



An Analytical Study of Training and Development Practices at State Bank of India, Udham Singh Nagar : Enhancing Workforce Capabilities for a Future-Ready Organization

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Abstract : This research paper presents a comprehensive organizational study of the State Bank of India (SBI) at Udham Singh Nagar (Uttarakhand), with a primary focus on analyzing training and development practices adopted to enhance employee performance and professional growth. The study explores how SBI systematically imparts training through in-house programs, e-learning platforms, and external seminars conducted by domain experts and corporate trainers. These modules aim to update employees with dynamic banking tools, digital platforms, and evolving compliance requirements. In parallel, the research delves into the developmental initiatives tailored to groom employees for leadership roles and managerial responsibilities through structured competency development programs. By aligning human resource strategies with organizational goals, SBI fosters a high-performance culture that meets the challenges of a digital and customer-centric banking environment. The scope of the study includes evaluating training effectiveness, understanding employee perceptions, and assessing the long-term impact on productivity and organizational success. Data is gathered through interaction with staff, HR managers, and training officers. Findings underscore the critical role of skill upgradation, technological adaptability, and regulatory knowledge in sustaining competitive advantage. This paper also offers practical recommendations for enhancing training effectiveness and aligning it with future organizational aspirations.

Keywords : State Bank of India, training and development, employee performance, human resource practices, digital banking, leadership development, workforce enhancement, banking sector, professional growth, competency programs, organizational success.

INTRODUCTION : This paper presents an overview of the Indian banking sector and SBI's structure, alongside its continuous efforts to develop a capable workforce through training modules. At SBI, training is systematically organized and imparted periodically through in-house programs, e-learning platforms, and external seminars. It is provided by experienced professionals, banking experts, and corporate trainers. Training is considered an essential part of career progression, required at each level of employment. It ensures employees are up to date with evolving financial regulations, digital banking tools, customer handling skills, and compliance protocols. The learning modules are strategically aligned to meet both current and future banking challenges.

Employee development at SBI is designed to enhance the managerial capabilities, leadership potential, and personal effectiveness of its staff. It includes competency development programs, leadership Body Text-term organizational goals while improving the productivity of its workforce. The development initiatives prepare employees for higher responsibilities and leadership roles through planned and progressive training schedules.

This study provides an in-depth understanding of Human Resource practices in the banking sector, specifically focusing on training and development at SBI. The scope extends to analyzing how training enhances job performance, employee engagement, and organizational success. This research also offers insights into the feedback and satisfaction levels of employees regarding these programs, while allowing interaction with experienced banking professionals, HR managers, and training officers.

OBJECTIVE OF THE STUDY

- To understand the framework and structure of employee training at SBI, Udham Singh Nagar.
- To identify various training modules used for staff at different levels.
- To evaluate the effectiveness of training in enhancing employee skills and performance.
- To study the career development initiatives of SBI and their impact on individual growth.
- To assess employee feedback regarding the training and development programs conducted.
- To provide suggestions for further improvement based on findings.

NEED FOR STUDY

- **Skill Upgradation:** With the increasing digitalization in the banking sector, regular upskilling is required to handle customer service, banking software, and digital transactions.
- **Technological Advancements:** Rapid technological shifts necessitate training to familiarize staff with the latest tools and platforms like YONO, BHIM SBI Pay, and core banking.
- **Regulatory Compliance:** Employees must stay updated with RBI guidelines, KYC/AML norms, and financial regulations to avoid compliance issues.
- **Customer Expectations:** High standards of customer service demand well-trained staff with communication, product knowledge, and problem-solving skills.

- **Organizational Growth:** Training aligns individual capabilities with SBI's long-term vision of being a future-ready, digitally strong institution.

LITERATURE REVIEW

Ernst & Young (2025): This EY report highlights the transformative impact of Generative AI (GenAI) on India's financial services sector. It projects that GenAI could enhance productivity in banking operations by up to 46% by 2030. The study reveals that 74% of financial firms have initiated GenAI proof-of-concept projects, with 42% actively allocating budgets toward AI initiatives. Key areas of GenAI adoption include voice bots, email automation, business intelligence, and workflow automation. The report underscores the importance of integrating GenAI with core banking systems to achieve operational excellence and superior customer experiences.

Verma Prachi, (2025): A survey conducted by Great Learning indicates that approximately 50% of employers in India plan to upskill their workforce in Generative AI by the end of FY25. The study involved over 100 organizations across various sectors, including finance. Employers aim to extend GenAI training beyond technical teams to roles in human resources, operations, marketing, and customer service. The focus is on equipping employees with foundational literacy, strategic decision-making skills, and advanced technical training to adapt to the evolving technological landscape.

Upadhyay, A., & Sharma, N. (2024): This study investigates the challenges and issues related to training and development in the Indian banking sector. It emphasizes the impact of training on employee morale, performance, and productivity. The research highlights the importance of aligning training programs with organizational goals and employee needs to enhance overall effectiveness.

Kovacevic, A., Radenkovic, S. D., & Nikolic, D. (2024): This paper explores the integration of Artificial Intelligence (AI) in banking, focusing on its dual role in enhancing efficiency and posing cybersecurity risks. It underscores the necessity for continuous training of banking personnel to manage AI tools effectively while safeguarding against potential cyber threats.

Bi, S., & Bao, W. (2024): The authors discuss the transformative impact of AI on credit risk management in banks. They advocate for specialized training programs to equip employees with the skills necessary to leverage AI technologies for accurate credit assessments and risk mitigation.

