

The Impact of Training on Employees Performance in Banking Sector: With Special Reference to Bank of Ceylon in Sri Lanka

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Abstract : Every organization is considering employees are valuable asset for the organization. Employees are playing major and valuable role towards company's success. Today business world is in very competitive nature. It changes suddenly and makes more changes to organizations. Therefore, organization should have well performed employees to face those challenges in competitive business world. To achieve this purpose, organization should have to give effective training to their employees. Employees can enhance their knowledge, skills and attitudes through the effective training. Current study focused impact of training on employees' performance with special reference to Bank of Ceylon, Ja-Ela Branch, Western Province in Sri Lanka. 389 employees were selected by using multi-stage sampling method. The primary data were collected covering four dimensions such as Training Evaluation, Learning Culture, Training Content and Trainers. The dependent variable is Employee Performance and it was measured by with a help of Structured Questionnaire. The data were analyzed by Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS software. The results indicate that Training Content and Trainers were showed positive significant relationship with employee performance while Training Evaluation and Learning culture have no significant relationship. The findings of this study can prove useful to policy makers in human recourses field, human resources managers and professionals to develop and implement regarding the employee performance related to the training programs

Keywords: Employee Performance, Training, Banking sector, Training evaluation, bank of Ceylon and learning culture.

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I. INTRODUCTION AND PROBLEM STATEMENT

Today, nature of the working environment changes due to globalization, technology changes and economic environment changes. So firm is facing increased competition. (Evans, Pucik, & Barsoux, 2002). To faces that competition, firm should provide better training to their employees to face these challenges and further enhance their performance. Because, the success or failure of firm is depending on quality of human resources as well as orientation. And also, to enhance performance of firm, it is important to optimize the contribution of employees' rewards achievement of aims and goals of the firm. (Armstrong, 1999). Human resources is unique and more expensive asset because, equipment, infrastructure and production methods can be easily copied by other firm. But employees' innovation, creativity, knowledge, attitudes and skills cannot be copied easily by other firms. According to that human capital can be regarded as an intellectual property for the firm, employees prove to be a good source of gaining competitive advantage (Houger, 2006) and training is only way to develop these intellectual property. In all time, growth cannot be obtained by not only improvement of technology and combination of factors of production but also increasing employees' performance by giving training opportunities.

Employees of a firm can be identified as a source of success. Therefore, firm reach to success firm should provide training for their employees. Right employee training at the correct time provides better advantage to the firm in increase knowledge, productivity, loyalty and contribution. (Healthfield, 2012). According to (Mulins, 2007), training is most essential to ensure adequate supply of employees that are technically and socially competent for both departmental and management positions. (Armstrong, 2001), defines training is a formal and systematic modification of behavior through the learning. That learning obtained as a result of advises, job experience, education and development experience. Training is a planned process to modify employees' knowledge, skills and attitudes through the learning to do activities. (Beardwell & Holden, 1997). To accelerating learning, important role is played by learning. (Reynolds, 2004).

According to these definitions, training can be defined as a very important part of human resource management. Because, employees' can carry out their duties and responsibilities perfectly due to training programs. And also employees want to update through the training to do their works. But some time newly appointed employees have not enough knowledge, skills and attitude to do their job. Firm recognize these employees as raw materials for their firm. (Breadwell & Holden, 1998). To convert these raw material into product, firm should develop their skills, knowledge, innovation and creativity through training. And also firm needs to develop carrier of employees who are currently working at the firm. That is better for the firm reputation, productivity and it became a challenge for other firms. That is the reason, firm offer wide range of training programs to meet their organizational needs. That include, divisional wise trainings, orientation programs to trainees, managerial and supervisory trainings, web base leanings, online trainings and skill development programs. According to the (Breadwell & Holden, 1998) training is an essential component in firm to win completion and become leader in the industry. Training can be measure using several factors. Those are training evaluation, learning culture, Trainers and training content.

Training and employee's performance are significant factors to the firm that are interrelated to each other. Training programs play an important role to measure the employees' capabilities and firm capabilities. (Sahinidis & Bouris, 2008). Performance can be measure using different factors. Performance includes both behavior and results. When managing performance those behavior and results should be considered. (Armstrong, 2000). Employees' performance can be defined as a group of individual behaviors that make big effort to achieve firm's objectives. Employees' performance mainly depends on verities of factors such as employees' motivation, performance appraisals, job security, working environment and rewards (Saeed & Asghar, 2012). Employees' performance is regard as a key component of firm. If it is positive may leads to success and if not it may leads to failure. Employees' performance is very important to this firm because that company mostly deal with more clients. If employees will perform well clients will satisfy more and if employees will perform poor, clients will dissatisfy.

