



The Impact of Training and Development on Employee Performance and Productivity: An Empirical Study on Private Bank of Noakhali Region in Bangladesh

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Authors' contributions

This work was carried out in collaboration among all authors. Author FAJ designed the study, performed the statistical analysis, wrote the protocol, and wrote the first draft of the manuscript. Author Momotaj and Author MAA managed the analyses of the study. Author MAA managed the literature searches. All authors read and approved the final manuscript.

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ABSTRACT

Human Resources Management literature regards training as the bloodstream of any organization because the success of an organization to achieve its objectives and goals highly depends on its workforce. For this reason, organizations should invest in employees' training to enhance their performance and that of an organization. Nonetheless, some organizations regard training as an unnecessary expenditure and always cut training budgets to improve their financial standing to the detriment of their employees' welfare because that action incapacitates staff to adapt to the ever-changing working environment and uncertain conditions on account of, inter alia, rapid technological innovation and organizational change. This study employed stratified sampling technique to draw a sample of 60 employees from a population of 70 employees through self-administered questionnaire to examine the impact of training on employees' performance, employee's motivation and job satisfaction in the banking sector in Private bank of Noakhali region in Bangladesh. This results show that the mean for on the job training and development located

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from 3.23 to 4.4 and for off the job training and development from 2.36 to 4.05. The overall impact of training and development from the perspective of employees of private banking sector in Noakhali region has mean and standard deviation respectively 3.54 and 0.95 in total. This result indicates that training and development has a high impact on the employee's performance and productivity in the perspective of employees of private bank in Noakhali region. The findings of the study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the Private banking sector in Bangladesh. Therefore, the banking sector in Bangladesh should regularly allocate resources for employees' training based on identified skill gaps to sharpen employees' skills, knowledge and abilities to capacitate them to cope with the ever-changing working environment and uncertain conditions and to improve their motivation and job satisfaction.

Keywords: Training & development; job satisfaction; motivation; employee performance; productivity; descriptive approach; structured questionnaire.

1. INTRODUCTION

People are living in a global village. Due to globalization, the world is becoming smaller and our business is becoming larger. In this concern, the competitiveness of the companies must be needed to face the challenges of globalization. Contemporary organizations are moving towards widespread competition, endlessly fluctuating high-tech and business environment. Globalization and constantly changing customer desires are the main reasons for extending more challenges to business organizations. More importance should be given on human capital to become competitive and economically sound, because organizations have to stay in the rigid and progressive market. Different factors may influence organizations' success and organizations should have dynamic employees such as effective and efficient employees.

Training is considered as a package for supporting employees to acquire different technique, tools, knowledge and also for developing their performance in their present position. Development task is considered as affluent task and it aims at employee's progress and their upcoming journey in their workplace. The task "development" is measured as a task that focuses less on an instant job role. An effective training and development program is important for maintaining productive employees in the workplace and also for increasing profits. At present, training and development programs for employees are very significant as compared to past situations in workplace, that's why the recruitment system for finding the new talent is getting highly difficult and competitive. It takes money and time to recruit top talent and how an employer recruits and develops talent from the time; he retains boarded effects and takes first

place in business growth. According to the 2019, Workplace Learning Report from LinkedIn, 82% of L&D professional learning, and 59% say they will spend more on their online learning budget and it's not just about retention. Employee training and development programs directly impact an organizations bottom line. According to SHRM, the link between learning and business success is compelling. Training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services [1]. Training has an optimistic association between motivations along with job engagement involving personnel doing work in organizations [2].

Training is considered as an organized improvement of the individual's abilities and knowledge to execute effectively in their own work (Source: A Handbook of Human Resource management Practice, Kogan Page, 8th Ed., 2001) [3]. Training is the way of improving the enlarging the abilities knowledge of a subordinate. [Edwin B Flippo, (1984)] (Source: Personnel Management, McGraw Hill; 6th Edition, 1984) [4].

This research is for organizational performance because employees are considered as resources that are essential for making the organization improved. Employee's abilities and experience are needed to execute their work responsibilities and obligations, so purposes and goals of the organizations are accomplished. The impact of unskilled employees is identified in this research particularly in Private bank sector in Bangladesh.

The outcomes of this research will help and support the banks to identify the factors that influence the employees training on performance

of organization. On the other hand, the research will be helpful in the department of human resource of every organization which is trying to increase the productivity of their employees. The study only deals with employees training; hence factors that have the same impacts to banks as training are not considered.

Organizations are trying to exist in the vibrant market, so solid importance should be given on the employees training and development to be viable and economically fit. Employees training and development are considered as human capital. Different factors are working behind the organizations success. The organizations must have effective and efficient employees. Effective and efficient employees are called productive employees. A firm's competitive edge fully relies on awareness and expertise of an employee [5]. Training and development is considered an essential and important function in human resource department of any organization as these activities motivate to give high performance to every employee in the organization. It provides a major impact in the achievement of an organization by developing employee's activities [6]. A substantial constructive lies between employee training and development and the employees performance [7]. Recently organizations are in towards of excessive competition, endlessly fluctuating technical and corporate environment. Training is considered as contemporary activities that are concerned with employees' present jobs, detailed expertise and capabilities for executing their jobs when development improves the behavior, assertiveness and effectiveness of employees in an organization. This process accelerates the expertise and knowledge of an employee to perform a specific job. Training is most important activities that fulfills the goals of an organization and also maintain interests of both employees and organization [8].

