



**IMPACT OF TRAINING & DEVELOPMENT PROGRAMS ON EMPLOYEES PERFORMANCE:-A
COMPARATIVE STUDY OF PUBLIC AND PRIVATE SECTOR BANKS OF JODHPUR REGION**

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Introduction :-

The term human resource management originated in the USA in the early 1980's and offers the promise that the people management function, where it exists, can not only meet the challenges faced by contemporary organizations, such as competitive pressures, industrial restructuring and changes in the nature of work, but can also embody a heightened strategic role if its philosophies and practices are used coherently (Guest 1987, Storey:1992, 2001).

The modern concept of Human Resource Management finds its roots in the early Twentieth century when the dominant notion was of employee welfare. The large factories that evolved in the late nineteenth century and early twentieth century presented managers with major problems of human resource control. The concern about exploitation of people working in factories forced several countries world over to introduce laws to deal with issues pertaining to grievances and welfare of the workmen. This led to emergence of trade union to protect the rights of workers. (Sanghi, 2014)

MODERN HUMAN RESOURCE MANAGEMENT

In the 1980's, the concept of HUMAN RESOURCE MANAGEMENT began to gain ground at the expense of personnel management. At the root of the new thinking about the management of people in organizations was the perception of the increasing competitiveness of the global economy. The integration of human resource management practices was to create an organizational culture that allowed workers to identify their own success with that of corporation. Thus, organizational or corporate culture became an important element in understanding the competitive success of firms and was major theme of management thinking in the early 1980's. (Smith, 2006) The practices included:

- Strict and rigorous selection and recruitment
- High level of training, especially induction training and on the job training
- Team working
- Multitasking
- Better management- worker communication
- Use of quality circles and an emphasis on right first time quality
- Encouragement of employees suggestions and innovation
- Single status symbol such as corporate uniforms etc. (talpro.in, 2016)

Training: training is the systematic process to learn KSA (Knowledge, skills and attitude) for current as well as for future. Training departments and management training are now called as human resource development (HRD) Departments. The change in terminology is just due to change from focus on the process (training) to focus on the outcome (development). The aim of any training programme is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help them to develop capabilities in order to improve their performance in their present jobs, to learn new technologies or procedures, and to prepare them to take on higher responsibilities in the future.

- **According to the Michel Armstrong**, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.
- **Development:** development refers to learning of KSA. education is typically differentiated from both training and development by the types of KSA developed. Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization’s current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life

Training and Development basically deals with the procurement of understanding, knowhow, techniques and practices. In fact, training and development is one of the requirements of human resource management as it can improve the performance at individual, collegial and organizational levels. As the process of ‘increasing one’s capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the “efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature.

Training and Development in banks

In Banks, there is a need for the continuous training and development of the staff in the areas of customer care services on operational aspects and behavioral aspects of the business. How are the needs identified? The training needs are assessed through task analysis and performance analysis, which can be conducted through surveys, or from the information furnished by the heads of the departments, customer complaints, even from the reports on 360 degree feedback systems. In case of a large banks, there are two ways of conducting training programmes – through an established department having a full time HRD functionary who oversees all the training and development functions of the Banks or through an external trainers coordinated by the HRD department These days Banks have recognized the need for training and re-training their staff, in order to develop a competitive edge over their competitors in delivering high quality services to the customers.

Traditionally, banks have recruited young school leavers, and their initial training was either long apprenticeship or on-the-job or formal training in basic routine operations. Aspirants to management position were encouraged to qualify professionally by reading for associate-ship of the Institute of Bankers or an equivalent qualification. It was argued that banking requires exercise of sound training and development programmes for their employees.(Madan, 2015)

Meaning of Banking Company: **According to the Indian banking Company Act 1949,**“ a banking company means any company which transacts the business of banking. Banking means accepting for purpose of lending of investment of deposits of money from the public, payable on demand or other wise and withdraw able by cheque,draft or otherwise.”(Nakkiran, 1980)

Features of bank:-

1. A bank deals with money and other linked services as a financial institution.
2. As a user bank generally operates in cheques, cash and drafts.
3. In facilitation of services to its customers by making payments and receiving.
4. Bank plays vital role in modern business.
5. It accept deposits from the public
6. Bank advances loans to the people in need of it.

Current scenario

Banking in India is considered as fair in terms of supply, product range and reach-even though. Yet the reach in rural India is still facing the challenge for the private sector and foreign banks. Indian banks are considered to have clean and transparent balance sheets-as compared to other banks in comparable economies in its region in terms of quality of assets and capital adequacy. The Reserve Bank of India is an autonomous in nature, with minimum pressure from the government. With the growth in the Indian economy expected to be strong for quite some time-especially in its services sector, the demand for banking services like retail banking, mortgages and investment services are anticipated to be strong at services.