Today business world changes rapidly due to the globalization, change in technology and economy. According to that every firm should have to face increased competition. Therefore, in recent years every firm recognized training programs as a crucial element to face increased competition and achieve firm's aims and objectives. Training is necessary to improve capability of employees to face the technical and social competent and employees career development. (Sultana, Irum, Ahmed, & Mehmood, 2012) And also training influence to employees outcomes that means motivation, commitment, their behavior and performance. Talented employees provide significant contribution to their firm. According to that they want to better skills, knowledge and attitudes. Skills, knowledge, attitudes are enhanced by training programs which are conducted by firm. Ultimate objective of training is help to firm to achieve firm's aim and objectives. Therefore, every firm provides training programs to enhance employees' performance. Firm should have to bare some costs for that training programs. That costs include time, effort and money. Because firm needs to achieve big image in business world and become a leader in the business industry. That means firm's survival and growth depends on their employees' performance. After giving training programs to their employee's firm should evaluate the effectiveness of those training programs to measure performance of their employees. But some time firm cannot accurately measure effectiveness of those training opportunities. That can be recognized as an issue of the firm. However, lacks researches accomplished in Sri Lanka pertaining to measure the employees' performance on training. The current study to gain insight to measure the employees' performance on training with special reference to Bank of Ceylon in Sri Lanka. The objectives of this study to identify effectiveness of training programs offered to employees and to examine that what extent the training offered has contributed to enhance employee knowledge, skills and performance and achieve company objectives.

II. LITERATURE REVIEW

Training

Today, most of the organizations have been identified significant of the training to improve employee performance. Training can be defined as a learning activity which is direct towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. (Cole, 2002). That explain, training is most needed component to develop employees' knowledge and skills to do their jobs very efficiently. According to (De Cenzo & Robbins, 1996), "Training is basically a learning experience, which seeks a relatively permanent change in an individuals' skills, knowledge, attitude or social behavior". That means to become efficient worker, employee should have to better training to improve their skills, knowledge, attitudes and their social behavior. That helped to do their current and future job duties and responsibilities in very effectively. In addition to that employees who are worked in organization learnt how to work, what they should know, his or her relations and how to work with their co-workers, supervisors and senior management of organization.

In present business world, technologies are changed rapidly. That is not only benefit for the organization but also risk for the organization. To work with those technologies, organization has talented

employees. If not organization cannot face increase competencies. For the purpose of secure employment in future, employees will have better knowledge and skills. Organization should identify training needs for their employees to provide successful training program. Most planned programs which are include in training that programs designed to enhance performance at individual, group or organization levels. (Cascio, 1992) That means there have been improvements in the knowledge, skills, attitudes and social behaviors.

(Monappa & Saiyadain, 2008) Define training as “The teaching or leaning activities carried for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, attitudes and abilities needed by that organization. It is the act of increasing the knowledge and skill of an employee for doing a particular job”. Every managers of the organization should recognized training as a long term investment in its valuable employees. Because training is enhanced employees knowledge, skills and attitudes to do their job task correct and efficiently.

(Dessler, 2008), he sees training as a great opportunity to both new and current employees to do their various jobs. Some employees have more capabilities to do their jobs. But some employees who have not enough capabilities to do their job. Therefore organization cannot guarantee about their employees will perform well. That why training need for every employees in the organization. And also training is providing significant influence for the organizational performance. According to (Cole 2008), Human resources are the valuable and active resources of all the resources in organization. Therefore management of the organization gives better attention to utilize their valuable resources very potentially to do their work. That means management of the organization provides best attention for motivation, leadership, payment system, communication and training.

Employees performance

Employees are heart of the organization. Without them organization cannot reach their expectations. Employees of organization who should know what are the key things they want to do their job in effective manner. Every employee must know about performance expectation and goals of their organization. For that employees involved in planning process to achieve goals and objectives of organization, what need to be done, how it should be done. (Terrington, 1995). Key of the effective management system is managing employees’ performance every day. (Price, 2005). That explain setting goals, clear explanation and providing better feedback to the employees are helping to employees perform well. Organization management involves establishing employees’ goals. It affected to employees performance. Because it is motivate employees to do their job well. According to (Armstrong, 2003) he sees, clear performance expectation are helping to employees to enhance their productive, meaningful, accountable and participatory teamwork.