Human resource development is a department that takes the responsibility of unskilled and skilled humans to give training or re-training to accomplish the definite assignment of the society. Actually, manpower development is concentrating to human resource that is important the effective performance of the organization. Human Resource Management is considered a procedure that tries to improve organizations practice of its human resource. Combined methodology is required that speaks multidimensional phases of employees extending from improving technological and interactive

ability to imaginative thinking and leaderships. Training and development is considered as chance for progress nonetheless investment that produces whole earnings and aids both for the organizations and employees. Training and development not only expand skills and abilities about job but also provide assisting in recognizing the objectives of the organization.

The main objectives of the study are to-

- i. Explore different methods of training and development that affect employee's performance and productivity.
- ii. Assess the relationship between Training & Development and employees' performance.
- iii. Investigate the impact of training and development on employee performance and productivity in private bank of Noakhali region in Bangladesh.

2. LITERATURE REVIEW

The concept of Training-

Training is considered as the most essential activities of Human Resource Management (HRM) [9].

Training is stated that deliberate and organized procedure of fluctuating manner that helps the trainee to knowledge, capabilities, skills and abilities to maintain their activities in an effective and efficient manner [10].

Training is the systematized way wherein organizations deliver development and enrich current and remaining employee's quality. It is regarded as an organized way of gathering knowledge and expansion that progress individual, group and organization [11] In Khawaja & Nadeem [12]. It is a series of activities aimed at gaining knowledge or skills for a growing purpose.

Training also fluctuates the behavioral aspects of the individual in terms of trust, thoughts and knowledge, their interactions with the workgroups of the organization. In current years, managers in different part of the world has identified the success factors of the organization and these factors highly depend on understanding, skills, abilities and competencies of the workforce [13].

Training staff acts as interferences to expand the quality of products and services of companies in

stiff competition through the improvement of technical staff [14].

Thus, they distribute properties to keep companies in a better position to contend with rapid changes in technology and innovation, the intensity of competition, and organizational change for continued investment in training and development [15].

2.1 Rationale of Training & Development

Transformed business practices and expanded organizational opportunities emphasize the importance of training and developing to integrate teamwork, innovation, and a culture of continuous learning into human capital in the workplace [16].

The term human capital is related to Garry Becker's personnel restructurings in terms of investment in training and development of the employees to give the enhancement to the administration's human capital [17].

A comparable concept was published in the same way that training and developments permit the organization to train and develop employees to continue employee recruitment for up-gradation and replacement intention. This sureness in employee replacement and up-gradation comes from the abilities of suitable advancement and transformation management among the employees due to training and development [18].

It also changes the way employees work in favor of training and development practices by focusing on the benefits of improved skills employed among employees [19].

Thus, training and development is a strategic part of the goals and vision of the organizations. Various studies have been conducted to uncover the results of training employees in the form of improved organizational productivity.

Hang (2010) suggests that training and development, without a doubt should enhance performance in the workplace [20]. This is why many well-known companies invest heavily in manpower training and development, a report from the National Economic and Development Office states that the training rate in high-performing companies is 8.9 days/employee / 2.8 per year. Days/Employees are annuals of companies whose performance is low [21].

2.2 Role of Training & Development in Organizations

Companies yield undeniable results from training and development. The most important advantages are improved productivity and customer service conditions. Productivity has definitely increased due to improved performance in various training programs for employees. Thus, there is no question that training and development encourages both work performance and organizational productivity, but it must be kept in mind for the strategic purpose of training to achieve creative thinking and innovation when designing training and development programs. These will then make stronger the knowledge base of the organization by enabling it to establish competitive advantage.

Training and development also paves the way for employees to take an active part in the decision-making process [22].

Furthermore, it is suggested that uninterrupted training helps to build employees' motivation, confidence, their general behavior and self-respect. Similarly, they believe that it is training and development that enriches employee satisfaction with their work progresses their work efficiency and provides return on investment (ROI) to make employees more experienced, efficient and productive. It makes them more loyal, committed and contributes to the organization [18].

This is supported that job contentment, self-reliance and self-esteem are encouraged among employees through training [23].

Thus, training boosts loyalty which in turn encourages the performance of the mark. It is suggested that the improved performance of the employees is significant [24].

2.3 Role of Training & Development in Banking Sector

It is well known of the fact that banking falls under the wide-ranging service sector. The service sector is where social participation is highest. Customers cooperate with employees and the first impression of the bank is made during this cooperation.

Thus, it is for this reason that guests have declared the public to be the most important factor contributing to organizational productivity,

sustainability and image formation. People are, without a doubt, the ultimate strengthening property of an organization [25].

Customers gain multifarious experience in obtaining services that involve mental and physical collaborations with service suppliers i.e. employees [26].

This information guide us to the conclusion that employees need to be skilled sufficient to provide a pleasing service to customers that has the least potential for customer switching or customer discontent. Through some organized process of skill, training is clearly injected into the workforce.

2.4 Employee Development

Development refers to activities aimed at acquiring new knowledge or skills for a growing purpose. Companies provide development programs to enhance the skills of employees.

Employee development is obtaining progressively an analytical and skilled task in the existing business situations in any organization [27].

In addition to the success of the organization, companies need to invest in uninterrupted employee development to retain employees [28].

2.5 Employee' Performance

Employee performance is considered as the achievement of particular jobs by the employees of an organization (e.g. through hard works by the employees within the organization) and it can be weighted compared to precision, completeness, cost, and speed are pre-determined or marked values [29].

