

Project Report On
Training and Development of Staff in HDFC Bank

Submitted by

Aditi Madhusudan Kamble

Roll No: 207

Submitted to



UNIVERSITY OF MUMBAI

MASTER OF COMMERCE

(MANAGEMENT)

Semester- III

(2020-21)

Project Guidance by

Professor: **HIMANSHU LAPASHIA**



UTTARI BHARAT SABHA'S

RAMANAND ARYA D.A.V COLLEGE OF COMMERCE AND

SCIENCE

DATAR COLONY, BHANDUP (EAST)

Ramanand Arya D.A.V. College

Bhandup (East) Mumbai 400042

Certificate

This is to certify that Aditi Madhusudan Kamble has worked and duly completed her Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of Human Resource Management and her project is entitled, `Training and Development of Staff in HDFC Bank` under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her own work and facts reported by her personal findings and investigations.

Co-Ordinator:

Prof. SUSHMA PATIL

Principal:

DR. AJAY M. BHAMARE

Project Guide / Internal Examiner:

Prof. HIMANSHU LAPASHIA

External Examiner:

Ramanand Arya D.A.V. College

Bhandup (East) Mumbai 400042

Declaration by learner

I, the undersigned Aditi Madhusudan Kamble declare that the work embodied in this project work hereby, titled `Training and Development of Staff in HDFC Bank`, forms my own contribution to the research work carried out under the guidance of Professor Himanshu Lapashia is a result of my own research work and has not been previously submitted to any other University for any other Degree to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name of the learner: Aditi

Madhusudan Kamble

Signature:

Certified by

Name of the Guiding Teacher:

Prof. Himanshu Lapashia Signature:

Acknowledgment

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the University of Mumbai for giving me chance to do this project.

I would like to thank my Principal Dr. Ajay M. Bhamare for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our Coordinator Prof. Sushma Patil for her moral support and guidance.

I would also express my sincere gratitude towards my project guide Prof. Himanshu Lapashia whose guidance and care made the project successful.

I would like to thank my college library, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially my Parents and Peers who supported me throughout my project.

Signature of the student

Aditi Madhusudan Kamble

CONTENT/ INDEX

○ ABSTRACT

○ CHAPTER 1

1.1 INTRODUCTION

1.2 OBJECTIVE

1.3 HYPOTHESIS

1.4 IMPORTANCE AND SCOPE OF THE STUDY

1.5 REASONS FOR TRAINING AND DEVELOPMENT OF STAFF

1.6 BENEFITS OF TRAINING OF STAFF

○ CHAPTER 2

2.1 THE PROBLEM EXIST

○ CHAPTER 3

3.1 LITERATURE REVIEW

○ CHAPTER 4

4.1 DATA COLLECTION

PRIMARY DATA

SECONDARY DATA

DATA ANALYSIS

○ CHAPTER 5

5.1 CONCLUSIONS

6.1 SUGGESTIONS

6.2 SUMMARY OF SUGGESTIONS

6.3 LIMITATIONS

7.1 BIBLIOGRAPHY AND WEBLIOGRAPHY

ABSTRACT

The HDFC Bank has regularly been focusing on the training of its employees, both on-the-job as well as through training programmes conducted by internal and external faculty. The bank lists and recognizes its human resources as one of its stated core values. The Bank has built a strong training infrastructure, which seeks to upgrade skill levels across grades and functions through a combination of in-house and external programmes. The flagship in-house programmes include the Induction Programmes for new entrants and Credit and Foreign Exchange Programmes for building up a pool of specialists in the respective domains. External Programmes encompass value-added programmes on Team Building and Leadership, Organizational Development, Management Development Programmes, People Management Programmes; all conducted by premier institutes like the IIMs, Administrative Staff College of India and ISB Hyderabad. Senior functionaries have also been deputed overseas to attend specialized programmes intended to keep them updated on developments in the world economy. This study aims at analyzing the training and development practices in HDFC bank.

CHAPTER 1

1.1 INTRODUCTION

HDFC Bank Limited is an Indian banking and financial services company headquartered in Mumbai, Maharashtra. It has a base of 104,154 permanent employees as of 30 June 2019. HDFC Bank is India's largest private sector bank by assets. It is the largest bank in India by market capitalization as of March 2020.

In this study explained how Training and Development of staff is important from bank point of view. A subsidiary of the Housing Development Finance Corporation, HDFC Bank was incorporated in 1994, with its registered office in Mumbai, Maharashtra, India. Its first corporate office and a full-service branch at Sandoz House, Worli were inaugurated by the then Union Finance Minister, Manmohan Singh.

