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The impact of Training and development on the Performance of employees – A Case Study of Banking sector

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Abstract
Training and development are critical components for any firm because they help employees grow. Training means improving the skill and knowledge that employees need to perform their duties and responsibilities of the job that is assigned to them. Development, on the other hand, means not only improving the skill of the employees but also enhancing the competencies or capabilities that may be required to perform other jobs in the future. For both stated hypothesis pairs, the Chi-Square Goodness-of-Fit Test shows the observed response distribution differs significantly from an equal/random spread across the five Likert categories (all χ^2 values exceed the critical value of 9.488 at df = 4, all Asymp. Sig. =0.000 < 0.05). H0 is rejected in both cases: trained employees are perceived to perform significantly better than other employees (Hypothesis 1), and training has a statistically significant positive effect on employees' skills and growth in the banking sector (Hypothesis 2).

Keywords: - Training & development, skill, knowledge

Introduction:
Training is a goal-oriented program that helps employees improve or upgrade their skills and knowledge. In a company, training and development programs are used to increase employees' skills and knowledge required to accomplish a specific activity. It helps to improve their capabilities in the organization before they begin their actual employment, since they require true understanding of the task. For this organization conduct the Training & Development program in the Organization. These programs assist employees in learning numerous types of skills and abilities required to accomplish a specific profession.
Training is a vital program for any firm because it helps to grow its staff. Training refers to improving the skills and knowledge of employees required to perform their duties and responsibilities in the job that has been assigned to them, whereas development refers to not only improving the skills of employees but also enhancing the competencies or capabilities that may be required to perform other jobs in the future. It contributes to an employee's entire personality development, making them more suitable for future positions. Development programs assist employees in their future growth and career development.

Type of training program:

The firm uses many types of training programs to train its personnel based on their roles, responsibilities, and tasks. Generally, training programs are separated into two groups**.**

1. On Job training
2. Off job training

1. On Job Training: This refers to the person actually executing the task for which they are being trained. On-the-job training entails learning and working simultaneously; employees learn their jobs while doing their actual work. Essentially, new employees adopt all of the regulations, instructions, and techniques required to accomplish the job while being guided by their senior or supervisor.
2. Off Job Training: This strategy involves separating the training program from the actual work. Employees do not execute their duties while the training session is being completed. This type of training program is typically undertaken away from the workplace. There are several types of off-site training programs, including conferences, case studies, lecture methods, programmed instruction, and so on.

Literature Review-

Gadepalli T. (July 2023) said that human resource management should endeavour to enhance the four stages of systematic training procedures and raise the calibre and number of training programs, as it has been found that training enhances employee performance in companies and industries. Organizational structure and training and development have a big impact on employee performance. A well-designed structure can guarantee that workers understand their duties and responsibilities, and training and development can help employees gain new skills and knowledge. When combined, these elements may lead to better performance, more job satisfaction, and greater organizational success.

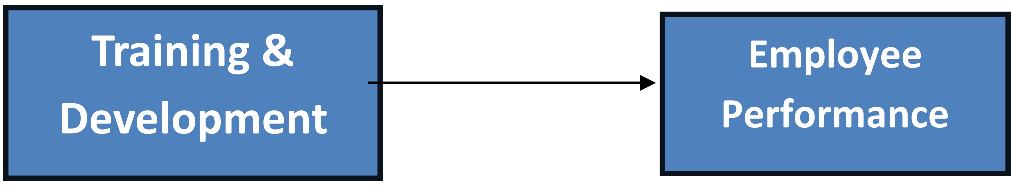
Kashid L (2022) found that utilizing talented, educated, and qualified personnel is essential for a business to boost productivity. The construction sector in Pune is no longer an anomaly. In order to improve the performance of its employees, both executives and non-executives, Pune's construction sector—which is essential to the enrichment of coal and energy resources—must employ the most recent training and development methodologies. A variety of policies have been proposed and implemented by the Indian government since 1991. The entry of foreign direct investment (FDI) into different economic sectors and privatization should be of interest to the policymakers and administrators of Pune's building industry.

