



A Study of Training Programs, in Selected Banks of the Public and Private Sector, on Employee Performance

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Abstract: Training is an important part of an organization and no one can think of development without it. By training, there is an attitudinal change in the employee that leads to positive thinking, a sense of devotion to organizational and also by the help of technical and behavioral training the person in the organization can be aware of the latest developments and know how to come up with the best output with minimum investment and minimum labour waste. And the study which discussed about Human Resource Management, Concept of Training, Benefits of Training, Employee Performance, Details of the Respondents, Cross-Tabulation of Types of banks and Age of the respondents, Experience of respondents in banking sectors.

Keywords: employees, bank

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INTRODUCTION

A company's long-term performance and competitive advantage rely on the competency and expertise of its personnel, as well as the importance paid to human resources. Most resources, with the exception of employees, belong to the company that uses them. Today's increasingly competitive and technologically complex world necessitates that businesses be competent and ensure that their people resources can carry out their responsibilities and operations in an enjoyable and unhindered manner. In order for employees and the rest of the firm to better understand and interact with one another, human resource management acts as a key connection. People who are highly motivated and well-trained can get things done. As a result, a business must ensure that its employees are always motivated, equipped with the necessary abilities, and encouraged to do their best job. To put it another way, the success of a business and the success of its workers depends on its ability to inspire its employees to perform their best work.[1]

That being said, it is supported by the premise that individuals aren't only motivated by financial gain; they also have a range of social needs. A well-trained workforce is also seen as essential by the majority of organisations these days. It is apparent from this statement that a company's success depends on the quality of its workforce. Training in the workplace is essential to achieving this aim. Training, performance, and encouragement are all factors that businesses must consider from the outset. The basic goal of human resource management is to improve the effectiveness, performance, and efficiency of the organisation as a whole. Workers may undoubtedly benefit from training activities that help them adapt to new situations or environments. Human resource management plays an ongoing role in these situations, allowing for the development of new skills and capabilities. Training is a barometer for gauging the importance of human resources and the importance of people in general. Employer-sponsored educational opportunities may help

employees build a feeling of community and develop critical thinking and problem solving abilities.

There are two parts to an organisation: its people and the work they do to accomplish its goals. A company's ability to function is directly tied to the quality of its human resources. The organisation gathers, coordinates, and makes use of a variety of resources, including people, money, equipment, and supplies. These activities are often overseen by personnel of the company. "Year-Round Labor" is a common term for human resources. The study claims that "manpower is the sole aspect that counts" when it comes to constructing and dismantling corporate houses. Researchers underlined the relevance of human resource management. The success of a company is largely dependent on the quality of its workforce.[2]

Human Resource Management

Organizations make up the majority of human resources and their operations. Human resources are essential to the survival of an organisation. Resources such as people, money, equipment, and supplies are gathered, coordinated, and put to use by the organisation. Companies enlist the help of these enterprises to fulfill their workforce needs. The term "resource that doesn't deteriorate year round" is occasionally used to describe human resources. Companies aren't established or ruined by markets; they're built or broken by human beings in the long run. Human resource management was deemed critical by the researchers. The success of a firm is primarily depends on its employees.

Personnel and organisational management are clearly defined as human resources. 'Control of work and employees for desirable purposes', Human Resources Management (HRM) focuses on the management of employees in the workplace. When it comes to the management and employee relations of an organisation, human resources management (HRM) is an important part of the equation. It's vital for businesses today to have a range of resources at their disposal in order to provide their products and services to customers and clients and ultimately operate their businesses using the most crucial resource of all: human capital. An effective way to manage a company's employees is via the use of human resource management. [3]