Measurements which can be define as the basis for the providing and generating feedback. That can be recognized as a key concept in performance management. Although employees are not qualified, jobs provide outcomes. But organization obtained expectation outcomes, organization necessary to measure their performance. (Armstrong, 2006) (Behn, 2003) define the ultimate purpose of the measurement is enhance the employees performance. (Muchel’le, 2007), stated that it has various methods to value individual capabilities to perform and recognized gap between current and effective performance. Training can be give as a solution to reduce this gap. Reach the higher performance level and ensure organization strive are the major responsibilities of the organization management. (Daft, 1988). Organization human resources management can ask from their employees about their job, problems regarding their jobs and what type of training needs they have or they can conducted survey to investigate workforce. (Price, 2005). Internal records which can be used to identify trends and patterns in employees’ performance in organization.

In many white collar jobs, creativity is considered as a very significant component, but it cannot be quantify as a performance measure. Performance appraisal tells top performance by management of organization. Appraisal can be define as a prime performance measure. (Muchel’le, 2007) To identify employees’ weakness and strengths in performance organization management must communicate with their employees at least one time for year. Employee performance can be looked as a terms of behavior. (Armstrong, 2000). (Ahuja, 1992) stated that, when measuring performance organization can used several measurements. They are productivity, effectiveness, and quality and profitability measures. Organization certify that their employees who are the heart of organization are utilize to providing high quality services through the process of employee performance management. (Kinicki & Kreitner, 2007), stated that happy and satisfied employee have higher employees performance and to attain firm target management should motivate their employees to get higher performance.

Impact of Training on Employee Performance

In real business world, organizations’ growth, goodwill and development is depend on various factors. Among these factors, employee training plays a major role to enhance employee performance as well as organization’s productivity. According to that organization can face to their competition and organization become leader in the industry. Therefore, organization should identify organization’s training needs and provide

better training for their employees. If not they will not reach their target in future. Present literature provides evidence about training that is positively influence employees performance as well as organizational performance.

Some researchers were expressed employees performance is a function of organization performance. And also employees' performance influence to organization performance. Effective training programs can change employees' competencies. (Wright & Geroy, 2001) Therefore employees to do their current job, it not only improves of whole performance of person but also necessary improve their knowledge, skills and attitudes to do their future jobs. And also help to enhance organization performance. Due to improvements of employees' performance by training employee can their work very efficient and organization can achieved their goals and needs. Effective training is made talented employee, that leads to reduce dis-satisfaction for their job, complaints, and turnover (Pigors & Myers, 1989) According to (Apprah 2010; Harrison,2000; Guest,1997) they stated training has been provide grate performance to their employees as well as it positively impact to the organization performance through enhancing employees knowledge, skills, attitudes, competencies and behavior .If training programs which are planned well by management of organization, it gives more benefit to trainers and trainees as well as organization.

The organization provides better training and reward system for their employees for the expectation of higher performance from their employees. As a result of that employees are motivated and they more likely to do their duties and responsibilities in an effective manner through effective training. Furthermore it positively impact to company loyalty (Myles, 2000).If company has well talented employees they can handle their work with customers with efficiently. Employees can provide better service to their clients. That leads to take better feedback from satisfied clients and organization can earn more profits, huge investments and more reputation for the organization. When organization has huge investments, organization can attract more shareholders and current shareholders can earn more benefit from it. (Lisk, 1996) point out there is reciprocal relationship between training and employee performance. He describes it as a "virtuous circle". The valuable training is enhanced quality of the work process of employees that can improved employee overall performance. (Farooq and Khan, 2011).

III. METHODS AND MATERIALS

Study population

The population of the study can be defining as all employees who are currently worked at Bank of Ceylon in Sri Lanka. The research is aiming to measure employees' performance on training with special reference to 15 branches of BOC in Western Province. There are 58 BOC branches in Western province and study randomly selected 15 Branches for the study.

