

## A Brief Review of Studies on Training's in Banking Sector

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**Abstract:** *Training and Development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with the belief that it will earn them competitive edge. Research is therefore, considered important to enable the banks to adopt strategies for better performance and increasing the profits of the bank.*

*A large number of studies had examined various aspects of Trainings and Research in the banking sector in the domestic and international banking system. Many important books and research articles have been published. In this study an attempt is made to review some of the books and articles, existing literature dealing with the various aspects of trainings and research in the banking sector.*

*Literature Review has been conducted to find out researches in banking and particularly in Training. The authors try to study what other authors have studied about trainings in the banking sector for enhancing its employees' performance and enhancing the profit of the organization. The authors also try to study the research carried out in various areas to adopt strategies for its development and better results.*

*The authors arrive at the conclusion that the Banks should create a training budget as well as conduct training audit for the effectiveness of training. The training programmes designed for the employees should be comprehensive and related to their needs. The Banks must also improve their marketing and distribution strategies to attract customers and provide better customer service, and must also take steps to improve employee motivation and productivity. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance. The present decade had witnessed a sea change in the way banking is done in India. The efficiency and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms and technology. The Banks must give more attention and support to the training of employees in all the areas of business taking into consideration the larger interests of the nation*

**Key Words:** *ALM, Bank, Banking, Customer, Development, Effectiveness, Evaluation, HR, Impact, Management, Performance.*

### 1. INTRODUCTION:

India is a developing economy and making efforts to be amongst the top three economies of the world. This is possible only if we have sound financial systems to take care of not only related to a particular sector but to satisfy the changing needs of the customers. India has a wide network of financial system consisting of Formal (Organised) Financial System which includes the Regulators, Financial Institutions, Financial Markets, Financial Instruments and Financial Services and the Informal (Unorganised) Financial System consists of Moneylenders, Traders, Landlords, Pawn Brokers etc.

In India, both small and big, strong and weak, rural and urban, public and private, banks coexist. The distribution of banks in terms of profitability is skewed. Some banks earn high returns but are operating inefficiently and some banks are competing fiercely for a small segment of the market. Private sector banks have already put in place the latest technology while some public sector banks are still struggling to maintain their capital adequacy and other requirements. Hence, there was a need to restructure the banking industry. Moreover, reforms have ushered in new changes and new competition which has forced banks to improve their competitiveness. Training, Development and Research in the Banking Sector is one of the major routes through which the Indian banking system could bring in competitiveness and profit.

The history of Indian banking can be divided into three main phases :

Phase I (1786- 1969) - Initial phase of banking in India when many small banks were set up

Phase II (1969- 1991) - Nationalisation, regularisation and growth

Phase III (1991 onwards) - Liberalisation and its aftermath

**Dikshit Ashish and Jain Trilok Kumar (2017)** in their paper had done a review paper on the performance enhancement, training and development in banking sector. They have reviewed various research papers according to

requirement of training, training and development, training needs identification, training and skill developments in banks, observations and interpretations related to training, training and skill developments in banks – emerging challenges, and training and skill development – suggestions and have arrived at the conclusion that coherent corporate culture rather than ad-hoc programs bring about development of integrated and proactive training and development strategy. Training and skill development whether at entry level or middle management level of the career always helps in bringing about a positive change. Updated knowledge on current trends in IT and business acumen are visible changes in the banking scenario present days. Banks are competing with one other while facing the emerging challenges and going global. Banks in order to meet the growing challenges have to fill up the information gaps and stop traditional mundane banking activities. The role of Human Resource Management is very well defined and it is meant “to integrate all personal activities with each other and strategically with organizational objectives” in the most beneficial manner both for the employee and the organization. The first major objective of HRM is to serve the organizational interest in the most beneficial manner; hence it is more of an investment rather than a cost to the organization. The other resources are best utilized once the human resources are efficiently utilized. With increase in complexity of jobs in the banking sector, the importance of employee training has increased tremendously. In order to maintain a viable and knowledgeable workforce, employee training has to be a commitment with resources. Effective training of the employees equips them to perform well and also influences the growth and profitability of the bank. Employee behaviour too plays a vital role in improving the productivity of the bank. Incorporating personality development program through group discussion, business games and role plays, the senior subordinate relationship can be strengthened, hereby improving productivity. Banks should proactively implement training sessions so that the employees take it up with full dedication to enhance their performance and productivity and to give customer satisfaction so that the banks could face emerging challenges.

The significant and positive influence on productivity in the banking sector could be attributed to the training and development programs. These attributes include „introduction of new products, imparting knowledge in addition to the present knowledge, programmes and product orientation“, “to train the staff for computerization“, utilizing methodology like “appraisal system“, „technical analysis“, “personal development plans“ and „training programmes provided by other banks“ and fundamentals/ basics like „sufficiently integrated goals of organization in the training activities“, “professional and competent faculty“, „enabling the staff to use skills at work place“, “developing organizational culture and incorporating” latest trends in banking are significantly strong contributors to enhanced productivity in the banking sector.[1]

## 2. OBJECTIVE OF THE STUDY:

After going through various research papers a need was felt to present all such research papers and trends about trainings in the domestic and international banking sector.

