

***A STUDY OF IMPACT OF TRAINING ON THE PERFORMANCE OF
EMPLOYEES OF PRIVATE SECTOR BANKS IN NAVI MUMBAI***

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Abstract:

In the current era of highly volatile business environment organisations are facing emerging challenges in the form of acquisition and optimisation of human resources. Being valuable and scarce capabilities human resources are considered as a source of sustainable competitive advantage. The success of organisation depends upon various factors but the most crucial factor that affects the organisations performance is its employees. Human resources play an integral role in achieving an innovative and high quality product and services. In any organisation HRM practices focuses on optimal utilization of management of human resource effectively in order to achieve maximum output. Training is most important factor of human resource as it increases the efficiency and effectiveness of both organisation and workforce. The present study made an attempt to examine and analysis the impact of training on performance of the employees in private sector banks. Sample survey of 82 respondents is done to find out the impact of training on employees in private sector in navi Mumbai. Finding of the study is that training has impact on performance of the employees of private sector banks. Banks should provide training to all the employees. There should be proper training schedule based on the necessity of the organisation and employees. It is suggested that there should be proper designing, development, deployment of excellent training programmes as per the requirement of the banks.

Key words- Human Resource Management, Training,

1. Introduction

In the current era of highly volatile business environment organisations are facing emerging challenges in the form of acquisition and optimisation of human resources. Being valuable and scarce capabilities human resources are considered as a source of sustainable competitive advantage. The success of organisation depends upon various factors but the most crucial factor that affects the organization's performance is its employees. Human resources play an integral role in achieving an innovative and high quality product and services. In any organisation HRM practices focuses on optimal utilization of management of human resource effectively order to achieve maximum output. Of the various HR practices focus is given only on the training aspect. Training is most important factor of human resource as it increases the efficiency and effectiveness of both organisation and workforce.

2. Conceptual framework

Human resource management: The process of hiring and developing employees so that they become more valuable to the organization.

Training: Training is the process of being conditioned or taught to do something, or is the process of learning and being conditioned.

3. Objectives of the study

1. To study the impact of training on the performance of employees in private sector banks.
2. To provide the suggestions for better performance of employees in the private sector banks in navi Mumbai.

4. Hypothesis of the study

H0 Training has no significant impact on performance of the employees in the selected area of the study.

H1 Training has significant impact on performance of the employees in the selected area of the study.

5. Research Methodology of the study

Sample size- from the private sector banks 82 respondents were selected for the study. Of the 82 respondents only 60 respondents had undergone the training programmes in private sector banks.

Data collection: Primary data was collected by questionnaire method and secondary data was collected from the authentic sources such as books, magazines, journals etc.

6. Limitations of the study:

1. The study is limited to the private sector banks only.
2. The area of study is restricted to the Navi Mumbai only due to geographical constraints.
3. Of the various HR practices focus is given only on training aspect.

7. Data analysis

Table 1. Composition of the respondents of the study

| Nature of organization | frequency | percentage |
|-------------------------------|------------------|-------------------|
| Private bank employees | 82 | 100 |

Table 2. Composition of the gender

| Gender | employees |
|--------|-----------|
| Male | 50 |
| Female | 32 |
| Total | 82 |

Out of the 82 respondents 50 were male employees and 32 were female employees. The graphical presentation of the gender composition is shown below.

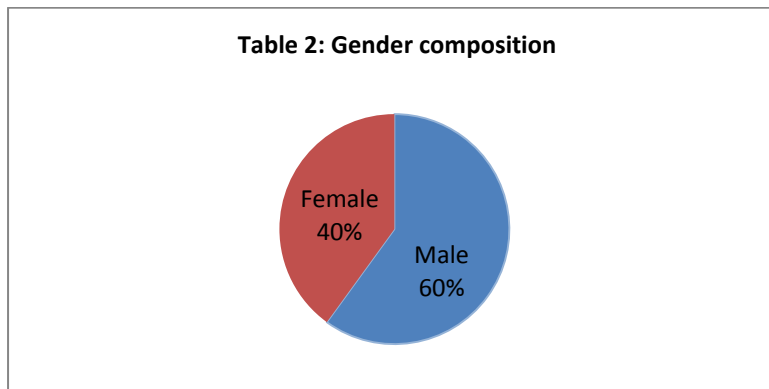


Table 3. Respondents participation in training

| Responses | Frequency | Percentage |
|-----------|-----------|------------|
| Yes | 60 | 73 |
| No | 22 | 27 |
| Total | 82 | 100 |

Only 60 respondents had participated in the training programmes conducted by their organisation.