Topiwala M. et al (2021) said that this study looked at how well employee performance at JK Paper Ltd. was affected by training and development. Since JK Paper's training and development initiatives have improved employee performance, productivity, and financial return for the company, the study found that training and development had a major impact on employee performance. Positive perceptions of the organization's training and development initiatives are also observed among the workforce. They believed that training and development promoted their passionate performance at work and aided in their personal development. Positive opinions are also obtained regarding the organization's training and development initiatives. They believed that training and development aided in their personal development and inspired them to work with passion.

Jha A. (2020) said that training has significant advantages for both individuals and organizations as the basis for this study. According to the literature's current analysis, these advantages greatly enhance both individual and organizational performance. We executed several levels and disciplinary perspectives of employee development programs in order to comprehend the advantages of training and development programs. The topic of how to maximize the advantages of training was also covered in our study. These characteristics include paying close attention to the training's design, delivery, and transfer. Following the completion of the research on this subject, we firmly feel that it is highly advantageous for businesses to create employee development initiatives. Companies will reap the benefits of the market and maintain their competitiveness in the labor market if they implement a comprehensive training and development program for their staff.

Ghosh (2018) found that the private banking industry offers its staff members excellent opportunities for in-house job-related training, a great environment for new hires to learn job-related knowledge, skills, and attitude, and the best resources for staff members to acquire efficiency, knowledge, and skills that will help them in their future careers. Private enterprises give their staff members great chances to attend seminars and training sessions outside of their companies, and they also assist bankers in obtaining training and development at other organizations. Likewise, this study found that employees' intentions to leave the public banking sector are significantly higher than those of the private banking sector in India.Very few employees in India's private banks thought that training was given only in response to an issue, whereas workers in the country's private banking sector thought that training was completely planned and systematically administered in their organizations. Furthermore, this research holds significant value for senior executives in other nations' banking industries. The study's findings may be used to help them comprehend the importance of funding staff development initiatives, which are closely related to workers' intentions to leave and job satisfaction.

Research Model :-



Research Methodology: -

Research methodology involves collecting and analyzing data. Data can be collected using both primary and secondary methods. The researcher employed the primary data gathering approach for this paper.

Research Objectives:-

- To study the Training & development program used in the banks.
- To study the impact of Training & development program on performance of the employees.
- To make the appropriate suggestion to improve the Training & development program in the Banks.

Hypothesis Of The Study:

- H01: The Performance of Trained Employees is not better than other employees of bank.
- H11: The Performance of Trained Employees is better than other employees of bank.
- H02: There is no significant of Training in Employees of banking sector.
- H12**:** There is a significant of Training in Employees of banking sector.

Sample Design:-

Sample design refers to the method used to choose samples from a population. It is also a vital aspect of any research. There are two sorts of sampling techniques: probability sampling and non-probability sampling. In this study, the researcher used the probability sampling technique.

Nature of the Population:-

The study's population consists of HDFC bank employees in Jabalpur, making it finite.

Sample Size:-

Fifty employees were selected as sample and their responses.

Sample Area:-

The area selected for this study is Jabalpur city.

Data Collection:-

In this study the researcher have distributed 50 questionnaires to employees who are working in HDFC bank. In the questionnaire method the researcher has used the self-structured questionnaire.

Data Analysis:-

Analysis on Basis the Of Responses

Table-1

Q.1 : Have you attended any training programs organized by HDFC Bank?			
Responses	**Yes** 46	**No** 4	**TOTAL** 50

