

**THE IMPACT OF TRAINING ON EMPLOYEE JOB  
SATISFACTION AND JOB PERFORMANCE – A COMPARATIVE  
STUDY OF PRIVATE SECTOR AND PUBLIC SECTOR BANKS**

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**Abstract:**

*Human life has become very complex and completed in now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing and the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. The training is as a planned activity aimed at improving employees' performance by helping them realize an obligatory level of understanding or skill through the impartation of information. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology. The purpose of this study was to know the impact of training on employee job satisfaction and job performance of private sector and public sector banks.*

**Keywords: Job satisfaction, performance, and training**

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## INTRODUCTION

In previously studies, there are plentiful of job satisfaction research that often in two different types of variable which effect on job satisfaction (Steijn, 2002). First, individual characteristics define as race, gender, educational level and age such as the study of Reiner and Zhao (1999) explain a significant effect on age whereas Ting (1997) clarifies age and race associated effect to job satisfaction. On the other hand, in the second place in most studies are work environment as supported by Herzberg (1966) as the primary determinant of employee job satisfaction. For example, Reiner and Zhao (1999) employ five dimensions of the work environment; skill variety, task identity, task significant, autonomy, and feedback. However, their study is lack of explicitly variables related to the personal practices in this period (Steijn, 2002). In the recent year, the literature on Human Resource Management (HRM) emphasis on the high performance working system practices' on job satisfaction as hence employee performance and contributed the organization performance. Job satisfaction is one of the most widely studies work-related attitudes in the fields of industrial and organizational psychology, and organizational behavior (Spector, 1997). Many researchers identify in several ways in definition of job satisfaction. Greenberg and Baron (1997) define job satisfaction as an individual's cognitive, affective, and evaluative reactions towards his or her job. Locke (1976) provides more specific definition on job satisfaction as the state where one's needs and one's outcomes match well. According to Cranny, Smith and Stone (1992) job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives. Job satisfaction is a factor that would induce the employee to work in the long term position. Regardless of job satisfaction the organization or firm would confront with the cost of recruitment caused by turnover. For this reason, the organization should pay attention to employees' job satisfaction as well.

## TRAINING AND DEVELOPMENT

Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. It is acquisition of technology, which permits employees to perform their present jobs to standards. It improves the human performance on the job, the employee is presently doing or being hired to do..

Development also sometimes distinguished from training, as development defined in terms of broader capability to take up future work and career opportunities, beyond the competencies required for a current position. It is concerned more with career growth than immediate performance. It enables leaders to guide their organisation onto new expectations and enable workers to create better products, faster services, and more competitive organisations. Collett (1998) refers to the need to “keep the twin activities of training and development in balance – to develop capability [for future work] not just competence [for current position]”. Thus, manpower training and development are two interrelated processes whose importance cannot be overemphasized in any discussion of human resource management. It is related to the series of activities, which an enterprise would need to embark upon to improve the quality of its managerial capital

### **Review of Literature**

Malika and Ramesh (2010), conducted a study to measure the level of satisfaction among the employees of public and private banks in Cuddalore district of Tamilnadu and data was collected from 400 respondents of six banks. He examined that job satisfaction is highly correlated with organisational commitment, job involvement and organisational climate among public banks. The study compared the satisfaction level of the employees of both sectors and concluded that public banks' employees are more satisfied while private banks employees are seemed to be dissatisfied with their promotion policies, salary structure and job security. They observed to be overloaded with their work.

Absar et al (2010) investigated the influence of compensation practices on public and private industrial enterprises in Bangladesh. The study reveals that compensation practices performed in private banks are much better than public sector banks. In every facet of compensation practices such as competitiveness of salary and benefits, competency-based compensation, performance based compensation, regularity in pay survey, and non-financial benefits, the public sector enterprises are in a lower position than the private sector enterprises. The salaries are offered to employees on the basis of seniority and position and pay in public sector are also revised after several years. This results unprofessional conduct, poor motivation, and fraud in the public sector enterprises.