The objective of the research is to:

- i) To present the researches on trainings in particular in banking sector in perspective.

## 3. Trainings in Banking Sector:

### Training Needs –

Training Need Analysis(TNA) is the process of identifying the gap between employee training and needs of training. Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”. Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified.

Training needs analysis is most often used as part of the system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements.[2]

**3.1 Athar Mahmood, (2014)** The author is of the view that training has been an integral part of day-to-day life since times immemorial. Every new employee regardless of his previous training and experience needs to be introduced to the work-environment of his new job and taught how to perform specific tasks. Most organizations expect trainings to result in learning that translates into performance at actual workplace. It has been found that when training is performance management oriented, it helps in contributing to contribute to company’s goal. The *objective* of the paper was an attempt to explain the interplay between training, learning and performance on one side while defining the parameters of performance on the other specifically for the banking sector. As a part of *Methodology* a comprehensive review of literature provided meaningful insights into performance dimensions in banking sector. They were identified and put in the context of environmental factors. *Analysis & Findings & Conclusion* - The paper was divided into three

distinct parts. In the first part, the relationship between training, learning and performance had been studied using a theoretical model represented diagrammatically. Next, the factors impacting an individual's performance have been broadly listed. Finally, performance dimensions in banking sector had been identified. The findings was that there was a positive co-relation between the three with training leading to learning and considered successful only when desired performance is the same as actual performance. Ten variables determine performance in banking sector which operate within four environmental conditions forming the context. Also important are organization's vision, mission & strategies and the immediate supervisor's attitude. [3]

**3.2 ChahalAarti (2013)**The *Objective* of her study was to study training need analysis based training and development and effect of training on performance by adopting development based strategy. *Methodology, Findings, Analysis and Conclusion-* in her paper has analyzed the status of various need analysis based training and development practices in Punjab National Bank and HDFC bank and has explored the proposed link between the training and employees' productivity by adopting development based theory. Her study made use of statistical techniques such as percentage, mean, standard deviation, standard error and coefficient of variation in analysing he data finding the result. Her result showed that the training in PNB & HDFC is average and there is scope for improvement in training. The perception of employees regarding the Training and Development somewhat differs significantly on the basis of gender and designation. Her findings showed that the training and effectiveness boost the morale of the employee upgrade skills improve their performance and gives them the opportunity to get lucrative jobs and excel in their jobs also. The training aimed at providing the trainee the opportunity of changing their behaviours and contributes to their effectiveness and upgrading their skills. There is a lack of needs assessment before training, banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present challenges, as it is very much helpful to improve the individual career and the organization growth too and the employees were satisfied with the training process and method of teaching. [4]

**3.3 TahminaFerdous & B.M.Razzak (2012)**– The *Objective* of their study was to investigate and analysis of training needs assessment and its importance in the banking sector of Bangladesh. *Methodology* – The data of this study was collected via email and over telephone interview of 50 respondents of NBL. *Findings, Analysis and Conclusion* - The data of this study which was collected via email and over telephone interview of 50 respondents of NBL was analysed and presented in terms of charts and graphs.The research searched to evaluate existing literature reviews of training needs assessment and recommends several suggestions for the importance of it's so that to meet the employees' and organisational needs in the banking sector of Bangladesh. The findings addressed that the training needs assessment is prerequisite for an effective training that helps for organisational growth and development. Consequently the recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in this sector of Bangladesh and in overseas. [5]

### Training Process –

The Training Process comprises of a series of steps that needs to be followed systematically to have an efficient training programme. The Training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job.[6]

**3.4 Paschaloudis D, Anastasiadou K, Anastasiadou A and Pantelidis P (2013)** – *Objective* – was to examine the training process of International Bank Human Resources. *Methodology* –Case study of two Bank leading figures, National Bank of Greece and Hongkong and Shanghai Banking Corporation (HSBC). They adopted the inductive approach in which they collected data and developed theory as a result of data analysis, using interviews, structured, semi-structured, telephone interviews as well as personal contacts. *Analysis, Findings and Conclusion* –The two banks were totally different in size and number. One was greater Local Bank and the other was a greater International Bank. The two banks were different in size, structure, corporate culture, function, can adopt and apply the same training approaches. In short two different banks in size and range had quite similar training process. It is drawn from the survey done by the authors that organisations around the world no matter their size are or the countries in which they operate may apply the same general rules, however, they may modify the general wide accepted rules in order to fit their corporate culture.[7]

### Training and Development –

Training and Development is a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees". The field has gone by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development".[8]