The bank believes in empowering its employees and constantly takes various measures to achieve this. The Human Resources agenda of the bank aims to create a team of empowered employees -oriented for the realization of bank's vision. During its life span, the key human resource issues that were addressed related to learning and skill development, management of performance, ensuring an enhanced work - life balance and attrition management. The employee engagement initiatives of the bank are focused on providing opportunities to staff to seek as operational roles through internal job postings and periodic job rotations, making the compensation structure more competitive, streamlining the performance - linked rewards and incentives, and generally sending a clear message of meritocracy.

Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:

1. Determine the need of training and development for individuals or teams
2. Establish specific objectives & goals which need to be achieved
3. Select the methods of training
4. Conduct and implement the programs for employees
5. Evaluate the output and performance post the training and development sessions.
6. Keep monitoring and evaluating the performances and again see if more training is required.

1.2 OBJECTIVES

The project is merely based on Training and Development of staff in HDFC Bank.

The HDFC Bank has regularly been focusing on the training of its employees. 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. HR managers or the team that assesses training needs in an organization and designs and manages such programs 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.

The main objective of training and development is to ensure that a company has a skilled and equipped workforce. For example, orientations, lectures, conferences, computer-based training, team-building exercises, apprenticeships, and job rotations – are all different ways of training and development. Most companies and organizations regularly conduct these programs and now more than ever, it is a top priority.

It's part of performance management system in the workplace. Which is carried out when the technology changes in the market or new strategies are implemented or change in resources or manpower or when new software or hardware are used in the projects in these cases the employer must need to provide the training to the employees so that they can learn and implement the same in the projects. This improves the individual skills and increases the performance level of an organization.

Every business looks for productivity, quality improvement, Industrial safety, reduction of turnover and learning time and ability to maintain an effective management team. These are the main objectives of any training and development program in an organization.

Objectives of study:

1. Increased Productivity
2. Quality Improvement
3. Safety first
4. Effective management
5. Labour Turnover Reduction

1. Increased Productivity

For any company, keeping the productivity at its peak is as important as getting in new customers for business. Since even a slightest of the disturbance can take the business to the brink of huge losses. Moreover, to tackle with the immensely growing competition in the target market, it is important for one to increase the productivity of its workers while reducing the cost of production of the products. So, that's where the training comes as a savior of the company, jumps in the scenario and takes it out of the dangers bravely.

2. Quality Improvement

Improving the quality of the product is obviously one of the main objectives of training and development since it's not like those times when customers weren't such quality conscious. Today's customer knows what's better for him and what's not. Simply said, those old methods of some sweet talk and business won't work for much long, because once they know the reality behind the curtains through the services and products quality, they will leave the company as it is without giving it, even, a second thought.

3. Safety First

Safety of anyone, either he is a worker, an officer or even a customer, is not something that can be taken lightly, especially in cases, where one knows that even a minute mistake can even lead to life threats. Therefore, providing the knowledge, for using the equipment in a proper way and creating the life-friendly product, also belongs to one of the major objectives of training and development. The higher, the employees are better at handling equipment; the better it is both for the company and for the workers.

4. Effective Management

One of the primary objectives of training and development process is to give rise to a new and improved management which is capable of handling the planning and control without any serious problem. With the knowledge and experience gathered through training, acting as the guiding light for this newly shaped management, it lets them handle the tough decisions and confusing realities thus opening the way for bigger and better opportunities for business for the cause of the brand.

5. Labor turnover Reduction

No business can flourish well while it is regularly turning over its workforce since it is obvious that every new workforce will require some time to understand the type of work, its principle and safety precautions, which lead to decreased productivity. Moreover, it also diminishes the feeling of self-confidence among the workers, and this really isn't a good thing.

1.3 HYPOTHESIS

Training & Development positively affects Perceived Employee Performance. The major purpose of the research is to find the relationship between two variables Employee performance and Training and development and to determine the extent to which Training and Development impact employee performance.

With the help of Training and Development employee is more attached to its work environment and attain his as well as organization goals more effectively and efficiently. Senior staffs like manager as well as team leaders are responsible in fulfilling employee training needs.

- There is no significant relationship between evaluating the effectiveness of training and development programs in HDFC Bank and to identify the knowledge and skills required by employees to perform the job efficiently and effectively.
- There is no significant relationship between evaluating the effectiveness of training and development programs in HDFC Bank and to assess the satisfaction level of employees with regard to training.

1.4 IMPORTANCE AND SCOPE OF THE STUDY

A training program in HDFC Bank allows employees to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

Training and development is structure to help employees to develop their personal and organizational skills, knowledge and the abilities. For all aspects of human resource development, especially, the most superior workforce is the development, so that their organizations and individual employees can do the work goals for customer service.