Sample

For this study sample had been selected from the employees of BOC those who are working in BOC's in Western province. Multi-Stage sampling technique was used to select sample of 166 employees selected from 15 branches comprising all employment category. Population of the study is 458 employees who are currently work at the selected branches of BOC. This organization has five levels of employees they are director level, senior manager level, manager level, senior associate or supervisor level and associate/ staff/ management trainee level. Sample of each category can be representing as follow. 34 employees are senior managers, 32 employees are managers, 34 employees are supervisors or senior associate and 34 employees are senior Clark and 32 were junior Clarks. Hence, the study was selected 166 employees proportionately from this 458 population. The questionnaire survey had been conducted during the time January to March in 2019.

Data Collection Method

Questionnaire method was used as the data collection method of this study. According to the research problem and the characteristic of the respondents from which the data was obtained, the questions were prepared in close ended manner. Questionnaire was developed based on research objectives and the conceptualization model. Questions were related to different dimensions in the conceptualization model such as training evaluation, learning culture, training content and trainers. Under above stated dimensions several questions were asked which the researcher to estimate the cause of employees' performance on training.

Measures and Measurement

Measurements of employees' performance on training context were adopted and modified from the 5-point Likert scale ranging from 1=Strongly Disagree to 5=Strongly Agree were used. The sections B was developed to measure employees' performance on training respectively, whilst section A was developed to measure demographic factors, including gender, age, education level, professional courses, designation and years of work in firm. To measure the Internal Consistency Reliability of the construct, this study was used

“Composite Reliability” (CR). And also “Average Variance Extracted (AVE)” is used to check the Convergent Validity.

Data Presentation and Analysis Tools

Data analysis had done after presenting the gathered data and information by using presentation tools such as tables, pie charts and graphs. Microsoft Excel was used to produce raw data sheets of primary data which are collected from 5-point Likert-Scale questionnaire. This study uses demographic factors (gender, age, education level, designation and years of work in firm). Partial Least Square – Structural Equation Modeling (PLS-SEM).

IV. FINDINGS AND DISCUSSION

Sample Profile

According to the sample plan was prepared at the beginning of the study, the sample included sixty employees in the organization. The descriptive analyses for demographic profile of respondent which indicate out of 166 respondents 53.33% are male and the rest 46.67% are female.

The Sample Classification according to Educational Level

The sample is classifying into “Up to A/L”, “Diploma Level”, “Bachelor’s Degree Level”, “Master’s Degree Level”, and “Post Graduate” levels considering their education.

Table 02: Educational Level of the Sample

Education Level	Frequency	Percentage
Up to A/L	27	16.3%
Diploma Level	22	13.2%
Bachelor's Degree Level	72	43.4%
Master's Degree Level	43	26.0%
PhD and above	2	1.1%
Total	166	100%

Source: Sample Survey 2019

Reliability and Validity of the constructs

According to the reliability and validity test, standardized factor loading which are above than the minimum threshold criterion 0.7 (Hair, Ringle, & Sarstedt, 2014) confirming the indicator reliability of constructs. In addition, the analysis further confirmed that all the factor loadings are statistically significant at the 0.05 significance level. The composite Reliability (CR) is higher than the recommended 0.7 value (Hair et al., 2014). Higher values of composite Reliability (CR) confirm the internal consistency reliability constructs. The Average Variance Extracted (AVE) is higher than the recommended 0.5 value (Hair et al., 2014). Higher value of AVE confirms the convergent validity of constructs. The efficiency of the structural model is assessing using 5 steps approaches suggested by (Hair et al., 2014).

First Step – Assessment of Collinearity

Multi-Collinearity issues are assessing. The study calculates VIF and Tolerance level with the support of linear regression option in SPSS (Version 21.0).

Table 01: Multi-Collinearity Analysis

Coefficients		Un standardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	Constant	9.138E -005	.070		.001	.999		
	Learning Culture	.158	.106	.158	1.498	.140	.435	2.301
	Training Content	.298	.123	.298	2.423	.019	.321	3.119
	Training Evaluation	-.162	.109	-.162	-1.485	.143	.407	2.455
	Trainers	.612	.105	.612	5.827	.000	.439	2.277

a. Dependent Variable: Employee Performance

N= 166, Source: Sample Survey 2019

Considering the collinearity between independent constructs and dependent construct in the structural model, results indicate that there are no multi-collinearity issues among variables. VIF values for the entire path show minimal collinearity, ranging from 2.277 to 3.119. These values are significantly less than the recommended threshold value of 5.00 (Hair, Ringle, & Sarstedt, 2014). The tolerance levels range from 0.321 to 0.439 exceeding 0.20. These results provide a strong evidence for the absent of multi-collinearity issues between the independent constructs and the dependent construct in the structural model.

