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Impact Of Training On Employee Productivity: A Study Of Private Sector Banks In Jorhat Town

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Abstract

Today, in the era of globalisation, business is presented with opportunities and faced with challenges. Technology and connectivity are the norms in the developed world. Those organizations, which are technologically updated and dynamic can only survive in this global competitive market. The most vital asset to every organization under stiff and dynamic competition is its human capital. In order to survive in the dynamic market strong emphasis must be laidon skilled human capital in order to be competitive and financially solvent. Training isconsidered as one of the important tool to develop knowledge and skill of employees. The present study will try to find out the various training programs adopted by the organization in private banking sectors and also provide a refresh insight of the significant role oftraining in Employee productivity.
(key words: banking sector, employee training, employee productivity)

Introduction :

Banking sector is a wide financial and economical industry, which depends majorly on the workforce. Banking has been and will always be a "People Business". Efficient and effective management of the human resource in the organization turns it a successful one. Today in the era of globalisation, organisations which are technologically updated and dynamic can only survive in this ever changing competitive world requiring a strong emphasis on skilled humancapital.

For banking, the importance of human resource management has grown manifold because of the nature of banking industry, which is mainly service based. The management of people in the organization along with handling the financial and economic risks at the wider level is themost potent challenges in front of the banking industry in any given time frame. Efficient andskilled manpower in the sector can only manage the financial risks that the banks need to takeon regular basis.

The technology along with the method of working in banking sector is changing rapidly. Not only the machines, but approaches to various schemes, policies and banking facilities are changing with time. The new recruit and the older ones as well, need to undergo necessary training to grasp the same from time to time. Training can be defined as the program which isorganized by the organization to develop the skills and knowledge in the employee's job requirement. In training, the employees are imparted by the technical knowledge and skills and is considered to be the short-term and job - oriented process. Empowering the employees with training and measuring their performance afterwards, is what the need of the hour in order to be competitive and successful.

The Indian organizations are always seen having a low investment in the training anddevelopment sessions which is further complicated by high employee turnover that leads to perceived loss of training investment that is aroused by the employers.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employeesattending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development providesboth the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer. Training is an indispensable part of human resource functionand management as it aims at improving the performance and the productivity of the employees.

Literature Review:

Nda Muhammad Maimuna & Fard Yazdani Rashad (2013) conducted a study entilted, "The impact of Employee Training on Employee Productivity" presents literature review on the significant of training and development on employee productivity. The paper concluded that training and development has a positive impact on the employees to carry out their workmore effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation.

Shaheen Azara et al. (2013), in the paper entitled "Employee Training and Organizational Performance: Mediation by Employees Performance". The study tries to visualize the importance of training for school teachers and analysis its relationship between training and teacher's performance. The overall results revealed significant and positive association between training and organizational performance.

Sharma Pooja and Sharma Richa (2014), conducted a study entitled "Examining the Impact of Training Practices and Employee Empowerment on the organizational Productivity", to study the significant impact of training practices and employee empowerment on the organizational productivity in the context of service organization. They said that if theorganizations give attention for identifying the training needs of their employee, and empower them to take decisions on their own so that it will ultimately enhance the productivity of an organization.

Elnaga Amir, Imran Amen (2013) conducted a study entitled "The effect of training on Employee Performance" aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training program concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way.

Sandamali JGP et al. (2018) conducted a study entilted "The relationship between training and development and employee performance of Executive level Employees in Apparel Organizations".The study attempts to identify the relationship between training and development and employee performance of executive level employees through quantitative and cross sectional survey. The findings revealed that training and development is positively related to employee performance of executive level employee.

Iiyas Mohammed et al. (2017) conducted a study entitled "Relationship between Training and Employee Productivity in Organization: A partial Least Square (PLS-SEM) Approach" .The study attempts to find a relationship between training and employee productivity. Data were collected through questionnaire and analyzed with smart PLS software. A few statements were also added in the questionnaire about strategic skills in order to add value to this study. The study shows that both general skills and strategic skills have a positive relationship with employee productivity.