**3.5 Dr. Hegde Raviraj K and Kumar Anil (2013)** – *Objective* - Their objective was to study the individual training needs, employee training initiatives in Banks – A future perspective and latest trends in training, future orientations of trainings in banks. *Analysis, Findings and Conclusion* – Training and development activities in banks are like oxygen

to human being and there is an urgent need for reforms in training. The factors like training need, training resources, perceived training, training and development objectives, latest training trends are to be identified by the management in accordance with organizational goal and employee need. The required change in curriculum, faculty, methodology, training resources is the need of the hour. Bank management has to realize the importance of training to enhance knowledge and skills apart from information and should create a training budget as well as conduct training audit for the effectiveness of training. [9]

**3.6 Jyoti (2017) – Objective** – Her objective was to analyze the training and development practices in HDFC Bank Ltd and to analyze the training and development scenario at HDFC Bank Ltd. - **Analysis, Findings and Conclusion** – The author tried to triangulate the secondary data by using numerous independent sources. The information about the problem was collected from the Research Journals, Trade Magazines, Annual Reports of Banks and the Internet. The bank focuses on training of its employees on a continuous basis, both on the job and through training programmes conducted by internal and external faculty. The bank has consistently believed that broader employee ownership of its share has a positive impact on its performance and employee motivation. Prioritizing seniority over performance is not a good practice for attracting the best talent in a competitive environment. Recruitment practices as well as on the job training and redeployment are considered as one of those many improvements of HR in the Indian banks. In short it can be said that the training and development policies and practices of the selected bank in said paper concentrated on training and developing, motivating employees to work for ensuring that these policies are properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals.[10]

**3.7 UK Student Essay (2015) – Objective** - The objective of the student was to find the level of authority in training and development, training and development process, initiatives taken, evaluation of training and development programme and recommendations for the ICICI Bank Ltd. **Analysis, Findings and Conclusion** – The student identified four levels of authority in the human resource practice followed by the bank i.e Corporate level HR, National level HR, Regional HR and Field HR. The training and development process of the bank included the industry and organizational analysis, task analysis, expansion of branch network, opportunities in Corporate Banking Sector, Productivity Improvement, Selection of Learning and Training methods, operational reaction decision making and the design. The bank took new initiatives like winning hearts, gaming and simulation engine, i-voice, ensuring employee participation and success of training and development program, evaluation of the training and development programme was done on the parameters like customer satisfaction, questionnaire, interviews, productivity improvement, human resource factors. Also a look was taken at the business results of the bank. Lastly, some recommendations were given to improve the training and development activities e.g., leadership potential assessment, identifying the fast-trackers, nurturing the talent, providing environment to grow, expansion of job to increase overall responsibility and accountability etc. [11]

**3.8 Dr. Hameed Shahul S, Rajinikanth J and Mohanraj P (2014) – Objective**–The authors aimed to know the opinion on training and development programmes of bank employees in Nagai district and to provide suggestions for better ways to improve the training and development programme. **Methodology, Analysis, Findings and Conclusion**–Extension use of both primary and secondary data was made, for collecting the primary data, field survey technique was employed in the study, first hand information was collected from 200 respondents of banking sector in Nagai district. Stratified random sampling method was employed for selecting the respondents from the selected district. Factor analysis was employed for further analysis. The opinion on training and development programmes perceived by the respondents was studied by measuring training and development programmes through 13 statements of cognitive components, affective component and co native components. The 13 statements were chosen and classified in an orderly form, and factor analysis was employed and the detailed analysis and discussions was done in various stages. From the analysis it was evident that out of 13 statements on training and development of bank employees, 13 statements were grouped into 2 component factors and were termed as Influencers and Indispensable. The authors suggested that the training and development programme which is organized by the bank should result in effective co-ordination among the employees and also adequate training is needed for the trainee to improve the performance, skill and knowledge regarding object handling and so the training period should be extended. The Bank employees' feedback can be obtained about the training given by the banks. So that training can be improved further to their expectations and thus their services to the customers could be increased and accomplishment of objectives could be made easier. The bank employees have to be given a motivation on how important training is in order to meet the routine problems and rewards can be given to the person who attends the training consistently. Finally the authors concluded that in order to improve the efficiency of employee in the present job and prepare himself for the higher level job, the effective training programmes are necessary. It is also needed to banking policies, new technology and the changing environments. Training and development is now considered as more of retention tool than a cost. The training system in banking industry has been changed to create a smarter workforce and yield the best results. Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and

success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the banks. [12]