Hotwani, K. (2024): This article emphasizes the strategic role of eLearning in modern banking. It highlights how digital training platforms can address challenges like regulatory compliance, technological advancements, and customer service excellence by providing flexible and scalable learning solutions.

TalentPro India (2024): This blog post discusses the significance of investing in employee training and development. It argues that such investments lead to improved cash flow, productivity, and product quality, reinforcing the idea that employees are a company's greatest asset.

State Bank of India Annual Report (2023-24) emphasized its investment in human resources through over 100+ e-learning modules, blended learning approaches, and leadership programs across all zones.

SBI Learning & Development Statement (2024) mentioned that training hours per employee had increased year-on-year, with a growing emphasis on remote learning post-pandemic and digital transformation.

Kapur and Mehta (2022) noted the role of training in public sector banks for improving adaptability to digital services and enhancing customer satisfaction.

Singh and Sharma (2021) documented the positive correlation between structured training programs and employee retention rates in the banking sector, especially in semi-urban and rural branches.

Swart et al. (2005) suggested that effective training and development systems enhance both organizational performance and employee motivation.

Bartel (1994) highlighted the direct impact of employee training on productivity, observing that trained employees contribute significantly to sales and service delivery.

ANALYSIS OF TRAINING AND DEVELOPMENT PRACTICES AT SBI : The State Bank of India (SBI) has established a comprehensive training ecosystem to enhance employee competencies. The Strategic Training Unit (STU) oversees this system, ensuring continuous learning and development. SBI's training infrastructure includes six Apex Training Institutes (ATIs) and 51 State Bank Institutes of Learning and Development (SBILDs) spread across the country.

TRAINING AND DEVELOPMENT

Training : SBI views training as a vital activity to enhance employee skills and knowledge for efficient job performance. The bank's training programs are designed to:

- [1] Enlarge skills and competency.
- [2] Ensure effective use of current human resources.
- [3] Increase customer satisfaction.
- [4] Ensure personal growth.
- [5] Create a positive organizational climate.
- [6] Ensure better health and safety measures.
- [7] Support employees' career growth.

Types of Training:

- [1] Classroom training
- [2] On-the-job training
- [3] Technical training
- [4] Case studies
- [5] Coaching
- [6] Lectures and presentations
- [7] Videos

Employee Training Practices:

1. Personalized training programs
2. Use of digital and mobile learning
3. Incorporation of experiential learning
4. Catering to different learning styles
5. Providing ongoing education

6. Workplace training
7. Leveraging Learning and Development (L&D) tools
8. Tailoring training according to the employee
9. Delegating mentors
10. Providing regular feedback
11. Educating on company

INTRODUCTION OF RESEARCH METHODOLOGY : The research methodology adopted in this study is designed to examine the training and development practices at the State Bank of India (SBI). The primary objective is to analyze how these practices impact employee performance, organizational efficiency, and overall employee growth. To achieve this goal, a combination of structured surveys and personal interviews was used to collect firsthand information from the employees.

The research is descriptive in nature, which is suitable for understanding and analyzing the existing training and development methods, their effectiveness, and their influence on employees. The study focuses on the relationship between training, performance evaluation, and career growth within the organization. It also seeks to evaluate the contribution of SBI's training programs to enhancing employee skills, productivity, and overall satisfaction.

SAMPLE DESIGN : The target population for this study consists of employees of the **State Bank of India (SBI)**, across various branches and departments in the UK. These employees work in different functional areas and are directly or indirectly involved in or impacted by the training and development programs offered by the bank.

SAMPLE SIZE : For this study, the sample size consists of **100 employees** from various departments of the State Bank of India, specifically selected from different branches in the UK.

SAMPLING TECHNIQUES : The research utilizes the **Simple Random Sampling (SRS)** technique.

RESEARCH DESIGN : This research is structured as a **Descriptive Research Design**, which is ideal for analyzing and describing the existing training and development practices at SBI. This design allows the researcher to collect data systematically and use it to draw conclusions about the effectiveness of the training programs and their role in shaping employee growth and organizational efficiency.

DATA COLLECTION : Data collection refers to the process of systematically gathering and measuring information to address the research objectives. In this study, two primary categories of data collection were employed:

PRIMARY DATA: Primary data refers to original data collected directly from the respondents (SBI employees) for the specific purpose of the study. This data provides firsthand insights into the training and development practices at SBI, focusing on employee perceptions, learning experiences, skill development, and performance appraisals.

