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## IMPACT OF TRAINING ON EMPLOYEE'S PERFORMANCE IN PRIVATE BANKS OF HYDERABAD

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**ABSTRACT**

*A crucial aspect of the banking industry, particularly in the private banking sector, is the impact of training on employee performance. The motivation behind this Study is to sum up the current existing research on the impact of training on employee performance in private banks of Hyderabad. Studies show that training can significantly improve the performance of employees in the banking sector, bringing about expanded efficiency, job satisfaction, client service, and overall hierarchical achievement. The relevance of the training content to the job, the quality of the trainers, and the level of engagement of the employee all play a role in how effective the training is. The improvement in employee performance and overall organizational success is the focus of this study. This study highlights the improvement of employee performance and overall organizational success. This is demonstrated by the training structure which is intended to accomplish association key objectives. Information was gathered from Banks of Hyderabad. Irregular inspecting procedure is utilized by analysts to accumulate reactions from 150 workers through poll. Assessment is done by relapse and connection procedure. The findings of the research have shown that the components of training have a positive effect on worker execution of banks of Hyderabad.*

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**KEYWORDS**

*Employee performance, computer training, management training, communication training*

**INTRODUCTION**

Banking sector is highly involved in the risks and returns as default; the training could manage these risks and could highly evaluate the worth of the client by managing the risks of the organization. In banking the purpose of training is to achieve the strategic goals of the organization and compete with the market in today's fast-moving world. Training is increasing its value day by day in the business world, because it enhances the competency and effectiveness of the employee as well as organization. There are various aspects that enhance the immensity and supremacy of organizational activities like diversity, external environment changes, and the accessibility of expertise in employees.

According to (Cole, 2002). The training help in enhancing skills, expertise and attitude which improves work performance system and employee's effectiveness in organization. In organization recent learning schemes, do not basically teach knowledge for job positions. Organization's workforces include few employees who have expertise in particular areas, a chunk of good knowledge and abilities needed to fill the gap of job role in the market. So, organizations always pursue effective training for employees to bring effective employee performance and increase the productivity of their organization.

Intent of human resource by adding its value building up, the actual skill's conceptual ideas, understanding with the employees and clients and attitude of the individual are the manage areas of responsibilities of the banks noted by (Noe and peacock, 2002). Projected in their research that trainings encourages the employee to adapt new technologies, communicate effectively and cooperate with peers from diverse backgrounds. (Jorge and Sebastain, n.d). Explain in the banking sector the fundamental challenge is rooted in growing demand made by the public and regulatory environment. However, (Dauda & Akingbade 2011). Asserting that firms play a very important role in motivating, also organizations offer wages and benefits to improve employee performance. Moreover, advanced technological tools must be purchased by organizations in order to improve employee's performance, to bring effective communication, and a higher level of work performance system.

Advance Technology is improving employee effectiveness and also involves employees in task commitment and helps in completing tasks on time. Technology advancement in the banking sector requires more training and skills for employees related to that technology. Companies without new technologies cannot own their

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business effectively. Technology is beneficial to increase effective employee performance. Human assets and organizations heavily rely on technology to work in an efficient manner. Adoption of technology is not a one-handed process; it is easily when a group of employees adopt technology easily. Organization could reduce the workload for employees through technological advancement as per the findings of (Sultan & Jenkin, 2007) & (Prez, 2014).

According to (Lemess, Mesele, Adeba, 2015). Quoted that by Hoc and disorganized way many organizations are meeting their training's needs. Training in the organization is less or more unplanned and unsystematic, whereas training needs are identified by other organizations to get their productive results. Furthermore, (Breadwell, 1993), & (Garavan, 1997). Elaborates that the Banking sector has to increase and improve the quality as well as quantity levels for the employee by organizing such training, so organization could increase the productivity, because the bank employee is representing the firm and service provider for their customer added by (Aryee, 2009). The massive changes in the monetary sector worldwide, from the very first to last leads to globalization and financial liberalization, through the major development in the wealth and sell markets in developed countries. On the other side, fiscal change has drastically changed monetary structure scenery introduced by new expenses, decision and methods which are acquiring more trainings in order to understand and to be implemented by profitable banks. Or else these all changes cause great risks to the finance which the banks may not bear these threats on fertility and sustainability of the business observed by (Eliza, 2018).

