

Employee Training and Training Initiatives at State Bank of India

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ABSTRACT

The process of giving a person the skills they need to perform their work efficiently, expertly, and well is known as training. Employee training is provided on a periodic basis within predetermined timeframes rather than continuously. Typically, a specialist or professional in a related field or occupation will provide training. Every employee at every level of the company must receive training. Training is essential if one wants to stay current with the ever evolving technologies, concepts, values, and surroundings. In any organization, training programs are also essential to raising the caliber of work produced by all personnel. It's also necessary when someone transfers from one type of assignment to another. This paper attempts to provide insight into the notion, necessity, and techniques of training, as well as into the domains of retraining, assessment, and organizational learning, all while keeping this context in mind. An intriguing illustration of an industry that has gone through a reconstruction process and necessitates quick adaptation to change and a strong requirement for employee training is the retail banking sector. Retail banks now have to reconsider the fundamentals of (retail) banking in order to remain in the market and adopt a more multinational and global perspective due to competitive pressures.

Keywords: training, organization, employee, bank, initiative.

INTRODUCTION

Learning a series of conditioned behaviors is called training. It is the application of knowledge and provides people with a sense of the norms and protocols that govern behavior. It facilitates the constructive transformation of employees' knowledge, abilities, and attitudes. Investing in your training will enable you to use your talent to produce more high-quality work. Therefore, training is a procedure that aims to enhance knowledge or develop new abilities so that a person is better prepared to perform his current work or to shape him into a candidate for a higher position with more responsibility. It fills the void between the employee's capabilities and those required by the position. An organization should take great caution while creating a training program because it will cost money, time, and effort. The goals and necessity for training should be made evident, and the type and style of instruction should be selected in accordance with those goals. After this is done correctly, the organization should ask the trainees for feedback on the training program using a structured questionnaire to find out if the time and money spent on training was a total outlay for the company or if it was a return on investment. Recurrent training is designed to maintain employee skill levels at their highest by scheduling training at regular intervals. In several industries, such as healthcare and aviation, where human safety is a concern,

recurrent training is common. Recurrent training can be delivered by corporate training department teachers, visiting instructors, or outside providers.

LITERATURE REVIEW

It is clear from the literature review that a debate exists around employee training and development programs. According to a group of researchers, there is no advantage for companies to fund employee training and development initiatives. However, a different group of academics opine that staff development and training had a significant impact on the success of the company. Regarding training and development, Ahmed notes in his paper that these measures improve employee efficiency. Manufacturing industry in New Zealand discovered a weak correlation between worker productivity and employee training, indicating that worker productivity is not increased by employee development programs. There isn't any significant correlation between the quantity of workers and productivity or training. Organizations may be reluctant to fund employee training and development initiatives for a variety of reasons. For example, companies are hesitant to spend money on employee training due to the possibility that their workers will be taken by other companies that won't pay for the training. Some organizations are hesitant to invest in employee training because they find it difficult to cover the costs of the training, according to Dhar. Due to their inability to cover the high costs associated with staff development and training, small and medium-sized banks are especially reluctant to invest in training initiatives. Some employers are reluctant to invest in employee development programs because they believe the return on investment from employee training is insufficient, according to Karia et al. Karia et al. have reported that another significant factor contributing to organizations' reluctance to invest in employee training is the fear that workers may be taken advantage of by rivals and reveal to them sensitive information about the company's policies, practices, goods, and pricing strategy. According to a research study by Alamri & Al-Duhaim, workers' productivity in the UK's production sector increased by at least 3% when employee training was raised from 10% to 15%. Employee productivity in Australia is strongly positively impacted by employee training. Employee training directly benefits promotions for staff members; for example, it may result in a better position within the company, which lowers the chance of an employee quitting, hence lowering the chance of unemployment.

OBJECTIVES:

1. To study the needs of employee training and how it benefits the organization.
2. To study the various methods companies use to provide training to their employees.
3. To study the initiatives that SBI has taken to train its employees.