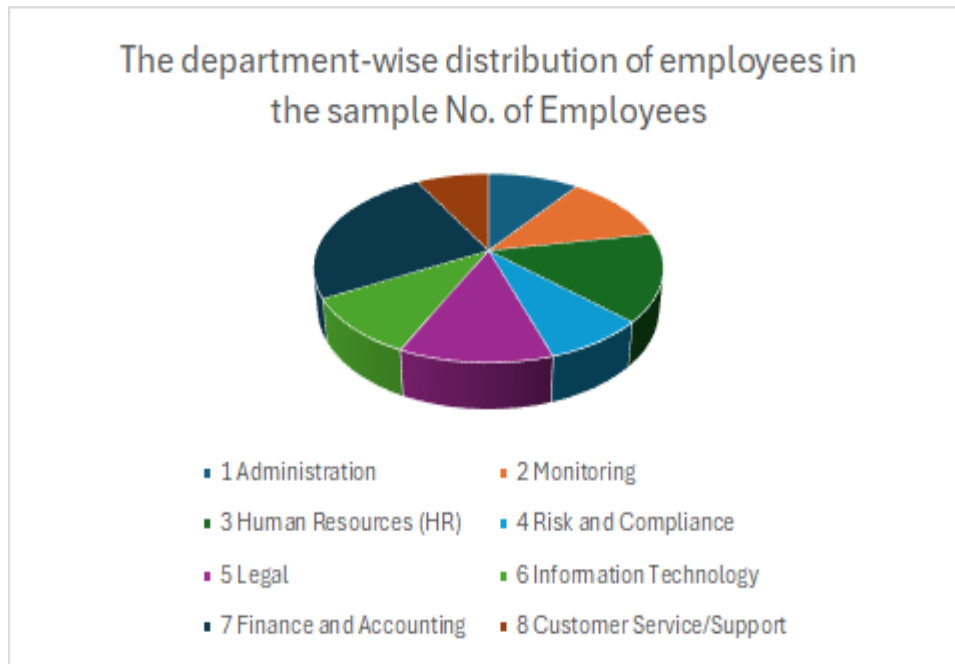
SECONDARY DATA: Secondary data refers to data that has already been collected and published by other sources. This data was used to provide context and background to the primary data findings and to supplement the study with established information. Secondary data sources are Books and HRM Journals, SBI Annual Reports and Manuals, Company Website (www.sbi.co.in), Government and Industry Reports on Banking Sector etc.

TOOLS FOR DATA ANALYSIS : To ensure effective analysis and interpretation of the collected data, various statistical tools and techniques were employed. These tools helped in organizing and presenting the data in a clear and concise manner, allowing for better insights and understanding of employee perspectives regarding training and development practices at the State Bank of India (SBI).

DEPARTMENT-WISE EMPLOYEE DISTRIBUTION (SAMPLE) The sample for this study consisted of 100 employees from various departments at the State Bank of India. The department-wise distribution of employees in the sample is as follows:

Table 1. The department-wise distribution of employees in the sample

S.No.	Department	No. of Employees
1	Administration	10
2	Monitoring	12
3	Human Resources (HR)	15
4	Risk and Compliance	8
5	Legal	12
6	Information Technology	10
7	Finance and Accounting	25
8	Customer Service/Support	8
Total		100



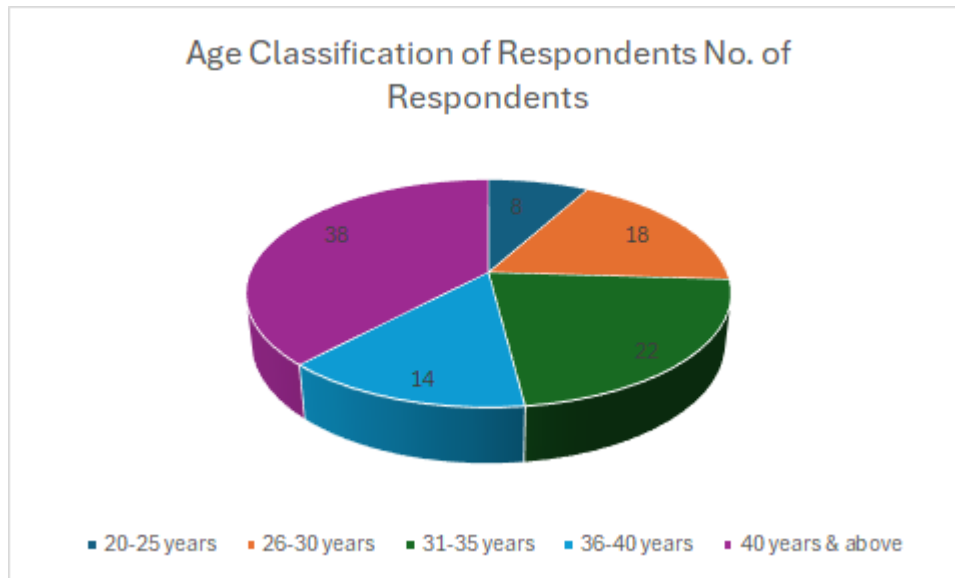
Graph 1. The department-wise distribution of employees in the sample

This distribution ensures that a wide range of departments are represented, providing a diverse set of insights and feedback regarding SBI's training and development practices. By capturing responses from different functional areas, the study aimed to provide a holistic view of how training programs are perceived across the organization.

DATA ANALYSIS AND INTERPRETATION : A structured questionnaire was used to gather primary data, which was then tabulated and analyzed. The responses were presented both in tabular form and through graphical representations to provide an insightful view of the workforce's attitudes towards the bank's training, promotion, and development programs.

