

# Effects of Training on Employee Performance - A Study on Banking Sector, Tangail Bangladesh

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## Abstract:

Training and development is indispensable strategic tool for enhancing employee performance. This research aims to find out the “Effects of Training on Employee Performance in Banking sector, Tangail, Bangladesh”, in which Training (employee engagement, motivation and job satisfaction) considered as independent variable whereas dependent variable ‘Employee Performance’. Data for the paper have been collected through primary source that are from questionnaires surveys. The statistical sample of this study at Banking Sector which covers 150 employees of 14 banks located on Tangail District. A survey of 150 employees via self-administrated questionnaire with the help of stratified sampling technique is conducted with the response rate of almost 75%. The data have been checked through statistical software SPSS 20 to perform Descriptive analysis, T-test, Correlation, and Regression analysis. Four Hypotheses are developed to see the effects of all the independent variables on the overall Employee Performance. The findings were presented using tables and figures. On the role of training the study showed that general training enhances employee engagement, employee motivation and job satisfaction. The Hypotheses showed that all these had significant effects on Employee Performance. That means, this research found that strong relationship exists between employee training and employees’ performance. The results reveal that the more the employee gets training, the more efficient their level of performance would be.

**Keywords:** Employee Training, employee engagement, employee motivation, job satisfaction, employee performance.



## 1. Introduction:

Today, in business environment the awareness of Training is increases as compare to previous time. To survive and succeed in the fast-changing competitive environment, banks need to organize, develop and manage their human resources effectively. The major responsibility of banks in this regard is to build up a right mix of skills, attitude and conceptual understanding amongst their employees. For achieving this, a continuous process of training interventions in banks is a must. Training is always a vital and necessary part in promote many kinds of learning and development of employees. Training plays a key role in the development of employee’s performance. The scope of training is firstly to overpass the gap between requirements of the job and current qualification of an employee. Employee’s performance best at that time they were properly trained. Today, banking organization has realized the importance of training as a tool to achieve their strategic goals. Many banks consider training as a strategic employee retention tool. This study, therefore, goes on to

discuss one of the core functions of human resource which is training and how the effects on their performance after being trained. This study also aims to test for important training-related variables that significantly affect the performance of bank employees.

### **1.1 Background of the study**

Banks are the vital institution in any society as they significantly contribute to the development of an economy through facilitation of Business. In the recent years, banking sector has been adopted wide-ranging organizational and structural changes worldwide. The banking industry is growing at the highest rate with more financial institutions coming in play that have endeavored to absorb a considerable number of employee's majority of which are fresh and young graduates. It is assumed that after training these employees should be promoted so that they advance their careers. They give best performance so organizations provide rewards to the personnel to try to motivate their performance. As training programs have a basic role in every organization, this paper has been done with an interest to find the link between employee training and their job performance. The study has been taken with an interest to show the effects of training on the employee performance on banking sector, Tangail.

### **1.2 Statement of the Problem**

The employees of bank must need to be trained to meet the challenges of banking industry. So, considering the preceding basis, the study is carried out to examine the improvement of the performance of the workforce due to the training. So, from above discussion the statement of problem of this research can be observed as follows:

**“To evaluate the effects of training on employee performance in the banking sector”**

### **1.3 Significance of the Research**

The significance of this study is that it will provide benefit to the banking organization in understanding the importance of employee training. It will help the banking sector to know about the aspect that trainings play a vital role in developing employee's working performance and it will also help in perceptive the relation between the employee's performance and employee trainings. In this research, it has been observed that it will also help identify the lapses in the employee performance due to the lack of adequate training. Its findings will provide data for further research in training not only at bank of Tangail but also in the other banks of Bangladesh.

### **1.4 Research Questions**

The research is guided by the following research questions:

- 1.4.1** Is there positive relationship exists between employee training and their performance?
- 1.4.2** Is there any crucial effect of training on employee motivation?
- 1.4.3** Is there any crucial effect of training on employee job satisfaction?
- 1.4.4** Is there any crucial effect of training on employee engagement?