**3.9 Rani Kavita and Garg Diksha (2014) – Objective** - The objective of the authors was to study existing status of training and development programmes of banks for their employees and to examine the effectiveness of training and development programmes for employees in fulfilment of their duties. **Methodology, Analysis, Findings and Conclusion** – The research paper was based on primary data collected through questionnaire filled by the bank employees. The secondary data included references from books, journal, research papers and internet. A random sampling of 40 respondents from employees from different banks like SBI, OBC and PNB located in urban area of Kurukshetra. The analysis and findings were done on the basis of various parameters related to employee training and development were looked into and percentage of response of employees was considered. It was observed that the response was in the range of 65 – 90% i.e. Good – Very Good. The authors thus concluded that there is enough evidence to show that employees who were trained on a regular basis are the ones who provide a higher quality services to the customers. To develop an integrated and proactive training and development strategy there is requirement of coherent corporate culture rather than ad-hoc programs. In a service oriented industry such as banking, people are among the most important assets and a bank must efficiently manage its employees during every phase of employment in this competitive arena. It is concluded that public sector banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development. [13]

#### Training Evaluation –

The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplaces, or to the regular work routines.[14]

**3.10 Alan M. Saks and Lisa A. Burke (2012) - Objective** – was to investigate the relationship between training evaluation and the transfer of training in organizations. They hypothesized that training evaluation frequency will be related to higher rates of transfer because evaluation information can identify weaknesses that lead to improvements in training programs and create greater accountability among stakeholders for training outcomes. **Methodology**- They obtained from 150 training professionals who were members of a training and development association in Canada. **Analysis, Findings** - The results indicated that training evaluation frequency was positively related to training transfer. However, among Kirkpatrick's four levels of evaluation criteria, only behavior and results criteria were related to higher rates of transfer of training, indicating that the level of evaluation criteria is important for training transfer. These results indicate the importance of organizational-level initiatives such as training evaluation in addition to individual-level practices for facilitating the transfer of training. The results their study extended research on both the transfer of training and training evaluation. They found that organizations are most likely to evaluate reactions criteria and least likely to evaluate behavior and results criteria which is consistent with previous research. To show that organizations that report evaluating their training programs more often have a higher rate of transfer of training. Furthermore, among Kirkpatrick's (1994) four training evaluation criteria, only behavior and results criteria were related to transfer of training as predicted by the accountability hypothesis. They also found that the relationship between training evaluation and transfer was strongest immediately after training than 6 months and 1 year after training. The results suggested that the level of training evaluation may signal differing degrees of accountability to organizational stakeholders, and in turn the extent to which training transfers in organizations. That is, to hold stakeholders (i.e. trainees, supervisors and trainers) accountable for training and transfer, it is necessary to measure the extent to which employees are using what they learned in training on the job and organization or department outcomes. Thus, within the context of accountability and training evaluation, what matters most for transfer is the evaluation of behaviour and results criteria. **Conclusion** - Overall, the results of their study suggest a training evaluation-transfer of training paradox: organizations are most likely to evaluate trainee reactions and learning, and yet only behavior and results criteria are significantly related to higher rates of training transfer. [15]

**3.11 Nazmul Kader Abdul and Selim Md. (2015) – Objective**– The focus of the authors study was to measure the success of training and whether training has any impact on promotion and what types of training are provided to the newly recruited employees of Exim Bank Ltd. **Methodology, Analysis, Findings and Conclusion** – The methodology adopted was random sampling where 50 employees were selected for the study. It was a combination of EXIM Bank Ltd and the secondary data was collected through various sources like books, journals, annual reports etc. The major findings of the study indicated that 60% respondents were satisfied with the training facilities of EXIM Bank Ltd. The results also showed that training has a positive impact on promotion and EXIM Bank Ltd., provides the foundation or induction training to their employees' when they were newly recruited. The authors are of the view that the major

contribution of the paper is that it will help to measure the success of training and also help to reduce the training and recruitment costs of EXIM Bank Ltd. The authors also suggested to implement the proposed conceptual framework to measure the success of their training, ensure adequate time for questions and discussion sessions', otherwise training will not be effective, ensure more training for employees who have completed adequate length of service, train more female employees to promote in top management, increase the number of female employees, hire qualified trainers for training delivery, attract doctorate degree holders in HRD/M to join the HR department of the organization and utilize them to develop and implement training programmes etc.[16]

### **Training Effectiveness–**

Training Effectiveness refers to the practice of giving tests and questionnaires to the participants at the end of a course. The tests are then used to see if individuals meet the course objectives and the results of the questionnaires are used to improve the way the course is being conducted. [17]