NEED OF TRAINING THE EMPLOYEES

1. **To Boost Productivity** - Training can assist staff members in achieving higher standards on their current task. Enhanced employee performance frequently has a direct correlation with higher operational productivity and higher business profit. New hires who are not fully aware of the most efficient and effective ways to perform their jobs exhibit the greatest increases in performance and productivity as a result of training.

2. **To Enhance Quality** - More knowledgeable employees are less likely to make operational errors. Quality improvements may be related to a business's goods or services or to the intangible work environment within the company.
3. **To Assist a Business in Meeting Its Future Human Resource Requirements** - Organizations with strong internal education programs will have to make less drastic adjustments and manpower changes in the event of sudden personnel alternations. If an organization starts and keeps up a sufficient training program for both its managerial and non-supervisory staff, organizational vacancies can be filled from within more readily when the need arises.
4. **To Enhance the Climate in the Organization** - A carefully thought-out training program produces an unending series of favorable outcomes. Improvements in production and product quality could lead to higher financial incentives, a focus on internal promotions, a decrease in supervisory pressure, and an increase in base pay rates. The state of an organization's educational endeavors is one of the most significant factors contributing to increased morale, though there are many others.
5. **To Enhance Health and Safety** - Industrial accidents can be avoided with the aid of appropriate training. Employees with more stable mental attitudes are those who work in a safer environment. If managers are aware that company-designed development programs can help them become better versions of themselves, their mental health will also improve.
6. **Prevention of Obsolescence** - Training and development programs foster employees' initiative and creativity and help prevent the obsolescence of manpower, which may be caused by age, temperament, or motivation, or by an individual's inability to adapt to technological changes.
7. **Personal Development** - Employees benefit individually from exposure to educational experiences on a personal basis. Programs for management development appear to bestow upon participants a more expansive consciousness, expanded aptitude, and enlightened altruistic ideology, and enable improved personal development.

DIFFERENCES BETWEEN TRAINING AND DEVELOPMENT

The main distinction between training and development is that the former involves an organization setting up programs to help staff members advance their knowledge and abilities to better fulfill the requirements of their positions. On the other hand, development is more concerned with the long-term growth of each employee than it is with the immediate connection to work requirements.

METHODS OF TRAINING - ON – THE - JOB TRAINING METHODS

1. **Job rotation** - has long been seen as a useful strategy for raising worker motivation. Job rotation entails lateral transfers that give workers the opportunity to work at several occupations and expose them to a range of duties. Like with any training, HRM needs to be sure the instructors are qualified for their positions and have the skills necessary to teach others. Before placing a new worker in a

permanent job, employers frequently rotate them through a variety of responsibilities inside the company, including marketing, finance, and operations.

2. **Apprenticeships** - Through apprenticeships, students often get classroom training in addition to working with an experienced professional, coach, or mentor. In-class instruction and experiential learning go hand in hand. Building trades and other specialized occupations employ apprenticeships on a regular basis. Along with training, the seasoned employee offers encouragement and support.
3. **Internships** - Through internships, college students can apply what they've learned and trained in to a particular career as part of their academic program. Internships can be very structured or extremely unstructured, and they can even grant college credit. Internships are typically valued by organizations because they lower recruitment costs without requiring permanent employment. Additionally, interns are a great source of fresh perspectives and inventiveness. Students who take part in internships increase their value to potential employers and obtain invaluable real-world experience.

OFF – THE - JOB TRAINING METHODS

1. **Classroom Lectures** - At this stage of your education, lectures in the classroom probably don't need much explanation; however, after you graduate from college, you might not have seen the inside of a classroom before. Many organizations provide a lot of information in a short amount of time by combining classroom instruction with other techniques. Teachers must be aware of the various learning styles that adult learners possess as well as the range of instructional approaches that pique students' interest in the particular technical, social, or problem-solving abilities they are teaching.
2. **Multimedia Learning** - Technical skills that are difficult for other training methods to present can be demonstrated through multimedia learning. This could apply to DVDs and videos that are available online.
3. **Simulation** - In a simulation, employees learn a job by doing the work (or a simulation of it). Case studies, hands-on activities, computer simulations, virtual reality, role-playing, and group discussions are a few examples of simulation techniques. Although crucial for educating staff members about real-world work situations, simulations are arguably even more common for staff training. The more popular simulation exercises are role plays, decision games, and case studies. The Harvard Graduate School of Business popularized case-study analysis for employee development. These cases, which are drawn from actual organizational experiences, show efforts to accurately depict the actual issues that managers come across.
4. **Adventure Training** - The use of adventure (sometimes called outdoor, wilderness, or survival) training has become popular in employee development. Teaching trainees the value of teamwork and collaboration is the main goal of this kind of training. Adventure training usually entails a significant mental and physical challenge. This could be climbing mountains, playing paintball, white-water rafting, or making it through a week-long sailing adventure.