### **1.5 Research Objectives**

The general objective of the study is to find out the “Effects of training on the performance of employee at selected banking organization in Tangail.” But specifically, it has the following objectives:

- To find out the impact of training on employee engagement, motivation and job satisfaction.
- To identify at which of the employees' competency levels as to examine how training contribute to the individual performance and productivity;
- To assess the most important factor that could provide influence to increase performance level by the training implemented; engagement or motivation or job satisfaction;
- To identify perceptions of the employees on how training and development proved to be beneficial to them;

## **1.6 Scope of the study**

The scope of the study is to find the impact of Training on employee's performance. This study will help the students in near future. They can easily collect facts and figures from the research paper. The outcomes of this research will help and support the banks to identify the factors that influence the employees training on performance of organization.

## **1.7 Limitations of the study**

There were some major limitations that were encountered to complete the research. These limitations are major drawback to prepare the study as satisfactory level.

- One of the major constraints of the study was insufficiency of information that was highly required for the study. Sufficient books, publications, facts and figures are not available. These constraints narrowed the scope of accurate analysis.
- Every bank has maintained its confidential matter. It is not possible to get all the sorts of information due to official confidentiality from the employee throughout detail questionnaires.
- This study will cover only the banks in Tangail, therefore the survey, due to inadequate Resource and Time issues, there encounter a few limitations that will not include in any other part of the country where this type of trouble exists.
- The study will only deal with the banks only; it faced a problem to collect data from other type of organizations where training seemed as a part of strategy.

## **1.8 Definition of Terms**

### **1.9 Training**

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2002)

#### **1.9.1 Employee Engagement**

Employee engagement is the positive, affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance (Agyemang & Ofei, 2013).

#### **1.9.2 Job Satisfaction**

Job satisfaction can be defined as the extent to which people would like or dislike their jobs (Adesola, Oyeniya & Adeyemi, 2013).

#### **1.9.3 Motivation**

Motivation is very important from an organizational point of view because it transforms human resources into action (Saeed & Asghar, 2012).

#### **1.9.4 Employee Performance**

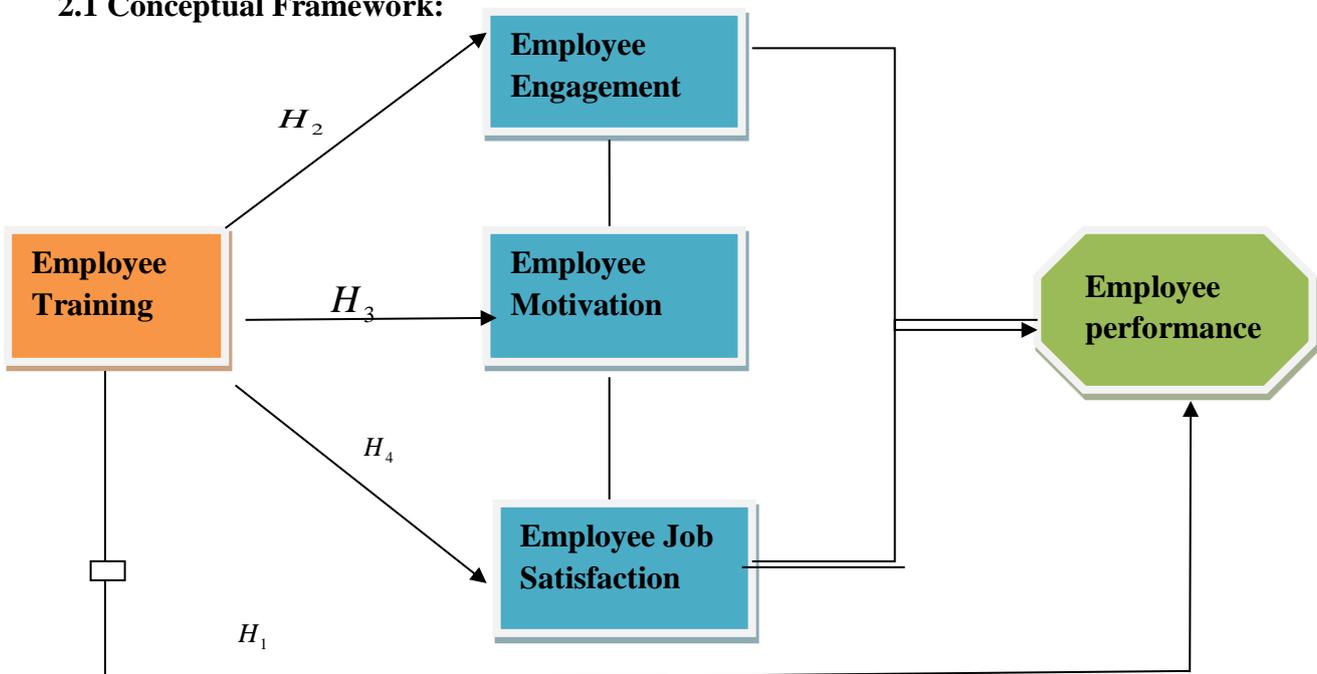
Training has direct relationship with the employees' performance. This is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that make a payment to organizational goals and may depend upon many factors like performance appraisals, employee motivation, satisfaction, compensation, job security, organizational structure and others (Saeed & Asghar, 2012).