Hamdia Mudor & Phadett Tooksoon (2011), attempts to find out the effect of three human resources management (HRM) practice (supervision, job training, and pay practices) on employee turnover. The study reveals that job satisfaction plays an important role to employees' turnover because it would lead employee resigned when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction.

K. Karthikeyan et al. (2011), analysed that Human Resource Management first serves the organisational interest and in that context, "Training is an Investment rather than a cost to the organisation". As jobs have become more complex in the banking sector, the importance of employee training has increased. This study examines, when effectiveness of training increases it directly has a positive influence on growth & result of the banks. In the banking sector, employee's behaviour plays a vital role in improving the productivity of an organisation.

Michel Zaitouni & Nabeel N. Sawalha (2011), investigates the impact of Human Resource Management (HRM) practices on the continuance, and organisational commitment among employees in the banking sector in Kuwait and found that only fair rewards and information sharing were significantly associated with continuance commitment and retention of the employees. This could be due to the fact that the majority of employees in the banking sector of Kuwait are expats, and are likely to be committed to their organisation not only emotionally but also because of the dollar value of their job.

Majumder (2012), focused on HRM practices used in the private banking sector in Bangladesh and its impact on employee's satisfaction. He analyzed the data collected from 88 employees and reveals that various HRM practices do not satisfied the employees equally. He gain an insight of various activities and found that there is a need of improvisation in the current HRM practices followed in private banks of Bangladesh. Most of the employees are dissatisfied with compensation package followed by perks and incentives, career growth, training and development, supervision style, and job design and responsibilities.

Mani & Joy ( 2012), The study examine the impact of training and development system on employees' job satisfaction in Indian banks.. Six banks have been selected in the study, four from public sector and two from private sector banks. The sample size of 400 employees has been used in the study and they found that only customer satisfaction being the mantra for

success in the banks. The study analysed and found that the employees with the age group of 40-50 have the lowest satisfaction. They further found that male staff is more satisfied in public banks while both male and female staff have same level of satisfaction in private banks. Among the various designations of the staff Officers have the highest satisfaction among the public sector banks. The lowest satisfaction has been found among the Assistant General Managers. However, among the private sector banks, it is the Managers who showed the highest satisfaction and the lowest satisfaction is among the Sr. Managers.

Chandra Sekar & Sundhararaman (2013), carried out the study to examine the existing practices of the various aspects of training program and its effectiveness in selected public and private banks in Tiruchirappalli district in South India. The study reveals that when effectiveness of training increases, it influence positively on bank's growth and performance. Thus, the training is essential to increase the employee productivity and customer satisfaction in order to meet the present challenges in banking sector.

Vikram Jeet & Sayeeduzzafar (2014), The study explores the impact of human resource management practices on job satisfaction on private sector banking employees in India. They conducted the study on HDFC banks and considered 5 practices including training, team work, performance appraisal, compensation, and employee participation. After collecting and analyzing the data they found that none of the human resource practice has the high correlation, which is above the standard rule of thumb 80%. They examined that performance appraisal, team work and compensation are positively correlated with job satisfaction but the training has the maximum impact on satisfaction of employees.

### **STATEMENT OF THE PROBLEM**

Job satisfaction is very important for all employees of organization, association, institutions and business. This study aspires to discover the impact of training on employee job satisfaction and job performance of private sector and public sector banks. Job satisfaction on working condition, performance appraisal, work relationship with management and co-workers, training and development and also overall job satisfaction. To understand the level of the job satisfaction in the public and private sector. Hence, there is a need to study the job satisfaction of public and private sector employees.

## OBJECTIVES OF THE STUDY

1. To assess the level of job satisfaction of employees of the private and public sector banks
2. To investigate the existence of any association between Training and development and job satisfaction in public sector and private sector
3. To examine and compare Training and development and job performance in public sector and private sector

## Hypothesis

H<sub>0</sub> There does not exist any association between Training and development and job satisfaction in public and private sector

H<sub>1</sub> There exist the relationship between Training and development and job satisfaction in public and private sector

H<sub>0</sub> Training & development has no significant impact on job performance among employees public and private sector

H<sub>1</sub> Training & development has a significant impact on job performance among employees public and private sector