All employees want to be valuable at any times in the competitive labor market. This is only way can be achieved through staff training and development. All employees want to be valuable at any times in the competitive labor market. This is only way can be achieved through staff training and development. Employees always want to for improving career-enhancing skills, which will always lead to the enthusiasm and retention of the employees. there is no doubt that a good training and development employees will be a valuable asset to the organization and Thus increasing opportunities of efficiency in performing his duties

Everything you need to know about importance of training and development. Training and development is the corner-stone of sound management.

Training and development makes employees more productive and effective. It is actively and intimately related to all the personnel or managerial activities. It is an integral part of the whole management program with all its many activities functionally inter-related.

Training and development is also important for any organization that wants to take advantage of changes, techniques and improvements.

Training and development programmes are designed according to the requirements of the organisation, the type and skills of employees being trained, the end goals of the training and the job profile of the employees. These programmes are generally classified into two types: (i) on the job programmes, and (ii) off the job programmes.

Different training is given to employees at different levels. The following training methods are used For the training of skilled workers and operators- Specific job training programmes, Technical training at a training with live demos, Internship training, Training via the process of rotation of job.

Training given to people in a supervisory or managerial capacity is – Lectures, Group Discussions, Case studies, Role-playing, Conferences etc.

People in managerial programmes are given this type of training- Management Games to develop decision making, Programmes to identify potential executives, Sensitivity training to understand and influence employee behaviour, Simulation and role-playing, Programmes for improving communication, human relations and managerial skills.

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees. Competition and the business environment keep changing, and hence it is critical to keep learning and pick up new skills.

Training and development is important for employees in HDFC Bank for the following reasons:-

1. Optimum Utilization of Human Resources
2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce
3. Increase Productivity
4. Build Team Spirit
5. Healthy Work Environment
6. Personal Growth of Employees:

1. Optimum Utilization of Human Resources:

Human resources need to be polished and trained to enhance their potential. Training and development of employees helps to make the best use of the employee's overall worth to the organization.

2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce:

The existing workforce is trained to increase their productivity, and motivated to contribute their best towards the organization. The employees will be more confident about themselves and

enthusiastic about their job. They will adapt to technological changes and innovations more readily.

3. Increase Productivity:

Knowledge about usage of sophisticated machinery and new technology is imparted to employees which will enable them to use the equipment more efficiently and thereby increase productivity.

4. Build Team Spirit:

Training often takes place in groups where the trainees are encouraged to interact with each other and discuss organizational issues. This helps to create team spirit among the employees.

5. Healthy Work Environment:

Training and development programmes help to modify the thought and behavior process of the employees in such a way that is conducive to building a healthy work environment.

6. Personal Growth of Employees:

Development programmes provide opportunities to the employees to enhance their skills and knowledge and help them to achieve better career growth.

For Bank:

- Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth.
- Training implies a process of upgrading an individual's knowledge, skills and competencies. When an employee joins the organization, he/she is given job-related training to ensure satisfactory performance of the tasks and duties assigned, so that the employee can contribute more to the organization.
- On the other hand, development has a long-term view. It is all about preparing the employee for the current as well as future jobs, by providing them with learning opportunities to increase their capacities, to undertake more challenging and complex tasks.
- Training and Development programme facilitates better utilization of an organization's resources, i.e. men, machine, material and money.
- It ensures less wastage, with respect to resources and time. When a worker is skilled and trained enough, the amount of wastage will be less, as well as the learning time will be reduced, and the work will be performed in very less time

- It improves the performance of the employee which results in increased profitability.
- The employees learn new and improved methods of performing an activity, which helps the organization to survive, compete and grow in the market.

For Employee:

- An individual focuses more on career than a job. And so, the skills and knowledge acquired from the training add to their resume.
- Improved performance is a sort of motivation for an individual which encourages them to perform much better than before and contribute to the organization's success, which ultimately increases their incentives.
- When an employee is trained enough, he/she will handle any situation or problem and deal with the challenges in a better way.
- Training makes workers machine or equipment-friendly, which reduces the number of accidents during the process.
- It helps the employee to stay up-to-date with the technological changes.
- It results in job satisfaction and boosts employees morale.

SCOPE OF TRAINING

The scope of training depends upon the categories of employees to be trained. As we all know that training is a continuous process and not only needed for the newly selected personnel but also for the existing personnel at all levels of the organisation.

- 1. Rank And File:** employees who have no administrative or supervising work.
- 2. Supervisory Employees:** the first line foreman, supervisor and their immediate supervisors.
- 3. Staff:** specialized personnel such as technical and professional persons attached to the line organisation as advisors.
- 4. Middle Management:** all the managerial personnel holding positions between line supervisors and the top management.
- 5. Top Executives:** all executives who hold major responsibility for the overall planning and control.

