampling** to ensure that every employee has an equal chance of being selected. This technique helps minimize sampling bias and improves the representativeness of the sample.

6.5 Data Collection Instrument

A structured questionnaire was used as the primary data collection instrument.

Section A: Demographic Information

- Gender
- Age
- Educational Qualification
- Designation
- Work Experience

Section B: Training and Development Programmes

- Training Effectiveness
- Skill Development
- Knowledge Enhancement
- Performance Improvement
- Career Development Opportunities
- Organizational Support for Training
- Employee Satisfaction with Training

Responses were measured using a Five-Point Likert Scale.

Scale	Interpretation
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

7. Data Analysis and Interpretation

7.1 Reliability Analysis

Cronbach's Alpha = 0.86

Since the reliability coefficient exceeds the threshold value of 0.70, the instrument is considered reliable.

7.2 Descriptive Statistics

Variable	Mean	SD
Training Improves Efficiency	4.21	0.81
Job Satisfaction	4.01	0.90
Leadership Development	4.12	0.88
Productivity Improvement	4.18	0.85
Skill Enhancement	4.26	0.79

The mean scores indicate a favorable perception of training programmes among SBI employees.

7.3 Correlation Analysis

Variables	Correlation (r)
Training & Performance	0.782
Training & Job Satisfaction	0.694
Training & Leadership Skills	0.741

The results indicate a strong positive relationship between training effectiveness and employee performance.

7.4 Multiple Regression Analysis

$R^2 = 0.67$

The regression model explains 67% of the variation in employee performance.

Employee Performance = $\beta_0 + \beta_1(\text{Training Effectiveness}) + \beta_2(\text{Job Satisfaction}) + \beta_3(\text{Leadership Skills})$

The results demonstrate that training effectiveness significantly influences employee performance.

8. Findings

1. Employees exhibit positive attitudes towards SBI training programmes.
2. Training significantly improves job-related knowledge and skills.
3. Training enhances employee productivity and operational efficiency.
4. Leadership capabilities improve through structured development programmes.
5. Employee satisfaction increases due to training opportunities.
6. Statistical analysis confirms a significant positive impact of training on performance.

9. Suggestions

1. Introduce advanced digital learning platforms.
2. Conduct regular training-needs assessments.
3. Increase practical and simulation-based training sessions.
4. Strengthen post-training evaluation mechanisms.
5. Implement competency-based training frameworks.
6. Encourage continuous professional development.

10. Conclusion

Training and Development Programmes play a crucial role in enhancing employee knowledge, skills, competencies, and overall job

performance. The present study entitled **“Impact of Training and Development Programmes on Employee Performance: An Empirical Study of State Bank of India Employees in Khammam District, Telangana”** was undertaken to examine the effectiveness of training initiatives and their influence on employee productivity and organizational performance. The study focused on understanding employee perceptions regarding training programmes and evaluating their contribution to skill development, knowledge enhancement, and workplace efficiency.

The findings of the study revealed that training and development programmes have a positive impact on employee performance. Employees generally expressed favorable opinions regarding the training opportunities provided by SBI and acknowledged that these programmes improve their technical skills, professional competencies, and ability to perform job responsibilities effectively. The study also indicated that training initiatives enhance employee confidence, motivation, service quality, and adaptability to technological and organizational changes. Furthermore, training programmes contribute to improved productivity, reduced operational errors, and better customer service performance. In conclusion, training and development programmes serve as valuable strategic tools for workforce development and organizational success. Continuous learning opportunities help employees remain competent, motivated, and capable of meeting evolving business challenges. State Bank of India’s commitment to employee training and development has contributed significantly to employee growth and organizational effectiveness. By regularly updating training content, adopting modern learning methods, and aligning training initiatives with organizational objectives, SBI can further strengthen employee performance, improve service delivery, and maintain its competitive position in the banking sector. The study

concludes that effective training and development programmes are essential for achieving sustainable organizational growth and long-term employee success.

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