Second Step-Assessment of significance and Relevance of the Path Coefficients

Table 02: Path Coefficient and Significance among Constructs

Hypothesis	Relationship	B	t-statistics	P values	Results
H1	Training Evaluation-> Employee performance	-0.161696	1.213122	0.227	Not significant
H2	Learning Culture-> Employee performance	0.157941	1.206682	0.229	Not significant
H3	Training Content-> Employee performance	0.297601	1.979824 **	0.050	Significant
H4	Trainers Employee -> performance	0.611922	5.088289***	0.000	Significant

p<0.05, *p<0.01 (n=166) Source: Sample Survey, 2019

According to the survey results, that implies that Training evaluation (H1) and Learning culture (H2) are not having significant relationship with employee performance on training. Considering H1, ($\beta = -0.161696$ and t-value = 1.213122) and H2, ($\beta = 0.157941$ and t-value = 1.206682).The P value of H1 (0.227) and H2 (0.229), which are higher than 0.05, which indicate that the independent variables have not statistically significant impact on employee performance on training. Hence, there is not enough evidence to reject null hypothesis at 0.05 level. The study find that training content has a positive significant relationship with employee performance on training. Considering the training content (H3), the result shows that significant path coefficient ($\beta = 0.297601$) and t-statistics is a positive significant (t-value= 1.979824) under 0.05 significant level. The P value (0.050), which is less than 0.05, which indicates that the independent variable has significant effect on employee performance on training. Thus, hypothesis H3 is strongly prove by the survey results. Further, table 02 shows that the trainers have a positive impact on the employee performance on training. The results show the significant path coefficient ($\beta = 0.611922$) and t-statistics is a positive significant (t-value = 5.088289) under 0.05 significant level confirming the hypothetical relationship denoted by H4. The P value (0.000), which is less than 0.05, which indicates that the independent variables have statistically significant impact on employee performance on training. Thus, hypothesis H4 was strongly prove by the survey results.

Third Step-Assess the level of Coefficient of Determination (R²)

Table 03: Assess of Level of R2

	R Square	R Square Adjusted
Employee Performance	0.734	0.714

Source: Sample Survey 2019

The percentage of variation in dependent variable explain by independent variables is 73.4%. The model having $R^2 = 0.734$. It is moderate. (R^2 as 0.75, 0.50, and 0.25 are considered as substantial, moderate and weak respectively) (Hair, Ringle, & Sarstedt, 2014) The adjusted R^2 is 0.714.

Fourth Step-Assess the Effect Sizes f²

Table 04: Assess the Effect Sizes f2

Dimensions	Employee performance
Training Evaluation	0.040
Learning Culture	0.041
Training Content	0.107
Trainers	0.617

Effect of size f² of, trainers size is 0.617 represent a large effect and training content size is 0.107, learning culture size is 0.040 and training evaluation size is 0.040 represent a small effect size for predictive

variables. (According to the Cohen's 1988) guidelines, $f^2 \geq 0.02$, $f^2 \geq 0.15$, and $f^2 \geq 0.35$ represent Small, Medium and Large effect respectively).

Fifth Step-Assess the Predictive Relevance Q^2

Predictive Relevance (Q^2) of rational ability is 0.482 which displays a large effect (The Q^2 value is 0.02, 0.15 and 0.35 are weak, medium and large effect respectively, Chin, 1998).

Final Step – R^2 and Adjusted R^2 Measurements

Finally above results conclude that model is good. Because R^2 is 0.734 and adjusted R^2 is 0.714. It means the percentage of variation in dependent variable explain by independent variables is 73.4%.

V. DISCUSSION OF FINDINGS

Employees are more valuable resource than other resources in the organization. If organization has more talent employees, employer can earn more goodwill, profit and also that helps to become leader in the industry. According to this, employer should give training opportunities to their employees to make talent employees. And also that makes good impression about the organization to the society.

According to this survey, that found there is the positive impact of training and employee performance. According to the demographic factors that study found following things. Considering the gender frequency, male frequency is 63.33% and female frequency is 36.67%. That indicates more employees are male in that organization. Considering the age of the employees, more employees are young people because more people are less than 25 years. So many employees are come for that organization to get experience to their future career.