Table 3: Participation in Training

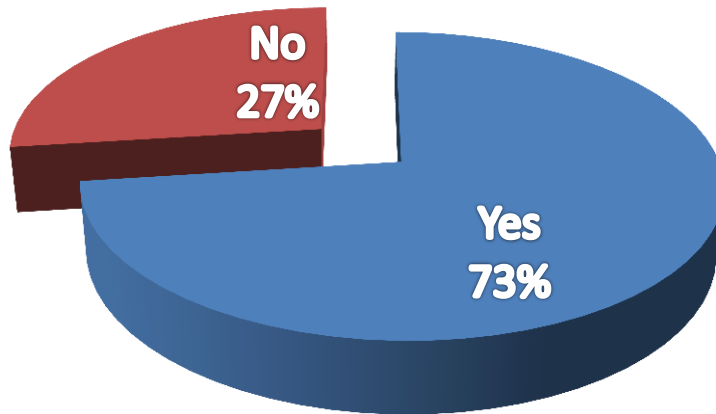


Table 4. Training schedule by banks

| Training schedule | Frequency | percentage |
|---------------------------|-----------|------------|
| Quarterly | 2 | 2.5 |
| Every Six Month | 5 | 7.5 |
| Ones in Year | 11 | 17.5 |
| Every Two Years | 15 | 25 |
| No Specification Schedule | 27 | 47.5 |
| | 60 | 100 |

27 respondents said that there is no specific schedule for conducting training in these banks.

Others said that it is conducted every six monthly, once in a year , once in every two years.

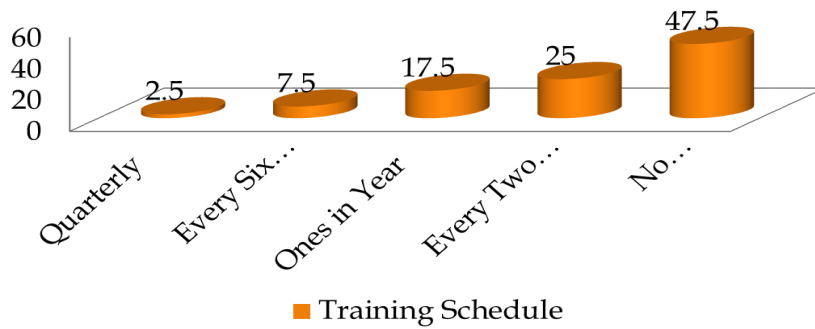


Table 5. Methods of facilitation at training

| | frequency | Percentage |
|---------------|-----------|------------|
| Lecture | 2 | 3.3 |
| Demonstration | 11 | 17.5 |
| Discussion | 20 | 33.33 |
| Presentation | 20 | 33.33 |
| Seminar | 7 | 12.5 |
| Total | 60 | 100 |

Respondents said that various methods used for training are lecture, demonstration, discussion, presentation etc.

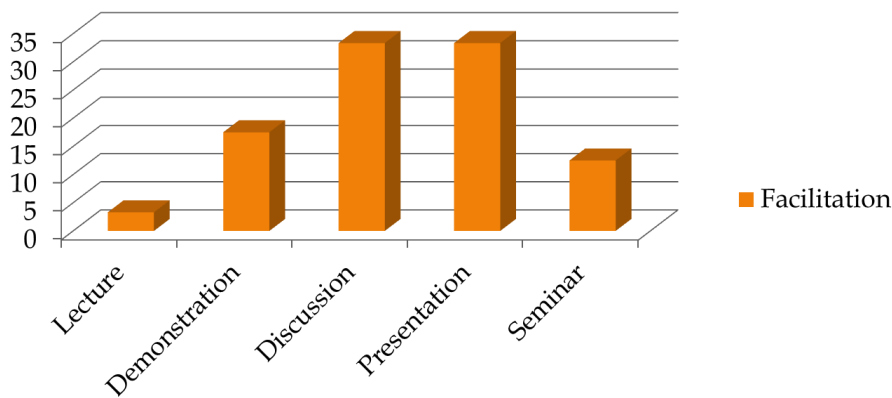


Table 6 impact of training on the performance of employees

| responses | frequency | Percentage |
|-----------|-----------|------------|
| Yes | 52 | 87 |
| No | 8 | 13 |
| Total | 60 | 100 |

The respondents said that training has an impact on the performance of the employees.