Different technologies and developments are now in use to ensure that the contemporary economy's manufacture and distribution of services and goods are both safe. It doesn't matter which approach is used; the competence and aptitude of managers to successfully organize and deploy these resources are critical to the interests of both people and businesses, regardless of how they are implemented. HR traditionally focuses on recruiting, selection, placement and training as well as compensation and benefits. All managerial choices and actions that affect the nature of an organization's engagement with its employees are included in the definition of people management provided by Beer et al (1984). To put it another way, the four "Cs" of human resources management (HRM) are at the heart of what management does every day, according to Beer et al (1984). a positive, passionate approach for learning and progress is fostered by personnel who have a higher level of competence. Employee dedication: When employees are more actively involved in their job, they are better equipped to learn, hear, and act as a result of their interactions with management. Higher congruence describes the tactics and processes that strengthen the sense of concern between management, owners, and workers alike in terms of the congruence between the interests of employees and the aims of the firm. Cost-effectiveness of HR practices: indicates that HR expenditures, including insurance fees, direct and indirect pay, training and other indirect costs, such strikes and complaints, have been kept at the same level or lower than those of competitors.

Concept of Training

Training is defined as the "formal and organized modification of activities through learning as a mix of education, teaching, growing, and anticipated practice. ". Defining training as an activity that aims to improve an employee's ability to do a certain job, The training process, according to Dell S. Beach (1980), is a way of getting individuals ready to acquire new skills and information for a given job function. In order to achieve the company's objectives via training, according to Dubashi, P.R., training enhances the knowledge and talents of personnel" ,(1983). The best method to develop credentials and behaviors that are specific to a profession is to participate in a structured training programme that shares key technical information." Workplace training is an educational experience that aims to help employees achieve nearly endless improvements in their ability to do their jobs, as shown by Stephen P. Robins and David A. Decenzo (1989)." Employees' learning skills connected to their jobs are enhanced in an acceptable way via training, as defined by Noe. Raymond (2010). Training isn't an option; it's a need in the corporate world. To put it another way, it's more like a corporation making an investment in its people. For every business, Edwin B. Flippo insists, training is not a choice but a must. Only one approach may be used by an organisation to educate its employees, which also relies on the subject matter of the training. Bridge the gap between what an employee needs to know and what they are capable of by providing training. Through observation and error, workers learn their jobs in the absence of structured instruction. Using these technologies necessitates an increase in training costs. [4] No one can be sure that the employee will really understand what they are being taught. In other words, if you want to learn anything effectively and affordably, you need to get some training. Increasing employee knowledge and abilities, modifying behavior to meet the objectives of the job, and applying what they've learned on a day-to-day basis are the main goals of the training. This is an obligation that the employer places on the employee..

Benefits of Training

Previous research has shown that a company's commitment to improving the efficiency of persons and organisations, which results in a tangible benefit either for employees or enterprises, justifies the investment in training. We also consider that the benefits of training are mutually beneficial for both the employees and the company. Returning workplace preparedness to employees' employment, job, and personal development objectives will be a boon. [5] Because of the increased readiness of employees to participate in future training activities because of the advantages of organisational training, employees are more likely to feel that participating in such exercises will benefit both themselves and their organisations. There are two methods to reap the rewards of vocational training: Both workers and companies profit from these programmes. Nordhaug (1989) defined three sorts of advantages for workers who engage in training activities: I present job, (ii) career, and (iii) personal achievements in the context of employee benefits. Workplace incentives, such as bonuses, raise employees' expectations about the benefits of training programmes that drive them to grow their new roles. Career advancement is possible for employees who see workplace training as an opportunity to learn new skills in preparation for a future career change. Finally, there are personal benefits, as well as psychological, political, and social connections with the workplace. Employees' well-being, professional development, job happiness, self-esteem, and commitment to the organisation may all be considered, but research shows that employees who expect to be rewarded

for their participation in educational initiatives are even more dedicated to their companies. There is a strong correlation between vocational training and individual achievement and team performance as well as other elements, such as involvement, authority delegating and behavioral characteristics. Many studies have shown that there are advantages such as higher efficiency and variables directly related to him (innovation, implicit, adaptive expertise, technological abilities, self-management, cross-cultural adaptation), as well as those linked implicitly (empowerment, collaboration, planning, and team coordination). On the other hand, a number of studies have shown that the benefits to organisations (profitability, efficiency, productivity, and operating profit per employee) as well as other advantages such as lowering costs, increasing quality and quantity, decreasing staff attrition and corporate prestige have also been found to exist.