Table 2. Age Classification of Respondents

Age Group	No. of Respondents	Percentage (%)
20-25 years	8	8%
26-30 years	18	18%
31-35 years	22	22%
36-40 years	14	14%
40 years & above	38	38%
Total	100	100%

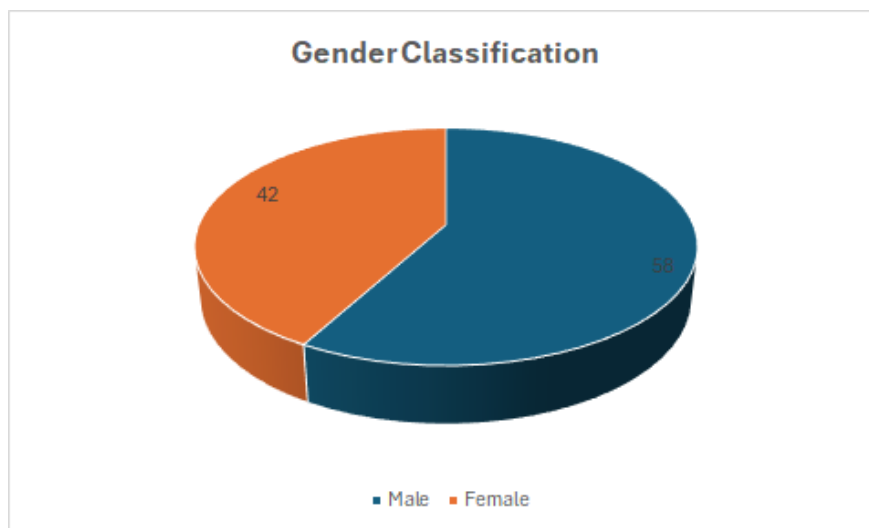


Graph 2: Age-wise Classification of Respondents

Interpretation : The data indicates that the majority of the respondents (38%) fall in the age group of 40 years and above, which highlights that SBI's workforce is relatively experienced, with significant representation across various age groups.

Table 3. Gender Classification

Gender	No. of Respondents	Percentage (%)
Male	58	58%
Female	42	42%
Total	100	100%

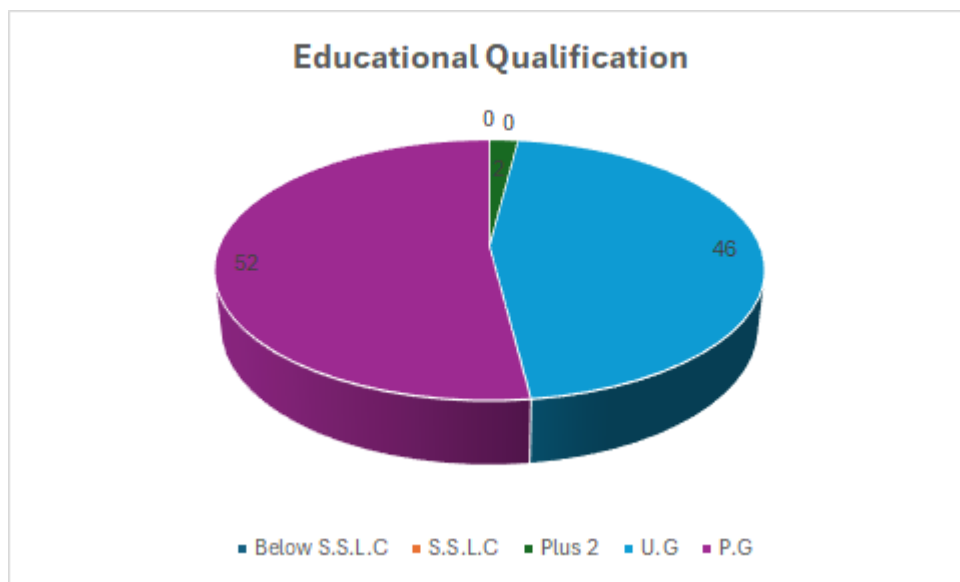


Graph 3: Gender-wise Classification of Respondents

Interpretation : The gender distribution reveals that a larger proportion (58%) of the respondents are male. This may reflect the general gender balance within the banking industry, though there is still a substantial female workforce (42%).

Table 4. Educational Qualification

Qualification	No. of Respondents	Percentage (%)
Below S.S.L.C	0	0%
S.S.L.C	0	0%
Plus 2	2	2%
U.G	46	46%
P.G	52	52%
Total	100	100%

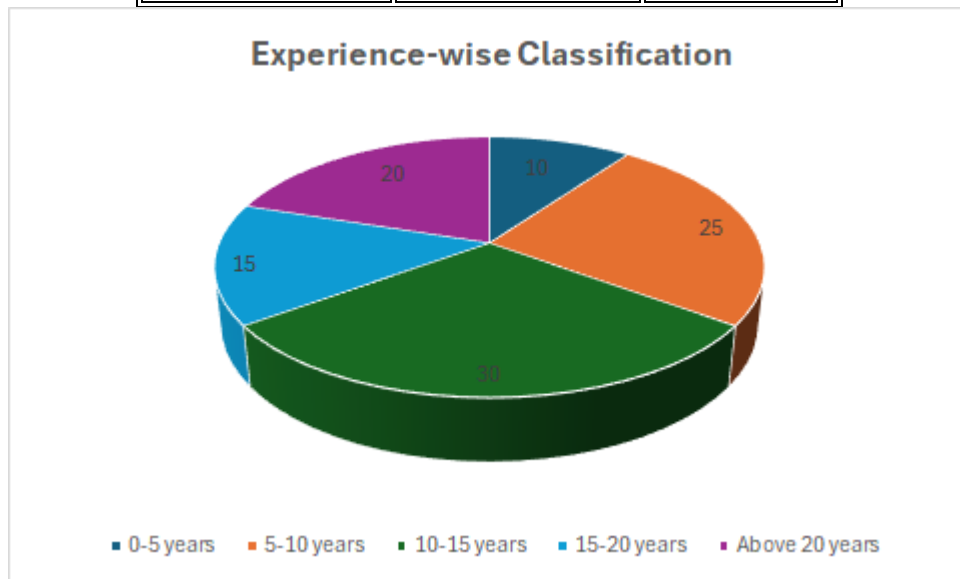


Graph 4: Educational Qualification-wise Classification

Interpretation : A majority of the respondents (52%) have a postgraduate degree, indicating a highly educated workforce, which is important for the success and adaptation of training and development initiatives at SBI.