## **2. Review of Literature:**

Many studies are available on the subject, which seek to determine the impact of training on employee performance. Some are provided hereafter:

According to the (Angela, 2014) , training had an impact on the performance of employee among the international civil servants. A survey research design was used for this study 144 staff of the United Nation supports office for the African mission in Somalia. The finding showed that in general training enhanced employee engagement on change processes, motivation, job satisfaction and overall performance. But according to the researcher (Appiah, 2012) training enhances knowledge, skills, attributes and competencies and ultimately worker performance and productivity in organization. Again (Garavan T.N., 2003) suggested that training process was a more job oriented that could change employee attitudes and behaviors that motivate them to increase their knowledge and understanding of the job according to the dynamic corporate environment in his journal. Where (Bhat, June 2013) observed the measurement level of performance after being trained. It also evaluated the impact of training on employee performance on their jobs. Keeping these objectives in view, this study presumed that training was positively related to job performance of employees. Several measures of performance were analyzed including compensation, performance appraisal, and organizational commitment which apparently increased the employee performance. According to (Longenecker, 2010), there was a positive relationship between training programs and employee motivation which make the employees more involved in their jobs and subsequently results in better performance and productivity both for the employees as well as for the organizations. Again (Cole, 2002) in his book “Personnel Management: Theory and Practice” 5th edition, defined training as “The learning activity directed towards acquiring specific knowledge and skills for an occupation or task. He found however the focus of training was on the job or task to be performed efficiently. But another researcher (Cooper, 2010) Found a positive relationship between training programs and employees job involvement. He argued that if there were some recognitions and financial benefits for the high performers at the training programs, the feelings of reciprocity emerged in the high performing employees as well as in other ones which motivated them to extend themselves in many ways such as adapting new skills, knowledge and competencies which ultimately leads to improved organizational performance.

**2.1 Conceptual Framework:**



**Figure 2.3: Conceptual Framework of the Research**

**2.2 Research Hypothesis:**

- $H_1$  : There is a significant relationship between employee training and employee performance.
- $H_2$  : There is a significant relationship between employee training and employee engagement.

$H_3$  : There is a significant relationship between employee training and employee motivation.

$H_4$  : There is a significant relationship between employee training and employee job satisfaction.

