



ROLE OF TRAINING AND DEVELOPMENT FOR STAFF PERFORMANCE

ABSTRACT

In this dynamic business environment, it is troublesome for the organizations to maintain the expertise level to operate various business activities efficiently. As per the working culture, businesses need to improve skills and knowledge of the employees to make them competent and professional to handle all business challenges in global competitive market. The challenging business scenario creates difficulty for the employees due to need of handling several tasks in different departments and areas at a time (Panigyrakis & Theodoridis, 2009). In addition, it is also necessary for the organizational personnel to develop the capabilities to think about the business issues and matters from both sides and to justify their side to make particular decisions. In banking business, there are various complex activities such as customer assistance, warehouse management, inventory management, distribution management, finance, personnel management, marketing, etc. All these business functions in Banking business require a workforce, which is efficient to perform related tasks and can help to achieve high performance at individual and organizational level (Naik, Gantasala & Prabhakar, 2010). Therefore, it is also crucial for banking organizations to train their employees to improve their efficiency and effectiveness, so that they could perform well to meet organizational expectations successfully.

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INTRODUCTION

Rationale for Selection: This competitive business era enforces the organizations to operate training and development activities to improve skills and knowledge of the employees to develop their expertise for enhancing organizational effectiveness and productivity accordingly. It is big issue for banking sector to develop and implement training and development programs successfully to meet the organizational expectations from the employees. Regarding to this, the main purpose of this strategic report is to analyze the importance of training and development in improving

efficiency and effectiveness of both employee and organization in context of banking industry (De Chernatony, 2010). It is main concern for the firms in current business scenario that can be effective for them to achieve high employee performance and organizational growth.

The selection of this topic for research can be justified because through this research, researcher would be able to develop better understanding about training and development and their significance in improving efficiency and effectiveness of both employees and organization. For this research report, banking industry is

selected to analyze the impact of training and development programs on the performance of employees because this company operates a well-structured and flexible training and development facilities that develop its human resource strength by improving their capabilities and efficiency and provide a competitive advantage over the competitors (Jones, Kalmi & Kauhanen, 2010).

Along with this, there is high competition in banking industry for the firm that raises the need to improve its existing training and development programs for better utilization of staff to maintain sustainable competitive advantage. Banking sector also faces new changes regularly in perspectives of technology and techniques, which are more significant in business development. Therefore, there is need for the organization to include new patterns and activities in training and development programs to make its employees more competent to adopt these new changes in banking business (Jing, Avery & Bergsteiner, 2011).

This project report would be beneficial for the company and other relevant firms in banking industry to design better training programs for the employee development and organizational growth consequently. In addition, it is also important for the firm because with the help of this understanding, researcher would be able to suggest some recommendations to its management to make the training programs better for developing competitiveness of the firm in banking market. This research report has a potential impact on the selected firm by identifying the effective ways of implementing training programs to upgrade the knowledge and understanding of the employees to handle future challenges and issues successfully. In addition, this report would be helpful for the firm to develop cost effective training programs in competitive environment.

This study is also significant for the company to get new opportunities to develop new structure for training and development and include the elements that can be effective to increase the contribution and efforts of employees towards organizational effectiveness at large extent. It would also have an impact on the employees of the firm in determining the level of training and development in their organization and linking it with their skills and knowledge significantly.

LITERATURE REVIEW

It is essential for the organizations to develop potential and competency level of the employees regularly to achieve competitive advantage. In order to develop employee performance and competency, firms give preference to the training and development programs

for the organizational members (Weldy, 2009). According to Hughes & Rog (2008), training can be referred as an approach to support an individual for enhancing his/her ability in a specific area of the work. It plays an important role in improving skills and knowledge of an individual that is helpful to perform any task in more efficient manner to achieve desired outcomes.

Ayodeji, Michael & Tunde (2011) state that through training programs, firms focus on the employee development by providing learning and knowledge related to the ways, which can be beneficial to perform business activities, procedures and processes efficiently. With the help of training and development, management gets the work done in perfect way and makes the organization more competitive and profitable. In the views of Cheng & Hampson (2008), proper execution of training programs brings improvements in employee behavior and attitude that also reflects in their working style and leads to betterment in their performance and organizational profitability.