Table 5. Experience-wise Classification

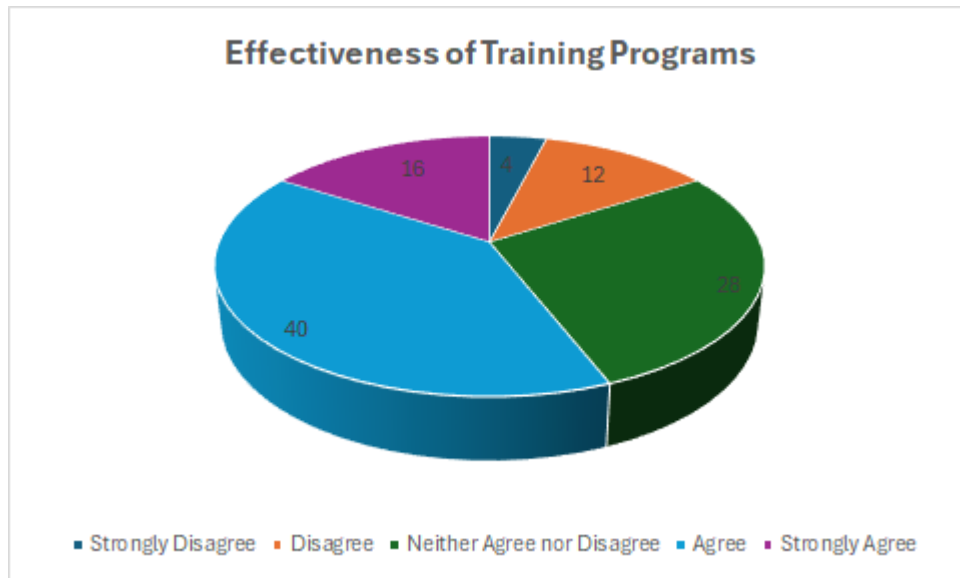
Years of Experience	No. of Respondents	Percentage (%)
0-5 years	10	10%
5-10 years	25	25%
10-15 years	30	30%
15-20 years	15	15%
Above 20 years	20	20%
Total	100	100%

**Graph 5: Experience-wise Classification**

Interpretation : Most respondents (30%) have 10-15 years of experience, which suggests that SBI's training and development practices have catered well to mid-level professionals, fostering career growth.

Table 6. Effectiveness of Training Programs

Response	No. of Respondents	Percentage (%)
Strongly Disagree	4	4%
Disagree	12	12%
Neither Agree nor Disagree	28	28%
Agree	40	40%
Strongly Agree	16	16%
Total	100	100%

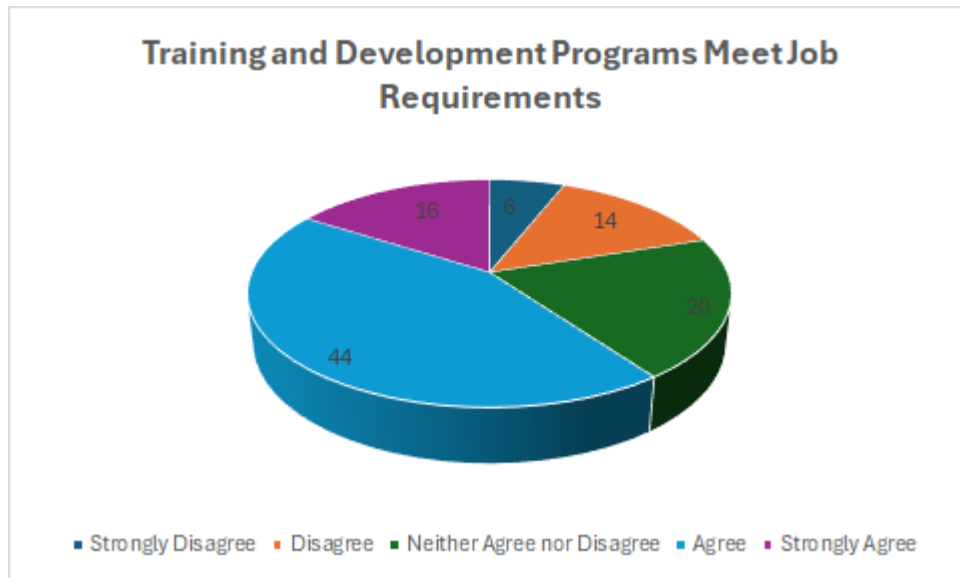


Graph 6: Effectiveness of Training Programs

Interpretation : The majority (40%) of employees agree that the training programs are effective. However, 28% of respondents are neutral, indicating there is potential for improvement in how these programs are perceived across different employee groups.