### 3. Research Methodology:

The survey design allowed investigation of possible relationships between variables. The dependent variable in this study was the employee performance while the independent variable was employee engagement, motivation and satisfaction. The target population for this study was the 400 employees of the 14 banks in Bangladesh. The choice of this population was based on participation on training. All employees of 14 banks of Tangail which comprise officers, senior officers, senior principal officers and top level executive officers were targets of the study. Stratified sampling has been applied to guarantee that specific groups within a population are adequately represented in the sample. As a rule of thumb, for a population less than 1000, a sample of 30% is sufficient in representing the entire population (Blanche, Durrheim & Painter, 2008). Therefore, for this study a sample of 150 employees was selected to represent the entire population of 400. This gave a 37.50% ( $150/400 \times 100$ ) of the population. The primary data was collected using survey questionnaire to ensure high response rate. The use of questionnaire was adopted because it ensured that data collection was standardized such that each respondent got the same question and in the same format. The questionnaires were structured according to the research questions. The Questionnaire was in five parts. Part one explored the population demographics. Part two the relationship between employee training and employee engagement. Part three the relationship between employee training and employee motivation. Part four described about the Relationship between employee training and employee job satisfaction. Lastly part five the Relationship between employee training and employee job performance. About 200 questionnaires were distributed to different employees and a time of one week was given to them to fill the questionnaires. Questionnaires were formed by using 7 points Likert scale (1 for Strongly Agree) and (7 for Strongly Disagree). 200 questionnaires were distributed in Uttara Bank Limited (Ltd), National Bank Ltd, Jamuna Bank Ltd, Premier Bank Ltd, Prime Bank Ltd, Southeast Bank Ltd, Bank Asia, Dhaka Bank Ltd, Standard Bank Ltd, Sonali Bank Ltd, City Bank Ltd, Al-arafah Islami Bank Ltd, Janata Bank Ltd and Finally Shahjalal Islami Bank Ltd. So, the response rate is around 75 percent.  $150/200 = 75\%$ .

#### 3.1 Research Procedures

The questionnaire was pre-tested before the final distribution. Cooper and Schindler (2001) note that this is usually done to detect any weaknesses in the research design. The pre-27 testing (pilot testing) was done with the aim of refining and fine tuning the questionnaire to ensure that it was valid and reliable. The pilot was done on ten respondents from the study population who were then excluded from the final study to eliminate bias. The pilot was done to check possible errors in the instrument. For this study, KMO was tested by use of expert judgment of the research supervisor.

#### 3.2 Data Analysis Methods

Cooper and Schindler (2000), described data analysis as the process of editing and reducing accumulated data to a manageable size, developing summaries, seeking for patterns and using statistical methods. The questionnaires were coded before entering the data into statistical package for social sciences SPSS 32 for analysis. The data analysis Involved descriptive analysis, means, T-test, Correlation, regression, ANOVAs test, Co-efficient, factor analysis in form of cross tabulation to explore the relationships between the various variables tested in the current study. The data was then presented in form of Tables and figures.

## Findings and Analysis

### 4. Demographic of Respondents:

#### 4.1 Gender of Respondents

The study sought to find out the gender of the respondents with the presumption that variation in gender could not influence opinions. Because out of 150 employees of different designation male respondents were only 132 and female respondents were 18 only. Figure 4.1 indicates that 88% were males and 12% female.

Gender	No. of respondents	Total population	Formula for calculation	Percentage (%)
Male	132	150	$132/150=.88$	88%
Female	18	150	$18/150=.12$	12%

#### 4.2 Age Group

The study further sought to find out the age groups of the respondents represented. Figure 4.4 indicates that most of the respondents at 69% were aged between 25 years to 34 years. Those aged above 45 years were 11%; 35-44 years 20% and those aged below 25 years were 0%.