But at the same time, Saks, Haccoun & Belcourt (2010) contrast the views of Cheng & Hampson (2008) and reveal that training and development programs increase financial burden on the firm by spending a huge amount of budget on these activities. They further state that it is not a better approach to improve employee performance in period of financial decline because it can have a more negative impact on the financial condition of the firm. In opposite to this, Sarkis, Gonzalez-Torre & Adenso-Diaz (2010) argue that by adopting cost effective training programs, firms can improve the potential and performance of employees extensively that helps them to generate more revenue and profit to compensate the training cost effectively.

Concurrently, Pynes (2008) states that the gained knowledge and skills through training and development has a positive impact on the confidence level of employees that motivate them to perform well to achieve individual and organizational goals successfully. He further enlightens the importance of training and development by stating that training and development programs positively influence the development of learning culture within the organization that improves the quality of work and work-life and consequently an improvement in employee and organizational profitability.

In support of this, Weldy (2009) depicts that training and development activities are effective to improve job satisfaction level of the employees at considerable level because they feel comfortable and satisfied due to having full knowledge about the ways to

perform tasks perfectly. It helps to increase the job knowledge and skills of employees at each level and expand the horizons of human intellect. Similarly, Talbot (2011) finds that in order to achieve long term goals, firms operate training and development activities, which are significant to increase the productivity of employees and organizational growth consequently.

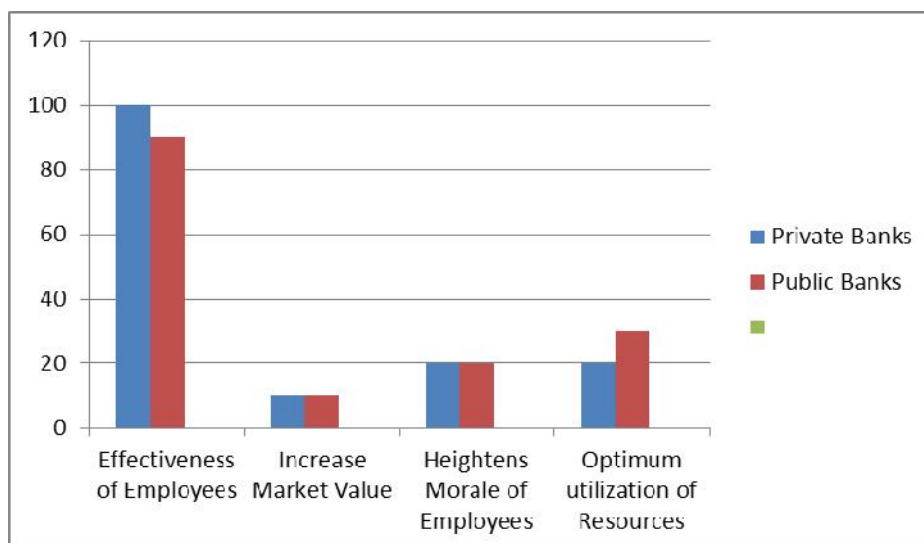
As per the views of Cummings & Worley (2009), training and development activities play a significant role in inculcating the sense of team work and team spirit that develops cohesiveness among the employees and motivate them to spot each other to perform well. Trained employees support other individuals and co-workers to deal with the problems efficiently to generate high revenues for the firm. Along with this, training helps to generate the positive perception about the organization among employees that brings satisfaction regarding the job (Alegre & Chiva, 2008). Before training programs, firms identify the weak and strong areas of employees and design the training programs accordingly that provide opportunities to the employees to improve their weak areas and strengthen strong areas for handling future challenges (Hsu & Fang, 2009).