**3.12 P. Akilandeswari and Jayalakshmi (2014)** - The *objective* of the training was to study training and development programmes undertaken by banks for their employees, to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction. *Methodology*- The primary data included data collected through questionnaire filled by the bank employees. Secondary data included reference books, journal, research papers and internet. They had taken random sampling of 50 respondents from employees from different banks like HDFC, ICICI, Vijaya Bank, Bank of Baroda, Repco Bank located in suburban area of Chennai. *Analysis & Findings* - They have inferred from the study that employees were aware of the training programme and had attended the training programme conducted at their organization. Training programme had helped them to pick up new technical skills and soft skills. Attending training programme leads to perform better at work. Topics are covered at the right time and the quality of topics covered reflected high level of satisfaction among the employees at the organizations. To study also showed that the training and development programmes help to achieve customer satisfaction. *Conclusion* – They are of the view that training and development are continuous process in improving the calibre of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behaviour of employees in a direction to achieve the organization's goals. A training programme is an effort by the employer to provide opportunities for the employees to acquire job related skills, attitudes and knowledge. In order to meet the ever-growing needs of business and household banking has to become dynamic and updated in modern scenario and also to take up this industry to the heights of international excellence requires best combination of new technology and skilful and talented manpower. Therefore most of the commercial banks either private or public adopt training and development programmes at the time of induction, promotion and other situation. In this research paper an attempt is made to learn that training and development exist in banks and their impact to generate efficiency of employees to cater to the need of their customers. [18]

**3.13 A.Mani and Dr.P.A.Joy(2012)** - The *objective* of the study was to study the training system of public and private sector banks in India, to analyse the effectiveness of the training system towards selected public and private sector banks in India, to find out whether there was any significant difference regarding the effectiveness of training between different public and private sector banks and to suggest measures to enhance the effectiveness of the training programmes. *Methodology* - The primary data was converted into tabulated and percentage analysis, Z test, t-test and Rank analysis were used. The study was limited to 400 as sample size due to the geographical coverage of public and private sector banks. *Analysis, Findings & Conclusion*- They have arrived to the conclusion that structural barriers in the public sector banks are adversely affecting the training effectiveness. The t-test analysis show that the negative figure of table value indicated that private sector bank training context was more effective than the public sector bank context. They recommended that a separate body should be allocated to continuously assess the technological and social changes to inherit the same in the aspect of training. The primary objective of the training should focus on socio-techno changes and challenges and also a continuous survey and monitoring in the aspects of customer satisfaction which covers 360 degree of the environment. They have concluded that a detailed longitudinal study which covers the entire banking industry under the auspices of the RBI regarding training and development will be useful as detailed information can be made available and the Government must give more attention and support to the training of employees in all the different kinds of organization taking into consideration the larger interests of the nation. [19]

**3.14 KhadijatAdenolaYahaya (Mrs) (2007), Objective** – was to investigate the impact of investment in human resource training and development on employees' effectiveness in Nigerian banks. *Methodology*- Descriptive survey research was adopted for the study. A quantitative measure published by the Institute of Intellectual Capital Research and approved by the Saratoga Institute database was used to assess human resource effectiveness in three randomly selected banks. Also, an instrument titled Assessment of Training and Development Activities Scale (ATDAS) was administered to one hundred and twenty-five randomly selected employees of the selected banks in Horin metropolis,

Kwara State, Nigeria. Relevant data was obtained from the three selected banks' audited financial accounts for a period of five years (2001-2005). **Analysis & Findings** - The collected data was analyzed using descriptive and inferential statistics. The results showed that Zenith Bank had the best Human Resource Management and Accounting practice performed best. The study also identified the main training and development activities in the three selected banks as orientation and on the job training, skills improvement training, utilization of the newly acquired skills, regular training and acquisition of job experiences in all areas of banking. It was also found that respondents were significantly different in the assessment of training and development activities in their banks based on length of service and job status. However, the respondents were not significantly different in the assessment of training and development activities in their banks based on length of service and job status. However, the respondents were not significantly different in their assessment of training and development activities based on qualifications. **Conclusion** - The paper concluded recommending that Nigerian Banks should evaluate the quality of their human resource regularly and provides adequate training and development opportunities to their employees. Also, the professional bodies in Nigeria should develop a standardized scale for the assessment of human resource in Nigerian banks and other corporate organizations. Similarly, training and programmes designed for the employees should be comprehensive and related to their needs. [20]

**3.15 Dr. Karthikeyan, R. Karthi, D. Shyamala Graf (2010) – Objective** – Studied the existing practices of the various aspects of training program and its effectiveness in selected public and private sector banks in Tiruchirappalli District, South India. This is mainly to assess the present status of the employee effectiveness in discharging the roles and responsibilities in tune with the objectives of the bank. The aim is to assess the effectiveness of the various facets of training i.e. employee's attitude towards training inputs; quality of training programmes; training inputs and application of training inputs to the actual job. Banks should take necessary steps in such away that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present business challenges in India. A well-structured questionnaire was used to collect the primary data. Secondary data for the study were collected from reputed journals, magazines, websites and bank records. Total sample size for this study is 512 respondents. It consists of 454 respondents of clerical cadre and 58 respondents of managerial cadre in banks. Statistical Package for Social Sciences (SPSS) analysis was to calculate result and come to conclusion that training contributes for growth and result of the banks. [21]

