



## Training and Development- Practices and Programs for Employees in ICICI Bank Corporation

(The Acronym of ICICI Bank Industrial Credit and Investment Corporation of India)

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### ABSTRACT

This paper explores the training and development practices and programs implemented by ICICI Bank, a leading financial institution, to enhance the skills and capabilities of its employees. The study provides an overview of the bank's approach to training and development, focusing on the various initiatives, methodologies, and strategies employed to promote employee growth and organizational success. The paper also throws light on the affect of performance of these programs on members of the workforce, job contentment, and overall organizational effectiveness.

### Introduction:

In today's rapidly changing business landscape, organizations across various industries are recognizing the critical importance of T & D programs for the members of the workforce. Among these organizations, ICICI Bank, one of India's leading financial institutions, understands the significance of investing in the professional growth and skill development of its workforce. This study aims to provide a comprehensive analysis of the training and development practices and programs implemented by ICICI Bank to enhance employee performance, productivity, and job satisfaction. ICICI Bank operates in a highly competitive sector that requires continuous adaptation to evolving market dynamics, technological advancements, and customer expectations. Therefore, it becomes imperative for the bank to equip the members of the workforce with the essential knowledge, skills, and competencies for staying ahead in this dynamic environment. T & D initiatives act as a guiding beacon in achieving this objective, fostering employee growth, and enabling them to deliver exceptional service to customers.

### Background:

Training and development practices and programs act as a major part in the accomplishment and growth in corporations, mostly in the majorly aggressive banking industry. With rapid technological advancements, evolving customer needs, and changing market dynamics, organizations need to entrust in the continuous advancement of their members of the workforce to stay ahead of the line. ICICI Bank, one of India's leading financial institutions, recognizes the significance of T and D in providing its workforce with the requisite skills and knowledge, it thrives into dynamic banking landscape. ICICI Bank is rich in history and has a good presence in the Indian moneylending sector. Incorporated in 1994, the bank has grown to become one of the country's largest private category banks, providing banking and moneylending services catering to consumers of wide range from retail to corporate consumers. As the banking industry becomes increasingly competitive, ICICI Bank places great emphasis on training and development initiatives to ensure that its employees possess the competencies required to deliver exceptional customer service, navigate complex financial landscapes, and drive organizational success.

### Objectives:

To assess the influence of T & D programs. To point-out areas for advancement in T & D initiatives. To explore the alignment tween T and D programs as well as organizational goals. Investigate the effect of T and D programs on members of the work force's performance and job satisfaction. To provide recommendations for optimizing training and development strategies.

**Importance of study:**

T and D is crucial for enhancing employee skills, knowledge, and performance, fostering engagement and satisfaction, improving productivity, and ensuring organizational adaptability and competitiveness.

**Literature Review:**

The theoretical framework for the study on training and development practices and programs for employees in ICICI Bank draws upon several established theories and models in the field of human resource development and organizational behaviour. These theories provide a conceptual basis for understanding the key factors that influence the effectiveness of training and development initiatives that have been used in this report. The theories that have played an important role in the literature take in this report are as follows:

- I. Adult Learning Theory (ALT) formed by Malcolm Knowles in **1968**: This ALT (Adult Learning Theory) is of the theory of how adults acquire knowledge and how it is different from that of the children's learning. The main aim being to show how adult learning is distinctively & differently different from learning styles and caters to specific style which suit them better. Over the years, there have been several adaptations and additions to this theory.
- II. Social Learning Theory (SLT) Albert Bandura's in **1977**: It was developed by Albert, it is explained in his book Social Learning Theory that most human behaviour is learned by observation and through modeling. By observing others one forms an idea of how new behaviors are performed, and afterwards on occasions, this coded information acts as a guide for performance of action.
- III. Training Transfer developed by E.L Thorndike **1901**: It was developed by Thorndike. It states the factor of transfer was the extent to which two tasks contain identical elements: the more there are shared elements, the more similar the two tasks are, and the more transfer factor there would be thereof.
- IV. Motivation Theory developed by Abraham Maslow in **1943**: It was developed by Abraham Maslow. He first formed the Idea of the hierarchy of needs in his 1943 published paper, titled "**A Theory of Human Motivation**," and again in his succeeding publication, "Motivation and Personality." The hierarchy gives insights that people are first motivated to collect the basic needs, before they move on to more advanced needs.
- V. General Systems Theory (GST) formed by Ludwig von Bertalanffy's research in his **1940s-50s** Paper: The time that a general systems theory came from Ludwig von Bertalanffy's research was in the 1940s-50s. In 1968, Ludwig published GST: Foundations, Development, Applications. The book gives out certain basic laws of system theory that can be applied to practically every scientific field.

**Importance T & D Possess:**

T and D initiatives are crucial because of the following reasons in the banking industry, specifically for organizations like ICICI Bank: Enhancing Employee Competencies, Adapting to Technological Advancements, Maintaining Regulatory Compliance, Fostering Customer-Centric services, Improving Employee Engagement and Retention practices.