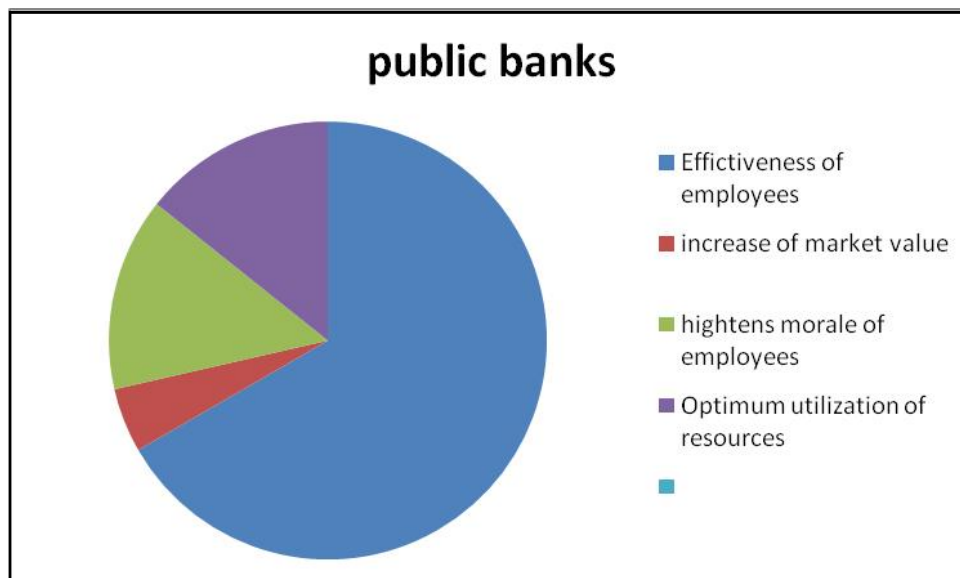
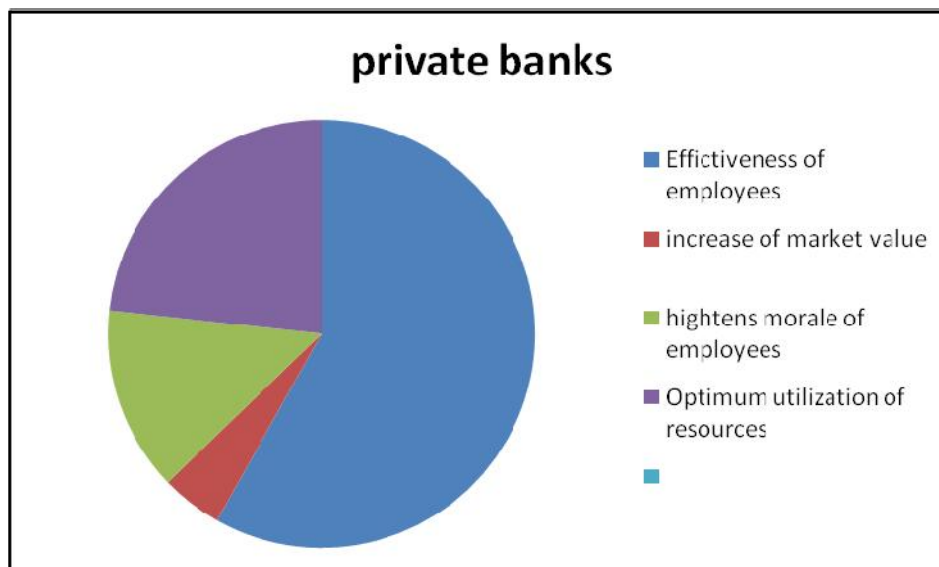
Further, Talbot (2011) depicts that training and development provides opportunity to employees to get future growth by making them capable to handle upcoming business issues and prove themselves for better position. Trained employees perform their assigned task and responsibilities effectively that helps the firms to execute the business plan successfully and get higher returns on investment and achieve significant growth. Additionally, training and development helps to develop leadership skills, loyalty, motivation and better attitudes that is crucial for the employees to get organizational success in the market.

On the other hand, Armitage, Marschke & Plummer (2008) state that to conduct training and development activities is troublesome and complex task for the companies because it is difficult for the firms to manage the time required for training during the working hours. Aguinis & Kraiger (2009) have supportive views and state that sometimes, it is not easy for the management to get desired training objectives because there is no full participation of the employees in these programs. Employees participate in training activities for only formalities without their interests that lead to worthless training and development within the organization.