Many indicators are used to quantify performance either in the perspective of organizations or employees and this performance helps to improve the ultimate performance of that organization.

On the one hand, different types of indicators are used for measuring organizational performance including productivity, efficiency, effectiveness, quality and profitability [30].

Profitability refers to the capability of a company to compatibly make a profit over a period of time and is dignified as the ratio of total profit to free sales or expected capital [31].

Efficiency is considered as the aptitude to achieve the best results by hiring as few resources as possible while effectiveness is considered as the capability to meet the desired goals or objectives of the employees [32].

After all, quality is a measure of the quality of a product or service produced by an organization.

2.6 The Link between Employee Training and the Performance of Employees

Training is considered as irreplaceable asset in improving the productivity level of any organization. Not only does it enrich employees, it also allows them to learn and perform their work more efficiently.

Thus, to increase the productivity of the individual and to communicate organizational goals to the employees, only the employee's performance can be increased most comprehensively [33].

It is further supported by the notion that investing in employee training on decision-making, teamwork, problem-solving and interpersonal relationships will have a beneficial effect on employee growth as well as employee performance [34].

2.7 Employee Development and Employee Productivity

Most successful organizations consider the progress of manpower and therefore invest in their training because there is so much value in investing in development programs. These consequences for skills and competencies that progress morale and productivity [35].

Development is likely to decrease the gross revenue rate of employees [36].

2.8 Training and the Job Satisfaction

The perception of job satisfaction has also been explained differently by different HRM specialists in the literature.

Job contentment is ensured when the employees' needs from the job equalize with the real consequence of the job [37].

It is stated that job contentment is measured by other literary intellectuals in terms of requirements, differences, value attainment,

equity, and models of individual or genetic factors [38].

2.9 Training and the Employees' Motivation

Motivation is defined differently by different authors of literature. Yet, in all these definitions there are some words such as desire; Wishes, desires, goals, goal needs and incentives [39].

Motivation is defined as a strength that permits a person to move towards a specific purpose [40].

On the other hand, motivation is also defined as an individual's availability to work intensively and consistently to set organizational goals, with the expectation that the effort will lead to the implementation of some specific goal that arises [41].

3. METHODOLOGY

The research methodology is the route by which researchers need to conduct their research. It shows the way in which these researchers create their problems and objectives and present their results from the data obtained during the study period. The methodology also describes the broad philosophical underpinning to choose research methods, including whether it is qualitative or quantitative methods, or a mixture of both, and why.

3.1 Research Design

Descriptive approach is being conducted to check out the impact of training & development on the performance of employees working in the private banks sectors of Bangladesh. Banking sector has been chosen as population. For this study, a structured questionnaire survey was used to collect the primary data from targeted sample. So, questionnaire was the research instrument.

3.2 Population of the Study

By definition, population is a group of people or objects from which a sample is to be chosen. In the context of the current study, the exact target population was supposed to consist of a total of 70 employees (15 employees from *National Bank limited*, 15 employees from *Social Islami Bank limited*, 12 employees from *Jamuna Bank Limited*, 13 employees from *Bank Asia limited* and 15 employees from *Dutch Bangla Bank limited*) from all the branches of the Noakhali region in Bangladesh.

3.3 Sample and Sampling Techniques

Sampling unit are the branches of representative banks operating in Bangladesh including: National Bank limited, Social Islami Bank limited, Jamuna Bank Limited, Bank Asia limited, and Dutch Bangla Bank limited of Noakhali branch. Sample size was taken from 70 employees working in different branches of the five representative banks operating in Noakhali, Bangladesh. The banks selected have been mentioned above. Not all the banks operating in Bangladesh were targeted due to shortage of time. Out of 70 employees, 60 responded to the questionnaire. So, 90 questionnaires were used for analysis. In these 60 responded questionnaires, 34 respondents i.e. 56% were responded by males and 26 respondents i.e. 44% were responded by females. The sample for the study was determined by using the following formula:

$$n = \frac{N}{1+N(e)^x} = \frac{70}{1+70(0.05)^2} = 59.5$$

Where n is the optimum sample size, $N = 70$ is the target population of all the employee of the five Private bank sector in Bangladesh while e is the probability of error determined as the 0.05 for 95% confidence level. Using proportionate sampling, this sample was finally split into 9 top management employees, 27 middle level employees and 24 junior employees to make a total of 60 employees chosen from the 5 private banks of Noakhali region in Bangladesh.

3.4 Validity of the Study

Validity refers to the extent to which a research instrument measures what it is intended to measure (Kothari, 2004; Uyimadu, 2005). The questionnaire was validated through pilot testing by some respondents to test their understanding and interpretation of the questions to ensure that such questions bear some meaning and the comments and/or queries raised by those respondents were used to fine-tune the questionnaires.

3.5 Reliability of the Study

Reliability is defined as the extent to which the research instrument that is used for data collection in the study demonstrates consistency with the objectives (Gay, 1996). To ensure the reliability of the instrument, the questionnaire was verified by ten HRM specialists with better

understanding of scientific research methods. For purposes of clarity, the questionnaire was further piloted tested and consequently fine-tuned.