There are always few gaps in organizations related to skills and expertise of employees which cause inefficiency in achieving organizational goals. Organizations pursue different training to polish the skills of employees. The problem statement in this study is analyzing the impact of training on employee performance in the banks of Hyderabad. Due to banks ineffective performance, it affects their customers as well as the country's economy as banks play a vital role for the development of countries. Therefore, a well trained workforce is very important in order to achieve milestones and give competitive advantage. Moreover, in this study the quantitative approach is answering how important is the impact of training on employee performance.

Employees are the human assets of every organization who work productively to achieve its organizational goals, so this research is essential to know the overall performance of the employees. The goals and objectives are hard to ace if the workforce is not experienced and adroit to complete the responsibilities and work tasks. The purpose of this research is to diagnose the impact of unskilled employees in the banks of Hyderabad.

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**LITERATURE REVIEW**

A lot of research has been done on having understanding of Training and development and their importance in the organization especially in banking sectors. Wiradendi Wolor et al. (2020), enlightens that it is very important in terms of enhancing the performance of the people who are working in the organization with commitment and dedication. This will ultimately help the organization to achieve their objectives and goals. The research has been carried out through primary sources and highlighting the importance of Training and Development in the 21st century. Whereas, (Imran and Tanveer, 2015). Further added that the workforce in an organization is predictable and their performance can be measured through innovation and the use of technology in a sense to facilitate the customers and employees have greater expectations from the customers. Nowadays, as the world is globalized, and corporations have huge competition among their corporate players, to compete with their level of corporations, organizations are involved in more research and development in reality, not just in vision and mission statements (Xie, Zhu, and Qi, 2020). HRM is considered a solid part for building a nation and organizations, because the nation itself is built by human resources, without human resources no one can build anything. To get the most positive and accurate results human needs proper training, as training method is an action which allows firms to have a focused edge (Ahmad and Manzoor, 2017). The initial part of the training is a guide for representatives to use the organization's assets against organizations benefits. Training in organizations is basically a method through which skills and knowledge are transferred to the employee, training and development of employees, and working on disciplines in an office environment. However, (Karam, 2019), stated that employee's inventiveness has the most considerable effects on improving employee's performance.

Training is considered the bloodstream of an organization and it is proved that the success of an organization can be achieved by working on workforce and satisfaction of employees (Jeni, Momotaj, and Al-Amin, 2021). So, organizations are highly investing in training and maintaining the workforce. There is a high impact of training in private banks. According to the authors (Jeni et al., 2021). The training methods should be different if continuously following the same pattern, then it will not generate those outcomes, so it is necessary to make such changes and to facilitate through unique ways of learning.

According to (Md Husin, 2019). Communication is a way of expressing your ideas through a medium. Effective communication helps employees to transfer their ideas and to work productively and efficiently in the organization. Effective communication builds strong relationships between top to lower management whereas weak communication leads to less productivity. Additionally, (Keyton, 2017). Stated that Organizations introduce more activities or training & development programs to focus

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on effective communication in the organization. There is a strong impact of Downward, upward and horizontal communication on employee performance. In accordance with (Rukmana & Nora, 2018). Communication has a huge impact on employee performance directly and indirectly. Employees are influenced by good communication; organizations must introduce activities for the employees which helps them to communicate confidently which empower them so they can confidently communicate as communication has direct impact on motivation and employee performance. Weak communication will help you in losing important information, it will lose your employees confidence.