First of all the instructor must be prepared. He should know both his job and how to teach it. On the basis of job analysis and job description, various operations should be planned. In order to avoid delays, everything must be ready before training starts.

The next step is the preparation of the trainee. The fact that the employee is learning the job for the first time should be kept in mind. The importance of the job, its relationship with the other jobs and importance of rapid and effective learning should be explained.

The operations should then be presented carefully and patiently. The sequence of the entire job is explained by taking one point at a time.

The employee is then put on the job. In the follow up action, his performance should be frequently checked and questions should be encouraged.

Organizations find it increasingly difficult to stay competitive in today's global economy. Leaders in the workplace are using benchmarking, competency, competency models, and competency studies to help make human resource decisions, such as hiring, training, and promotions. In training and development (T&D), it is helpful for competencies to focus on knowledge, skills and/or abilities. But neither the field of T&D, nor competency within the field, is static.

1.5 REASONS FOR TRAINING AND DEVELOPMENT OF STAFF

- 87% of people claim that professional growth and career development are very important to them.
- 40% of employees leave their jobs within the first year due to poor training.
- 74% of the employees feel that they are not reaching their full potential.
- 68% of Workers Claim That Training and Development Is the Most Important Company Policy

Following are some of the reasons for employee Training and Development.

1. Employee Retention:

Losing employees costs time and money. It costs much more than recruiting and onboarding new talent.

Investing in employee training and development programs helps you cultivate, retain and attract top talent, reducing turnover and hiring costs. When team members feel your company is investing in their careers, they are more likely to stay.

2. Enhance Employer Branding:

Organizations that provide training programs enjoy a good employer branding. Candidates are more interested in working in an environment that is up-to-date with industry standards. Therefore, an organization that provides employee training and development programs attracts more talent.

3. Employee Engagement:

Employee engagement is the extent to which, employees feel passionate about their job. It is their commitment and dedication to their organization to work with high enthusiasm and energy. But to make the employees engaged, organizations must do the needful and carve a path for them where they can thrive.

4. Employee Productivity:

Every other month technology is bringing in new information and software in the market. To keep up with it employees must adapt themselves with the changes. Learning new skills and developing new ideas takes time and energy. Also, you cannot expect your employees to learn those on their own.

5. Develop a positive attitude and employee morale:

Attitude indicates the feelings, outlook, reaction and beliefs of the employee towards others. It has a great impact on an employee's morale, motivation, loyalty, commitment, and satisfaction.

Lack of proper training and development programs hinder their career growth. Their skills become limited with time and they lose interest in what they do.

An empowered learning and development team improves employee retention. In fact, 93% of employees say they will stay longer at a company when that company invests in their career development.

Employee retention is absolutely a key HR objective, but there are many other benefits that learning & development provides that directly impacts a company's bottom line. Training employees helps make employees more productive. Companies that spend at least \$1,500 per employee annually report earning 24% more profit than those with smaller learning and development (L&D) budgets.

So, we get it. Learning and development is amazing. It helps companies gain and retain top talent, it improves productivity, and learning & development helps companies earn more profit. Before we go on then, it seems we need to understand what is learning and development and who the key players are.

The learning & development manager is central to ensuring that employees are able to successfully meet the challenges of their jobs and that they are properly aligned with the business goals of the company.

It is difficult to understand the actual costs of employee turnover, but we inherently understand that losing productive employees is not a good thing. In their 2018 Employee Retention Report, Work Institute reported that 1 in 4 employees will leave their job and nearly 77% of that turnover could be prevented by employers.

Regardless of the exact dollar value, retaining employees is more cost-effective than the costs associated with separation, recruitment, and the hit to productivity. As mentioned earlier, 93% of

employees say they will stay longer at a company that invests in their development. That's incredible.

So far we have mostly spoken about how learning and development reduces employee churn, attracts new hires, and improves your bottom line by making companies smarter and more productive.

Also in the purview of learning and development is risk mitigation through compliance training initiatives and workplace safety training. Companies have a responsibility to ensure their employees work in a safe and welcoming environment.

1.5 BENEFITS OF TRAINING OF STAFF

Training is the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job.

Practice of Training and Development of staff in HDFC Bank helps the employee to be more successful in their career path as well as help them to achieve the goals which they are expecting to happen in future.

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve.

Training is about knowing where you are in the present and after some time where will you reach with your abilities. By training, people can learn new information, new methodology and refresh

their existing knowledge and skills. Due to this there is much improvement and adds up the effectiveness at work. The motive behind giving the training is to create an impact that lasts beyond the end time of the training itself and employee gets updated with the new phenomenon.