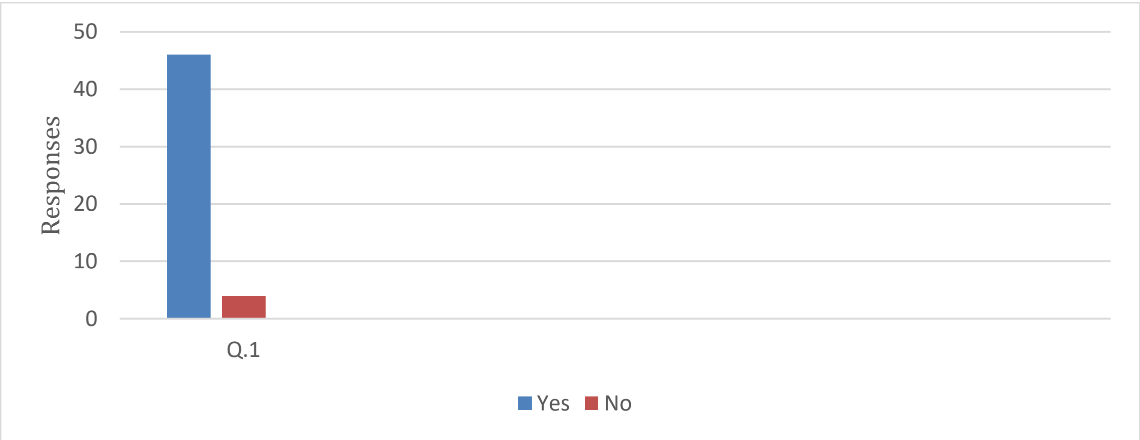


Fig-1

Interpretation: The above statistics demonstrate that 92% of employees said that they had attended training programs offered by the Bank, and only 8% said that they have not attended any training program because they have just joined the organization.

Table-2

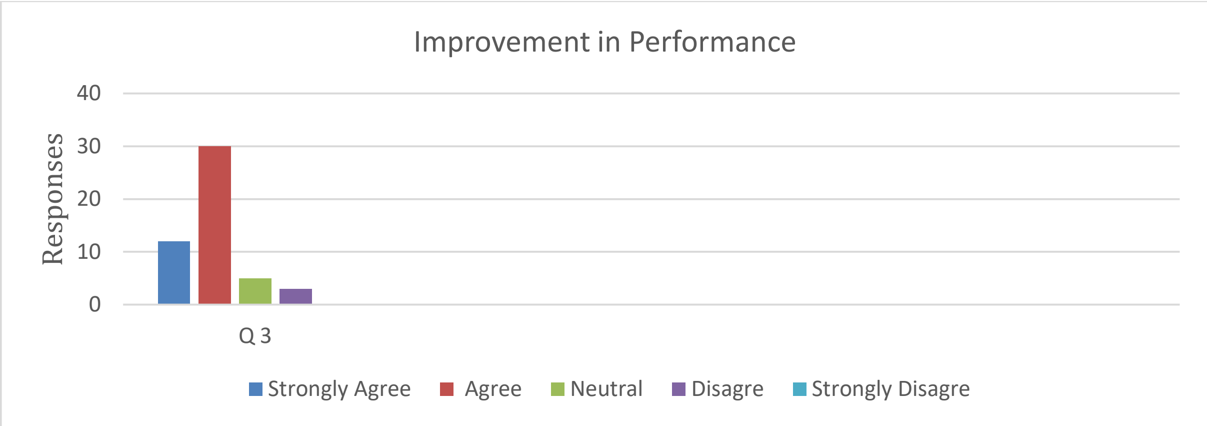
Q.2 How frequently do you attend training sessions?					
Responses	Once a year 32	Twice a year 8	More than twice a year 0	Not fix 10	Only during onboarding 0

Fig-2

Interpretation: The above statistics shows that nearly 64% of employees said that they attend the training program once in a year,16% said twice in a year and 20 % said not Fix.

Table-3

Q.3 Has the training improved your job performance					
Responses	Strongly Agree 12	Agree 30	Neutral 5	Disagree 3	Strongly Disagree 0