4. DATA ANALYSIS AND INTERPRETATION OF THE RESULTS

4.1 Analysis of the Response Rate

Table 1 presents the number of questionnaires that were issued and distributed to the respondents and those that were finally returned by the respondents. As indicated in Table 1, only 70 questionnaires (representing 85.7% percent of all issued questionnaires) were successfully filled and returned by the respondents. This response rate was considered to be good and representative of all employees of the five private banks in Noakhali region because it accounted for more than 85% percent of the sample and at least the response rate was more than 85.7% percent of those private banks in Noakhali region. Therefore, the information collected through the questionnaires was used to derive generalizations and draw conclusions for the study.

4.2 Biographical Characteristics of the Respondent

With a presumption that the respondents' age, gender and employment levels (or positions) at the Private bank sector in Bangladesh could influence their opinions regarding the effect of training on employees' performance as well as the effects of training on motivation and job satisfaction, the study first analyzed demographic (biographical) information of the respondents.

Table 2 shows the frequency and percentage distributions of the age and years of experience of the respondents.

Table 2 provides biographical information about the respondents to determine their age and gender distribution and the ranks (positions) they hold at the 5 Private banks of Noakhali region as well as their years of experience within the banks. This information is important as it indicates whether or not there was a significant difference in opinion regarding the effect of training on employees' performance, job satisfaction and employees' motivation based on respondents' age, gender, and years of experience.

Table 1. Questionnaire response rate

| Name of the Bank | Number of Questionnaires distributed | Number of Questionnaires Received | Response rate (in percentage) |
|----------------------------|--------------------------------------|-----------------------------------|-------------------------------|
| National Bank Limited | 15 | 14 | 93% |
| Social Islami Bank Limited | 15 | 12 | 80% |
| Jamuna Bank Limited | 12 | 10 | 83% |
| Bank Asia Limited | 13 | 11 | 84% |
| Dutch Bangla bank Limited | 15 | 13 | 86% |
| Total | 70 | 60 | 85.71% |

Source: Researchers' own Computations from the questionnaire

Table 2. The Distributions of the respondents' age and years of experience

| Age of the Respondents | | | Years of Experience (Number of years of employment) | | |
|------------------------|-----------|------------|---|-----------|------------|
| Age | Frequency | Percentage | Years | Frequency | Percentage |
| 18-25 | 19 | 32 | 0-2 | 10 | 15.8 |
| 26-35 | 32 | 52 | 3-5 | 18 | 31.6 |
| 36-45 | 9 | 16 | 4-7 | 32 | 38.9 |
| | | | ≥10 | 13 | 13.7 |
| Total | 60 | 100 | Total | 60 | 100 |

Table 3 Regarding gender, the majority of the respondents in the survey were males. Specifically, 56 percent of the respondents were males while females only constituted 44 percent of the respondents. Thus, there was a small gender gap in the study as far as the sample was concerned. This finding indicates that the study received higher response rate in males than in females in those private bank of Noakhali. With regard to the ranks of employment, it was established that the majority of the respondents who participated in the study were junior employees. In particular, 45 percent of the respondents in the study occupied junior positions, 35 percent occupied middle management positions while only 20 percent occupied top management roles within the 5 private banks of Noakhali region. Apart from the demographic information, important information relating to the respondents in the study that was worth of the analysis was their level of education and the areas of work (departments) within which they work in the commercial banks.

Table 4 also illustrates the criteria that the private bank of Noakhali region used to select employees for training. The results indicated that

none of the respondents who attended training were selected for such training based on performance appraisal results. However, all of them were selected based on criteria such as supervisors' recommendation, request made by them, compulsory request made by the company either when they initially joined the bank or during the course of their employment at the banks. Specifically, the results revealed that the majority of the respondents, representing 41 percent of the respondents, received training because it was compulsory for all employees during the course of employment at the bank in Noakhali while about 25 percent of them received it immediately when they joined the banks. Again approximately 19 percent of the respondents were selected based on their supervisors' recommendation while about 15 percent of them received it as a result of their own requests.

As a follow-up to the issue of participation in training, the respondents were also asked how often the private bank in Bangladesh offer them training in a year. Fig. 1 illustrates the frequency at which the private bank in Bangladesh offered training to employees at their workplaces.

Table 3. Respondents' gender and employment ranks

| Gender of the Respondents | | | Level of Employment (Ranks) | | |
|---------------------------|-----------|------------|-----------------------------|-----------|------------|
| Gender | Frequency | Percentage | Rank | Frequency | Percentage |
| Male | 34 | 56 | Top Management | 12 | 20 |
| Female | 26 | 44 | Middle Management | 21 | 35 |
| | | | Lower level | 27 | 45 |
| Total | 60 | 100 | Total | 60 | 100 |

Source: Researchers' own Computations from the questionnaire

Table 4. Respondents' participation for training and criteria used for their selection for training

| Respondents' Participation in Training | | | Criteria used for Respondents' Selection for Training | | |
|--|-----------|------------|---|-----------|------------|
| Response | Frequency | Percentage | Criteria | Frequency | Percentage |
| Yes | 52 | 86.8 | On joining the company | 15 | 25 |
| No | 8 | 13.2 | Supervisors recommendation | 18 | 11 |
| | | | Compulsory for all employees | 24 | 41 |
| | | | Upon employee request | 9 | 14.8 |
| | | | Performance Appraisal | 0 | 0 |
| Total | 60 | 100 | Total | 60 | 100 |