Table 7. Training and Development Programs Meet Job Requirements

Response	No. of Respondents	Percentage (%)
Strongly Disagree	6	6%
Disagree	14	14%
Neither Agree nor Disagree	20	20%
Agree	44	44%
Strongly Agree	16	16%
Total	100	100%

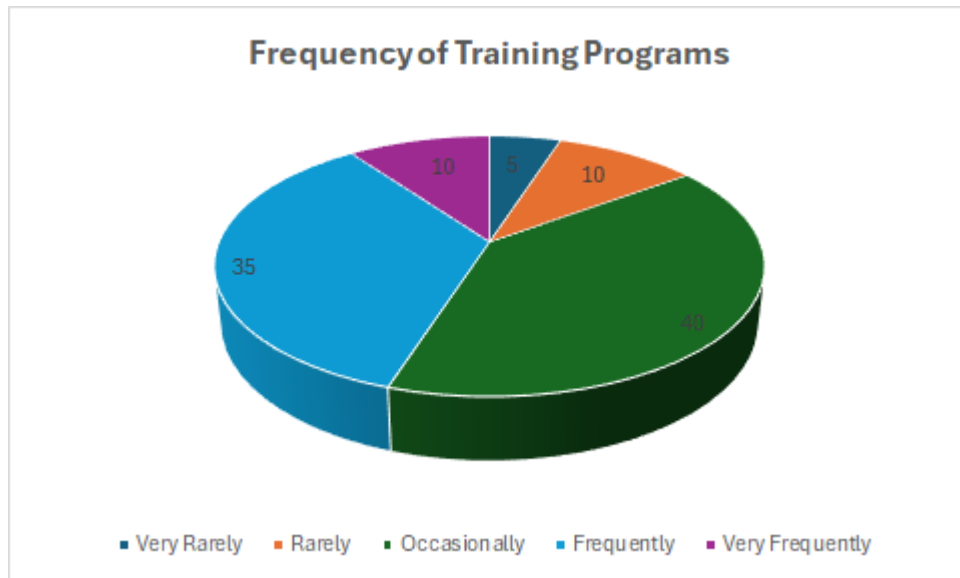


Graph 7: Training Programs Meet Job Requirements

Interpretation : A significant proportion (44%) of respondents feel that training programs effectively meet the demands of their job roles, while 20% remain neutral, suggesting room for improvement in aligning training content with practical job requirements.

Table 8. Frequency of Training Programs

Response	No. of Respondents	Percentage (%)
Very Rarely	5	5%
Rarely	10	10%
Occasionally	40	40%
Frequently	35	35%
Very Frequently	10	10%
Total	100	100%

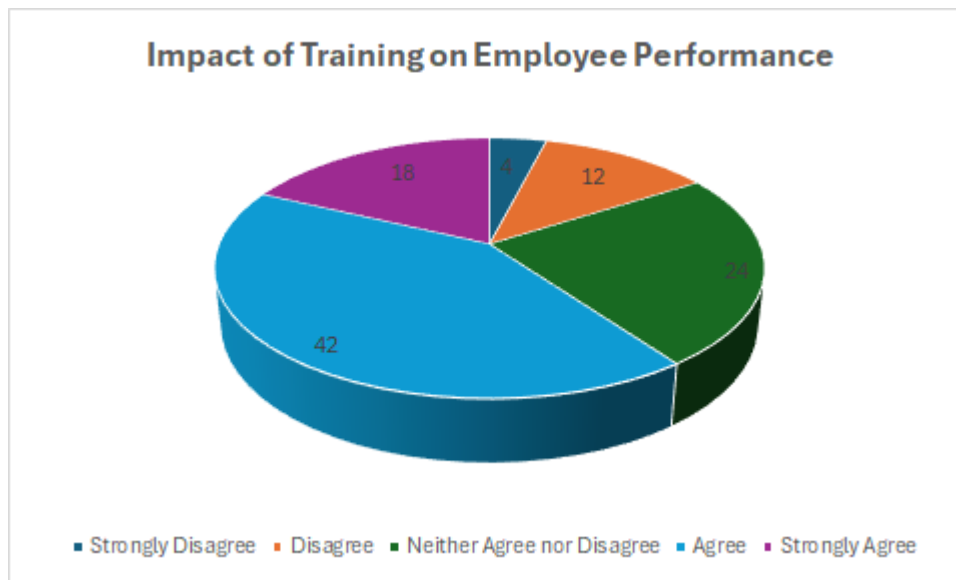


Graph 8: Frequency of Training Programs

Interpretation : 40% of respondents feel that training programs are conducted occasionally, while 35% report that they happen frequently. This implies that there is a good frequency of training, but there could still be opportunities to increase the regularity for better employee development.

Table 9. Impact of Training on Employee Performance

Response	No. of Respondents	Percentage (%)
Strongly Disagree	4	4%
Disagree	12	12%
Neither Agree nor Disagree	24	24%
Agree	42	42%
Strongly Agree	18	18%
Total	100	100%



Graph 9: Impact of Training on Employee Performance

Interpretation : 42% of respondents agree that training has a positive impact on their performance, while 24% remain neutral. This suggests that while training has a generally positive effect, further evaluation is needed to optimize its relevance and application in the workplace.

CONCLUSION, FINDINGS, RECOMMENDATION, AND FUTURE SCOPE

Conclusion : This research, titled “An Analytical Study of Training and Development Practices at State Bank of India, Udham Singh Nagar: Enhancing Workforce Capabilities for a Future-Ready Organization”, has provided an in-depth understanding of the current training and development programs at the State Bank of India (SBI). Through a detailed examination of the bank's practices, employee responses, and data analysis, the report reveals valuable insights into the effectiveness, challenges, and scope for improvement in SBI's employee development initiatives. The process of collecting and analyzing data has been a great learning experience. It has allowed me to explore how SBI structures and implements its training programs, as well as the impact of these initiatives on employee satisfaction and performance. Throughout this project, I have gained a deeper understanding of the significance of effective training and development in driving both individual and organizational growth.