Employee Performance

Workers' performance is influenced by the activities and moods of their coworkers. How well employees do their duties and how effectively they meet the expectations of the company. In the context of a single work, performance may be described as the degree to which the task is completed on time, on budget, and in accordance with established criteria. As part of the job description, the performer must demonstrate the given task while absolving them of any contractual liability. Other than productivity and competitiveness, efficiency and efficiency are two of the most important aspects of performance. Workplace performance may be improved by training, on the other hand. [6] Kenny et al. (1992) defined employee performance as a measure of an organization's standards-based employees' performance. The quality of an employee's work is reflected in his or her performance evaluations. There is a set of expectations for personnel and results that all firms must meet in order to fulfill their objectives. When an employee's performance measures up to the expectations of their employer, it is said that they have met those criteria and are thus regarded as high performers. It also considers the employee's performance and presentation, as well as how effectively the individual does his or her job.

LITERATURE REVIEW

Dr. R K Tailor (2020) Using the performance evaluation system is an essential part of measuring the health of each employee. It alerts management to the fact that the employee is working or encountering difficulties throughout the workday. Employee performance evaluations may be done in a variety of ways, but choosing the right one is critical. The right evaluation system may help managers keep track of their workers' performance. This research compares and contrasts India's performance evaluation systems for private and public sector bank workers..[7]

VibhutiTyagi (2019) Research in this area takes an empirical method to assessing performance in the Indian banking sector. The banking business has long been regarded as one of the most effective means of generating employment in India. There can be no growth in a country's economy unless its financial system is sound and functioning. Banking in India should be free of problems and ready to deal with new technical challenges and other internal or global concerns. The most valuable resources are people, whether they are in the public or private sector. They have to be controlled because it's the right thing to do. Only by periodically reviewing its performance can this be done effectively. Managing performance is a multi-step process in which an organization's strategy and goals are aligned with the work habits of workers. Data from both primary and secondary sources were used in this study. Employees at commercial and

government banks were asked to fill out a questionnaire on their work environment. Accordingly, it may be concluded that there is still a need for an overall performance evaluation system. However, little is known about how well employees are doing at work. The performance evaluation should be used to identify and promote training needs by organisations. They demonstrated that the performance of most banks is not connected to the incentives that diminish employee morale and hence influence their efficiency and profitability. [8]

Dinesh Kumar Sahu (2018) the goal of this review is to discover how Indian banking organisations make use of their human capital. Human resource management in industrial, service, and medium-sized firms has been extensively studied in academic and practitioner circles. However, just a few studies have dealt with banking. Five public sector banks and four private sector banks from Odisha have agreed to participate in this study. Researchers in Odisha and India are looking at the impact of recruitment, performance assessment, retention and training on their respective banking businesses. Researching these features between public and private banks is the primary goal of this study. To begin, we've looked at a slew of relevant issues. Second, a comparison of the Bank's HR Policy implementation in each of the primary areas was carried out..[9]

Jyothsna& Kumar (2015) empirical data was given on the performance evaluation factors impacting Indian private sector bank employees' organisational loyalty and work satisfaction in the Indian banking sector Job satisfaction was used as a dependent variable in this research, whereas environmental conditions, organisational commitment, and organisational citizenry behavior were used as independent variables. Employee work satisfaction at private banks in India is positively influenced by performance assessment criteria, organisational involvement, and civic conduct, according to a regression analysis,[10]

Roy (2015) the many factors affecting retention of employees in Assam State, India have been examined. Results from the study show that over 80% of public sector employees, as well as 60% of private-sector employees were satisfied with Assam's HRM policies. The research showed that HRM practices and staff retention were linked with bank employees.[11]