**3.16 Falola O H, Osianjo O A and Ojo S I (2014) - Objective** - The authors objective was to give this study an attention to the effectiveness of training and development on Employees' Performance and organizational competitiveness in some selected banks in Lagos. **Methodology, Analysis, Findings and Conclusion** – The data was collected through a well structured questionnaire and distributed amongst staff in selected banks in Lagos State, South-West Nigeria. The effectiveness of training and development was measured using a 16 item instrument. Descriptive methods of analysis were used to analyze the data. The findings were on the basis of certain parameters set out in the questionnaire. The authors concluded that training is importation for the survival of any organisation. It is also imperative for effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem solving skills. Meanwhile, all the relationships proposed among the variables in the research model were tested and it was found that relationship exists amongst the variables having subjected the collected data to empirical analysis with the use of descriptive statistics. However, the results of the findings indicated that training and development affects employees' performance and organizational effectiveness, which implies that effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation. The overall result showed that proposed hypotheses tested were accepted. It is therefore recommended that Individual should be more proactive and seek to be more creative and innovative to contribute their quota through their profession and skill. Employers of labour and decision makers should endeavour to create enabling training environment and favorable training policies that will give every worker opportunity to attend training. Management should also take into consideration the training need of each workers and act as appropriate. [22]

#### **Training Impact** –

Training impact means what was the end result after undergoing the training i.e. whether it met with the objective it was imparted or not.

**3.17 Athar Rida, Shah Maqbool Faiza (2015) – Objective**- The objective of the study was to determine the impact of employee knowledge on organizational performance, understand the influence of skills and abilities on organizational performance, find out the influence of training on employee motivation, identify the impact of training on employee satisfaction and to recognize the need of employee training in organization. **Methodology, Analysis, Findings and Conclusion** – The study was based on primary data collection methods and secondary data from research articles. The sample was taken from both male and female managers and operational managers working in banks of Karachi. The questionnaire was developed for them. In the study, the non-probability method is used as a sample technique.

Regression and correlation analysis is used to present the findings. The deductive approach was used in the research. In all the four findings it was observed that the null hypothesis were rejected. The authors concluded that the banks which provide training to their employees in a proper way can gain substantial improvement in performance and productivity and can deal more number of customers with satisfaction. Training is compulsory for employees to enhance knowledge, skills and abilities that provide extensive support to increase the performance of banks of Karachi. Performance of the relationship depends on the worker responsibility which is to be determined by HR technique of the training and development. By giving additional training stages in the association workforce become involved to gain further information about their occupation which finally supports them in accomplishment of campaigns between their peer assemblies. In this global age of technology, training has become very essential as the organizations introduces new and advance technologies in their workplace. So it is compulsory for all the banks to provide advanced training to their employees for the betterment of their performance. The key findings of this research study are stress level and motivation, technical knowledge, training program method, knowledge and employee performance and motivation of employees which shows a strong positive relationship with employee performance. It shows that bank is practising a talent management program to accomplish their current and future needs which help them to compete with rapid changes in working environment. Moreover, leadership style is the key element for the banks growth, banks that have good leadership makes good environment for employees to accomplish tasks effectively. [23]

**3.18 Bhat Hussain Zahid (2013) – Objective**– The objective of study was to measure the level of performance in terms of imparting training. It also evaluated the impact of training of employee performance on their jobs. **Methodology, Analysis, Findings and Conclusion** – The study was conducted on 108 bank employees. The study model included one independent variable viz., training and one dependent variable employee performance. Descriptive statistics were used to measure the level of perception across all the understand variables. The correlation and regression analysis were carried to assess the relationship and relative influence of independent variable (training) on the dependent variable i.e., employee performance. The authors arrive to the conclusion that training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors. A lot of future research can be done on different factors in banking industry, but specifically in relation to employees' performance factors like training needs assessment, training programs design, development, & deployment are important to study for knowing their effects on the resultant employees' performance in banking industry. The role of managerial and leadership factors in employees' training and performance is also of unique importance and thus required to be investigated because a good manager or leader either increase or decrease the efficacy of training which in end affect employees' performance. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance. [24]

**3.19 AlomariAwadMahmoud Burhan (2017) – Objective**- The research aims to identify the reality of the training process in productivity and banking sector in the United Arab Emirates – Abu Dhabi and Dubai. To identify the convictions of those who are the charge of the management of the institutions on the issue of training and how much importance they attach to it for the benefit of the staff, identify deficiencies or weakness in the existing training programs and their negative effects on the performance of employees, leaders and management, the makers of the administrative decisions and to determine, if the management follow-up with the environmental changes and take them into account when preparing for training programs. **Methodology, Analysis, Findings and Conclusion** – Six UAE banks were selected as a study area. A questionnaire was designed and distributed to a random sample of 150 respondents. The analytical descriptive method was used for analysis. Data analysis and testing were carried out using SPSS. Some of the most important outcomes of this study are: Human resource management practices such as compensation and benefits, employment, empowerment and human resources planning have a positive impact on innovation. Compensation, benefits, employment, training and development, also have a positive effect on creativity. Human resource management practices have a positive impact on training. The study recommends that giving the UAE banks the priority of human resource management practices is of great importance in their dimensions according to the scale of human resource management practices that are interested in achieving innovation and creativity for employees within the banks. The further studies are suggested related to human resources management practices and creativity and innovation because of their impact on achieving competitive advantage.[25]