Training can be offered as skill development for individuals and groups.

Training is required at every stage of work and for every person at work. To keep oneself updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programmes are also necessary in any organisation for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organisational learning.

The following are the key benefits of training the employees for bank's successful performance.

Training and Development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Whereas, Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.

1. Boosts Employee Performance

The very first benefit of training employees in the corporate sector is that it boosts their performance as well as their motivation rate. Research has identified that training boosted the knowledge and expertise of the employees, which had a significantly positive impact on their job performance. Therefore, it is a proven way of enhancing the efficiency of the workforce

2. Improve Morale and Job Satisfaction

Society is constantly changing, which impacts the need for the corporate sector. The corporate sector has to make the most of the technological advancement. However, the employees lose their morale and motivation when they are unable to perform according to their needs and expectations. Research has highlighted that training sharpens the hard skills of employees, which improves their morale and job satisfaction.

3. Ensures Opportunities for Learning

One of the most important benefits of training employees is that it ensures learning opportunities for corporate teams. If an employee is working in the field for ten years. He surely would have the experience. However, he may not be well aware of the latest technology in the market. Even if he is, he requires the training to get a detailed overview and improve his learning. So, the skills grooming programs teaches a lot of skills to enhance knowledge

4. Opportunity to Identify Weaknesses

Corporate sectors are one of the busiest fields of society. Every person has a lot of responsibilities on his/her shoulder. Employees may ignore their shortcomings due to the pressure of work. An important benefit of employee training is that it helps them, as well as the organization, to identify their weaknesses and make the amendments to fix them.

5. Provide a Framework to Develop Strengths

Society has become quite competitive and demanding. Only those people have the scope of making progress in this competitive society who have advanced skills and abilities. It is the same for organizations as the companies with lacking workforce cannot make progress in society.

So, various corporate training programs provide the benefit of developing a framework to work on the strengths of employees and ensure progress and profits.

6. Encourages Innovation and Risk Acceptance

The most important reason for increased competition in society is the innovation and technological advancement. It challenges people to accept the risk and get out of their comfort zones to embrace progress. Without expertise, employees become fearful of doing that.

However, corporate training provides them the necessary skills to accept innovation and risk, which ensures their progress.

7. Improve Reputation of Organization

One of the most important benefits of training employees is that it improves the reputation of the organization. You must be wondering how, well, most of the workforce around the globe complains that they do not get the opportunity of learning after joining an organization.

8. Reduces Employee Turnover Rate

One of the many benefits of training employees is that it reduces the employee turnover rate. Research has proved that training the employees improve their retention rate and allows the organizations to benefit from their competent workforce. The basic reason behind this is that training improves the learning and abilities of the workforce, which motivates them not to leave it.

The following are the Disadvantages of training the employees:

Training and development has a cost attached to it. However, since it is beneficial for companies in the long run, they ensure employees are trained regularly. Some advantages are:

1. Helps employees develop new skills and increases their knowledge.
2. Improves efficiency and productivity of the individuals as well as the teams.
3. Proper training and development can remove bottle-necks in operations.
4. New & improved job positions can be created to make the organization leaner.
5. Keeps employees motivated and refreshes their goals, ambitions and contribution levels.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Training is investment in getting more and better quality work from your talent.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Since training involves time, effort & money by an organization, so an organization should be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

CHAPTER 2

2.1 The problem exist for which I choose to study the topic

Major reason to study the topic is to find out employee potentiality as well as their ability to adapt training and development skills to perform well and attain the goals more effectively.

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Training and Development of employees within the organization is very important also it has problems directly or indirectly connected with the employees.

Training and Development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Whereas, Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.

Below some of the problems and their solutions takes place in organization:

1. A distributed workforce

The constant increase in teleworking and the decentralization of the workforce have created new challenges in education and training.

Training can be very difficult for geographically dispersed employees: Misunderstandings are common and cultural differences can even lead to inconsistent training. For example, some cultures are less comfortable in online forums than others.

Solution: Use training to clarify communication: Forums and webinars can be used as a safe place to raise questions and concerns or share experiences.

Clarify your training objectives clearly from the beginning. All team members need to know exactly what is expected of them during the training and how their learning will be useful to them in their work.

2. Different learning habits

Whether you are training 20 or 2,000 learners, it is essential to take into account the learner's preferences and habits in order to avoid any further training problems.

The current workforce includes at least three generations, all of whom have a radically different relationship with technology. Thus, your training will necessarily be less effective if all employees are expected to have the same technical knowledge or levels of knowledge and learning habits.

Solution: Conduct an in-depth needs analysis that focuses on identifying your audience's learning preference. Use the results to inform the design of your training.

Use tools such as discussion forums to make it easier for all learners to ask questions and receive both content and technical advice.