Age Group	No. of respondents	Total population	Formula for calculation	Percentage (%)
Below 25 years	0	150	$0/150=0$	0%
25-34 years	104	150	$104/150=.69$	69%
35-44 years	29	150	$29/150=.20$	20%
Above 45 years	17	150	$17/150=.11$	11%

#### 4.3 Designation

With a presumption that occupational position could influence the opinions of the respondents, the study sought to find out the top management position levels of the 5 respondents only. Figure 4.3 shows that most of the respondents were of officer's level position at 48%. Senior Officer Respondents were at 27%, Principal Officer Respondents were at 13% and executive management respondents were at 4% only. It has been observed during data collection that all of the executive respondents were strongly influenced by the employee training.

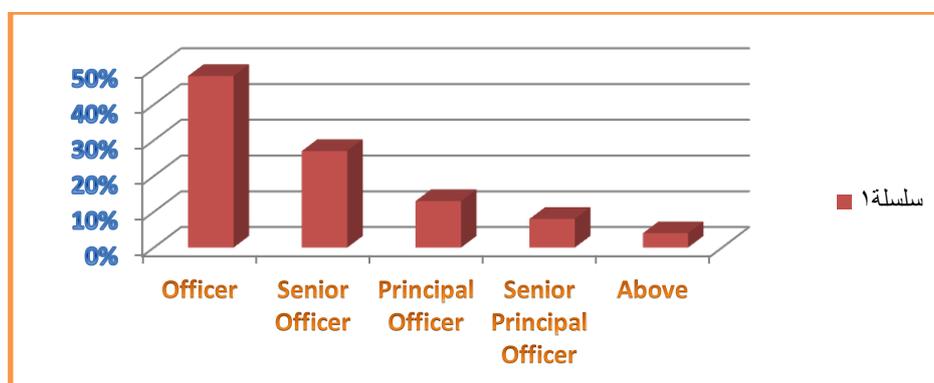


Figure 4.3: Designation of the Respondents

#### 4.4 Educational Level

The study was also interested in finding out if the education level of the respondent influenced their opinions in any way. Figure 4.5 indicates that most of the respondents were holders of Master's degree (86%) while only 14% were Bachelor's graduates.

Educational achievement	No. of respondents	Total population	Formula for calculation	Percentage (%)
Graduate	21	150	21/150=.14	14%
Post Graduate	129	150	129/150=.86	86%

#### 4.5 Training Attended in the last 12 months

The study went ahead to find out if those who have undergone staff training were trained in the last 12 months. Figure 4.7 shows that 80% had underwent training in the last 12 months.

Training participation in last 12 months	No. of respondents	Total population	Formula for calculation	Percentage (%)
Yes	120	150	120/150=.80	80%
No	30	150	30/150=.20	20%

#### 4.6 Research Analysis

##### 4.6.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Training and employee Engagement	150	4	7	5.94	.805
Training and employee Motivation	150	2	7	5.65	.913
Training and Job Satisfaction	150	3	7	5.71	1.033
Employee Performance	150	3	7	5.80	.934
Valid N (list wise)	150				

**Interpretation:** The above descriptive analysis shows that, mean of training and employee engagement is 5.94 where areas mean of employee motivation is 5.65. Again, mean of employee job satisfaction is 5.71 where mean of employee performance is little bit greater at 5.80. From the above descriptive analysis, it represents that the mean of each variable is more than 5. Again, from the descriptive analysis of the data, it shows that standard deviation for each variable is less than 1 except training and employee job satisfaction. According to Cohen (2003), for the normal distribution of data standard deviation must have a range of 0 to 1. As is evident that the standard deviations of three variables fall within the range without job satisfaction, the data may be considered normally distributed and Pearson correlation analysis may also be carried to assess relationship between variables under study.

##### 4.6.2 T-test Analysis

$H_0$ : There is insignificant relationship between employee engagement and employee performance.

$H_2$ : Alternative hypothesis is significant.

#### 4.6.2.1 One-Sample Test

	Test Value = 0					
	T	d.f	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Training and employee Engagement	90.417	149	.000	5.940	5.81	6.07
Employee Performance	76.049	149	.000	5.800	5.65	5.95

**Interpretation:** If calculated value is greater than tabulated value then null hypothesis is rejected. In this test, calculated value is 90.417 where tabulated value at 5% significant level with 149 degrees of freedom is 1.654. This test shows that the calculated value is greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis.