Ms. ShilpiKesarwani (2015) empirical data was given on the performance evaluation factors impacting Indian private sector bank employees' organisational loyalty and work satisfaction in the Indian banking sector Job satisfaction was used as a dependent variable in this research, whereas environmental conditions, organisational commitment, and organisational citizenry behavior were used as independent variables. Employee work satisfaction at private banks in India is positively influenced by performance assessment criteria, organisational involvement, and civic conduct, according to a regression analysis. [12]

RESEARCH METHODOLOGY

The state of Uttar Pradesh was used as a sample field for this study because of the presence of various banks with headquarters in the state, including Uttar Pradesh Co-operative Bank Ltd, Vijaya Bank, Syndicate Bank, Canara Bank, and Baroda UP Bank. In both the governmental and private sectors, many portions were well organized. The responses of Uttar Pradesh workers were gathered. However, Uttar Pradesh is not the only place where this research has been done, since several banks operate on a nationwide scale and provide training and appraisal services as well. Direct interviews with workers,

human resources managers, and bank training personnel are used as primary data sources in this study. They conduct field research at training centers, banks' headquarters, and selected branch locations. Secondary data is acquired from sources including newspapers, the internet, bank records, and periodicals in the book. Randomly selected samples were drawn from the given banks.

Population of the Study

Population of the study consists of only full time employees of the public and private sector banks in India. The study considers different cadres of employees working in banks such as officers and clerks but it does not consider sub staff.

Sample area

Many banks have their headquarters in the state of Uttar Pradesh, including the Uttar Pradesh Co-operative Bank Ltd, Vijaya Bank and Syndicate Bank, as well as Canara Bank. The number of branches of both public and private sector banks is well-structured. Employees in Uttar Pradesh were asked for their thoughts, and the results are in. Even though some of the chosen institutions are nationwide, the training and evaluation practices used on staff in these banks are consistent throughout the country.

Data Collection

Direct interviews with bank workers, HR managers, and training staff were used as main data sources in order to conduct this research. It was necessary for the researcher to do fieldwork by visiting training facilities, corporate headquarters, and branches of a few chosen banks. Secondary data was gathered from many sources, including books, journals, websites, bank records, and periodicals. From the banks that had been selected, random samples were drawn and respondents filled out questionnaires almost face to face.

Statistical Tools and Techniques Used

The data obtained was analyzed using programmes such as IBM SPSS 20, EXCEL, and AMOS, among others. There were no data gaps, although a few outliers had to be removed. Almost 500 people participated in the survey. Structural Equation Modeling was used to verify the measurement model and conduct a confirmatory factor analysis. Closed-ended questions like multiple choice and dichotomous questions are also included in the questionnaire. Closed-ended questions were analyzed using the percentage approach, and a rating scale was developed using SEM methods.

DATA ANALYSIS

The data obtained was analyzed using programmes such as IBM SPSS 21.0, MS-EXCEL 2007 and AMOS 21.0, among others. Except for a few outliers, all of the data was complete. Almost 500 people participated in the survey. Structural Equation Modeling was used when the results of the confirmatory factor analysis were confirmed, and a measurement model was established (SEM). Several closed-ended items in the questionnaire are answered using the percentage technique.