Findings From the data analysis and employee feedback, the following key findings have emerged:

1. Employee Satisfaction with Training : A significant proportion of employees expressed satisfaction with the training initiatives implemented by SBI. The data indicates that most employees find the training programs beneficial, aligning with their expectations and contributing positively to their professional development. This high level of satisfaction suggests that the bank's training efforts are largely effective in building competencies and enhancing job performance.

2. Clarity of Program Objectives : The majority of employees reported that they are well-informed about the training program objectives and course content prior to attending. This pre-training communication plays a

crucial role in preparing employees mentally and practically for participation. Clarity of purpose enables employees to focus on acquiring specific skills, which enhances engagement and the overall effectiveness of the training process.

3. Relevance of Training Content : The analysis reveals that most training modules are aligned with the current roles and responsibilities of the employees. However, some employees highlighted a need for more targeted and job-specific training to better equip them for the demands of their roles. This finding indicates that while the existing content is generally useful, further customization could improve its practical application and relevance.

4. Training as a Tool for Promotion : Employees perceive training programs not only as opportunities for skill development but also as strategic tools for career advancement. Many respondents acknowledged that participating in training programs positively influences their chances of promotion and internal mobility. This shows that training is strongly linked with the bank's career progression framework and is taken seriously by employees aiming for growth within the organization.

5. Sufficiency of Training Programs : An overwhelming 90% of the participants agreed that the training programs are adequate for meeting their professional development needs. Despite this high satisfaction level, a segment of employees recommended increasing the frequency of sessions. This feedback suggests that while content sufficiency is not a major concern, consistency and availability of sessions can be improved to maximize impact.

6. Types of Training Provided : SBI delivers a comprehensive range of training programs, including traditional classroom sessions, technical knowledge enhancement modules (e.g., Techknowledge), and compliance and safety-focused training such as POSH (Prevention of Sexual Harassment). These diversified formats ensure a balanced focus on technical, behavioral, and legal aspects of employee development, catering to a wide spectrum of training needs.

7. HR Department's Role : The HR department is generally appreciated for its role in managing and coordinating training activities. However, feedback from some employees suggests there is room for improvement in terms of proactiveness. Specifically, employees expect the HR team to conduct regular training needs assessments, incorporate feedback, and ensure more timely and relevant training interventions. Enhancing the strategic role of HR in training delivery could further improve the quality and responsiveness of the programs.

Recommendations : To enhance the effectiveness of the training and development programs at SBI, the following recommendations are made:

1. Proactive Evaluation : One of the most critical steps in improving training effectiveness is to establish a system of continuous evaluation. Instead of assessing training programs only after issues arise or at long intervals, SBI should implement regular and proactive evaluations. These evaluations should focus on both the content and delivery of training sessions. By gathering real-time data on how well training aligns with job

requirements and employee expectations, SBI can make timely adjustments that enhance the quality and relevance of future programs.

2. Feedback Mechanisms : To make training programs more employee-centric, SBI should adopt structured and consistent feedback systems. After each session, employees should be given the opportunity to provide detailed input on the relevance, quality, and delivery of the training. This feedback should be analyzed systematically to identify patterns and preferences, which can be used to better tailor future programs. Engaging employees in the feedback process not only improves training content but also increases their sense of involvement and satisfaction.

3. Formalized Training Plans : Every training program should be designed with a well-defined structure that includes clear learning objectives, targeted outcomes, and performance benchmarks. Formalizing the training plans ensures that both trainers and trainees are aligned in terms of expectations. It also helps measure the impact of training more effectively and maintains consistency across different branches and departments. A structured approach contributes to higher engagement, better retention of knowledge, and measurable improvements in employee performance.

4. Diverse Training Formats : Recognizing that employees have varied learning preferences, SBI should diversify its training delivery methods. While classroom sessions remain important, integrating formats such as hands-on workshops, interactive webinars, e-learning modules, and leadership development programs can enhance accessibility and engagement. This variety allows employees to learn at their own pace and apply knowledge in practical settings, ultimately resulting in more effective learning outcomes across the organization.

5. Continuous Development : To foster a high-performing workforce, SBI should promote a culture of lifelong learning. This can be achieved by encouraging employees to participate in regular training opportunities such as seminars, certification programs, webinars, and online learning platforms. Continuous development helps employees stay updated with industry trends, adopt new technologies, and improve their competencies over time. Cultivating this culture not only benefits individual growth but also supports the bank's strategic goals by keeping its workforce skilled and future-ready.

Implementing these recommendations will help SBI strengthen its training and development framework, ensuring it remains dynamic, inclusive, and aligned with the evolving needs of employees and the organization.

Future Scope : The future of training and development is evolving, and the following trends are expected to play a significant role in shaping the way organizations approach employee development:

1. Virtual and Augmented Reality (VR/AR): The integration of VR and AR into employee training is poised to revolutionize the learning experience, particularly for technical or hands-on job roles. These technologies allow employees to engage in realistic simulations, offering safe and immersive environments where they can practice tasks and problem-solving without real-world risks. For example, banking professionals can simulate customer interactions or risk management scenarios, enhancing their practical understanding and readiness.