#### 4.6.3 One-Sample Test

$H_0$  : There is insignificant relationship between employee motivation and employee performance.

$H_3$  : Alternative hypothesis is significant.

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Training and employee Motivation	75.725	149	.000	5.647	5.50	5.79
Employee Performance	76.049	149	.000	5.800	5.65	5.95

**Interpretation:** In this test, calculated value is 75.725 where tabulated value at 5% significant level with 149 degrees of freedom is 1.654. This test also shows that the calculated value is greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis.

#### 4.6.4 One-Sample Test

$H_0$  : There is insignificant relationship between employee training and employee job satisfaction.

$H_4$  : Alternative hypothesis is significant.

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Training and Job Satisfaction	67.639	149	.000	5.707	5.54	5.87
Employee Performance	76.049	149	.000	5.800	5.65	5.95

**Interpretation:** In this test, calculated value is 67.639 where tabulated value at 5% significant level with 149 degrees of freedom is 1.654. This test also shows that the calculated value is greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis.

#### 4.6.5 One-Sample Test

$H_0$  : There is insignificant relationship between employee training and employee performance.

$H_2$  : Alternative hypothesis is significant.

**Interpretation:** In this test, all of the calculated value is greater than tabulated value 1.654. So, it can be observed that there is sufficient evidence to reject null hypothesis.

#### 4.6.6 Correlation analysis:

		Training and employee Engagement	Training and employee Motivation	Training and Job Satisfaction	Employee Performance
Training and employee Engagement	Pearson Correlation	1	.619**	.568**	.680**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
Training and employee Motivation	Pearson Correlation	.619**	1	.601**	.711**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
Training and Job Satisfaction	Pearson Correlation	.568**	.601**	1	.738**
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
Employee Performance	Pearson Correlation	.680**	.711**	.738**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation:** This correlation table exhibits the direction and strength among the dependent and independent variables. It was found that there exists a positive high correlation between employee engagement and employee motivation to the extent of 61.9% (.619\*\*). Again, there exists a positive high correlation between employee engagement and employee job satisfaction to the extent of 56.8% (.568\*\*) and employee engagement is also positively high correlated with employee performance to the extent of 68.0% (.680\*\*). The correlation table also exhibits a positive high correlation between employee motivation and employee job satisfaction to the extent of 60.1% (.601\*\*) and again a positive high correlation between employee motivation and employee performance to the extent of 71.1% (.711\*\*). Again, in case of employee job satisfaction, it is positively high correlated with employee performance to the extent of 73.8% (.738\*\*). Therefore, it was found that the relationship is significant at 1% level of significance for two tailed test.

#### 4.6.7 Regression analysis:

#### 4.6.8 R Square

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 <sup>a</sup>	.695	.689	.521

a. Predictors: (Constant), Training and employee Engagement, Training and Job Satisfaction, Training and employee Motivation

**Interpretation:** The value of R Square is 69.5% (.695) which indicates that the dependent variable employee performance can be explained by all the independent variables; employee engagement, employee motivation and employee job satisfaction.

#### 4.6.9 ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	90.345	3	30.115	110.876	.000 <sup>b</sup>
	Residual	39.655	146	.272		
	Total	130.000	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training and employee Engagement, Training and Job Satisfaction, Training and employee Motivation

**Interpretation:** Like T-test here also if calculated value is greater than tabulated value then null hypothesis is rejected. In this test, calculated value is 110.876 where tabulated value at 5% significant level with 3 degrees of freedom is 8.54. This test shows that the calculated value is greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis.

