

**AN EMPIRICAL STUDY ON THE IMPACT OF TRAINING AND DEVELOPMENT
METHODS ON EMPLOYEE SATISFACTION AND PERFORMANCE IN NON-
SCHEDULED COOPERATIVE BANKS IN PUNE CITY**

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Abstract

Training and development initiatives encompass instructional endeavours undertaken within an organisational context with the objective of enhancing performance. These programmes frequently entail the enhancement of knowledge and skills, which may serve as factors contributing to heightened levels of job satisfaction and professional performance. A training method refers to a systematic approach or methodology employed to enhance the knowledge, skills, and competencies of personnel, enabling them to perform their assigned responsibilities with exceptional proficiency. The evaluation of the job's characteristics, the organization's size and workforce, the employee demographics, and the financial implications of implementing a training method are crucial for the organisation. Numerous organisations have identified and implemented a diverse range of training methods, taking into consideration factors such as training materials, time allocation, expenses, and the nature of the jobs involved. The ongoing review selected to look at seven generally utilized techniques of preparing and advancement inside the non-planned agreeable banks in Pune city.. In the setting non-booked helpful banks in Pune city., it is hypothesized in this study that the execution of preparing and improvement strategies impacts the fulfillment and execution of workers. The current review is portrayed by its observational nature, which involves the get-together of both essential and optional information. Out of 44 non-planned

helpful banks, 15 banks considered for study. Essential information was gathered from laborers of 15 non-planned helpful banks utilizing a normalized poll. A sum of 250 surveys were given among the representatives and in this manner gathered. After sorting out the source information, a sum of 200 polls were chosen with the end goal of examination. The ongoing review has exhibited that the use of casual advancing as a procedure for preparing and improvement impacts the fulfillment and execution of representatives inside the non-planned helpful financial area in Pune city.. The two extra ways to deal with preparing and improvement, to be specific work pivot and courses, impact encouraging representative bliss inside the non-planned helpful financial area of Pune city. **KEYWORDS:** Employee, Performance, and Job Satisfaction. Job satisfaction, training, and development,

1. Introduction

In the dynamic and competitive landscape of the modern workplace, organizations recognize the pivotal role of employees in achieving success and maintaining a competitive edge. As a result, the strategic investment in training and development programs has become essential to enhance employee skills, boost job satisfaction, and improve overall performance. This introduction provides an overview of the significance of training and development methods in influencing employee satisfaction and performance.

1.1. Background and Context:

The contemporary business environment is characterized by rapid technological advancements, evolving job roles, and a growing emphasis on knowledge-based industries. In such an environment, the skills and capabilities of employees are crucial not only for individual career growth but also for organizational success. Training and development initiatives are essential components of the talent management strategy aimed at aligning the workforce with the organization's goals.

1.2. Importance of Employee Satisfaction:

Employee satisfaction is a critical metric that directly impacts various facets of organizational functioning. Satisfied employees are more likely to be engaged, committed, and productive. They contribute positively to the workplace culture, leading to lower turnover rates and higher levels of organizational loyalty. Training and development programs play a significant role in enhancing employee satisfaction by addressing their professional development needs and fostering a culture of continuous learning.

1.3. Linking Training and Development to Performance:

Performance is a multifaceted aspect influenced by various factors, with employee skills and competencies being primary contributors. Effective training and development methods not only equip employees with the necessary skills but also contribute to their motivation and confidence. This, in turn, has a direct impact on individual and team performance. Training programs that align with organizational objectives can enhance efficiency, innovation, and the ability to adapt to changing circumstances.

1.4. Evolution of Training and Development Methods:

The field of training and development has evolved significantly, incorporating innovative methods and technologies to meet the diverse learning needs of a modern workforce. Traditional methods, such as classroom training, have been supplemented or replaced by e-learning platforms, virtual simulations, on-the-job training, mentorship programs, and collaborative learning approaches. These methods are designed not only to transfer knowledge but also to create engaging and personalized learning experiences.

1.5. Employee-Centric Approach:

Recognizing that employees have different learning styles and preferences, contemporary training and development methods emphasize an employee-centric approach. Personalized development plans, self-directed learning opportunities, and feedback mechanisms contribute to a culture of continuous improvement and employee satisfaction.

1.6. Challenges and Opportunities:

While investing in training and development yields numerous benefits, organizations also face challenges. These include the need for ongoing assessment of training effectiveness, keeping up with technological advancements, and addressing the time constraints of a busy workforce. Overcoming these challenges presents opportunities to create tailored and impactful training programs that resonate with employees.