2. Microlearning : As the demand for continuous learning grows, microlearning is emerging as a highly effective method. This approach delivers information in short, focused bursts—typically through videos, infographics, or quick quizzes—making it easier for employees to absorb and retain knowledge. Especially beneficial for time-constrained employees, microlearning enables on-the-go training and allows learners to access content anytime and anywhere, fostering a culture of lifelong learning within the organization.

3. Gamification : To boost engagement and motivation, training programs can incorporate gamification elements such as badges, leaderboards, points, and challenges. This approach makes learning more fun and interactive while driving healthy competition among employees. Gamification helps improve retention rates and encourages active participation, making it especially suitable for younger employees and those who thrive in interactive learning environments.

4. AI-Powered Personalized Learning Paths : Artificial Intelligence (AI) can play a transformative role in customizing training experiences for individual employees. AI systems can assess employees' current skill levels, performance data, and career aspirations to recommend personalized learning modules. This ensures that training is not only relevant but also aligned with each employee's professional development goals, improving overall efficiency and satisfaction.

5. Social Learning : Modern learning trends increasingly emphasize collaboration. Social learning leverages peer interaction, group discussions, and knowledge sharing through internal platforms or social media tools. Encouraging employees to share insights, experiences, and best practices fosters a collaborative environment. This method not only deepens understanding but also builds a sense of community and support among employees.

6. Automation of Training Administration : Automation tools are set to simplify many administrative aspects of training and development. Tasks such as scheduling sessions, tracking participation, sending reminders, and generating reports can be automated using learning management systems (LMS). This allows HR departments to focus more on strategic aspects like content development, quality improvement, and performance tracking, thereby increasing the overall effectiveness of the training framework.

These future trends in training and development highlight the importance of innovation and adaptability. By embracing these advancements, SBI and similar organizations can build a resilient, future-ready workforce equipped with the skills and knowledge to thrive in an ever-evolving business environment.

OVERALL CONCLUSION : The project has provided valuable insights into SBI's training and development practices, shedding light on areas of strength and those requiring further attention. By implementing the recommendations provided and embracing the future trends of training, SBI can continue to build a highly skilled, motivated, and engaged workforce, ready to meet the challenges of a dynamic banking environment.

Questionnaire for “Analysis of Training and Development Practices at SBI”

Respondent Information: Please fill in the following details (Optional).

1. Age:

- ☐ 20-25 years
- ☐ 25-30 years
- ☐ 30-35 years
- ☐ 35-40 years
- ☐ 40 years and above

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Other

3. Educational Qualification:

- ☐ Below S.S.L.C
- ☐ S.S.L.C
- ☐ Plus 2
- ☐ U.G (Undergraduate)
- ☐ P.G (Postgraduate)

4. Years of Experience at SBI:

- ☐ 0-5 years
- ☐ 5-10 years
- ☐ 10-15 years
- ☐ 15-20 years
- ☐ Above 20 years

Training and Development Feedback:

5. How satisfied are you with the current training programs provided by SBI?
(Please select one)

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral

- Satisfied
 - Very Satisfied
6. **Are you clear about the objectives of the training programs before attending them?**
(Please select one)
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
7. **Do you believe the content of the training programs meets your professional needs?**
(Please select one)
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
8. **How often do you attend training programs at SBI?**
(Please select one)
- Rarely
 - Occasionally
 - Frequently
 - Regularly
9. **Do you attend training programs primarily for career growth and promotion?**
(Please select one)
- Strongly Disagree
 - Disagree
 - Neither Agree nor Disagree
 - Agree
 - Strongly Agree
10. **Do you believe that the training programs at SBI have contributed to your career development?**
(Please select one)

- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neither Agree nor Disagree
 - ☐ Agree
 - ☐ Strongly Agree
11. **How would you rate the sufficiency of the training programs provided by SBI?**
(Please select one)
- ☐ Highly Insufficient
 - ☐ Insufficient
 - ☐ Neutral
 - ☐ Sufficient
 - ☐ Highly Sufficient
12. **Do you think the training methods used (e.g., classroom, online, on-the-job) are effective for your learning?**
(Please select one)
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neither Agree nor Disagree
 - ☐ Agree
 - ☐ Strongly Agree
13. **In your opinion, is the training and development process at SBI timely and efficient?**
(Please select one)
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neither Agree nor Disagree
 - ☐ Agree
 - ☐ Strongly Agree
14. **Do you feel the training programs are adequately aligned with your job responsibilities?**
(Please select one)
- ☐ Strongly Disagree
 - ☐ Disagree

- Neither Agree nor Disagree
- Agree
- Strongly Agree

15. Do you believe the rewards and promotion policies at SBI are based on training performance and achievements?

(Please select one)

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

16. Is there any bias in the promotion and reward payment system within SBI's training programs?

(Please select one)

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

17. Do you believe that deserving employees are rewarded adequately based on their training achievements?

(Please select one)

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

18. Do you think there is enough focus on employee safety training and anti-harassment programs (e.g., POSH) in the training sessions?

(Please select one)

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree

- Agree
- Strongly Agree

19. Do you feel that the HR department is actively involved in assessing and improving the training programs at SBI?

(Please select one)

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

20. Please suggest any improvements or additional training programs you would like to see implemented at SBI.

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Thank you for taking the time to complete this questionnaire. Your feedback is valuable and will help in enhancing the training and development practices at SBI.

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