5. **Vestibule Training** – This type of training uses real equipment that employee will use in the workplace to simulate real-world conditions and enhance learning.

TRAINING AT THE STATE BANK OF INDIA

Enhancing the workforce's knowledge, abilities, and attitude has always been the goal of training at SBI in order to improve business performance and client orientation. To give SBI workers a better and more meaningful learning experience, the Strategic Training Unit (STU) has brought major game-changers into the training eco-system. 50 State Bank Institutes of Learning and Development (SBILDs) and six excellent Apex Training Institutes (ATIs) have undertaken several excellent and well-received initiatives.

SBI APEX TRAINING INSTITUTES / COLLEGES

In their individual fields of expertise, the six ATIs offer training.

1. **State Bank Staff College, Hyderabad** - Training in retail banking is offered at State Bank Staff College (SBSC), Hyderabad, with an emphasis on customer care and marketing elements.
2. **State Bank Academy, Gurgaon** - India's premier training facility for credit, international banking, risk, and compliance is State Bank Academy (SBA), located in Gurugram.
3. **State Bank Institute of Rural Banking (SBIRB), Hyderabad** - Training in rural banking and financial inclusion is handled by the State Bank Institute of Rural Banking (SBIRB), located in Hyderabad.
4. **State Bank Institute of Innovation & Technology (SBIIT), Hyderabad** - With a focus on IT, innovation, and e-learning, the State Bank Institute of Innovation and Technology (SBIIT) in Hyderabad offers technology and digital training.
5. **State Bank Foundation Institute 'Chetana', Indore** - In Chetana, Indore, the State Bank Foundation Institute (SBFI) looks after newly admitted bank employees.
6. **State Bank Institute of Leadership (SBIL), Kolkata** - offers Organizational behavior (OB), organization development (OD), compliance, human resources, and leadership training

DEVELOPING SPECIALIZED COURSES FOR HIGH-IMPACT EDUCATION

1. **Samarthya Engagement Program for Young Employees** - In December 2021, SBI introduced Samarthya, an engagement initiative for all young workers who are 35 years of age or younger. The curriculum has been created for blended learning using the innovative "Smart Classroom" hybrid channel. Officers and Clerical staff come to the program together, which fosters a lively exchange of ideas and viewpoints. The initiative taught over 67,000 workers, of whom 72% were covered in FY2022. The program's goal is to give the young workers a better understanding of the moral and professional standards that are expected of them as well as a positive service orientation, so that they truly embody our illustrious company that has been providing services to India for over 200 years.
2. **"Leadership Lessons"** - SBI arranges a series of engaging virtual Power Talks featuring prominent external speakers and upper management for recently promoted general managers and deputy general managers. For developing and bolstering the recently promoted officials' leadership abilities through exposure to the viewpoints and experiences of senior executives and notable leaders in the field.

3. **"Specialized Training Programs"** - To prepare future leaders in the fields of international banking and global markets, human resources, and digital banking and information technology, SBI hosts Specialized Training Programs for 130 Top Executive Grade executives.