2. Objective of the study

The study aims to identify and analyse the objectives that guide the research.

- The primary objective of this study is to investigate employee satisfaction about training programmes.
- The objective of this study is to examine the level of employee satisfaction in a training programme.
- To determine the employee's degree of productivity resulting from the training programme.
- To provide appropriate measures for the training programme within the organisation.
- To evaluate the employees' perspective on the training programme within the organisation.

3. Rationale for the research inquiry

- To acquire information regarding the training procedures implemented by the company.
- To direct attention towards the level of employee satisfaction with regards to training.
- To gain insight into the behaviour of employees both prior to and after training, it is necessary to conduct an analysis.
- To ascertain the training procedure and strategy employed by the firm.
- To assess the degree of knowledge, skills, and abilities (KSAs) possessed by personnel.

4. Hypothesis

H1 : There exists a positive effect of training and development methods on employees' satisfaction in the non-scheduled Cooperative Banks.

H2 : There exists a positive effect of training and development methods on employees' performance in the non-scheduled Cooperative Banks.

5. Literature review

Training and development are a crucial component of human resource development. It plays a significant role in response to the progress of technology, leading to heightened rivalry, elevated customer expectations for quality and service, and a subsequent imperative to reduce costs. Furthermore, there is an increasing worldwide significance placed on the need to adequately equip workers for emerging employment opportunities. This paper will primarily examine the growing need for training and development, as well as its impact on both individuals and organisations.

According to Edwin B. Flippo, training refers to the process of enhancing an employee's knowledge and skills in order to do a specific profession.

In their study, Wexley and Latham (1991) discovered that training should be regarded as a comprehensive and ongoing process, rather than a sporadic or random occurrence. To ensure the efficacy of training and development programmes, it is imperative that they are clearly defined and organised in a systematic manner (16-19). Firstly, it is imperative for the employees to have a clear understanding of the objectives that need to be accomplished by the programme. Prior to the commencement of the training programme, it is imperative that personnel are provided with a clear understanding of the objectives that the training aims to accomplish.

According to Moss (1993), it is implied that good trainers possess certain traits. These include the ability to effectively plan and prepare for training sessions, as well as the capacity to provide encouragement and empathy towards learners. Failure to exhibit these qualities may result in a trainer's inability to engage learners in the training process and facilitate their professional growth. Based on the findings of Bushardt, Fretwell, et al. (1994), it has been seen that providing training to employees results in several positive outcomes. These include enhanced employee satisfaction, the facilitation of skill development, an increased sense of belonging and benefit, as well as heightened employee loyalty to the organisation.

In the study conducted by Tracey and Tews (1995), The benefits of training are closely associated with the level of motivation for training. The significance of motivation in training lies in its ability to enhance the effectiveness of trainees. Motivated individuals exhibit a higher level of receptiveness and engagement throughout training sessions compared to their less motivated counterparts. Hence, it is imperative for employers to ensure that their staff are motivated prior to, during, and subsequent to training sessions.

According to the research conducted by Robotham (1995), it is crucial for trainers to possess awareness and comprehension of individuals' personal styles in order to effectively attain the targeted goals of training. The study demonstrates the significance of a trainer's awareness in facilitating the success of a training programme. The transfer of learning in training is a critical component of training and development programmes. In a broader context, training and development programmes often lack comprehensive visibility, and the knowledge and skills acquired by employees during training are frequently not effectively applied in their work.

According to Tsang's (1997) study, it is argued that while precise knowledge acquired through training is important, organisational performance will not see improvement if there is a dichotomy in the execution inside the corporate organisation [20]. When management provides support and

motivation to employees, encouraging them to apply their learning to their work, there is evidence of effective transfer of training to the workplace, even when mistakes are made and time is taken. Employee satisfaction is a vital factor for the sustainability of organisations in today's highly competitive environment, as contented employees tend to be more productive. According to Morse (1997), contentment is defined as the degree to which an individual's requirements, wants, and desires are fulfilled. The level of satisfaction is fundamentally contingent upon an individual's desires and the extent to which those desires are fulfilled. Employees acquire information either through their workplace or through external sources.

6. Research methodology

In the setting non-planned helpful banks in Pune city., it is proposed in this study that the execution of preparing and improvement strategies affects the fulfillment and execution of representatives. The current review is portrayed by its experimental nature, which involves the social occasion of both essential and auxiliary information. Out of 44 non-planned helpful banks, 15 banks considered for study. Essential information was gathered from laborers of 15 non-planned helpful banks utilizing a normalized survey. A sum of 250 surveys were given among the workers and hence gathered. After putting together the source information, a sum of 200 surveys were chosen with the end goal of investigation.