Best Practices in T and D: Needs Assessment, Tailored Training Programs, Blended Learning Approaches, Continuous Learning Culture, Involvement of the Members of the workforce, Evaluation and Feedback mechanisms, The Support Management, Integration of Performance Management systems, Tracking and Measurement systems, Continuous Improvement practices.

Enhancing the Skills and Knowledge: T and D projects give individuals the opportunity to gain new skills, knowledge, as well as competencies. These improved capabilities enable employees to perform their current roles more effectively and efficiently.

1. Increased Productivity: Well-trained employees are more productive. When they know how to handle their tasks and responsibilities efficiently, it leads to higher productivity levels, benefiting the organization.
2. Adaptability to Technological Advancements: In a rapidly changing world, technological advancements are a constant. Training and development programs help employees staying contemporary with the latest technology & tools, ensuring the organization remains competitive.
3. Employee Satisfaction and Retention: Organizations that invest in their employees' development demonstrate a commitment to their growth and well-being. This fosters a positive work environment, leading to higher employee satisfaction and increased retention rates.
4. Reduced Employee Retention: Employees retention within an organization that put money into their advancement and provides chances for growth. Increasing employee retention saves the organization time and resources associated with recruiting and training new employees.
5. Succession Planning and Career Progression: Training and development programs identify high-potential employees and prepare them for future leadership positions. This ensures a smooth transition when key individuals leave the organization and also encourages career progression within the company.

6. **Innovation and Creativity:** Continuous learning and exposure to new ideas foster creativity and innovation within the workforce. Employees who are encouraged to think critically and problem-solve can contribute valuable insights to the organization's growth.
7. **Improved Employee Performance:** Training programs can target specific areas for improvement in employee performance. Whether it's communication skills, teamwork, or leadership abilities, tailored training can address these needs.
8. **Safety and Compliance:** In industries where safety is a critical concern, proper training is vital. It ensures that employees understand safety protocols and comply with regulations, reducing accidents and potential liabilities.
9. **Enhanced Client Satisfaction:** Better-trained employees provide better client support. Content clients are more likely to become repeat clients and recommend the organization services to others clients.
10. **Organizational Growth and Adaptability:** Well-trained and skilled employees contribute to an organization's ability to adjust to ever changing market conditions and seize up new chances for growth.

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## Methodology:

The methodologies used in ICICI Bank to train and develop their employees are as follows:

These methodologies can change depending upon the type of the training, the learning goals, and organization's specific needs/goals/objectives. Below given are some common methodologies used in T and D:

1. **In classroom Coaching:**

This traditional approach involves face-to-face instruction in a physical classroom setting. Trainers typically give presentations, facilitate the discussions, and capture participants in exercises and activities.

2. **Online Learning:**

Online learning or remote training utilizes digital portals and technology to deliver training material. This can include Videos, Quizzes, and Modules accessible through mobile devices, personal computers and tablets.

3. **On-the-Job Training (OJT):**

OJT technique involves learners to learn by performing tasks directly in the workplace under the supervision of experienced members of the workforce. New members of the workforce who seek to procure new skills learn alongside aged mentors to gain hands-on experience.

4. **Blended type Learning:**

Blended learning combines multiple training methodologies to create a comprehensive and well-rounded grasping experience. It involves a blend/merger of classroom coaching, online learning modules, OJT training, and other interactive activities.

5. **Simulations and Role-Playing (S&RP) training:**

S&RP exercises regerte real-life incidents to allow participants to learn skills and decision-making processes in a controlled environment. They are particularly useful for soft skills training, such as communication and conflict resolution.

6. **Gamification of training and learning:**

It involves keeping game elements like stars, marks, and leader-boards, into training process to expand involment and motivation. It is useful for various training formats, including e-learning and classroom sessions.

7. **Case Studies for learning:**

Case studies present real or hypothetical situations to participants, encouraging them to analyze and solve problems. They promote critical thinking and manegerial skills.

8. **Group Discussions (GD's) and Workshops for training:**

GD's and workshops encourage active participation and peer learning. Participants share ideas, experiences, and best practices, fostering collaborative learning.

9. **Coaching and Mentoring for training:**

Coaching and mentoring involve 1-on-1 guidance from experienced individuals to support personal and professional growth. They are particularly effective for leadership development and individualized skill improvement.

10. **Self-Directed Learning (SDL):**

SDL allows members of the workforce to take charge of the learning journey & access resources and training materials at their own pace. It empowers learners to pursue topics of interest and aligns with their individual learning preferences.

#### 11. JIT (Just-in-Time) Training:

JIT training delivers targeted, relevant information to employees when they need it, such as quick tutorials or reference guides. It is ideal for providing immediate support and information in critical situations.