Table No. 1: Details of the Respondents

Description of Data	Public Sector Banks		Private Sector Banks	
	No. of Respondents	% of Respondents	No. of Respondents	% of Respondents
Gender				
Male	154	63.6%	154	63.1%
Female	88	36.4%	90	36.9%
Age				
Less than 30 years	90	37.2%	71	29.1%
31-40 years	67	27.7%	94	38.5%
41-50	24	9.9%	58	23.8%
51 and above	69	25.2%	21	8.6%
Educational				
SSLC	4	1.7%	0	0%
Under Graduates	17	7.0%	5	2.0%
Graduates	111	45.0%	90	36.9%
Post Graduates	82	33.9%	121	49.6%
Banks Professional Degree	28	11.6%	28	11.6%
Marital Status				
Married	164	67.8%	173	70.9%
Unmarried	69	28.5%	67	27.5%
Divorcee	7	2.9%	3	1.2%
Widow/Widower	2	0.8%	1	1%
Work Experience				
<5 Years	86	35.5%	72	29.5%
5-10 Years	68	28.1%	83	34.1%
11-20 Years	13	5.4%	46	18.9%
Above 20 Years	75	31.0%	43	17.6%
Designations				
Officers	170	70.2%	206	84.4%
Clerks	72	29.8%	38	15.6%

Table No. 2: Cross-Tabulation of Types of banks and Age of the respondents

Types of Banks	Age of the respondents								Total	
	Less than 30 years		31-40 years		41-50 years		51 years and above			
	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents
PSB	90	37.2%	67	27.7%	24	9.9%	61	25.2%	242	100.0%
PVB	71	29.1%	94	38.5%	58	23.8%	21	8.6%	244	100.0%
Total	161	33.1%	161	33.1%	82	16.9%	82	16.9%	486	100%

Note: PSB- Public sector banks, PVB- Private sector banks

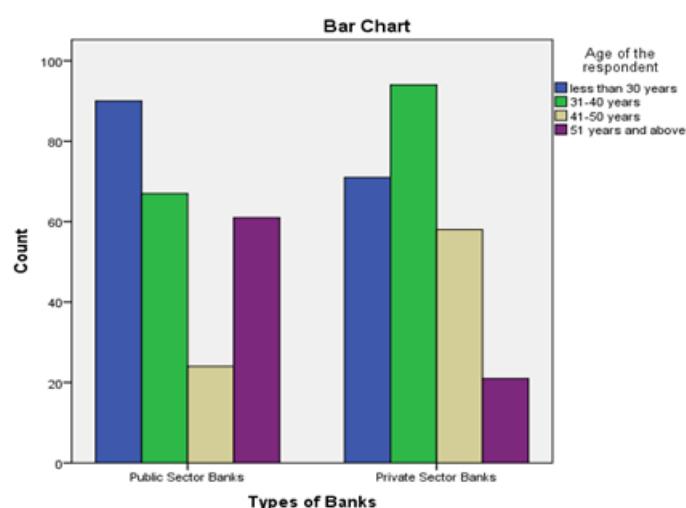


Figure No. 1: Age wise distribution of the respondents in banking sector

Table No. 3: Cross-Tabulation of Type of bank and Experience in Banking Sector

Types of Banks	Experience in Banking Sector								Total	
	Less than 5 years		5-10 years		11-20 years		above 20 years			
	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents	No of Respondents	% of Respondents
PSB	86	35.5%	68	28.1%	13	5.4%	75	31.0%	242	100%
PVB	72	29.5%	83	34.1%	46	18.9%	43	17.6%	244	100%
Total	158	32.5%	151	31.1%	59	12.1%	118	24.3%	486	100.0%

Note: PSB- Public sector banks, PVB- Private sector banks



Figure No. 2: Experience of respondents in banking sectors

CONCLUSION

Development of human resources focuses on training and performance evaluations. Banking sector researchers must analyse and evaluate the various training and performance evaluation methodologies used in the banking industry, and discover a relationship between training, employee performance assessment and organisational growth in both banking sectors. In private sector banks, however, training and performance evaluation have a total impact (-value) of 0,597 and 1,159, respectively, where employee performance is strongly linked to direct impact organisational development (-value) of 0,929 and training and performance evaluation are directly linked to each other in 0,600.. But in public sector banks, education and performance have a direct influence on employee performance of 0.501, performance evaluation has a direct impact on employee performance of 0.996 and employee performance has a direct association with organisation development with an effect of 0.848. According to the findings, training programmes for public sector bank employees had little effect on their performance.

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