The explanation provided by (Siddiqui and Sahar, 2019). States that Training is considered a universal method for improving employee performance and productivity. Moreover, (Abeba Mitiku Asfaw et al., 2015). These trainings not only increase knowledge of employees, but it also makes them feel motivated and valuable when their names are nominated for training. They understand their own importance in the organization which motivates them to work more and makes them satisfied too. According to *The Impact of Training and Development on Employees Performance and Productivity* by Mohammed Raja Abdulraheem Sal: SSRN n.d. Training and development gives employees knowledge of different techniques and practices. Training and development is considered to be an integral part of the organization which can improve performance of individuals, collegial and at organization level. (Morten Jakobsen, 2019). Further said, training basically closes the skill gap which benefits organization in the long run. From an employee perspective the purpose of learning is to acquire different skills and knowledge to improve their performance and to gain promotion and advancement in their respective careers. Moreover, Shadi Habis Abualoush states that skills they acquired through training more beneficial they will be for organization and more they will be satisfied. So, it is all interdependent. Banking sector has to increase and improve the quality as well as quantity levels for the employee by organizing such training, so organization could increase productivity, because the bank employee is representing the firm and service provider for their customer states (Siddiqui & Sahar, 2019). The massive change in the monetary sector worldwide from first to last lead to Globalization and financial liberalization through major development in the wealth and sell markets in developed countries. On the other side, fiscal change has drastically changed monetary structure scenery introduced by new expenses, decision and methods which are acquiring more trainings in order to understand and to be implemented by profitable banks. Or else these all changes cause great risks to the finance which the banks may not bear these threats on fertility and sustainability of the business (Mohammed Raja Abdulraheem, n.d.)

The explanation provided by (Ayu et al., 2018). Implementing proper training methods will improve chances to increase the skills, attributes and knowledge. This will create

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competency within employees which has direct relation with productivity and performance of employees. Moreover, competencies related to jobs are essential, which is also necessary for accomplishing goals of the business.

### **Theoretical Deliberation**

#### **Transformative Learning theory by Jack Mezirow**

This theory focuses on increasing learning efficiency. It improves critical thinking and emphasizes learner ability by engaging each other's ideas. However, Transformative Learning Theory is used for creating diversity and advance training to help people understand better and overcome gaps of organization. The major goal is to create transformation that leads groups to change and it gives effective output for organization.

Basically, this theory creates a profound change in the employee performance by covering the gaps that cause low performance outcomes. Thereby, organizations such as private banks follow these learning theories in order to give better services to their customers through diverse methods of training, to improve employee performance. Furthermore, there are various authors who have examined the effects of transformational learning theory on the performance outcomes (Fisher-Yoshida and Geller, 2005; Choy, 2009; Hodge, 2014; Franz, 2010).

### **RESEARCH OBJECTIVES**

1. To identify the effect of communication training on employee performance.
2. To analyze the significant impact of management training on employee performance.
3. To examine computer training effect on employee performance

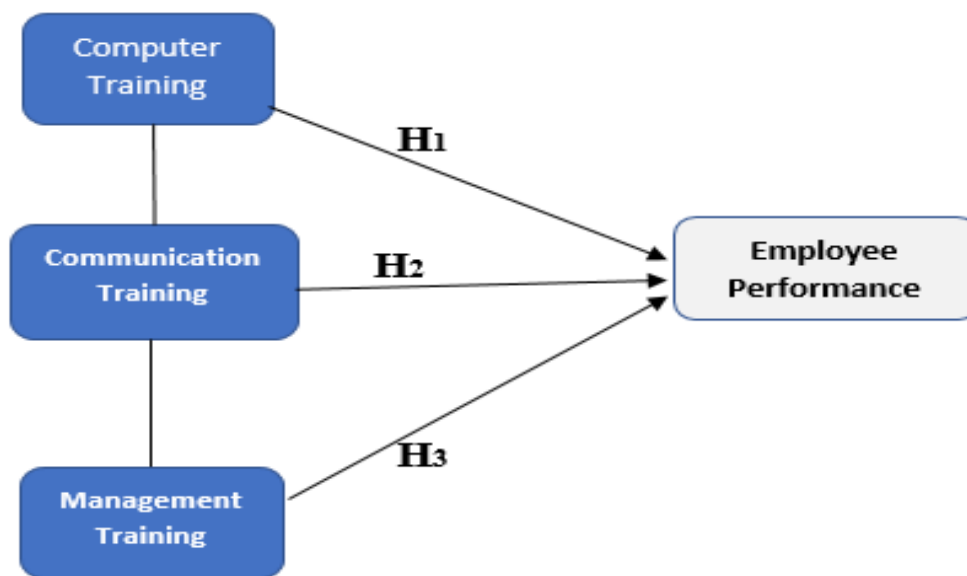
### **RESEARCH QUESTIONS**

1. What is the impact of computer training on employee performance?
2. What is the effect of communication training on employee performance?
3. What is the influence of management training on employee performance?