## Research Design

The Sample: - It is of sample of One hundred officers of ICICI Bank. It consists of officers who belong to all grades that are picked on random sampling. Primary data that is collected for the purpose has been taken through survey's, questionnaire's, and interview's. Furthermore it is followed by secondary data, picked from the various sources like published reports, manuals & literatures related to title that is in the project.

**Data Collected:** Table 1: Background Characteristics of employees surveyed on 100 employees.

Items	Description	Percentage
Age	Employees below the age of 45	96
	Employees above the age of 45	4
Qualification	Employees who are Graduates	26
	Employees who are Post Graduates	74
Experience	Members of workforce having less than 10 Years Work Experience	92
	Members of workforce having more than 10 Years Work Experience	8

Inference: It has been stated that there are more number of employees from the age group below 45 years who need more number of training and development activities in the organization.

Table 2: Satisfaction with the Training Activities surveyed on 100 employees

Item	Yes	No
Satisfaction of the employees with the Training Activities	89	11

Inference: It has been stated that the members of the workforce are mostly content with the training programs of organization

Table 3: Usefulness of Training Programmes surveyed on a sample of 100 employees.

Uses of Training	Response
Assist in discharging duties the duties inside the company	18
Help in improving job knowledge in company	68
Help in promotion of the employees	12
None of the Above	2
<b>Total</b>	<b>100</b>

Inference: It was found out that the training programmes were helpful for the employees in most case scenarios.

Table 4: Insight regarding T & D assistance in Job Improvement on a sample of 100 employees.

Instruction	Response
Making the instruction interesting	40
Increasing the job knowledge	60
Sum	100

Inference: It is stated that the training programs are more successful if they are made more interesting.

Table 5: The differences between T and D of employees in the organization.

	Training	Development
Focus on	Current job	Future job
Usage of Work Experiences	Less use	More use
Objective	Preparing for the current Job	Preparing for the future Job
Engagement of members of the workforce	It is Required	It is Voluntary

Inference: The use of training and development of employees difference is as stated above.

Table 6: Employees benefiting from the training and development programs on a sample of 100 employees.

Benefited employees	Number of employees	Retained by the company
High level employees	23	10
Low level employees	77	75

Inference: It is stated that lower level employees have majorly benefited from the training and development programs.

### Training and Development Practices at ICICI Bank

Branch Managers (Training): The bank is actively functioning on a wider area to supply T and D to the Branch Managers – a branch simulator reengages all the functions of managing a branch, which roughly interacting with around Two thousand customers on an average day in the year.

MLM (Middle-Level-Managers) Training (Induction): Fresh recruits in the bank, practical training is also important aspect in the work, at the starting days of the work. These new recruits, Junior and middle-level managers recruited for solving problems faced by consumers are made to go through training programs online. They are made to go through this training for several hours before the interact with the clients.

The **types of training** provided are:

- *Training on Functionality:* In this type of instruction is provided to all the managers of all levels before they join the job or at the time of promotion. Middle level managers, after their placement and before they join the job, are provided 15-20 days training at the ICICI learning centres. These learning centers are located at the following places:  
a) Mangalore b) Lucknow c) Khandala d) Jaipur
- *Training on Product-* Whenever a new product is launched managers are imparted training at the local level.
- *Training by Workshops-* 2-3 day's workshops are also conducted that are either at the local level or at the zonal office.

The HR dept takes the help of **training activities** like:

- Management of Queue training activity
- Clearing the Cheque (operations) training activity
- Payment across the counter of cheque training activity
- The Savings A/C's training activity

**Conclusion:** Main objective of the thesis is to scrutinize the impact of T and D on members of workforce performance in the organization.

The results are as follows: *Improved job performance, Increased productivity, Enhanced employee satisfaction and engagement, Knowledge and skill expansion, Increased employee confidence, Stronger leadership pipeline, Improved employee morale and teamwork, Adaptability to change, Cost savings, Competitive advantage.*

### Summary of Findings:

1. It is advised that there be a proper training system for all the members of the workforce at predetermined intervals. Organization only after devoting its time and resources to the development of HR department, it can achieve its objectives.
2. Results are majorly dependent on the HR Department and its proceedings. The organization must have a TNA (Training Needs Analysis) on the basis of: Performance appraisal and Career planning can influence employees and give job gratification.

3. In general the corporation has excellent arrangement positioning for implementing both internal and external training with a bundle of training programs. It draws training programs and faculty, from both international and domestic markets. To fulfil its training and development needs, and build global benchmarks.
4. Moreover, a plethora of varied types of trainings are followed by the bank such as a) On-line training, c) Training by virtual classrooms, d) Behavioral training, e) Internship training etc.
5. The training activities are found to be useful and they were employee friendly. Training furthermore helps in job skill development by increasing the knowledge and competence as per analysis of data.

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**Declaration:** The data presented in the paper is collected from various sources both online sources and offline sources. These sources include various Text references, Journal publications and Paper publications both International and Domestic, Company magazines etc.,