A definitive review was parceled into two particular bits. Segment I enveloped requests relating to socioeconomics, while Area II contained shut finished questions utilizing the five-point Likert scale. Segment II incorporated different viewpoints including preparing and advancement strategies, work fulfillment, and representatives' work execution as seen by people.

Following the assortment stage, the procured information went through handling and examination in arrangement with the foreordained reason. A logical examination should ensure that all relevant information is open with the end goal of imagined correlations and investigation (Kothari, 2004). When the information has been assembled, it will be coordinated and analyzed as per the review targets laid out to decide the best preparation approach with regards to encouraging position fulfillment and upgrading work execution. The information examination was directed utilizing SPSS 26, a factual instrument created by IBM.

7.Data Analysis.

7.1 Demographic data analysis

Demographic Variables	Categories of Each Variables	Frequency	Percent
Gender	Male	145	72.5
	Female	55	27.5
	Total	200	100

From the above table, Male respondents were 145(72.5%) while female respondents were 55(27.5%)

Demographic Variables	Categories of Each Variables	Frequency	Percent
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Age group (years)	18-25	16	8
	25-35	75	37.5
	36-45	88	44
	46 -above	21	10.5
	Total	200	100

Age group wise respondents were as 18-25 age 16(8%), 25-35 age 75(37.5%), 36-45 age 88(44%), 46 and above 21(10.5%)

Demographic Variables	Categories of Each Variables	Frequency	Percent
Education	Graduate	38	19
	Postgraduate	151	75.5
	Doctorate Degree	11	5.5
	Total	200	100

Respondents educational qualification wise, graduates respondents were 38(19%), postgraduate respondents 151(75.5%) and doctorate degree holders were 11(5.5%)

Demographic Variables	Categories of Each Variables	Frequency	Percent
Marital Status	Single	52	26
	Married	148	74
	Total	200	100

Among the total number of respondents single respondents were 52(26%) while married were 148(74%)

Demographic Variables	Categories of Each Variables	Frequency	Percent
Experience	1-3 years	25	12.5
	4-5 years	50	25
	6-10 years	110	55
	10-15 years	10	5
	15-20 years	5	2.5
	Total	200	100

Year wise Experience holders , 1-3 years' experience holders were 25(12.5%), 4-5 years' experience holders 50(25%), 6-10 years' experience holders 110(55%), 10-15 years' experience 10(5%) while 15-20 years' experience 5(2.5%)

Demographic Variables	Categories of Each Variables	Frequency	Percent
	Regular	160	80
	Occasional	36	18

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Training Experience (years)	Very Irregular	4	2
	Total	200	100

Above table shows , 160(80%) employees had attended training sessions regularly; 36 (18%) occasionally; and 4 (2%) very irregularly.

Correlation analysis

Coaching	Pearson Correlation	1								
	Sig. (2-tailed)									
Job Rotation	Pearson Correlation	.704**	1							
	Sig. (2-tailed)	0								
Special task	Pearson Correlation	.166*	.324**	1						
	Sig. (2-tailed)	0.019	0							
Seminars	Pearson Correlation	0.134	.187**	.635**	1					
	Sig. (2-tailed)	0.058	0.008	0						
Case Studies	Pearson Correlation	0	0.088	0.037	.325**	1				
	Sig. (2-tailed)	0.995	0.216	0.605	0					
Informal Learning	Pearson Correlation	0.12	0.107	0.058	.215**	.649**	1			
	Sig. (2-tailed)	0.091	0.133	0.412	0.002	0				
Job Instruction	Pearson Correlation	0.002	0.105	.207**	.239**	.302**	.370**	1		
	Sig. (2-tailed)	0.972	0.139	0.003	0.001	0	0			
Employees' Satisfaction	Pearson Correlation	.251**	.311**	.232**	.367**	.327**	.384**	.285**	1	
	Sig. (2-tailed)	0	0	0.001	0	0	0	0		
Employees' Performance	Pearson Correlation-	.214**	-0.108	0.034	0.049	0.138	0.104	.156*	.230**	1
	Sig. (2-tailed)	0.002	0.126	0.634	0.491	0.052	0.142	0.027	0.001	

The connection research discoveries are introduced in Table , showing the affiliation (relationship) between's the preparation strategy and representative fulfillment. The outcomes introduced in Table show the presence of a feeble yet genuinely huge positive relationship between's different elements, for example, training, position revolution, unique errands, workshops, contextual analyses, casual learning, and occupation guidance, with representatives' fulfillment. The connection coefficients (r) for training, position turn, unique errands, classes, contextual investigations, casual learning, and occupation guidance were viewed as 0.251, 0.311, 0.232, 0.367, 0.327, 0.384, and 0.285**, separately. These connections were viewed as genuinely critical with p-upside of 0.000.