#### 4.6.10 Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.142	.332		.428	.669
Training and Job Satisfaction	.368	.054	.407	6.769	.000
Training and employee Motivation	.313	.065	.306	4.845	.000
Training and employee Engagement	.302	.071	.260	4.239	.000

a. Dependent Variable: Employee Performance

**Interpretation:** The regression table provides the result of constant, co-efficient of determination. Coefficient is the slope of regression line and it explains that 1-unit change in independent variable will bring how much change in dependent variable. The regression line is-  $Y = .142 + .368 X_1 + .313 X_2 + .302 X_3$  (The coefficient of determination  $R^2$  explains how much variation in the dependent variable is explained by the independent variable.)

**In case of Employee engagement ( $X_1$ ):** The regression results interpret the value of coefficient .368 that indicates 1% change in independent variable  $X_1$  (employee engagement) can result in 36.8% change in dependent variable (employee performance) if  $X_2$  and  $X_3$  remains constant. Thus, if training is increased by 1%, this will result in 36.8% increase in performance. This relationship is positive and significant. **In case of Employee motivation ( $X_2$ ):** The regression results interpret the value of coefficient .313 that indicates 1% change in independent variable  $X_2$  (employee motivation) can result in 31.3% change in dependent variable (employee performance) if  $X_1$  and  $X_3$  remains constant. Thus, if training is increased by 1%, this will result in 31.3% increase in performance. This relationship is positive and significant. **In case of Employee job satisfaction ( $X_3$ ):** The regression results interpret the value of coefficient .302 that indicates 1% change in independent variable  $X_3$  (employee job satisfaction) can result in 30.2% change in dependent variable

(employee performance) if  $X_1$  and  $X_2$  remains constant. Thus, if training is increased by 1%, this will result in 30.2% increase in performance. This relationship is positive and significant. That means the regression analysis is shows that training is a major predictor of performance

## 5. Results and Discussions:

The analysis of statistical data showed the positive impact and relationship between training and Employee performance. It can be found that the mean value of each variable was more than 5. Again, from the descriptive analysis of the data, it can be observed that standard deviation for each variable was less than 1 except training and employee job satisfaction. As the standard deviations of three variables fall within the range without job satisfaction, the data may be considered normally distributed and Pearson correlation analysis may also be carried to assess relationship between variables. The high positive influence of training on performance is statistically significant at 1% level of significance. According to the correlation analysis, it can be found that correlation between all of the independent and dependent variable were highly positive. The variables were correlated at 0.01 significant levels. The Regression model was established, if training was increased by 1%, this would result in 36.8% increase in performance that was greater influence than other variables. Where 1% change in employee motivation could result in 31.3% change in employee performance if  $X_1$  and  $X_3$  remains constant which was lower influence than employee engagement but greater than employee motivation. Thus, if training was increased by 1%, this will result in 31.3% increase in performance. Again, the value of coefficient .302 interpreted that if training was increased by 1%, this will result in 30.2% increase in performance. This relationship was positive and significant but lower influence than employee engagement and motivation. So, it can be observed that employee engagement had the highest influence to increase the overall employee performance than other variables. According to results, R Square= 0.695 which implies 69% variation in performance as explained by Training. In ANOVAs test calculated value was 110.876 where tabulated value at 5% significant level with 3 degrees of freedom was 8.54. This test shows that the calculated value was greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis. So, it can be found that there was a significant relationship employee training and employee performance. According to the T-test analysis it can be said that employee engagement was greater influence than employee motivation and job satisfaction. Because the result of t-test for employee engagement was at 90.417 levels where employee motivation was at 75.725 and employee job satisfaction was at 67.639. It can be found that overall employee performance was at level 76.049 depending on engagement, motivation and job satisfaction. So, it can be observed that there was sufficient evidence to reject null hypothesis also. That means there was a significant relationship between employee training and performance. According to the factor analysis, it can be found employee engagement as that factor to influence the employee performance more effectively than other factors. The remaining factors (employee motivation and job satisfaction) explain a very small proportion of the variability and are likely unimportant.