Objectives:

- To explore the various training programmes adopted by private sector banks.
- To examine the importance of period of employee training in improving productivity

Cahiers and others. The study emphasises mainly on private sector banks including Axis Bank, HDFC Bank, ICICI Bankand Yes Bank of Jorhat town.

Significance of the study:

The present study will help us in bridging the gap between training sessions and increased productiveness i.e. whether there is a relation between training and productivity. The study will throw light on improving banking services through efficient and effective training by determing the loop-holes, as banks being a human intensive industry which is for the people and by the people, it is pertinent that the employees are trained properly to increase customer satisfaction. Employees are internal customers of banks, they being trained rightly will help them achieve personal as well as of the organisational goals. Beside this, it would be helpful for other researchers too who would carry out advance research on the same area with a broader perspective.

Limitations of the study:

- The sample space being less may give biased results'
- The variables taken as measures of productivity may not always hold as there maybe some error term.

Research Methodology:

In order to achieve the objectives following methodology has been adopted –

Data Collection Technique:

The present study is quantitative in nature. Data was collected through both primary and secondary sources. For primary data a structured questionnaire was drafted containing personal details and topic related questions. The questionnaire was distributed amongst the respondents in the study area.

Sample and Study Design:

The study consisted of four private banks of Jorhat district namely - Axis Bank, HDFC Bank, ICICI Bank and Yes Bank. Convenient sampling technique was employed for data collection.

Profile of respondents

Period of Training(in years)	No. of respondents
0-5	10
5-10	10
10-15	10
15 and above	10

To maintain uniformity in analysis, 10 employees from the above mentioned categories on the basis of period of training has been undertaken

Analysis of Data:

Five point Likert scale is being applied to analyze the impact of different time periods of training on the performance of the employees The impact factors of the statements in the Likert scale is calculated by using the following formula:

Impact factor = m_i/n_i x 100%

Where m_i = Actual score

n_i = total score

Actual score for each statement is calculated as follows: m_i = Sum($x_i p_i$)

where x_i=scores i.e. 1,2,3,4,5 p_i = no of respondents

The results under impact study of Likert scale has been ranked in decreasing order for each category.

Analysis and Interepretations

0-5 years of training :

Statements	5	4	3	2	1	Total score	Actual score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	7	2	1	0	0	50	46	92	II
Training helps in acquiring new skills	8	2	0	0	0	50	48	96	I
Training improves knowledge	6	2	1	1	0	50	43	86	III
Training session helps in achieving personal goals	5	2	1	2	0	50	40	80	IV
Training improves performance	8	2	0	0	0	50	48	96	I

The above table shows that almost all the employees belonging to the initial periods of training i.e. upto years of training period are mostly benefited towards improvement in their performance followed by a proportionate acquisition of new skills from the training programmes. They are also of the opinion that training helps them to improve their moraleand level of satisfaction to a great extent. The employees in this category also agrees that training significantly helps them in improving their knowledge and achieving their personal goals but with a relatively lower impact in relation to the former benefits.

5-10 YEARS OF TRAINING :

Statements	5	4	3	2	1	Total score	Actual score	Score(%)	Impact Rank
Training improves employee satisfaction and	5	3	2	0	0	50	43	86	II
morale									
Training helps in acquiring new skills	6	2	2	0	0	50	44	88	I
Training improves knowledge	5	2	1	2	0	50	40	80	III
Training session helps in achieving personal goals	4	3	1	2	0	50	39	78	IV
Training improves performance	6	2	2	0	0	50	44	88	I

From the above ranks on basis of the impacts of training on employee's productivity it can be observed that almost all the employees belonging to the category with a training period of 5-10 years are also mostly benefited towards improvement in their performance followed bya proportionate acquisition of new skills from the training programmes. They also expressed that training helps them to improve their morale and level of satisfaction but to a relatively lower extent than the former category employees. The employees in this category also agrees that training significantly helps them in improving their knowledge and achieving theirpersonal goals but again with a relatively lower impact in relation to above mentionedprinciple benefits.