**3.20 Korde Abhay and Dr.Laghte Kavita (2015) – Objective** - The objective of the study was to Analyze growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013, Analyze the said growth between Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013, Analyze the said growth of Bank of Baroda and Union Bank of India with PSBs and Analyze between the training expenses of Bank of Baroda and Union Bank of India related to HR and NPA related trainings. **Methodology, Analysis, Findings and Conclusion** - The study was an exploratory research. As the study of the research paper was mainly related to analyze the growth of selected parameters related to the performance of Bank of Baroda and Union Bank of India and their comparative growth and also their comparative growth with PSBs



and to compare the training expenses of both the banks related to HR and NPA related training the findings were based on the secondary data and percentage of progress for the period 2008-09 to 2012-13 is calculated from the data available in the Annual Report of RBI for the year 201213, the findings are based on the secondary data. The authors arrive to the conclusion that the bank which has invested more in training is able to perform better than the bank which invests comparatively less in the area of training and especially in the area of HR and NPA related training. Thus Bank of Baroda has an upper hand in various parameters as compared to Union Bank of India.[26]

#### 4. CONCLUSION:

S.No.	A Brief Review of Studies on Trainings in Banking Sector	classification	Variables considered	significance
1.	What constitutes performance in banking sector: A conceptual framework of the three dimensional relation between training, learning & performance in banking sector-  Prof. Athar Mahmood	Training Needs	Training and Development, Performance	There was a positive co-relation between the three with training leading to learning and considered successful only when desired performance is the same as actual performance. attitude. The organization's vision, mission and strategies and the immediate supervisor's attitude is important.
2.	A Study of Training Need Analysis Based Training and Development: Effect of Training on Performance by Adopting Development Based Strategy –  AartiChahal	Training Needs	Training, Development, Performance	Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present challenges
3.	Importance of Training Needs Assessment in the Banking Sector of Bangladesh: A Case Study on National Bank Limited (NBL) –  TahminaFerdous and B.M.Razzak	Training Needs	Need Assessment, Training Design, Training Evaluation	The training needs assessment is prerequisite for an effective training that helps for organisational growth and development.
4.	The Training Process in Bank Organisations within a Global Context – D. Paschaloudis, K. Anastasiadou, A.Anastasiadou, P.Pantelidis	Training Process	Objective and Benefits, Job Analysis and Identification of Training Needs, Training Approach	Organisations around the world no matter their size are or the countries in which they operate may apply the same general rules, however, they may modify the general wide accepted rules in order to fit their corporate culture.
5.	Training in Indian Banking with special reference to Public Sector – Dr. K. RavirajHegde, Anil Kumar	Training and Development	Individual Training Needs, Employee Training Initiatives, Latest Trends and Training Orientations.	The required change in curriculum, faculty, methodology, training resources is the need of the hour. Bank management has to realize the importance of training to enhance knowledge and skills apart from information and should create a training budget as well as conduct training audit for the effectiveness of training.
6.	Training and Development scenario at HDFC Bank – Jyoti	Training and Development	Bank Profile, HRM Policies and Practices, Training and Development Scenario.	The training and development policies and practices of the selected bank concentrated on training, developing, motivating employees to work for ensuring that these policies are properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals.[
7.	Training and Development in ICICI Bank	Training and Development	Training and Development Process, New Initiatives, Evaluation of T&D, Results	To improve the training and development activities e.g., leadership potential assessment, identifying the fast-trackers, nurturing the talent, providing environment to grow, expansion of job to increase overall responsibility and accountability etc.