Source: Researchers' own Computations from the questionnaire

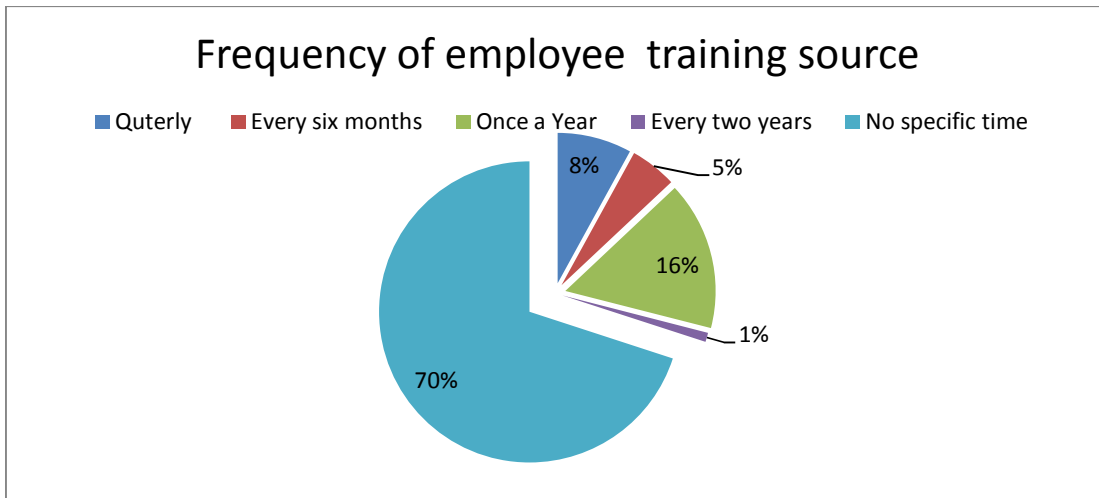


Fig. 1. Frequency of employees training source
 Source: Researchers' own Computations from the questionnaire

4.3 Data Analysis and Interpretation

The respondents were asked to put their score on a Likert scale ranging 1 (strongly disagree) to 5 (strongly agree) on provided questionnaire. The question was 'Does the training and development effect on your performance?' with fifteen types including on the job training and development such as job rotation, coaching, job instructions, committee assignments, internship training and also including off-the-job training and development such as case study method, incident method, role play, in-basket method, business games, grid training, lectures, simulation, management education and conference.

Descriptive statistics of respondents such as respondents, mean, standard deviation, sample variance, standard error, median, mode, Kurtosis, Skewness, confidence level such as 95% are done based on effectiveness of on and off the job training and development and also concerning the impact of training from the perspective of employees of private bank in Noakhali region. Skewness is a measure of symmetry, or more precisely, the lack of symmetry. Kurtosis is a measure of whether the data are heavy tailed or light-tailed relative to a normal distribution. Statistical methods include diagnostic hypothesis tests for normality, and a rule of thumb that says a variable is reasonably close to normal if its skewness and kurtosis have values -1.0 and +1.0.

The analyzed data obtained from questionnaire are shown in Table 5 and 7.

Various organizations practice various types of training and development systems on the basis of prerequisites of the employees and also equalize to their mission achievement. It then relies on the organizations viewpoint of subcontracting training or development its own trainers and training outset.

The explanation of each type of training and development is described in following sections.

On the job training and development

1. Effect of job rotation on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of 3.233333+ Standard deviation 0.980603) that the job rotation has moderately significant effect on employee's performance and productivity. Job rotation is a method which is used for expanding employee's knowledge and inspiration. It is considered as recognized expansion procedure. This is the significant part of the job redesign, job simplification and job enlargement. This study found 90% respondents who agreed that job rotation affected their performance and productivity.

2. Effect of coaching t method on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of 3.983333 ± Standard deviation 0.812856) that the coaching has moderately significant effect on employee's performance and

productivity. Coaching is a constructive method for giving training to new trainees. This method specifies its role and tries out systematically for providing training to its new staffs to perform their duties or roles. It will also focus what they need to work efficiently and successfully with the team and the larger business. This study found 88% respondents who agreed that coaching affected their performance and productivity.

3. Effect of job instructions on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of $3.95 \pm$ Standard deviation 0.746177) that the job instruction has significant effect on employee's performance and productivity. Job Instruction Training (JIT) is a step-by-step, comparatively simple strategy for training employees. It is especially appropriate for training manual skills or methods; the trainer is usually a staff supervisor but can be a colleague. This study found 90% respondents who agreed that job instructions affected their performance and productivity.

4. Effect of committee assignments on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of 3.566667 ± 1.047461) that the committee assignment has moderately significant effect on employee's performance and productivity. Committee assignments indicate the method by which the trainees are asked to solve a real organizational problem. In the committee assignments the trainees have to work together in a team and propose solutions to the problem. This study found 95% respondents who agreed that job instructions affected their performance and productivity.

5. Effect of Internship on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of $4.4 \pm$ Standard deviation 0.643086) that the internship has highly significant effect on employee's performance and productivity. Internship is one of the on-the-job training methods. Skilled professionals such as machinists, electricians and laboratory technicians are given thorough guidance despite their theoretical and practical aspects of entering the industry. This study found 80% respondents who agreed that internship affected their performance and productivity.

All the values of skewness and kurtosis in on the job training and development lie between from -1 to +1 which shows that the variable is reasonably close to normal distribution. None of the skewness and kurtosis values in on the job training and development fall beyond this level. So, it is called that all of the variables are normally distributed.