## 6. Conclusion

Training is considered as one of the core strategies of the organization for its effectiveness. As Bank is a well-trained organization, the basic aim of the study was to explore effects of training on employee performance; for this purpose, a case study of banking sector at Tangail was taken to examine its effectiveness. It was a superb learning period during in writing this research paper “effects of Training on the performance of employee”. Applying Statistical techniques and interpreting the collected data it was identified the significant strong relation between Training program and employee performance. The study has revealed that maximum numbers of respondents were regularly participating in training programs conducted in bank. Overall the study observed that Banks are very much focused for training and development of its employees; which is healthy

activity for both employees and for the organization. Most of the employees were engaged, motivated and satisfied to work on those banks. Therefore, the employee has gained exceptional changes on their job performance after being trained.

## Recommendations

This study contributed to the body of research on effects of Training in Bank in region Tangail. There is a lot of research on Training and Development, but these studies had mainly taken place in banking sector in small urban area in Bangladesh. This study contributed to a small but developing research literature on the Training and Development in region Tangail. Findings of the study indicated that employees working in banking sector in region Tangail considered the Training as a main factor of employees' performance and were in favor of it. After the research completion, the study should recommend that though training had a greater influence on employee engagement, employee motivation if employee job satisfaction, training should have to provide more focus on improvement of employee engagement other than motivation and satisfaction. Because of statistical analysis showed highest positive relationship between employee training and employee engagement. If the banks should give more important on improving employee engagement on their work while taking training, the performance effectiveness of employees should bring highest fruitful changes after being well trained. Rather the study also went in favor of employee motivation and satisfaction so bank also should give more importance on improving the employee motivation if employee job satisfaction if they want to bring profound changes on their employee performance along with organizational performance.

Finally, the study concluded with a suggestion that Training and development programs should be associated with the employee's career development, so that the performance and engagement level of employees could be enhanced along with achieving organizational goal.

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## آثار التدريب على أداء الموظفين - دراسة عن القطاع المصرفي، تانغيل بنغلاديش

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### المخلص:

التدريب والتطوير أداة استراتيجية لا غنى عنها لتعزيز أداء الموظفين. يهدف هذا البحث إلى التعرف على "تأثير التدريب على أداء الموظفين في القطاع المصرفي، تانغيل، بنغلاديش"، حيث اعتبر التدريب (إشراك الموظفين، والتحفيز والرضا الوظيفي) متغير مستقل في حين متغير التابع "أداء الموظف". وقد جمعت البيانات الخاصة بالورقة من خلال المصدر الأول المستمدة من استقصاءات الاستبيانات. العينة الإحصائية لهذه الدراسة في القطاع المصرفي والتي تغطي ١٥٠ موظفا من ١٤ بنكا تقع في منطقة تانغيل. تم إجراء استبيان ل ١٥٠ موظفا من خلال استبيان إداري ذاتي بمساعدة تقنية أخذ العينات الطبيعية بمعدل استجابة يقارب ٧٥٪. وقد تم فحص البيانات من خلال البرمجيات الإحصائية سبب ٢٠ لأداء التحليل الوصفي، اختبار T، الارتباط، وتحليل الانحدار. تم تطوير أربع فرضيات لمعرفة تأثيرات جميع المتغيرات المستقلة على أداء الموظف بشكل عام. وقدمت النتائج باستخدام الجداول والأرقام. أما عن دور التدريب فقد بينت الدراسة أن التدريب العام يعزز مشاركة الموظفين وتحفيز الموظفين ورضاهم الوظيفي. وأظهرت الفرضيات أن كل هذه الآثار لها تأثير كبير على أداء الموظفين. وهذا يعني أن هذا البحث وجد وجود علاقة قوية بين تدريب الموظفين وأداء الموظفين. وتكشف النتائج أنه كلما حصل الموظف على التدريب، كلما كان مستوى أدائه أكثر كفاءة.

**الكلمات المفتاحية:** تدريب الموظفين، مشاركة الموظفين، تحفيز الموظفين، الرضا الوظيفي، أداء الموظفين.