## RESEARCH METHODOLOGY

The present study is an exploratory research. The study makes use of both primary and secondary extensive To investigate the existence of any association between Training and development and job satisfaction in public sector and private sector and also to examine and compare Training and development and job performance in public sector and private sector. The study has been carried out through a well-structured questionnaire that is personnel administered to each of the 100 members. The data collected is codified tabulated and processed for the purpose and analysis of the study, various statistical tools were made use .The test was conducted using specialized Statistical package viz., SPSS, Descriptive statistics and Regression analysis,

**Table 1: Descriptive statistics**

	N	Mean	Std Deviation	Std Error mean	t	df	Sig (2 tailed)
Public	100	4.6345	.75689	.05141	-2.429	320	.001
Private	100	4.8675	.62598	.04451	-2.455	332	.001

Source: Survey data

From above table 1 it indicate the level of job satisfaction of employees of the private and public sector banks. The results indicated the mean values to be 4.63 for public sector employees and 4.86 for the private sector banks. The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that level of job satisfaction of employees of the private and public sector banks

**Table 2: Model Summary of Training and development and job satisfaction in public sector and private sector**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
Private Sector Bank	.541a	.256	.245	.45897	.262	50.254	1	.000
Public Sector Bank	.625	.280	.315	.52654	.340	79.102	1	.000

Source: Survey data

**Table 3: Coefficients of Training and development and job satisfaction in public sector and private sector**

Model	Unstandardized Coefficients	B	Standardized Coefficients	Std. Error	Beta	t	sig	95.0% Confidence Interval for B	
								Lower Bound	Upper Bound
Private	(Constant)	1.621	.248			6.355	0.00	1.002	2.215
	JS_Private	.516	.089	.551		7.258	.000	.490	.795
Public	(Constant)	.858	.225			4.216	.001	.257	1.201
	JS_Public	.699	.070	.624		8.760	.000	.528	.825

Source: Survey data

From above table 2 and 3, it indicates the linear regression model was conducted to test the Training and development and job satisfaction in public sector and private sector. In the case of public sector employees, 34% of the variation in the could be explained through training and development and job satisfaction while only 26% could be explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public

**Table 4: Model Summary of Training and development and job performance in public sector and private sector**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
Private Sector Bank	.528a	.252	.268	.52598	.285	70.325	1	.000
Public Sector Bank	.584a	.290	.358	.65987	.325	90.428	1	.000

Source: Survey data



**Table 5: Coefficients Training and development and job performance in public sector and private sector**

Model	Unstandardized Coefficients	B	Standardized Coefficients	Std. Error	Beta	t	sig	95.0% Confidence Interval for B	
								Lower Bound	Upper Bound
Private	(Constant)	1.624	.280			6.365	0.00	1.112	2.258
	JS_Private	.518	.090		.580	7.258	.000	.460	.774
Public	(Constant)	.754	.218			2.214	.001	.354	1.208
	JS_Public	.800	.080		.620	8.758	.000	.540	.945

Source: Survey data

From above table 4 and 5, it indicates the linear regression model was conducted to test the Training and development and job performance in public sector and private sector. In the case of public sector employees, 32.50% of the variation in the could be explained through training and development and job satisfaction while only 28.50% could be explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public and private sector.

### FINDINGS

- The level of job satisfaction of employees of the private and public sector banks. The results indicated the mean values to be 4.63 for public sector employees and 4.86 for the private sector banks.
- The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that level of job satisfaction of employees of the private and public sector banks.
- In the case of public sector employees, 34% of the variation in the public sector could be explained through training and development and job satisfaction while only 26% could be

explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public

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## CONCLUSION

Job satisfaction viewed as a positive emotional state resulting from the pleasure a worker derives from the job, a state where one's needs and one's outcomes match well and conceptualized in terms of satisfaction with work, involvement in work and commitment to work. The purpose behind this study is to give evidence base for improving the quality of work life of bank employees through exploring their stress level and its impact on job performance. The study is mainly carried on in order to know the impact of training on employee job satisfaction and job performance of private sector and public sector banks. The study also proved there exist association between TD and job satisfaction in public sector and private sector and also training & development has a significant impact on job performance among employees.

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