8.	A Conceptual Study on Training and Development Programs of Bank Employees – Dr. S.Shahul Hameed, J. Rajinikanth, P.Mohanraj	Training and Development	Training Need, Training and Learning Training Approach, Learning Objective.	Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the banks.
9.	A Study on Training and Development in Public Sector Banks – Kavita Rani, Diksha Garg	Training and Development	Content, Purpose, Duration, For Whom.	Public Sector banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.
10.	An investigation into the relationship between training evaluation and the transfer of training	Training Evaluation	Method, Measures	Organizations are most likely to evaluate trainee reactions and learning, and yet only behavior and results criteria are significantly related to higher rates of training transfer.
11.	Evaluation of Training Practices: A Study on Exim Bank Ltd – Abdul Kader Nazmul, Md. Selim	Training Evaluation	Training Practices, Evaluation Processes.	Training has a positive impact on promotion, provides the foundation to new recruits and it helps to measure the success of training and also helps to reduce the training and recruitment costs.
12.	A Study on Effectiveness of Training in Indian Banks – P.Akilandeswari, Dr.Jayalakshmi	Training Effectiveness	Age, Edu. Qual, Gender, Marital Status, Training Awareness, Trainings Attended, Nature of Training, Future Trainings, Quality of Training, Skills, Promotion, Topics, Satisfaction.	Training and development are continuous process in improving the calibre of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behaviour of employees in a direction to achieve the organization's goals.
13.	Effectiveness of Training Among Bank Employees: A Comparative Study of Selected Public and Private Sector Banks in India – A.Mani, Dr.P.A.Joy	Training Effectiveness	Preparation, Learning Motivation, Expectations, Training Facilities, Other Facilities, Cost, Organizational Support, Organizational Factors	Structural barriers in the public sector banks are adversely affecting the training effectiveness. The t-test analysis conducted shows that the negative figure of table value indicated that private sector bank training context was more effective than the public sector bank context.
14.	Impact of Investment in Human Resource Training and Development on Employee Effectiveness in Nigerian Banks – KhadijatAdenolaYahaya	Training Effectiveness	Revenue Factor, Expense Factor, Income Factor, Compensation Expense Factor, Compensation Revenue Factor, Compensation Factor, Human Capital ROI.	Nigerian Banks should evaluate the quality of their human resource regularly and provide adequate training and development opportunities to their employees. Also, the professional bodies in Nigeria should develop a standardized scale for the assessment of human resource in Nigerian banks and other corporate organizations. Similarly, training and programmes designed for the employees should be comprehensive and related to their needs.].
15.	Impact of Training in Indian Banking Sector –	Training Effectiveness	Training Programme, Training Inputs and	Training contributes for growth and result of the banks.

	Dr. K.Karthikeyan, R. Karthi, D. Shyamala Graf		Facilities, Job Effectiveness, Growth and Result, Behaviour and Relations, Attitude Towards Training.	
16.	Effectiveness of Training and Development on Employees' Performance and Organisation Competitiveness in the Nigerian Banking Industry – H.O.Falola, A.O.Osibanjo, S.I.Ojo	Training Effectiveness	Training and Development, On the Job Training, Off the Job Training. Employees' Performance, Competitive Advantage.	Training and development affects employees' performance and organizational effectiveness, which implies that effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation.
17.	Impact of Training on Employees Performance (Banking Sector Karachi)	Training Impact	Training – Employees Knowledge, Employee's Skills and Abilities, Employee's Motivation, Employee's Satisfaction. Employee's Performance	Stress level and motivation, technical knowledge, training program method, knowledge and employee performance and motivation of employees which shows a strong positive relationship with employee performance. Leadership style is the key element for the banks growth, banks that have good leadership makes good environment for employees to accomplish tasks effectively.
18.	Impact of Training on Employee Performance: A Study of Retail Banking Sector in India – Zahid Hussain Bhat	Training Impact	Training, Performance	Training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors.
19.	The Importance of Training and its Impact on the Performance of Employees in Banking Sectors of Abu Dhabi, Dubai – UAE to Raise Efficiency: A Field Study on UAE Banks – Burhan Mahmoud AwadAlomari	Training Impact	Training, Human Resource, Bank, Raising the efficiency of the performance of employees, Productivity, Quality of Work, Performance.	Human resource management practices such as compensation and benefits, employment, empowerment and human resources planning have a positive impact on innovation. Compensation, benefits, employment, training and development, also have a positive effect on creativity. Human resource management practices have a positive impact on training.
20.	Is There Any Impact of Training on the Performance of Selected Public Sector Banks? – Abhay Korde, Dr. Kavita Laghate	Training Impact	Training, Training Expenditure, Branches, Employees, Profit Per Employee, Deposits, Advances, NNPA's	The bank which has invested more in training is able to perform better than the bank which invests comparatively less in the area of training and especially in the area of HR and NPA related training. Thus Bank of Baroda has an upper hand in various parameters as compared to Union Bank of India.

**Independent variables coming out predominantly in the papers studied are as follows:**

Sl.No.	Independent Variable	Total No. of papers considered the given parameter.
1.	Training Needs	3
2.	Training Process	1
3.	Training and Development	5
4.	Training Evaluation	2
5.	Training Effectiveness	5
6.	Training Impact	4

**5. SUMMARY:**

It can be concluded that training is an integral part of day-to-day life since times immemorial. The organization's vision, mission and strategies and the immediate supervisor's attitude is important. Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer

satisfaction to meet the present challenges, as it is very much helpful to improve the individual career and the organization growth too. The Banks should create a training budget as well as conduct training audit for the effectiveness of training.

Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development. The training and development policies and practices of the banks should be for developing, motivating employees to work and they are to be properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals. Timely evaluation of the success of employees' training and development programmes are also most important for the banks. The training programmes designed for the employees should be comprehensive and related to their needs. Management should also take into consideration the training need of each workers and act as appropriate.

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