3. Lack of commitment

Engagement is important at three levels: cognitive, emotional and behavioral. In the absence of these three elements, low knowledge retention, passive learning and lack of engagement contribute to the challenges of training and development.

Moreover, behavior change is impossible without a commitment to learning.

Solution: Include practical learning activities such as case studies, scenarios, role plays and concrete examples in your training. These activities involve learners in active problem solving and contribute to better cognitive engagement.

Establishing a culture of active learning and making all employees feel part of this culture can stimulate emotional engagement.

4. Training that is not relevant

Many training programs are too generic and not customized enough for specific roles or skills. Unfortunately, generic training can strain learners' time and patience by forcing them

to engage in content that is simply not relevant to them. You can bet that this leads to other training challenges.

Solution: Take advantage of on-the-job training to update your skills or provide new information when you need it most.

Use relevant case studies and scenarios to strengthen the relevance of the training program for employee jobs.

Conduct post-training feedback surveys to find out what learners found most useful and where the training program needs to be refined.

CHAPTER 3

3.1 LITERATURE REVIEW

Training and development is a process leading to qualitative as well as quantitative advancements in bank, especially at the managerial level. It is stated that training has specific areas and objectives whilst development is a continuous process less concerned with physical skills than with knowledge, values, attitudes and behavior.

The term training need as out-lined in the various texts inevitably comes back to the assumption that there is a set of knowledge, skills and attitudes required for a job and that training needs

analysis should identify what they are, assess the current level of knowledge, skills and attitudes and that the resulting gap is therefore the training need.

Training and Development is being very helpful for the overall performance of bank and it gives maximum positive outputs.

Systematic approach to identifying training needs ensures that people are offered opportunities to learn which are efficient and effective". All of the systematic approaches outlined in the literature outline a number of steps in the process and cover similar basic elements; determining the training need, choosing appropriate methods to address the identified need, planning, implementing and evaluating.

Training is an educational process that conveys relevant and useful information that inform participants and develops skills and behaviors that can be transferred back to the workplace. The goal of training is to create an impact that lasts beyond the end time of the training itself and the focus is on creating specific action steps and commitments that

Focus people's attention on incorporating their new skills and ideas back at work.

Generally, in organizations training is offered as skill development means for individuals and groups. Similarly, the concept of employee development is closely related to employee training.

CHAPTER 4

4.1 DATA COLLECTION AND ANALYSIS

Data Collection Primary data:

QUESTIONNAIRE- Negative- Positive

1. What are the major training needs to attain the goals in HDFC Bank?

Answer:

- Effective communication with seniors on daily basis is major.

- Training on new technologies should be given.

2. What is the basic thing that is expecting from senior level?

Answer:

- Comfort zone at workplace.
- Free environment to open up new ideas.

3. What is the major impact of training on employee?

Answer:

- It helps to attain personal as well as organizational goals.
- It boosts employee morale.

4. Is it necessary to take training on daily basis?

Answer:

- Training is main concern for any employee it is necessary at all levels.
- With help of training employee reach the particular point at which he/ she can attain the goals successfully.

5. What is the impact of training on employee development?

Answer:

- Employee performance enhances.
- There is less employee turnover rate.

6. Is increment or any other employee promotions are there?

Answer:

- Quarterly bonuses are there
- Promotion depends upon employee performance and ratings.

Secondary Data:

The training function has been increasingly gaining importance in industrial as well as service organizations since the beginning of the 20th century and become special part of HR strategy after World War II. The major objective has been to positively influence the performance of the pool of employees through T&D programs which includes improving knowledge, changing attitude, updating skills, and inculcating ability to meet organizational objectives. The banking

sector in India is under competitive pressure than ever before. Private and nationalized banks are competing with each other for delivering better financial performance. The management policy is to integrate HR development policies with corporate strategies to extract best performance from executives. This paper is based upon extant streams of available literature on T&D issues and brings out a comparison between training needs and evaluation of public vs private bank employees based on the perceptions of executives.

The HDFC Bank focuses on training of its employees on a continuous basis, both on the job and through training programs 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.

HDFC Bank upper level managers and team leaders are very helpful for its employees and its day to day activities of training.

In training sessions managers and team leaders make more and more communication with every needy employee for his/ her good performance that will help the bank for its daily activities and overall outcomes.

The Bank has built a strong training infrastructure, which seeks to upgrade skill levels across grades and functions through a combination of in-house and external programs.

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training is that process by which the efficiency of the employees increases and develops.

Training is a specialized knowledge which is required to perform a specific job.

At all levels of organization training and development programmes are needed in order to make qualitative improvement in the work of the employees.