The explanation of each type of training and development is described in following sections-

Off the job training and development

1. Effect of case study method on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of $3.466667 \pm$ standard deviation 0.891897) that the case study has significant effect on employee's performance and productivity. It is supposed to give a written account of the real situation of the past in the same organization or elsewhere and give the trainees in writing their analysis. This is another great way to ensure full and sincere participation of employees and build good interest among them. This study found 93% respondents who agreed that case study affected their performance and productivity.

2. Effect of incident method on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of $3.35 \pm$ standard deviation 0.917347) that the incident method has significant effect on employee's performance and productivity. The events are prepared based on the real situation that happened in different organizations and each employee of the training group is asked to decide if it is a real life situation. Next time, the group discusses the incident and makes decisions related to the incident based on individual and group decisions. This study found 75% respondents who agreed that incident method affected their performance and productivity.

3. Effect of role play on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of $3.433333 \pm$ standard deviation 0.09616) that the role play has significant effect on employee's performance and productivity. In this

case also a problem situation is simulated by asking the employee to take on the role of a certain person in the situation. Participants interact with other participants by taking on different roles. The whole play will be documented and the trainees get a chance to test their own acting. This study found 69% respondents who agreed that role play affected their performance and productivity.

4. Effect of in-basket method on Employee Performance and productivity:

The sampled respondents admitted (with a mean value of 2.483333 ± standard deviation 0.536519) that the in-basket method has significant effect on employee's performance and productivity. Employees are given material about a fictitious organization, its actions and products, HR employed and all information related to the firm. The trainee (trainee employee) is required to make summaries, representative tasks and plan within a specified time. It can progress employees' situational judgment and quick decision-making ability. This study found 50% respondents who agreed that in-basket affected their performance and productivity.

5. Effect of business games on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 2.366667 ± Standard deviation 0.51967) that the business games method has significant effect on employee's performance and productivity. Agreeing to this method, the apprentices are divided into groups and each group has to discuss the different activities and effectiveness of a fictional organization. They will confer and agree on various issues such as production, promotion, pricing etc. It gives results in the accommodating resolution making process. This study found 50% respondents who agreed that business games affected their performance and productivity.

6. Effect of grid training on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 2.583333 ± standard deviation 0.590652) that the grid training method has significant effect on employee's performance and productivity. It is an everlasting and periodic program for six years. This includes the stages of development, execution and assessment of the plan. The grid considers parameters such as

concern for people and concern for people. This study found 15% respondents who agreed that grid training affected their performance and productivity.

7. Effect of lectures on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 3.566666 ± standard deviation 0.90883) that the lectures method has significant effect on employee's performance and productivity. This would be a suitable method if the number of trainees is quite large. Speech can be very helpful in explaining ideas and principles very clearly, and face-to-face interactions are very possible. This study found 78% respondents who agreed that lectures affected their performance and productivity.

8. Effect of simulation on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 3.067797 ± standard deviation 0.848211) that the simulation method has significant effect on employee's performance and productivity. According to this method, a fictional situation is generated and apprentices are requested to do based on the method. For example, taking on the role of marketing manager in solving marketing problems or creating a new policy etc. This study found 40% respondents who agreed that simulation affected their performance and productivity.

9. Effect of management education on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 2.457627 ± standard deviation 0.566965) that the management education method has significant effect on employee's performance and productivity. Management education is a discipline of higher education through which students are trained to be business leaders, directors and administrators. It can be used to manage the executive or administrative members of an organization or business, managing the directors or employers efficiently or managing, controlling or transacting strategy, practice, or management science, or using the materials and time to focus on the skill acquisition process. This study found 35% respondents who agreed the management education affected their performance and productivity.

Table 5. Descriptive Statistics of respondents on effectiveness of on the job training and development

| Methods of on the job training | Respondents | Mean | Std. Deviation | Sample variance | Std. Error | Median | Mode | Kurtosis | Skewness | Confidence level 95% |
|--------------------------------|-------------|----------|----------------|-----------------|------------|--------|------|----------|----------|----------------------|
| Job Rotation | 60 | 3.233333 | 0.980603 | 0.961582 | 0.126595 | 3 | 4 | -1.04018 | 0.177105 | 0.253317 |
| Coaching | 60 | 3.983333 | 0.812856 | 0.660734 | 0.104939 | 4 | 4 | -1.48263 | 0.030996 | 0.209983 |
| Job Instruction | 60 | 3.95 | 0.746177 | 0.55678 | 0.096331 | 4 | 4 | -1.16779 | 0.081663 | 0.192758 |
| Committee Assignments | 60 | 3.566667 | 1.047461 | 1.097175 | 0.135227 | 3 | 3 | -1.2164 | 0.137852 | 0.270588 |
| Internship | 60 | 4.4 | 0.643086 | 0.413559 | 0.083022 | 4 | 5 | -0.56611 | -0.60126 | 0.166127 |

Table 6. The opinion of the respondents based on percentage on each types are shown through the following table (Likert Scale Basis)

On the job training and development

| Different Factors | The opinion of the respondents based on percentage on each types | | | |
|---|--|----------------|----------|---------------------------|
| | Agree | Strongly Agree | Disagree | Neither Agree or Disagree |
| 1. Effect of job rotation on Employee Performance and productivity | 67% | 23% | - | 10% |
| 2. Effect of coaching on Employee Performance and productivity | 73% | 15% | - | 12% |
| 3. Effect of job instructions on Employee Performance and productivity | 78% | 12% | - | 10% |
| 4. Effect of committee assignments on Employee Performance and productivity | 75% | 20% | 5% | - |
| 5. Effect of Recognition on Employee Performance and productivity | 68% | 12% | 3% | 17% |