Education level is essential factor for that organization. In this organization more employees have at bachelor's degree in reputed university. Every employees follow professional courses in this organization. If not they cannot survive in organization. Professional courses are CASL, CIMA, ACCA and another professional courses. Considering the service of years, more people have less than 2 years experience of this organization. Therefore more employees want to training opportunities to their job proper manner. Furthermore, very few people have working experience before joining this firm.

This study is analyzing data using the SMARTPLS software. This study used four dimensions to measure the impact of training on employee performance. There are Training Evaluation, Learning Culture, Training Content and Trainers. These dimensions are selected based on previous research journals done by researchers. According to the analyze part, It represents Training Content and Trainers has positive impact on employee performance on training. P values and t-statistics have been proving that. Other factors that are Training Evaluation and Learning Culture have not significant impact on employee performance on training.

According to the previous study is done by (Anam & Sajjad, 2013) they used Training evaluation as a dimension for their initial research model. But finally they avoided that training evaluation from their final model due to insignificant of this the dimension. In addition to that, Periodic training programs are not more helpful to employees' job performance, organization gives less investment and effort to their training programs, less training duration and extent training model is not satisfied. That reasons may affect to insignificant the training evaluation. That conclude training evaluation has not considerable impact on employee performance on training.

Further, Learning Culture is insignificant construct in this model. In my opinion following reasons may affect to reject that dimension. Majority of the colleagues are not help to learn and develop to other colleagues in the firm, less facilities are given for trainees during the training session and firm has no learning Center to held training programs and also they have to rent out other education centers for give training to the employees. According to that they had to bare a huge cost. Those are reasons to reject H_2 hypothesis from the model.

And also it has moderate R^2 and that means the percentage of variation in dependent variable explain by independent variables is 73.4%. In terms of f^2 that represents Trainers has large size effect and other factors have small size effect.

Trainers are doing huge duty in training programs to enhance employees' knowledge, skills and attitudes to do their job in proper manner. After obtaining the training, employees can recognize their works in firm. According to that results which prove training has offered opportunities for employee performance. And also training is supported to employees to enhance their capacity to achieve goals and targets that were set by the organization. After obtaining the training at the firm, employees have adequate opportunities for periodic changes in their duties.

The study was conducted by the (Nassazi, 2013) to investigate impact of training on employees' performance using telecommunication industry in Uganda. This study is used four dimensions to measure employee performance on training. There are employee participation in training, selection for training, methods

of training and relevance of the training to the work of the employees. This study found there was a clear impact on employee performance on training.

The study was conducted by the (Amadi, 2014) to find the impact of training and development on employees' performance at Safaricom Limited Call Center. This study use Quality of the training, Relevance training to the current job, Need for further training, Motivation and training and Training and the key performance indicators (KIPs) are used as a dimensions. According to that survey it implies quality of the training has provided more impact on employee performance. Majority of employees are felt they are motivated by the training. In terms of training that improve KIPs and their job skills. Finally, that study found there is positive effect on employee performance on training.

VI. CONCLUSION AND RECOMMENDATIONS

In a competitive business world, training has been highlighting as an essential factor for enhance the employee's performance in the organization. The purpose of this study is to examine the impact of training on employee performance in the organization. To achieve this purpose, hypotheses have been developed to investigate how dimensions impact for the employee performance on training. The results revealed that two dimensions (Training Content and Trainers) have a positive significant relationship with the employee performance on training. Firm should put big effort to enhance those two dimensions in order to increase the employee performance. Even through two dimensions (Training Evaluation and Learning Culture) do not have significant relationship with employee performance in this study. The demographic profile of the above results obtains from employees who were male, educated, young employees, and less than two-year experience majority of the employees in a firm. This research more helps to the organization to recognize what are the issues regarding the training program. What type of training needs to employees, what the employees are expectation for their training and firm can get solution to overcome these issues. It can help to employer to achieve employee performance easily. The research will assist the managers of the divisions, the policy makers and strategic managers to develop and implement the strategies regarding the employee performance related to the training programs. It is recommended that the allocating more time to training thereby avoiding a rush of having to complete training by a particular time period. Top management has allowing employees to participate foreign training programs conducted by member firm and also reimbursing any training fees of third-party workshops and seminars conducted by professional institute to enhance skills, knowledge and attitudes. It is recommended that the organization should focus on the job role of employees when they provide timely training programs to their employees. Training should include more practical lessons that are more helpful to employees when they deal with their clients. Organization has designed training programs in global standard that needs to be customized better for local market and target audience.

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