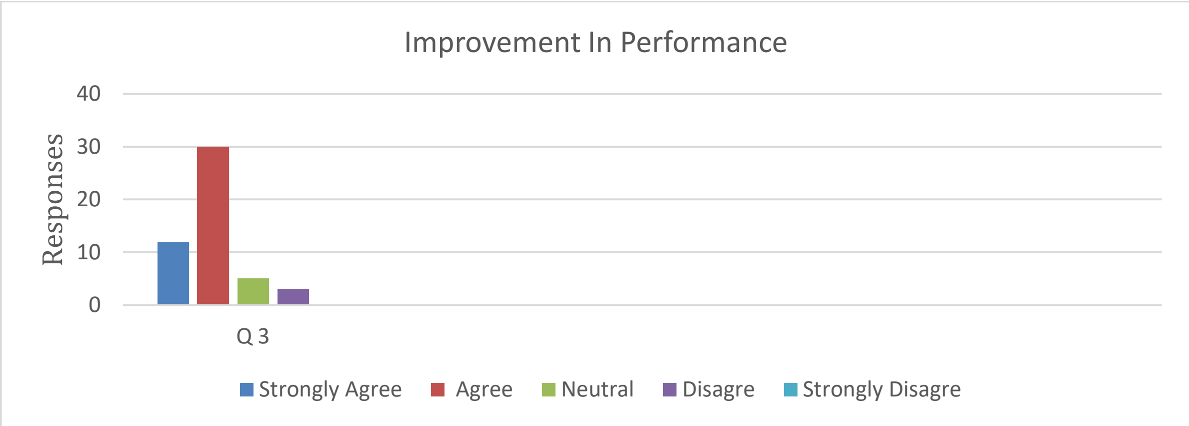
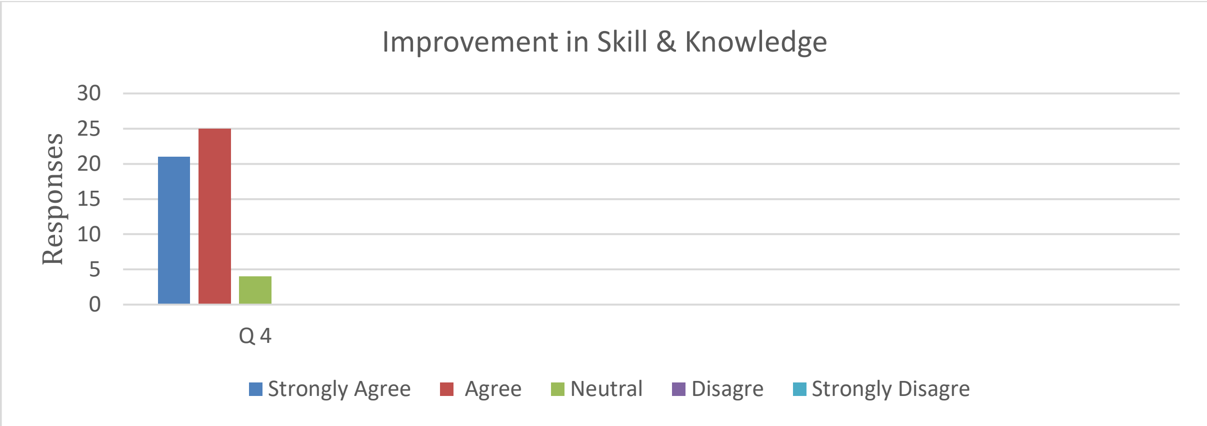


Fig-3

Interpretation: The above statistics shows that nearly 24% employees are strongly agree, 60% are agree, 10% are neutral and 6% are Disagree with the fact that Training and Development help to improve their performance.

Table-4

Q. 4 What do you think Training & development program help you to develop your skill and knowledge?					
Responses	Strongly Agree 21	Agree 25	Neutral 4	Disagree 0	Strongly Disagree 0