Table 7. Descriptive Statistics of respondents on effectiveness of off the job training and development

| Methods of off the job training | Respondents | Mean | Std. Deviation | Sample variance | Std. Error | Median | Mode | Kurtosis | Skewness | Confidence level 95% |
|---------------------------------|-------------|----------|----------------|-----------------|------------|--------|------|----------|-----------|----------------------|
| Case Study Method | 60 | 3.466667 | 0.891897 | 0.79548 | 0.115143 | 3 | 3 | -0.66806 | 0.103685 | 0.230401 |
| Incident Method | 60 | 3.35 | 0.917347 | 0.841525 | 0.118429 | 3 | 3 | -0.72127 | 0.188403 | 0.236976 |
| Role Play | 60 | 3.433333 | 0.09616 | 0.554802 | 0.09616 | 3 | 3 | -0.10103 | 0.363382 | 0.192415 |
| In basket method | 60 | 2.483333 | 0.536519 | 0.287853 | 0.069264 | 2 | 2 | -1.12938 | 0.408649 | 0.138598 |
| Business Games | 60 | 2.366667 | 0.51967 | 0.270056 | 0.067089 | 2 | 2 | -0.31842 | 0.938967 | 0.134245 |
| Grid Training | 60 | 2.583333 | 0.590652 | 0.34887 | 0.076253 | 3 | 3 | -0.66131 | 0.431356 | 0.152582 |
| lectures | 60 | 3.566666 | 0.908839 | 0.825988 | 0.11733 | 4 | 4 | -0.71141 | -0.134637 | 0.234778 |
| simulation | 60 | 3.067797 | 0.848211 | 0.719462 | 0.110428 | 3 | 4 | -1.22442 | 0.043702 | 0.221045 |
| Management Education | 60 | 2.457627 | 0.566965 | 0.321449 | 0.073813 | 2 | 2 | -0.42294 | 0.758846 | 0.147752 |
| Conference | 60 | 4.05 | 0.746177 | 0.55678 | 0.096331 | 4 | 4 | -1.16779 | -0.08166 | 0.192758 |

Table 8. The opinion of the respondents based on percentage on each types are shown through the following table (Likert Scale Basis)

| Off the job training and development Different Factors | The opinion of the respondents based on percentage on each types | | | |
|--|--|----------------|----------|---------------------------|
| | Agree | Strongly Agree | Disagree | Neither Agree or Disagree |
| 1. Effect of case study method on Employee Performance and productivity | 55% | 38% | - | 7% |
| 2. Effect of incident method on Employee Performance and productivity | 30% | 45% | 5% | 20% |
| 3. Effect of role play on Employee Performance and productivity | 39% | 30% | - | 10% |
| 4. Effect of in-basket method on Employee Performance and productivity | 35% | 15% | 5% | 45% |
| 5. Effect of business games on Employee Performance and productivity | 28% | 22% | 3% | 47% |
| 6. Effect of grid training on Employee Performance and productivity | 12% | 3% | 35% | 50% |
| 7. Effect of lectures on Employee Performance and productivity | 58% | 20% | - | 22% |
| 8. Effect of simulation on Employee Performance and productivity | 27% | 13% | 20% | 40% |
| 9. Effect of management education on Employee Performance and productivity | 10% | 25% | 22% | 43% |
| 10. Effect of conference on Employee Performance and productivity | 45% | 25% | 15% | 15% |

Table 9. Means and standard deviations concerning the impact of training and development from the perspective of employees of private bank in Noakhali region

| Item number | Item | Mean | Standard deviation | Level |
|-------------|--|------|--------------------|--------|
| 1 | Performance of the employee prior and after training are compared to evaluate the impact of training | 3.29 | 1.39 | Medium |
| 2 | The impact of training courses on the performance of employees is assessed | 3.51 | 1.25 | Medium |
| 3 | Training programs are evaluated based on their impact on the performance of their employees | 3.21 | 1.21 | Medium |
| 4 | Training courses achieve the aims of the bank | 3.29 | 1.11 | Medium |
| 5 | Effectiveness of training course is evaluated regularly | 3.00 | 1.13 | Medium |
| 6 | Trainees are assessed at work to evaluate their mastery of relevant skills | 3.28 | 1.26 | Medium |
| 7 | Training courses enhance the level of trainees at the bank | 4.07 | 1.00 | High |
| 8 | Training courses increases the efficiency of the employees | 3.88 | 0.92 | High |
| 9 | Training courses decreases the routine of daily work | 3.50 | 1.19 | Medium |
| 10 | Training courses at the office improves job satisfaction of the trainees | 3.69 | 0.94 | High |
| 11 | Training courses at the office improves the self-confidence of the trainees | 3.98 | 0.86 | High |
| 12 | The repetition of the content of the training courses enhances the mastery of the skills learned | 3.64 | 1.01 | Medium |
| 13 | Employee training and development increase the trainees morale | 3.28 | 1.28 | Medium |
| 14 | Employee training and development helps maintain skills and knowledge | 4.02 | 1.00 | High |
| 15 | Employee Training and development create scope for internal promotions | 3.48 | 1.15 | Medium |
| | Total | 3.54 | 0.95 | High |

10. Effect of conference on Employee Performance and productivity

The sampled respondents admitted (with a mean value of 4.05 ± standard deviation 0.746177) that the conference method has significant effect on employee’s performance and productivity. A gathering of several people to discuss any issue is called a conference. Each member donates by analyzing and talks over various topics related to the issue. Everyone can express their opinion. This study found 70% respondents who agreed the conference affected their performance and productivity.