The key to building effective employee training isn't jamming as much relevant data as you can into a binder and calling it a training program. The key to building effective employee training is teaching only what is necessary to do the job and teaching it on the right gradient--that is to say, reducing the learning curve by teaching the fundamental aspects first and building upon those until you are teaching more advanced material.

One of the biggest problems most employee training programs have is that they were built with the wrong philosophy.

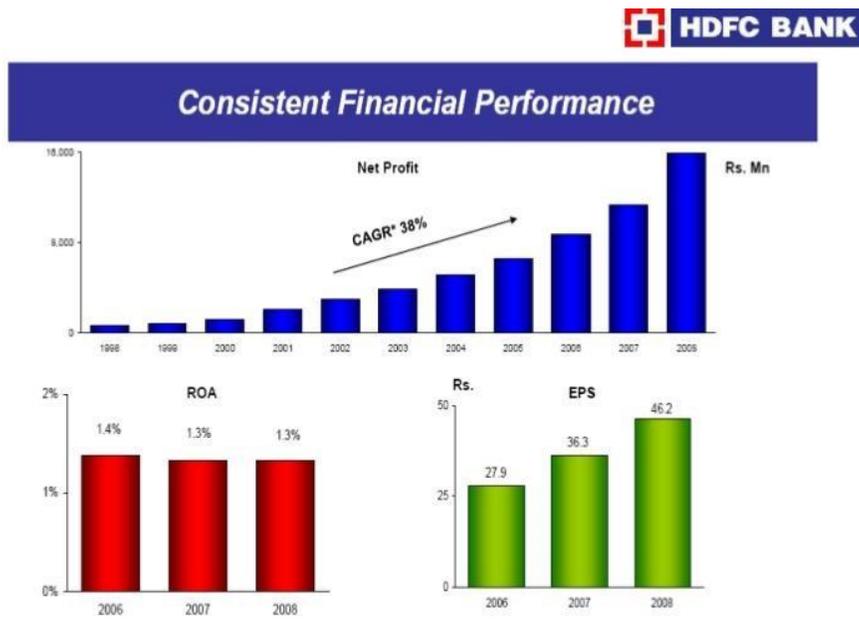
Too many training programs resemble half-baked college courses. They throw the employee headlong into technical details, case studies, articles and reports and utterly fail to answer simple questions about how to actually do the job.

DATA ANALYSIS

This Annual Report with the help of Training and Development of staff of HDFC Bank for 2019-

20 endeavors to provide a holistic assessment of the Bank's financial and non-financial performance. It also outlines relevant information on the Bank's strategy, governance, risks and prospects to offer better insights into its activities and progress.

HDFC Bank has been playing a key role in reshaping the financial services landscape in the country for over 25 years. Our wide range of products is tailored to meet the diverse needs of our 5.6 Crore customers. We have established a wide network of banking outlets and ATMs including cash deposit and withdrawal machines. These are supplemented by Common Service Centers, and business correspondents through our tie-ups with the Government and other alliance partners.



Above image shows the financial performance of HDFC Bank with the help of Training and Development of staff.

Training sessions of employees stands for neat and clean development of employees that will be very helpful for attain goals of bank.

The study has been carried out to evaluate the financial performance of HDFC Bank with the help of training of staff. HDFC was amongst the first to receive an 'in principle' approval from the Reserve Bank of India to set up a bank in the private sector. The bank at present has an enviable network of over 4,805 branches spread over cities across India.

5.1 CONCLUSION

- The HDFC Bank focuses on training of its employees on a continuous basis, both on the job and through training programs 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 and development is considered as a strategy for growth in every organization. It is adopted by the organization to fill the gap between skills and future opportunities. These training programs definitely enhance skills; improve efficiency, and productivity and growth opportunities for employees.
- Coming to employee development we don't hear or see as that of employee training program in the organisation. Employee development is psychological oriented mainly provided for people who deals with managerial tasks. As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage more number of people which is a real manager capability, but coming to technical jobs cannot be done by one or with minimum available skilled labour if there is need for high or large production. Ultimately development of employees is by way of learning by way of observations to develop knowledge.

CHAPTER 6

6.1 SUGGESTIONS

Training is must for all the employees to attain the objectives of any organization. Training is the process of improving and polishing the required Skills to an employee in order to make him/her skilled and perfectionist in the job which he / she does. Training is purely job focused but development is psychology and soft skills oriented.

Previously many authors have defined the difference between training and development, but still there is little confusion in understanding the difference. In fact many organisations are using term training and development as one and same.