10- -15 YEARS OF TRAINING :

Statements	5	4	3	2	1	Total score	Actual score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	3	3	1	2	1	50	35	70	III
Training helps in acquiring new skills	3	4	3	0	0	50	40	80	I
Training improves knowledge	1	5	2	2	0	50	35	70	III
Training session helps in achieving	0	4	1	2	3	50	26	52	IV
personal goals									
Training improves performance	3	3	3	1	0	50	38	76	II

The above table potrays the data of employees who have undergone 10-15 years of training intheir working career. It shows a highly positive impact of training in acquiring new skills which is slightly higher than impact of training on improvement in employee performance. Some of the employees also expressed a positive impact of training on increasing knowledge and employee satisfaction and morale. However, a very less number of employees under this category agreed that training helps them in achieving personal goals.

15 AND ABOVE YEARS OF TRAINING :

Statements	5	4	3	2	1	Total score	Actual score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	0	2	4	2	2	50	26	52	II
Training helps in acquiring new skills	1	2	2	4	1	50	28	56	I
Training improves knowledge	0	3	1	1	5	50	22	44	IV
Training session helps in achieving personal goals	0	2	1	5	2	50	23	46	III
Training improves performance	1	2	2	4	1	50	28	56	I

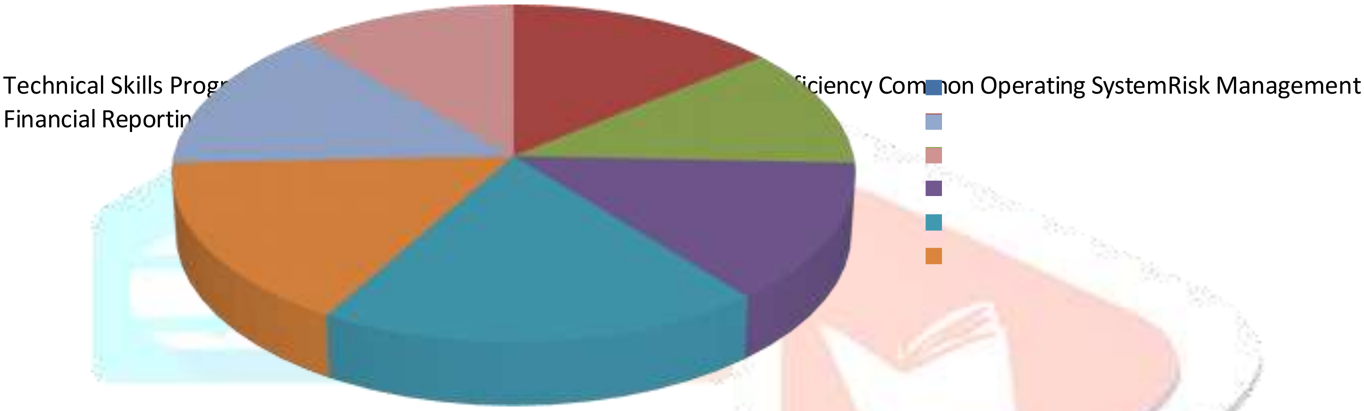
Moving to the experienced category who have ub=ndergone more than 15 years of training intheir working career,, it is observed that training has ca very low impact on acquiring new skills which is same in case of impact of training on employees' performance. Very less number of employees opined that training improves employees' satisfaction and morale. Moreover, employees under this category are also did not agree much with the statement thattraining improves knowledge and promotes in achieving personal goals.
The overall findings are summed up as follows:

- Training has maximum impact on improving the skills of both the initial as well as experienced employees.
- Training contributes to improvement in performance of majority of the employees associated with training programs
- Improvement in performance is observed to be fully and directly directly related to acquiring of the new skills imparted in the various training programmes (in the above 3 levels of training out of 4, the deviation of the third case being very little fromrest)).
- Training has some impact on improving knowledge, job satisfaction and morale in decreasing order respectively, the same decreasing with increasing training periods.
- Training has the least impact on fulfilling the personal goals of the employees with the least being observed with employees' who have undergone more than 10 years of training.
- The decrease in impact factors with the increase in period of training draws an inverserelationship between period spent on training and impact of training on employees' productivity. As the time period spent in training increases with increase in thecontinuing span of the job, less and less employees' are interested in training as it is evident from the observation that the impact of training on their productivity seems to be declining with

increasing time period of training offered.

- Training is more popular and goes down as a powerful tool to motivate and improve the productivity of the employees undergoing initial trainings in early years of their involvement in the work.
- **Training sessions in soft skills** :
-

Soft skills	Number of Respondents	Percentage
Communication	18	45
Presentation	22	55
Team work	25	63
Time Management	9	23
Problem solving	18	45
Adaptability	6	15
Ethics	12	30



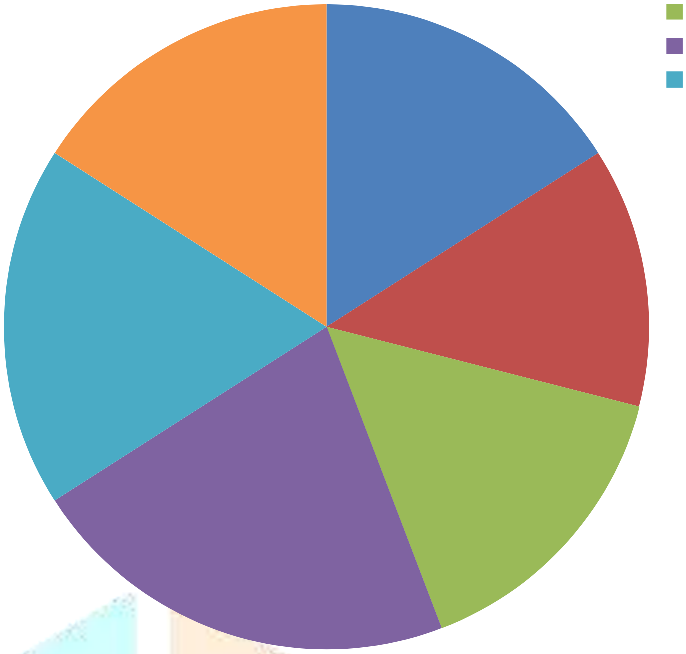
References: Training Sessions on Soft Skills :

The study revealed that amongst the soft skill training sessions majority of the respondents have gained training sessions improving teamwork skills i.e. about 23% followed by presentation skills about 20%. Communication and problem solving skills were also focused in the training sessions is about 16% attended by the employees of the private sector banks. Ethics, time management and adaptability were less focused in the training sessions attended by the respondents

Training sessions in technical skills

Technical Skills	No. of Respondents	Percentage
Programming Language	22	55
Project Management	18	45
Software Proficiency	21	53
Common Operating System	30	75
Risk Management	25	63
Financial Reporting	22	55
Income Tax	18	45

Programming language Project Management Software Proficiency Common Operating SystemRisk Management
Financial reporting



Reference: Training sessions in technical skills

From the above table it is clear that amongst the technical training sessions most of the respondents benefitted from training sessions on common operating system, i.e. 75%, followed by risk management about 63%, however programming language and financial reporting contributed same amount of benefit i.e. about 55%. Sessions on Software proficiency, project management and income tax were less focussed.

Conclusion:

Training has a significant role to play on employee productivity. Training is more popular and goes down as a powerful tool to motivate and improve the productivity of the employeesundergoing initial trainings in early years of their involvement in the work. However, the decrease in impact factors with the increase in period of training draws an inverse relationship between period spent on training and impact of training on employees' productivity.

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