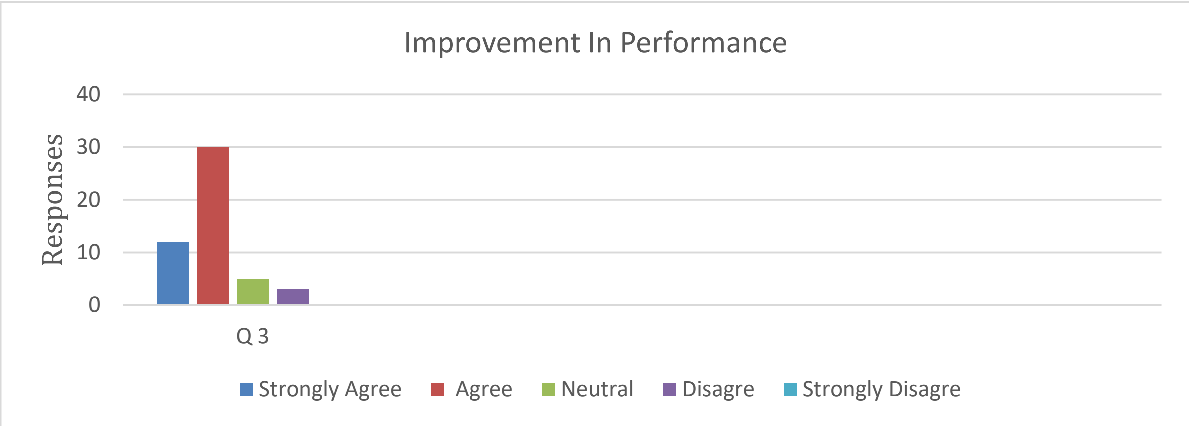


Fig-4

Interpretation: The above statistics shows that nearly 42% of employees are strongly agree, nearly 50% are agree, 8% are neutral and none of them are disagree regarding that Training & development program help to develop their skill and knowledge.

Table-5

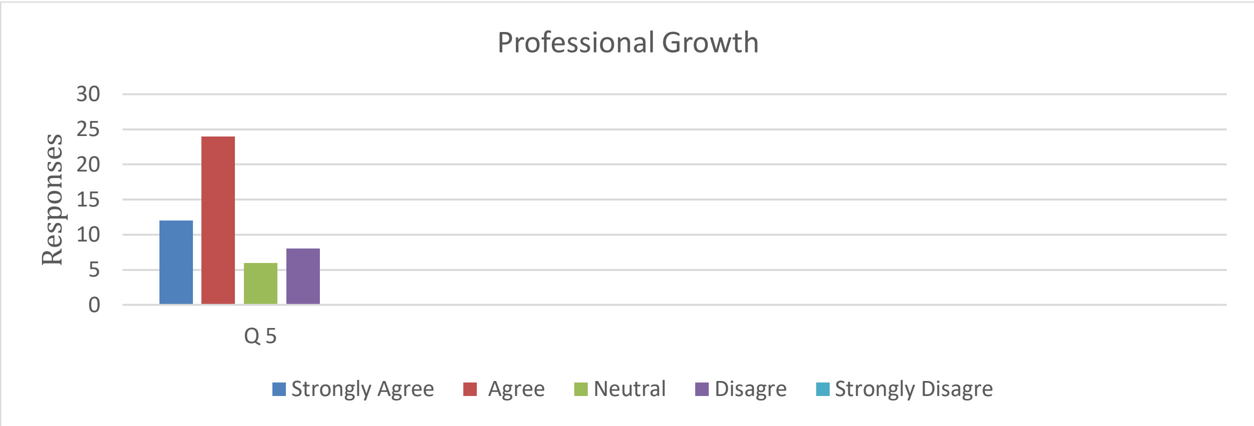
Q.5 What do you think Training & development program is very important for the growth of the employees?					
Responses	Strongly Agree 12	Agree 24	Neutral 6	Disagree 8	Strongly Disagree 0

Fig-5

Interpretation: The above statistics shows that nearly 24% of employees are strongly agree, nearly 48% are agree, 12% are neutral, 16% are disagree and none of them are strongly disagree regarding that the Training & development program is very important for the growth of the employees.

Table-6

Q.6 What do you think Training & development program help to improve the productivity of the Bank?					
Responses	Strongly Agree 12	Agree 34	Neutral 2	Disagree 2	Strongly Disagree 0