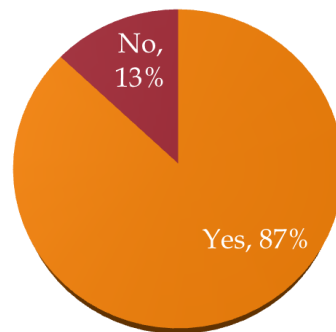
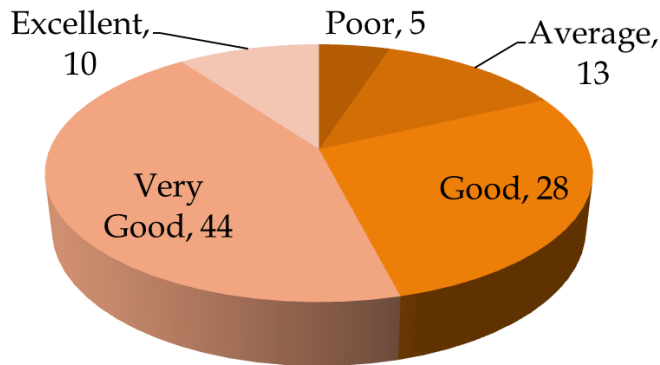


Table 7 quality of training g programme

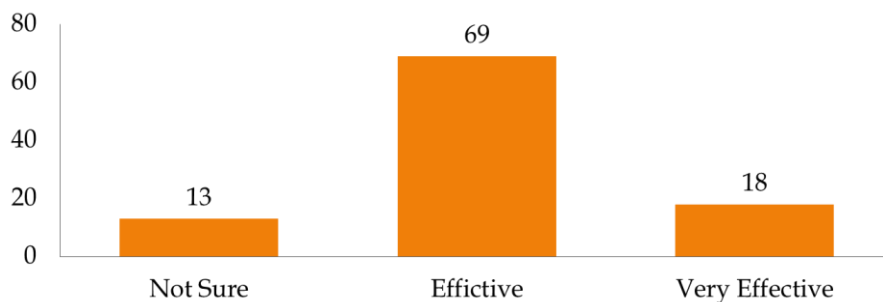
| Responses | Frequency | percentage |
|-----------|-----------|------------|
| Poor | 3 | 5 |
| Average | 8 | 13 |
| Good | 17 | 28 |
| Very Good | 26 | 44 |
| Excellent | 6 | 10 |
| Total | 60 | 100 |



44% of the respondents said quality of the training programme is very good, 28% said it is good, 10% excellent.

Table 8 Relevance of training to respondents work

| responses | frequency | Percentage |
|----------------|-----------|------------|
| Not Sure | 8 | 13 |
| Effective | 41 | 69 |
| Very Effective | 11 | 18 |
| total | 60 | 100 |



13% respondents were unable to decide whether training is effective or not effective to the employees. 69% said training is effective. 18% said training provided to them is not effective.

Table 9 impact of training on performance of the respondents

| responses | Frequency | percentage |
|-----------|-----------|------------|
| Yes | 50 | 83 |
| No | 10 | 17 |
| Total | 60 | 100 |

83% respondents agreed that training has an impact on their performance. But 17% were of the opinion that training has no impact on the performance of the employees. After providing training the errors done by the employees were less. And their efficiency was increased. Therefore the banks should provide proper training to the employees.

Ranks were given to the responses of the respondents. The data collected from the respondents.