Kuvaas (2008) suggests that it is necessary for the managers to get consent and full interests of the employees in training programs by explaining their significance and benefits in meetings and conferences. Aguinis & Kraiger (2009) also provide suggestion to improve training and development by stating that effective motivational approach can be significant to encourage the employees to participate in these learning and development activities considerably.

There may be some critical issues during the collection of literature aspects from a sample of the some of the main sources that might arise in the research study. During information gathering from literature, some text reference publications and articles might not be accessed by the researcher due to copyright protection that can negatively impact the consistency and validity of collected data associated to the study. The issues related to time and budget constraints can be problematic for the researcher to include various sources to collect the needed information. In addition, there is no control of the researcher on the collected data and information from literature due to being related to previous studies and researches by other researchers and scholars.





Interpretation:-

100 out of 150 employees in private banks and 90 out of 150 employees in public banks believe that training and development program provides the benefit of effectiveness of employees. 66.6% in private banks and 60% in public banks are able to development effective working culture through training and development program.

Analysis:-

Above mentioned graph stated that, increasing the effectiveness of employees is the most important benefit that employees can gain through training and development program. Both private sector and public sector banks believe that training and development program do not play much role in increasing their market value.

OBJECTIVES

1. To evaluate the impact of training and development on job satisfaction and skill development of employee
 2. To determine the relationship between employee development and organizational performance
 3. To identify various issues in the implementation of training practices
- To explore the ways to ensure effective implementation of training programs in the banking industry

METHODOLOGY

As per research onion model, researcher will prefer to use phenomenological philosophy over positivism philosophy in this study because the impact of training on employee development and organizational performance

is subjective in nature that can be only interpreted differently through different opinions of people. In addition, inductive research approach would be employed by the researcher in this study to collect data from specific observations of people and empirical evidences and then develop a theory based upon data analysis in order to solve the problem (Flick, 2011). This research approach will be opted rather than deductive approach due to its more flexible nature that helps to incorporate the needed changes during data analysis to develop valid research outcomes.

Apart from this, empirical research study will be applied by the researcher rather than theoretical strategy because the use of empirical strategy would help to use observations or experiences of participants regarding the current phenomenon to collect real data to improve the reliability and validity of the research findings (Holden & Lynch, 2004).

For this research, qualitative data would be gained because it would help to find out discovering facts about social phenomenon and develop in-depth understanding about the research problem and conclude desired research outcomes (Scruggs & Mastropieri, 2006).

In addition, as secondary source, researcher will employ previous research studies including reference text books, annual report of the company, magazines, online database, journals, periodicals, websites, etc. to develop a large database in less period of time at low cost (Kasi, 2009). For obtaining primary data, an interview over employees of private and public banks will be conducted to collect their opinions related to research topic to increase the validity and reliability of the research findings (Shay, 2008). For this research, non-probability sampling strategy will be used to select 5 employees of private and public bank from different departments regardless their demographical aspects, conveniently, who will be the most readily subjects available to take part in the study. For analyzing the collected qualitative data, the researcher will use thematic analysis by identifying implicit and explicit ideas and examining themes within data to achieve research outcomes (Lohr, 2009).

RELIABILITY AND VALIDITY

In order to enhance reliability and validity of the research data, researcher will review and analyze the secondary data comprehensively and thoroughly to ensure the appropriateness of collected data. Along with this, authentic sources will be used by the researcher to improve reliability and validity of the research data. In order to

improve validity and reliability of primary data, all participants will be assured about the security and privacy of personal data to get relevant and valid information during interview (Rubin & Babbie, 2009).

LIMITATION OF THE STUDY

Researcher will face various limitations related to time and cost constraints that can affect the research outcomes significantly. It is because due to these constraints, researcher will not be able to include more participants and literature to present more reliable and valid research outcomes.

CONCLUSION

From of the above discussion, it can be concluded that training and development program has improved the performance of the staff members. With the help of this, employees have developed their skills and knowledge for providing better services to the people in rural as well as urban area. On the basis of research, it is analyzed that most of people in private and public banks are agreed that training and development program increase the effectiveness of employees. There are some other factors such as increase in market value, heightens morale of employees and optimum utilization of resources. Thus, organizations are using training and development program according to their suitable working environment.

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