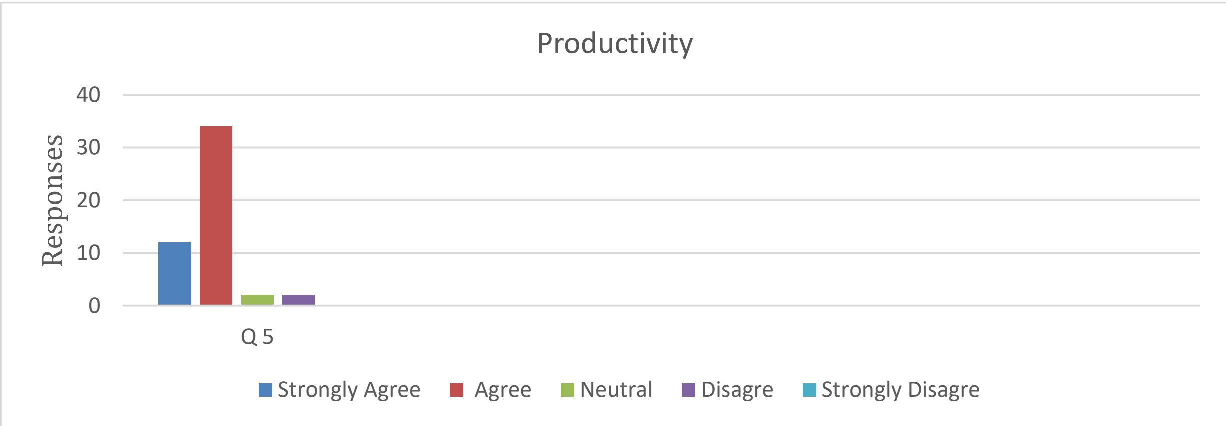


Fig-6

Interpretation: The above statistics shows that nearly 24% of employees are strongly agree, nearly 68% are agree, 4% are neutral, 4% are disagree and none of them are strongly disagree regarding the fact that Training & development program help to improve the productivity of the Bank.

Analysis Based on Variable

Hypothesis 1 — Performance of Trained Employees

H01: The performance of trained employees is not better than that of other employees of the bank (responses spread equally / no pattern across categories).

H11: The performance of trained employees is better than that of other employees of the bank (responses concentrated significantly in the agreement categories).

Performance

	Observed N	Expected N	Residual
Strongly Agree	12	10.0	2.0
Agree	30	10.0	20.0
Neutral	5	10.0	-5.0
Disagree	3	10.0	-7.0
Strongly Disagree	0	10.0	-10.0
Total	**50**		

Test Statistics

	Performance
Chi-Square	57.800a
Df	4
Asymp. Sig.	0.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

Calculation — Performance

Expected N per category (equal-distribution null) = N / k = 50 / 5 = 10.

Strongly Agree: O=12, E=10, (O−E)=2, $(O-E)^2=4$, $(O-E)^2/E=0.40$

Agree: O=30, E=10, (O−E)=20, $(O-E)^2=400$, $(O-E)^2/E=40.00$

Neutral: O=5, E=10, (O−E)=-5, $(O-E)^2=25$, $(O-E)^2/E=2.50$

Disagree: O=3, E=10, (O−E)=-7, $(O-E)^2=49$, $(O-E)^2/E=4.90$

Strongly Disagree: O=0, E=10, (O−E)=-10, $(O-E)^2=100$, $(O-E)^2/E=10.00$

$\chi^2 = \Sigma (O-E)^2/E = 57.800$

df = k − 1 = 5 − 1 = 4. At α = 0.05, critical $\chi^2_{0.05,4} = 9.488$. Since $\chi^2 = 57.800 > 9.488$ (Asymp. Sig. = .000 < 0.05), H0 is rejected.

Decision

$\chi^2(4, N = 50) = 57.800$, Asymp. Sig. = .000 ($p < 0.05$). Since the observed distribution differs significantly from the expected equal distribution — with 84% of responses in "Agree"/"Strongly Agree" — H01 is rejected and H11 is accepted: trained employees are perceived to perform significantly better than other employees.

Hypothesis 2 — Significance of Training on Employees

H02: There is no significant effect of training on employees of the banking sector (responses spread equally / no pattern across categories).

H12: There is a significant effect of training on employees of the banking sector (responses concentrated significantly in the agreement categories).

This hypothesis is reflected in two items — Skill & Knowledge and Employee's Growth — each tested individually below.