Mostly we hear the term training for the purpose of the inducing skills and knowledge among employees. Both training and development are continuous and core tasks of organization, but employee training will be for the particular job to develop skills in concern particular job for a particular period and will be given periodically whenever updating of skills needed for performing particular job and moreover training is meant for the purpose of development of technicality among employees. Training is mainly provided for making employee aware on how to handle particular job, technology or equipment for doing particular task or function in the organisation. Ultimately training of employees will be by way of teaching by the professional in particular job which involves technicality to develop skill.

In many and large organizations even in governmental organisations financial budgeting provides a separate budget for the purpose of employee training as a key overhead which has been not ignored ever. Because employee training is very expensive, especially if we take information technology companies spends large amounts for providing training to their employees and frequency of training is high because change of technology is not constant and updated continuously. Therefore to make aware of new technology and update their skills in accordance with new technology, training of employees is more frequent as that of other industries.

In training biggest challenge, especially in a rapidly changing business environment. When I was chief human resources officer at Mirage and Wynn resorts in Las Vegas, training and developing our teams could not have been more important. But that's not the case at many

companies, where the struggle to convince leadership to invest in training and development is ongoing.

Building and managing your employee training program has become much easier with modern training platforms. But designing and running it correctly is still the responsibility of the training manager. Like most things, getting a corporate training program right can be challenging at first, but becomes easier with practice.

To improve your corporate training program, make it a habit to monitor your training analytics. This will help you:

- get a feel of the overall progress of your training program,
- identify and fix skill gaps,
- spot problems in your courses (e.g., lessons that are extremely hard),
- identify aspects of your training program that could be improved,
- recognize and reward training effort,
- discover your top talent.

6.2 SUMMARY OF SUGGESTIONS

Training and development refer to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Training is a short-term reactive process meant for operatives and process while development is designed continuous pro-active process meant for executives. In training employees' aim is to develop additional skills and in development, it is to develop a total personality.

In training, the initiative is taken by the management with the objective of meeting the present need of an employee. In development, initiative is taken by the individual with the objective to meet the future need of an employee.

Employees who value training programs are the ones you want because it means they are always seeking ways to improve themselves and learn new skills in this rapidly changing world. If you're looking to attract and retain the very best, it's worth it to invest in training and development.

Employees will likely have a pretty good idea of where their skills deficits might lie. And, if they have a hand in shaping training and development programs, they'll have a much better attitude about participating. You won't be able to please everyone, but you might be surprised at the creative and thoughtful ideas you get if you just ask.

People already feel like their plate is full. Lightening their load so they have time specifically set aside for training will make it seem like less of a burden and show them how important their development is to your organization.

Invest in the best quality instructors and programs, even if it means you have to do less training to keep within your budget. The last thing you want is for your employees to feel like you've wasted their time or insulted their intelligence with silly, amateurish training exercises.

6.3 LIMITATIONS

Training is the process of learning and understanding the method and tricks of the organizations. It helps the trainees to get to know about the process of the organization.

Training and development is an all-encompassing term used to describe the methods used by organizations to improve themselves. The term training means learning a very specific skill or a particular program. While on the other hand, development involves a longer vision with an expansive career growth plan. These are educational programs designed by professionals enabling employees to enhance their knowledge as well as skills. The three main activities used to achieve this are training, development, and education. Together they create a culture of learning, growth, and productivity.

- **Effect on Concentration:** When the employees work consistently on their tasks, they do not lose concentration of the work. But sometimes they work and do training together. Which lose their productivity and concentration as well.
- **Increases Stress On Employees:** In order to keep the staffs up to date with the latest technology and trends, training employees attend hours and hours training programs which makes them stressed.
- **Long Run Process:** In order to make employees updated companies give months of training. When the employees became trained the technology that they learned might be old.
- **Too Much Of Theory:** Training of some departments is full of theories than practicals. These kinds of lecture make employees learn tough. Because they are unrealistic and hard to use.

- **Trainees Lose Their Interest:** At times of training sessions which lead for long hours, employees are bored and aren't interested in their session.

7.1 BIBLIOGRAPHY AND WEBLIOGRAPHY

- Human Resource Management by I. M. Prasad
- Human Resource Management by Dipak Bhattacharya
- Aguinis, Herman; Kraiger, Kurt (January 2009). "Benefits of Training and Development for Individuals and Teams, Organizations, and Society"
- Campbell, J P (January 1971). "Personnel Training and Development".

WEBLIOGRAPHY:

- <https://blog.vantagecircle.com/employee-training-and-development/>
- <https://www.economicdiscussion.net/human-resource-management/employeetraining/importance-of-training-and-development/31637>
- <https://www.yourarticlelibrary.com/employee-management/training-ofemployees-scope-principles-techniques-and-procedure/25971>
- <https://www.simplilearn.com/benefits-of-employee-training-and-developmentarticle>