8. Results of the data

- ▣ Average mean 2.96
- ▣ Sample variance 0.57
- ▣ Avg. Sample standard deviation 0.75
- ▣ Coefficient of variation 25.22%

9. Testing of the hypothesis

H₀: $\mu=2.5$

H₁ $\mu>2.5$

Sample mean $\bar{X}=2.96$

Sample S.D. $\sigma =0.74$

Sample size $n =60$

Calculated value of $Z = 4.210$

Z calculated value(4.210) > Z table value (1.64)

Null hypothesis is rejected and alternate hypothesis is accepted.

10 . Suggestions

Finding of the study is that training has impact on performance of the employees of private sector organisation. Organisation should provide training to all the employees. From the above discussion it can be said that there should be proper designing development and deployment of excellent training programme as per the requirement of organisations. Training should be conducted on regular basis with proper schedule. Work oriented training should be provided to the employees.

| | name | place | age | xpelucati | gende | ervisin | itabilives | assolicy | ivell | cedure | made | is fair | sponso | take | given | ng | bis | sponductio | ames | age | |
|----|-----------|-------------|-----|-----------|-------|---------|------------|----------|-------|--------|------|---------|--------|------|-------|----|-----|------------|------|-----|---|
| 1 | prabhkar | navi mumbai | 1 | 1 | 3 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 2 | bijal | rasayani | 1 | 1 | 3 | 2 | 3 | 4 | 2 | 1 | 2 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 | 1 |
| 3 | sarita | panvel | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 3 | 1 | 2 | 4 | 4 | 2 | 1 | 2 | 1 | 4 |
| 4 | rahul | navi mumbai | 1 | 1 | 2 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 5 | bhagwan | mumbai | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 2 | 3 | 1 | 3 | 2 | 3 | 2 | 3 |
| 6 | vivek | navi mumbai | 1 | 1 | 1 | 1 | 4 | 4 | 3 | 2 | 2 | 2 | 3 | 1 | 4 | 3 | 2 | 3 | 4 | 3 | 3 |
| 7 | vimlesh | navi mumbai | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 2 | 2 |
| 8 | rohit | navi mumbai | 1 | 1 | 2 | 1 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 4 | 2 | 1 | 3 | 3 |
| 9 | raj | belapur | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 4 |
| 10 | priyanka | panvel | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 4 | 3 | 1 | 1 | 2 | 1 | 1 | 1 | 2 | 1 |
| 11 | Sahil | navi mumbai | 1 | 1 | 3 | 1 | 2 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 |
| 12 | prashant | navi mumbai | 1 | 1 | 3 | 1 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4 |
| 13 | pradeep | navi mumbai | 1 | 1 | 3 | 1 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 |
| 14 | shekar | navi mumbai | 1 | 1 | 3 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 1 |
| 15 | sagar | panvel | 1 | 1 | 3 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 |
| 16 | sharavati | seawoods | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 17 | sunita | kamothw | 1 | 1 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 18 | juliet | new panvel | 2 | 1 | 2 | 2 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 2 | 4 | 3 | 3 | 3 |
| 19 | sunita | new panvel | 1 | 1 | 2 | 2 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | 4 | 4 | 4 | 3 | 4 | 3 |
| 20 | ruchika | new panvel | 1 | 1 | 2 | 2 | 4 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 2 | 3 | 1 | 2 | 1 | 1 | 4 |
| 21 | ramya | new panvel | 1 | 1 | 2 | 2 | 4 | 3 | 2 | 3 | 4 | 3 | 2 | 1 | 1 | 4 | 4 | 4 | 1 | 4 | 3 |
| 22 | rakesh | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 4 | 4 | 3 | 4 | 3 |
| 23 | nilesh | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | 4 | 4 | 4 | 1 | 4 | 3 |
| 24 | prathmesh | new panvel | 1 | 1 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 25 | sumit | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 2 | 1 | 3 | 3 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 |
| 26 | prabhkar | navi mumbai | 1 | 1 | 3 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 27 | bijal | rasayani | 1 | 1 | 3 | 2 | 3 | 4 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 |
| 28 | sarita | panvel | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 3 | 1 | 2 | 4 | 4 | 4 | 2 | 1 | 2 | 1 |
| 29 | rahul | navi mumbai | 1 | 1 | 2 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 30 | bhagwan | mumbai | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 3 | 1 | 3 | 2 | 3 | 3 |