### **RESEARCH METHODOLOGY**

This study is following the descriptive approach to assess the role of training in overall performance and to satisfy the other study objective. Survey sampling has been used to accumulate relevant information and responses. The type of study is quantitative, since it will measure the relationship between the dependent and independent variable. According to (Cooper and Schindler, 2000). A descriptive research design is to answer the, who, what, where when and how much. The exploration design adopted is a descriptive research design, a descriptive research design depicts participants in an accurate way, and it can be done through three ways namely observational, case study

and survey. A descriptive research design provides a one-time snapshot of the sample. Quantitative research methodology was used where structured questionnaire based on the study was constructed.



**Figure 1: Conceptual Framework**

The population of this research is the employees of different banks in Hyderabad. In which we have selected multiple private banks of Hyderabad such as UBL, Bank Alfalah, Sonari Bank Limited, Habib Bank Limited, Allied Bank Limited, Summit Bank Limited etc. located in different areas.

The sample includes different private banks from Hyderabad. It is difficult to take the entire populace so little segment of the entire populace is utilized as an example. So, we have taken a sample of 150 as per (Roscoe, 1975). Using formula i.e., number of items in questionnaire \* 10 (15\*10=150) Sample has been taken from different populace e.g., supervisors both male and female, operational chief, cashiers etc. It is the first-hand information gathered by researchers stated by (Joseph S. Rabianski, 2003). Primary Data is collected through questionnaires for this research study and the data provided by the bankers of Hyderabad. The primary data is collected through self-administered questionnaires, the sample is taken from both male and female employees working in private banks of Hyderabad. This method of data collection ensured increased response rate, clarification of questions and also ensured confidentiality of respondents. This method refers to the approach the researcher used to gather data on the study (Kumar, 2009).

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Secondary data, on the other hand, is the previously collected data, which is accessed by scholars and has already been passed through statistical procedure, it is the information which already exists. Secondary data is collected through different articles, and different sources on the internet. In this study secondary data is gathered from different material and literature review which supports this study, and it is discussed in above chapters.

The statistical tools used for the partial fulfillment of this research paper are descriptive analysis, Pearson correlation, reliability test and multiple regressions. These tools are taken for the evaluation of collected data through SPSS. There are several researches, where authors have implemented these tests for the findings of results such as (Md.Sahedur Rahman et al., 2017) and (Imran and Tanveer, 2015).

The aim of the study is to examine the level of significance of the dependent variable (Employee performance), with the three independent variables which are management training, computer training and communication training. Through descriptive analysis, Pearson correlation, reliability test and multiple regressions the correlation among the independent variables is also evaluated.

The descriptive analysis is used to describe the basic features of any data collected for the completion of study. This helps analyze the simple summaries of samples and measures. Representation through simple graphic analysis, highlighting the basis of every quantitative analysis of the data gathered. Reliability analysis basically is the measurements scale which allows you to study the properties of the items selected. It represents the relationship among the individual variables on the scale. However, the reliability coefficients value range starts from 0 to 1.0. Where, the value 0 means no reliability and 1.0 indicates the perfect reliability. However, the reliability test shows the consistency and dependence among the dependent and independent variables. Multiple regressions contain one dependent variable and two or more than two independent variables. Moreover, the test is used to figure out the relationship among the two or more independent and also significance of them with the dependent variable.

Choosing the best method for data collection is an integral part of the research. The data for this study was taken through a well-structured questionnaire. Questionnaire was filled based on a random sampling technique. The data in this study was obtained from 68 respondents, some through hard copy and some through online forms. The quantitative approach is the appropriate strategy, as it is formed through deductive approach with emphasis on testing the theory and to understand the direct and indirect link between different factors. Also, a five-point Likert scale (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree) that best describes the respondent's likeness and disagreement with each question has been used. This study

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tends to add more on the existing study on training effects on employee performance.

