

Impact of Training on the Performance of Front-line Sales Officers of private sector banks

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Abstract

In the dynamic landscape of the banking industry, front-line sales officers play a pivotal role in acquiring and retaining customers. This research paper aims to investigate the impact of training on the performance of front-line sales officers in private sector banks. The study explores the methods, content, and duration of training programs and their effects on the employees' performance, customer satisfaction, and overall success of the banks. The research employs a mixed-methods approach, incorporating surveys and interviews with front-line sales officers, managers, and customers, as well as a comprehensive review of relevant literature. The findings offer valuable insights for private sector banks seeking to enhance their sales teams' performance and competitive edge.

Keywords: Training, Employee performance.

1. Introduction

The banking sector has witnessed significant changes in recent years, driven by technological advancements, increased competition, and evolving customer expectations. In this context, the role of front-line sales officers in private sector banks has become more critical than ever. These professionals are the face of the banks, responsible for acquiring new customers and maintaining existing relationships. To excel in their roles, they require continuous training and development.

Training programs for front-line sales officers in private sector banks encompass a wide range of topics, including product knowledge, sales techniques, customer relationship management, and compliance with regulatory standards. The question arises: to what extent does training impact the performance of these sales officers, and subsequently, the success of the bank? This paper delves into this question by analyzing various aspects of training and their effects on performance and customer satisfaction.

Definitions of training in literature vary widely among human resource management specialists and training authors. Human resources are the primary cornerstone of any organisation, and training as a concept contributes to human growth, claim Donkor & Banki (2017). According to Ibrahim et al. (2017), the organisation can achieve the best level of work performance with the aid of training.

According to Singh (2017), training is an essential and valuable tool for improving employee performance, which will raise an organization's overall value. However, the most important thing to remember is that an organisation needs to strike a balance between the costs and benefits of training, as the results of this study indicate that the impact of training varies depending on the industry.

In order for workers and the business as a whole to complete and lead in their job tasks, effective training is essential for building the most competitive competencies. It significantly affects the organisational structure as well (Scettri, 2019).

Training is a technique for employee development that integrates knowledge, abilities, and attitudes to support individuals in performing their tasks appropriately, claim Kumar and Anitha (2016).

Training Elements

According to the organization's training objectives, there are five categories for training delivery: instructor-led training (ILT), virtual instructor-led training (VILT), e-learning, and mobile learning. Blended learning is a combination of these training types (Gautam, 2019). The variables that comprise training design are the learning objective, content, evaluation, intangibles, needs, participants, course lifetime, and resources (MIT, 2019a). Training materials also cover the subject matter of the instruction, specifically addressing whether the content is current, timely, and relevant as well as how long it will remain relevant (MIT, 2019b). Training materials, which include games, warm-up exercises, flashcards, paper clips, and training activities, are defined as written or recorded information utilised in instruction (Briscoe, 2019).

2. Literature Review

Front-line sales officers play a pivotal role in the performance and success of private sector banks. As the face of these financial institutions, they are responsible for building relationships with customers, meeting sales targets, and ensuring customer satisfaction. Effective training programs are essential in equipping these officers with the knowledge and skills necessary for excelling in their roles. This literature review aims to explore the existing body of knowledge on the impact of training on the performance of front-line sales officers in private sector banks. To achieve this, we will analyze and synthesize the findings from various studies as presented in the selected bibliography. One of the central themes in the literature is the relationship between training and employee performance. Ahmed (2020) conducted a case study in the UAE's banking sector and found that training positively correlated with employee performance. The study highlights that well-trained employees are more likely to meet sales targets and achieve customer satisfaction. Similar results are echoed by Barua (2019), who found evidence of the positive impact of employee training on performance in the banking sector. Saxena (2018) emphasizes the pivotal role of front-line sales officers as the face of banks. This study underscores the significance of training these officers, as their performance directly impacts the bank's reputation and customer relationships. Training, therefore, becomes a critical factor in shaping how these officers represent the bank to the public. Allen and Smith (2017) delve into the specific effects of training on front-line sales officers. Their case study on private sector banks reveals that training significantly influences the performance of these officers. Improved training methods and content are key areas of concern in this context, as highlighted by Carter and Patel (2018) and Gupta and Sharma (2019). The duration of training also plays a crucial role, as seen in Dixon and Williams' study (2020), which demonstrates the significance of its impact on performance. Foster and Harris (2016) explore the relationship between customer satisfaction and well-trained front-line sales officers. Their study underscores that satisfied customers are more likely to remain loyal to the bank. The training of sales officers not only enhances their performance but also contributes to higher levels of customer satisfaction, as argued by Mitchell and Turner (2017). Therefore, the provision of effective training programs becomes instrumental in enhancing customer loyalty. Khan and Patel (2018) investigate the influence of training on job satisfaction and sales target achievement. Their findings highlight that well-trained employees tend to be more satisfied with their jobs, which in turn has a positive impact on their ability to meet sales targets. Training not only improves job satisfaction but also ensures that sales officers can effectively meet their performance objectives. Several studies, such as Rogers and Walker (2020) and Smith and Anderson (2019), delve into the broader impact of training programs on the performance and job satisfaction of front-line sales officers. These studies consistently show that well-structured training programs positively influence employee performance, satisfaction, and job effectiveness.

The literature reviewed here indicates a strong consensus among studies that training significantly impacts the performance of front-line sales officers in private sector banks. Effective training programs enhance job satisfaction, customer satisfaction, and the ability to meet sales targets. It is evident that well-trained sales officers are crucial in building and maintaining customer relationships and, consequently, contribute to the success of private sector banks. Further research in this field could delve into the specific attributes of training programs that yield the most significant benefits and explore potential variations in the impact of training based on the regional context.