Table presents the connection between preparing procedures and workers' exhibition. With regards to a business bank, it has been shown that there exists a negative connection among's instructing

and workers' exhibition ($r = -.214, p = 0.002$), as well as between work turn and representatives' presentation ($r = -.108, p = 0.126$). The introduced tables show that there is no genuinely huge connection between's unique undertakings and workers' exhibition ($r = 0.034, p = 0.634$), classes and representatives' presentation ($r = 0.049, p = 0.491$), contextual analyses and representatives' exhibition ($r = 0.138, p = 0.052$), and casual learning and representatives' exhibition ($r = 0.104, p = 0.142$). The outcomes show the presence of a measurably critical, yet feeble, positive relationship between work preparing and workers' exhibition ($r = 0.156, p = 0.027$), as well as between representatives' happiness and representatives' exhibition ($r = 0.230, p = 0.001$).

Annova Test

Model		Sum of Squares	df	Mean Square	F	Sig.
Employee Satisfaction (H1)	Regression	11722	7	1674.5	11.527	.000a
	Residual	27892	192	145.27		
	Total	39614	199			
Employee Performance(H2)	Regression	443.01	7	63.287	6.549	.000a
	Residual	1855.5	192	9.664		
	Total	2298.5	199			

Table presents the discoveries relating to representative fulfillment (H1), showing a consequence of 11721.523. The relapse esteem is accounted for as 27892.352, while the F-test esteem apparently is 11.527. The P-an incentive for representatives' fulfillment is 0.000 ($p < 0.01/0.05$), showing that the invalid speculation is dismissed for the elective theory.

Table presents the discoveries of the representatives' exhibition (H2) as seen among the respondents. The relapse esteem is recorded as 443.008, while the leftover worth is reported as 1855.472. Moreover, the F-test esteem is accounted for as 6.549. The p-an incentive for workers' exhibition is 0.000 ($p < 0.01/0.05$), demonstrating that the invalid speculation is dismissed for the elective theory.

From the above both test, its shown that both the speculation are acknowledged.

8. Conclusion

All in all, it very well may be gathered that the data introduced upholds the idea that the focuses non-plan Business bank workers are committed to play out a different exhibit of true obligations and participate in different exercises. Certain obligations relate to programming the board, while others include authoritative obligations; in any case, all errands involve monetary administration. People that display shoddy execution can possibly cause significant monetary misfortunes. To successfully execute monetary exchanges, workers should have excellent execution capacities,

practicing mindfulness, ability, and supported physical and mental readiness. The procurement of abilities is urgent, and the capability of preparing and advancement is huge.

The essential target of this study was to learn the impact of preparing and advancement techniques on the fulfillment and execution of representatives inside the non-plan business bank. The ongoing investigation has demonstrated that the non-plan business bank have every now and again used the seven most normal methodologies for preparing and improvement. The recognizable proof of these seven methodologies was gotten from leading meetings with faculty who had a residency of over five years inside the association. Consequently, the analyst tried to survey the impacts of the seven preparation and advancement approaches on work fulfillment and representatives' presentation inside the non-plan business bank. The discoveries demonstrate that workers inside the non-plan Business banking area display an inclination for work turn, courses, and casual learning approaches as method for improving their work fulfillment. Nonetheless, it is seen that they will more often than not focus on casual learning techniques, which have been found to apply a positive and significant impact on their work execution.

The administrative ramifications of this peculiarity is huge.

The current review analyzed the effect of different preparation procedures on execution results and representative fulfillment. Preparing approaches like work turn, classes, and casual preparation have been found to influence representative fulfillment decidedly. Besides, the members communicated an affection for taking part in actual work as a type of sporting pursuit, which eases the tedium and strain related with their occupations. In any case, this expansion in obligation brought about a circumstance where they were liable for a particular amount of clients or records to supervise. People apparent their preparation to be useless in the event that they were participated in everyday or tedious occupations, like functioning as clerks. The current review inspected the effect of different preparation approaches on execution results and labour fulfilment. The execution of preparing drives, like work pivot, classes, and casual preparation, affects the degree of representative bliss.

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