### Analysis

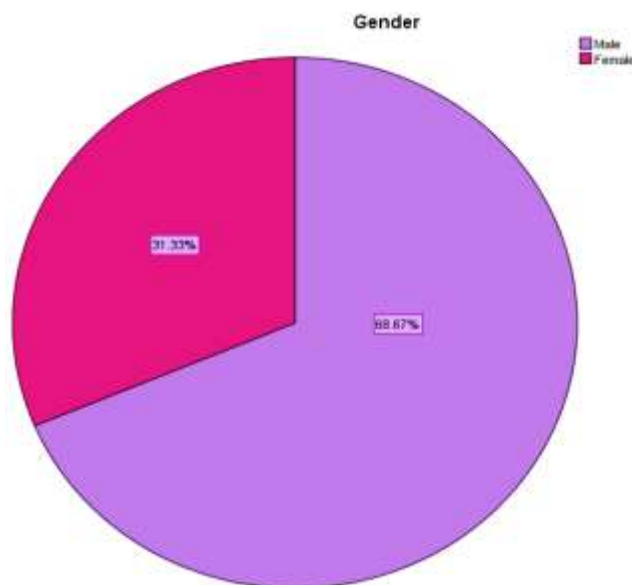
The data analysis of this research is examined by the data collected on the questionnaire forms filled by the respondents, including male and female employees of private banks. Furthermore, the collected data was analyzed through the statistical tool such as descriptive analysis, reliability and multiple regression tests respectively.

### Data Analysis and Findings

#### Gender of Respondents

The sample size of 150 participants includes 103 (69%) male and 47 (31%) female participants, as shown in figure no.1.

#### Gender Respondents



*Figure 2: Pie Chart of Gender Distribution*

#### Age of the Respondents

According to the demographic data, there were 5 different age groups. The respondents of group one aged between (20-24) years old is 15%, group two aged between (25-29) is 29%, group three aged between (30-34) is 39% whereas, the percentage of group four aged between (40-45) is 8% and for group five (46-Above) is 9%. As shown in figure no.2.

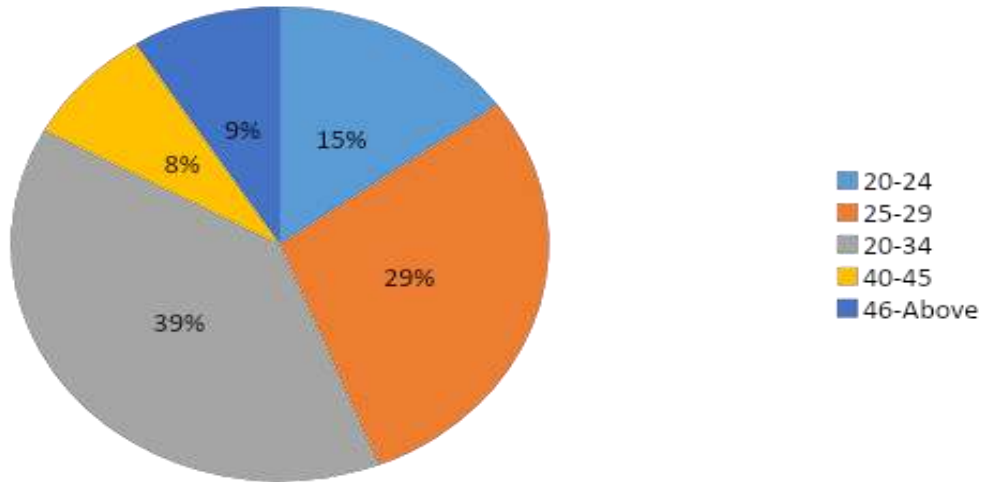


Figure 3: Pie Chart Representing Respondents from Age

**Banks of Respondents**

In this research, the data was collected from private banks of Hyderabad, where the respondents of Habib bank limited (HBL) were 22%, respondents of Summit bank were 11%, respondents of Allied bank limited (ABL) were 19%, respondents of MCB were 1%, respondents of Alfalah were 8%, whereas the respondents from other banks were 39%, as shown in figure no.3.