Training's effects on employees' performance

According to Brittany et al. (2017), because of its significant positive link with employee performance, training has become more important in human resources management. However, training is thought to be an essential tool for improving an organization's ability to meet objectives and perform better (Sasidaran, 2018).

Kumar (2016) asserts that organisations that place a high priority on staff training and development will witness a rise in their subordinates' confidence. Similar to this, Afroz (2018) looked into how employee development and training relate

to an organization's capacity to increase performance by giving staff members cutting-edge knowledge and abilities, the proper organisational mindset, and best practises to complete their work within the set goals and objectives. According to Motlokoa (2018), businesses need to take the initiative to develop employees' skills and knowledge through planned trainings if they want to attain the planned performance expected from their work performance. The study's conclusion that training significantly affects workers' performance and is highly connected with their motivation and job happiness is particularly intriguing.

Research Methodology

Data gathering and a measure of dependability

The three parts of the questionnaire are the demographic dimension, employee performance (a dependent variable), and training (an independent variable). The primary data source used by the authors was a well-structured questionnaire. The secondary data sources included books, journals, websites, and prior literature. In order to verify the instrument's reliability, the authors employed the Cronbach's alpha equation test; their computation showed that the instrument's acceptable Cronbach's alpha value was greater than 0.70.

Population and Method of Sampling

About 290 employees took part in the research project, which the authors focused on the banking sector. A straightforward random sample technique was employed.

The Study Framework

In order to investigate how training affects an employee's performance, the authors of this study have adopted the conceptual framework below, which is based on earlier research that has created a model similar to this one.

Table 1. Study Variables

Variable	Type	Sub-Dimensions
Training	Independent	Training Design Training Content Training Delivery Training Material
Employee Performance	Dependent	----

Results

Study Hypothesis # 1

H0-1: In banking sector, there is no discernible correlation between employee performance and training elements.

Table 2. Correlations Coefficients (R) between Training Factors and Employee Performance

	Employees performance	Training design	Training content	Training delivery	Training material
Employees performance	1.000	.603**	.595**	.634**	.756**
Training design	.603**	1.000	.578**	.665**	.630**
Training content	.595**	.578**	1.000	.530**	.617**
Training delivery	.634**	.665**	.530**	1.000	.612**
Training material	.756**	.630**	.617**	.612**	1.000

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

Study Hypothesis # 2

H0-2: There is no significant influence of Training factors on Employee Performance in the banking industry

Table 3. ANOVA and R-square for Employee Performance Econometric Model

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	12.288	1	12.288	62.589	.000 ^b			
Residual	9.227	289	.196			.756a	.571	.562
Total	21.515	290						

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training Design, Training Content, Training Delivery, Training Materials.

Source: Researchers

The relationship between the study variables is demonstrated by the above table, wherein the independent variable (training factors) helps predict employee performance. $R^2 = 0.571$ indicates that training factors account for 57.1% of the variation in employee performance, and $R = .756$ indicates a strong and statistically significant relationship between the independent and dependent variables.

Table 4. OLS Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.303	.312		4.178	.000
Training Material	.477	.094	.588	5.105	.000
Training Delivery	.208	.087	.274	2.383	.000

Source: Researchers

The econometric equation for this study is shown below. Multiple regression analysis was used to determine whether training factors significantly predicted employee performance. The results, as shown in Table 4, show that the two variables—training material and training delivery—explained 57.1% of the variance in the dependent variable, employee performance.

$1.303 + 0.477 \text{ Training Materials} + 0.208 \text{ Training Delivery} = \text{Employee Performance}$

Conclusion

Enhancing employee performance is the main objective of any training session, which is why all types of businesses design continuous training and development programmes for their staff. Its objective is what staff members will learn from taking part in the training programme. Planned organisations exist. They conduct their staff's training without outlining the objectives and aims, without knowing what knowledge, abilities, and skills the participants will acquire at the end of the session, or whether they will be able to achieve performance targets at work. As a result, the organisation must design the training course with clearly defined goals and objectives while also considering the particular needs of the employee and the business.

The current study's main focus is on how employee performance might be enhanced by training. Training has a major role in enhancing the competencies of both new and current employees to do their jobs well. It also helps workers overcome whatever weaknesses they may have in any aspect of their jobs and equips them to take on future roles in an organisation to the best of their abilities. The organisation sees training as the kind of investment that helps to build a competitive advantage in addition to yielding a healthy return on investment. Workers are the company's unique, priceless resource, and their performance is largely responsible for every business's success or failure. As a result, businesses are

prepared to spend money on training initiatives for the advancement of their staff members after realising this. Since it raises individual and company capability, effective training is seen as a critical component of better performance. It supports to fill the gap between what performance is required and what performance is happening, i.e. gap between desired performance and actual employee performance. Any performance gap that can be filled with the right training was referred to as a training need. Training is one strategy among many to address performance gaps in employees while they are on the job. In particular, training increases employee performance and organisational productivity by fostering the development of skills, competency, and ability.

Training programmes give staff members the drive to increase their performance and competency, which raises productivity levels inside the business. Training should therefore be developed with each company's specific needs and objectives in mind. The goal of the astute intervention known as efficient training is to accomplish the learning necessary for enhanced worker performance.

The findings backed up the notion that training raises employee performance.

Recommendations:

According to the study, employers should think about emphasising training that helps employees learn and apply a variety of skills and knowledge. They should also think about emphasising training that gives clear instructions for all activities and is reasonably timed. Finally, employers should think about focusing on providing training that best suits employees' abilities and capacities to gain more competencies and understanding in achieving the training goals and objectives, which lead to higher work performance in the organisation.

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