All the values of skewness and kurtosis in off the job training and development lie between from -1 to +1 which shows that the variable is reasonably close to normal distribution. None of the skewness and kurtosis values in off the job

training and development fall beyond this level. So, it is called that all of the variables are normally distributed.

The above Table 9 shows the item (7) which states that “Training courses enhance the level of trainees at the bank” had the highest mean (4.07) with a standard deviation of (1.00), followed by item (14) “Employee training and development helps maintain skills and knowledge” with a mean at (4.02) and a standard deviation at (1.00).

Item (5) which states that “Effectiveness of training course is evaluated regularly” had the lowest mean (3.00) and a standard deviation at (1.13) which indicates that the lack of regular evaluation of training courses in terms of the performance of employees.

The impact of training and development from the perspective of employees of private bank in Noakhali region has mean and standard deviation 3.54 and 0.95 in total.

This result indicates that training and development has a high impact on the employee's performance and productivity in the perspective of employees of private bank in Noakhali region.

5. FINDINGS AND DISCUSSION

Findings of this study and supporting findings from large number of reviewed research papers reveal that-

1. There is a positive relationship between training and development and a strong positive impact on employee performance and productivity. Respondents across the private banking sector studied in Bangladesh have strongly agreed that the various training methods and developments are beneficial not only to them but also to the organization.
2. The benefits are obvious if the training programs and development plans suit the trainees, job descriptions, directors and supervisors and their various levels of education and background and align with the aims and objectives of the organizations. So investing in training and development is a must for any organization, which will certainly achieve expectations in investing in the training and development of its employees. Return forms include: Long-term increase in productivity and quality as a result of potentially less error.
3. Also, effective development programs allow the organization to maintain a workforce that companies can leave or replace with workers who have moved to other areas. Individual-level employees are encouraged to do individual-assessments, where they are expected to identify their opportunities and improvement needs.
4. It is considered from this study that positive impact of training is so obvious but some employers do not seem to engage as much in this important activity as desirable. They fear that educating employees will cause them to ask for higher wages, and/or to leave their current employer if their demands are not met. Some employers think that training employees

will might encourage them to criticize decisions made by the management.

Furthermore, investigations discover that training on the job is very effective and it also saves time and expense. Training and development, on-the-job training, training design and delivery style both have a significant impact on employee performance and productivity and all of these have a positive impact on increasing a company's performance. It was clear from the respondent's response that participation and collaboration between managers and employees is necessary to produce the maximum impact reflected in the form of enhanced performance. Achieving that requires mutual effort; Managers need to identify only those employee development programs that can add value to the central and the organization, and those developed employees who need the necessary resources to work with them and provide the necessary management or leadership support to translate new skills acquired from them. And development programs for action.

6. RECOMMENDATIONS AND SUGGESTIONS

Since the relationship between training, development and employee's performance and productivity is affirmed to be strong and positive, then the researcher is in a position to give the following recommendations as per the findings of the study:

6.1 Recommendations for Employers

- Policies regarding training and development for training to take a positive role in the organization should be clear, purposeful, and simple and communicate to the trainees.
- Efforts should be made to create a conducive training environment for employers, managers and decision makers and to create a conducive training policy that allows every employee to participate in the training.
- The employer should have compulsory training programs for all employees to improve the knowledge and understanding of annual business strategy and objectives.
- The employer should provide improved working conditions so that they become conducive to the transfer of learning. They

should also provide sufficient resources for training so as to improve the training programs provided.

- Employers should be provided with a mixed and diverse approach to training and development so that employees gain knowledge, skills and expertise from different sources and in different delivery styles.
- After providing training and development to the educated employees, the employers should give high payment to that upper class of employees. Because they become asset of that organizations. Employers should give the right to employees to criticize about any wrong decisions' that are made by the management. It will help the organization to correct their mistakes and to become a profitable as well as productive organization.

6.2 Recommendations for Employees

- Employees should understand the significance of training and development programs to enhance their skills and competencies.
- Employees should actively and enthusiastically participate in training and development activities to strengthen their skills and knowledge.
- Employees need to be provided with more and uninterrupted training programs to reduce the cost of recruiting and training new staff members.
- Employees should be provided with effective feedback after training to be aware of how they can effectively improve their effectiveness after training.
- Employees should be provided with effective training and development to reduce the cost and time spent by managers on supervising employees.
- There are many advantages of training and development for an organization, but the benefits of employee training and development also impact employee career growth as well. When employees sense that their employer is helping them to improve their skills and knowledge base, they feel motivated, and this increases their job satisfaction and morale.

7. CONCLUSION

Training and development is a vibrant process where continues amendment are important to

make it appropriate and useful. In this context the establishment ministry maintains a policy to design, develop organize and import training to meet the expectation and need of the employees. Field administrator has close relation with training because of its constant need & wide application. To meet the day to day work performance and to face the field realities Training & development has a great impact and role to play. In time of national disasters like drought, floods industries accidents the field officials have to face a very hard reality where they need official type of training. Without proper training internal office management and external field work would not have been possible to complete in right manner.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the authors.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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