LEARNING CHANNELS AT SBI –

1. **Smart Classrooms** - SBI's administrative, regional, and local head offices around the nation now have brand-new Smart Classroom infrastructure. In order to get past the disruptions caused by the pandemic, new training opportunities have been created. Every day, over 2,000 employees receive training from more than 400 Smart Classrooms. A smart classroom is a setting where a small group of workers situated in a particular area receive training based on virtual pedagogy. For increased engagement and training efficacy, it blends features of online learning with peer presence and interactions in a concentrated classroom-like setting.
2. **Audio learning** - "SBICBon-Air" podcasts on general banking, which have 59 episodes and more than 15,000 listens, have provided podcast-based learning a boost. "Gurukul Vani," another podcast series has had over 54,000 views, on subjects including credit, risk, non-performing assets, etc.
3. **e-Panel Discussions** - In light of the rise in social distancing, SBI organized 23 e-panel discussions with participation from prominent business leaders and employees to address the current knowledge demands of the workforce.
4. **Theme-based Fridays** - As part of this program, every Friday there are webinars with a theme covering several domains. The themes have been created with the operational staff's needs in mind, taking into account the contemporary banking landscape. Staff members participated in an average of twenty-seven of these webinars.
5. **Virtual Case Study Discussion Board's (CSDB) Multi-Theme Portal** - This year marked the introduction of CSDB's multi-theme functionality. Every two weeks, case studies on a variety of topics are posted on the site. Staff members compete to finish a quiz and provide answers based on the case study. Peer education is facilitated by means of an online "Discussion Board." An online panel discussion featuring panelists from the corresponding vertical, outside speakers, and teachers is also organized by the host organization, ATI. Since the program's launch in 2020, over 97,000 workers have taken part in it.
6. **Role-Based Certifications (RBCs)** - have been redesigned and made available on SharePoint and mobile platforms for anytime, anywhere access. There are now 42 internal RBCs that are required. For a more in-depth comprehension and hands-on application of the principles, a totally case study-based certification examination comes after these e-role-based certifications. Throughout the year, 98% of eligible officers and 97% of eligible award staff successfully completed their e-RBCs.
7. **MOOCs, or Massively Open Online Courses**, like e-Lessons - Four new required e-lessons on pertinent topics have been prepared in FY2021-22 in a new MOOC format for increased user interest

and engagement. These lessons are in addition to the repository of elective e-learning content that is accessible to employees. 95% of the qualified staff members have finished these online courses.

8. **External Academic Connect** - SBI develops special programs for esteemed organizations, which aids in keeping us informed of outside developments, polishes faculty training abilities, and fosters idea exchanges, all of which contribute to better training for SBI staff members. Regulatory agencies, government departments, public and private sector banks, local and foreign corporations, and reputable B-schools are only a few of the clients of the bank.
9. **Relationship with NSE** - SBI is able to offer specialized training on a wide range of courses since it has a strong internal training infrastructure, top-notch digital learning content, and these attributes. The NSE Academy sent an invitation to SBI to host SBI's e-learning content on their digital platform in order to investigate potential avenues of association to market in-house content and courses. In June 2021, SBI and NSE Academy signed a contract for SBI to offer courses on their NSE Knowledge Hub.

CONCLUSION

Businesses understand the value of employee training and development because emerging technologies need more advanced core skills and a higher degree of knowledge across industries. Due to the swift adoption and advancement of new technologies along with the need for high-quality education, businesses must either replace their staff or provide ongoing training to help them adjust to the changing landscape of technology. Employees who are aware of how to build and evaluate new skills and competences are better able to adapt to changing circumstances. The advantages of employee development, how training and development for employees functions, why employee development is important, and how to design a development program are all covered in this paper. Entrepreneurs that wish to increase their employees' skills, help them adjust to new technology, and enhance customer service have traditionally placed a high premium on training. But, given how the workforce is developing in India, entrepreneurs and organizations now have even greater pressing concerns about training. SBI too has a strong training program that extends beyond the company's walls and into the BFSI industry as a whole, in keeping with its sizable workforce. At State Bank, training is a proactive, deliberate, ongoing activity that is essential to the growth of the organization. Therefore, State Bank of India (SBI) provides bankers at SBI as well as bankers at other banks with the most extensive learning and development infrastructure in the BFSI sector in India. SBI is well prepared to provide business analytics-driven, pertinent training programs that meet the needs of various banking domains, including executive education sectors.

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