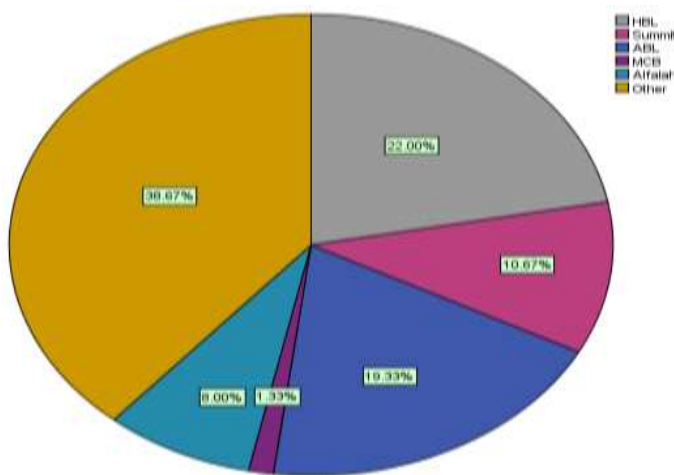


Figure 4: Pie Chart Representing Respondents from Bank

**Reliability Test**

As shown in table no.1, the significant level of reliability becomes the basis of final assessment. Therefore, the minimum value for Cronbach’s alpha is considered to be at 60% as per (Hair et al, 2010). The Cronbach’s Alpha for variable communication training is 80%, computer training is 82%, management training is 78% and for employee performance is 71%. This indicates that the variables selected in this research have significant reliability level.

Variables	# of items	Cronbach’s Alpha
Communication Training	4	.805
Computer Training	4	.815
Management Training	4	.779
Employee Performance	3	.714
Total	15	

**Table 1: Reliability Analysis Table**

**Regression Analysis**

As shown in table no.2, the R-Squared which is known as coefficient of determination is used as a statistical measure, showing the proportion of variance among selected variables. In this study the value of R Square is .737, showing the level of model fitness. The Beta coefficient is used to measure the degree of interdependence of independent variable on dependent variable, the independent variable communication training has .622, Computer training has -.109 and Management training has .287 with employee performance. However, all three independent variables are found to be significant in this study, which is below than 0.005 supporting the hypothesis.

Constructs	R	R <sup>2</sup>	Beta Value	t	Sig.
Communicati on Training on Employee Performance			.622	8.683	.000
Computer Training on Employee Performance	.859	.737	-.109	-2.388	.0018
Management Training on Employee Performance			.287	4.053	.000

**Table 2: Regression Analysis Table****Regression Analysis Table**

Hypothesis	Hypothesis Statement	Test	Status
H <sub>1</sub>	There is a significant relationship between Computer Training and Employee Performance.	t=8.683 Sig.=.000	Accepted
H <sub>2</sub>	There is a positive relationship between Communication Training and Employee performance.	t=-2.388 Sig.=.0018	Accepted
H <sub>3</sub>	There is a positive relationship between Management Training and Employee Performance.	t=4.053 Sig.=.000	Accepted

**Table 3: Regression Analysis Table: Decision-Making****DISCUSSION**

The main purpose of this study is to scrutinize the impact of training on employee performance in private banks. To analyze the significance of training, three hypotheses were developed and all three (H1, H2, H3) were accepted and results were in favor of the hypothesis. The study concludes that the training has a significant impact on employee performance. The elements of training such as communication training, computer training and management training plays a major role and has a great impact on employee performance.

As a result, the banks which provide schooling to their personnel in a proper manner can gain extensive improvement in overall performance and productivity. Perhaps Training is compulsory to enhance the knowledge of employees which increase the overall performance and productivity of banks of Hyderabad. The result of this research has proven that the element of the training of organizations has a fine effect on worker overall performance of banks in Hyderabad.

**Managerial Implications**

The study highlights the importance of training in improving overall performance. Managers in private banks in Hyderabad indicate customized training for specific needs of employees, for that banks must consider training experts to design the training. Furthermore, managers should monitor the performance of employees after training programs to ensure that training has aided the value & positive impact in the organizational performance.

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**RECOMMENDATIONS**

Private Banks should allocate a budget for training in order to enhance the skills of employees, before organizing any training programs a need analysis should be done in order to know the key area and specific needs for training. As banks play a very important role in our economy, organizations should always ensure that employees' upbringing is important. Managers must consider trainers' expertise to deliver effective training.

The study has several limitations, firstly limited sample size, was not covering entire population of private banks of Hyderabad as such, the findings may not be generalizable to other banks of Hyderabad the data was collected from employees which was self-reported can be a reason of bias or error by overstating the level of performance & effectiveness, additionally future research can scrutinize the training program which focuses on customer service as banks emphasizes on customer service. Secondly, focusing on more technological advancements such as e-learning and virtual reality simulations, considering the effectiveness of these programs with traditional classroom-based training.

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