| 31 | vivek | navi mumbai | 1 | 1 | 1 | 1 | 4 | 4 | 3 | 2 | 2 | 2 | 3 | 1 | 4 | 3 | 2 | 3 | 4 | 3 | 3 |
| 32 | vimlesh | navi mumbai | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 2 |
| 33 | rohit | navi mumbai | 1 | 1 | 2 | 1 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 4 | 2 | 1 | 3 | 3 |
| 34 | raj | belapur | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 4 |
| 35 | priyanka | panvel | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 4 | 3 | 1 | 1 | 2 | 1 | 1 | 1 | 2 |
| 36 | Sahil | navi mumbai | 1 | 1 | 3 | 1 | 2 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 |
| 37 | prashant | navi mumbai | 1 | 1 | 3 | 1 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 |
| 38 | pradeep | navi mumbai | 1 | 1 | 3 | 1 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 |
| 39 | shekar | navi mumbai | 1 | 1 | 3 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 1 |
| 40 | sagar | panvel | 1 | 1 | 3 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 |
| 41 | sharavati | seawoods | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 42 | sunita | kamothw | 1 | 1 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 43 | juliet | new panvel | 2 | 1 | 2 | 2 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 2 | 4 | 3 | 3 | 3 |
| 44 | sunita | new panvel | 1 | 1 | 2 | 2 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | 4 | 4 | 4 | 3 | 4 | 3 |
| 45 | ruchika | new panvel | 1 | 1 | 2 | 2 | 4 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 2 | 3 | 1 | 2 | 1 | 1 | 4 |
| 46 | ramya | new panvel | 1 | 1 | 2 | 2 | 4 | 3 | 2 | 3 | 4 | 3 | 2 | 1 | 1 | 4 | 4 | 4 | 1 | 4 | 3 |
| 47 | rakesh | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 4 | 4 | 3 | 4 | 3 |
| 48 | nilesh | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | 4 | 4 | 4 | 1 | 4 | 3 |
| 49 | prathmesh | new panvel | 1 | 1 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 50 | sumit | new panvel | 1 | 1 | 3 | 1 | 3 | 4 | 2 | 1 | 3 | 3 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 |
| 51 | jayesh | navi mumbai | 1 | 1 | 3 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 52 | nitin | rasayani | 1 | 1 | 3 | 2 | 3 | 4 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 |
| 53 | vaibnhav | panvel | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 3 | 1 | 2 | 4 | 4 | 4 | 2 | 1 | 2 | 1 |
| 54 | sabdeep | navi mumbai | 1 | 1 | 2 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 55 | pradnya | mumbai | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 3 | 1 | 3 | 2 | 3 | 2 |
| 56 | pradeep | navi mumbai | 1 | 1 | 1 | 1 | 4 | 4 | 3 | 2 | 2 | 2 | 3 | 1 | 4 | 3 | 2 | 3 | 4 | 3 | 3 |
| 57 | sushil | navi mumbai | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 2 |
| 58 | suman | navi mumbai | 1 | 1 | 2 | 1 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 4 | 2 | 1 | 3 | 3 |
| 59 | gauri | belapur | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 4 |
| 60 | sarita | panvel | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 4 | 3 | 1 | 1 | 2 | 1 | 1 | 1 | 2 |

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12. Questionnaire

1. Name of the employee _____

2. Place _____

3. Age in years

a) Up to 30 years b) 31-40 c) 41-50 d) 51 and above

4. Work experience

a) Up to 10 years b) 11-20 years c) 21-30 years d) 31 and above

5. Education

a) Undergraduate b) graduate c) post graduate d) technical

6. Gender

a) Male b) female

7. Have u participated in the training programme arranged by your organisation?

a) Yes b) No

8. How frequently training programmes are schedule in your organisations?

a) quarterly b) every six months c) once a year

d) Every two year e) no specific schedule

9. Which methods of training are provided by your organisation?

a) Lecture b) demonstration c) discussion

d) Presentations e) seminars

10. Do you think that training has an impact on skills?

a) Yes b) no

11. What you think about the quality of training programme

a) Very poor b) poor c) average d) good

e) very good f) excellent

12. Do you think training has relevance to the work?

a) Not relevant b) not sure c) effective d) very effective

13. Do you think training has an impact on your performance?

a) Yes b) No

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