Skill & Knowledge

	Observed N	Expected N	Residual
Strongly Agree	21	10.0	11.0
Agree	25	10.0	15.0
Neutral	4	10.0	-6.0
Disagree	0	10.0	-10.0
Strongly Disagree	0	10.0	-10.0
Total	**50**		

Employee's Growth

	Observed N	Expected N	Residual
Strongly Agree	12	10.0	2.0
Agree	24	10.0	14.0
Neutral	6	10.0	-4.0
Disagree	8	10.0	-2.0
Strongly Disagree	0	10.0	-10.0
Total	**50**		

Test Statistics

	Skill & Knowledge	Employee's Growth
Chi-Square	58.200a	32.000a
Df	4	4
Asymp. Sig.	0.000	0.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

Calculation — Skill & Knowledge

Expected N per category (equal-distribution null) = N / k = 50 / 5 = 10.

Strongly Agree: O=21, E=10, $(O-E)=11$, $(O-E)^2=121$, $(O-E)^2/E=12.10$

Agree: O=25, E=10, $(O-E)=15$, $(O-E)^2=225$, $(O-E)^2/E=22.50$

Neutral: O=4, E=10, $(O-E)=-6$, $(O-E)^2=36$, $(O-E)^2/E=3.60$

Disagree: O=0, E=10, $(O-E)=-10$, $(O-E)^2=100$, $(O-E)^2/E=10.00$

Strongly Disagree: O=0, E=10, $(O-E)=-10$, $(O-E)^2=100$, $(O-E)^2/E=10.00$

$\chi^2 = \Sigma\ (O-E)^2/E = 58.200$

df = k − 1 = 5 − 1 = 4. At $\alpha = 0.05$, critical $\chi^2_{0.05,4} = 9.488$. Since $\chi^2 = 58.200 > 9.488$ (Asymp. Sig. = 0.000 < 0.05), H0 is rejected.

Calculation — Employee's Growth

Expected N per category (equal-distribution null) = N / k = 50 / 5 = 10.

Strongly Agree: O=12, E=10, (O−E)=2, $(O-E)^2=4$, $(O-E)^2/E=0.40$
Agree: O=24, E=10, (O−E)=14, $(O-E)^2=196$, $(O-E)^2/E=19.60$
Neutral: O=6, E=10, (O−E)=-4, $(O-E)^2=16$, $(O-E)^2/E=1.60$
Disagree: O=8, E=10, (O−E)=-2, $(O-E)^2=4$, $(O-E)^2/E=0.40$
Strongly Disagree: O=0, E=10, (O−E)=-10, $(O-E)^2=100$, $(O-E)^2/E=10.00$
$\chi^2 = \Sigma (O-E)^2/E = 32.000$
df = k − 1 = 5 − 1 = 4. At $\alpha = 0.05$, critical $\chi^2_{0.05,4} = 9.488$. Since $\chi^2 = 32.000 > 9.488$ (Asymp. Sig. = 0.000 < 0.05), H0 is rejected.

Decision

Skill & Knowledge: $\chi^2(4, N = 50) = 58.200$, Asymp. Sig. = .000. Employee's Growth: $\chi^2(4, N = 50) = 32.000$, Asymp. Sig. = 0.000. Both $p < 0.05$, so H02 is rejected in both cases and H12 is accepted: training has a statistically significant positive effect on employees in the banking sector.

Interpretation

For both stated hypothesis pairs, the Chi-Square Goodness-of-Fit Test shows the observed response distribution differs significantly from an equal/random spread across the five Likert categories (all χ^2 values exceed the critical value of 9.488 at df = 4, all Asymp. Sig. =0.000 < 0.05). H0 is rejected in both cases: trained employees are perceived to perform significantly better than other employees (Hypothesis 1), and training has a statistically significant positive effect on employees' skills and growth in the banking sector (Hypothesis 2).

Conclusion:

Researcher found from the study that employees are aware of the training and development program, and the program is transparent in their organization. It contributes to the improvement of employees' skills and knowledge, as well as their professional development within the organization. The researcher also discovered that the training and development program helped to boost the bank's production.

Suggestions:

1. Regularly review training and development programs to ensure their relevance and efficacy.
2. Modern techniques should be applied.

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