Currently, India has 88 scheduled commercial banks (SCBs) - 28 public sector banks (that is with the Government of India holding a stake), 29 private banks (these do not have government stake; they may be publicly listed and traded on stock exchanges) and 31 foreign banks. They have a combined network of over 53,000 branches and 17,000 ATMs.(Swann, 2009)

According to a report by ICRA Limited, a rating agency, the public sector banks hold over 75 percent of total assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively.(India stock market laws and regulations handbook, 2013)

Review of literature

Ammerman, Harry. L in the year (1966) has done his research in the topic “**DEVELOPMENT OF PROCEDURES FOR DERIVING TRAINING OBJECTIVES FOR JUNIOR OFFICER JOBS**” and he has evaluated that research was undertaken to develop a systematic method that could be used by service school personnel to prepare job-oriented training objectives for junior officers, primarily in the form of behavioral statements of student performance expected after training. The procedures developed are divided into four phases. They are: A- Listing of all tasks for a job; B- Selecting tasks for some formal training; Identifying the knowledge and skills necessary for the selected training aspects. The procedures included administration of experimental questionnaires, both by personal interview and by mail, reviews of pertinent directives and publications, and visits to field units. As the procedures were developed, they were tried out on a sample officer job (Nike Hercules Fire Control Platoon Leader). In the trial application, a task inventory of 452 items provided the basis for choosing, by use of definite selection rules, 101 job activities (22%) for some formal schooling; of 160 training objectives stated for those activities, 46 were performed-type objectives for which detailed activity descriptions were required.

Rainaye, Riyaj (2004) in his empirical study published under title “**Training Effectiveness in Public Sector and Private Sector Commercial Banks : A Micro Level Comparative Study**” has examined the training policy in two prestigious commercial banks, namely, state Bank of India and Jammu & Kashmir Bank Ltd. The author focuses on the various facets of training including management’s attitude towards training, induction training, training needs, and employee’s attitude towards training, training inputs, quality of training programs and transfer of training to the job. The 23 – Item questionnaire “Training Effectiveness” developed by Rao (2000) was administered by the author to collect the primary data. Whereas the study records that the training scenario is, to a large extent, satisfactory, it evaluates the opinions of the employees of two cadres of both banks : in particular that it can be made fully effective only when the training needs assessment and transfer of training to the job are considerably improved, besides bringing in finer improvements in other dimensions. The results of this study, author opines, may have some practical significance for trainees, trainers,

HRD planners and banks as a whole. The author has concluded on the basis of findings of the study that in JKB line managers are not involved in employee development; induction training is not of sufficient duration & not evaluated properly, senior executives do not interact properly with subordinate employees; training objectives are not sharply perceived and achieved; the bank does not well concentrate on development of human skills. However the bank has well maintained the standards of external training programmes and also in-bank programmes. In SBI, except training need assessment and transfer of training to the job, the working of training function is excellent. The employees of both the banks feel that training function in the banks cannot be made effective unless training need analysis (TNA) and transfer of training to the job are improved.

Ramakrishna et al. (2012) have studied that Human Resource Development department has to play a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies and devise strategies, the actual functionaries have to show competence and effectiveness in executing the said policies and strategies. A sample of 85 employees covering all Canara bank branches in Kurnool District has been considered for the study at random. The study revealed that the employees have attended more training and development programmes, employees strongly agreed about the necessity of training and development programmes, majority of the employees rated trainer's preparation as good, employees rated trainers creating learning atmosphere and employees given overall rating for training and development programmes.

Jadhav (2013) studied the training and development programmes undertaken by banks for their employees. The main objectives of the present study were 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. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected by the use of random sampling from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, and Dena Bank located in suburban area of Mumbai. It is concluded that private and public Indian 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.

Data Analysis and Interpretation

RESEARCH PROBLEM

IMPACT OF TRAINING AND DEVELOPMENT PROGRAMS ON EMPLOYEES PERFORMANCE: A COMPARATIVE STUDY OF PUBLIC AND PRIVATE SECTOR BANKS OF JODHPUR REGION

Training and Development is one of the most important elements in improving the performance of the employees. Every organization has its different training programs for the development of their employees. The training program not help only to improve the performance of employees but also identifies the prospective for the future growth of the organization and that can be done through measurement of the impact of training and development programs.

Objective of the study

The basic objective of the study is to analyze the Impact of Training and Development on performance of employees provided by the private and public sector banks. The aim is:

- To compare the total impact of training and development programs of public and private banks.
- To examine the determinants of training and development in relation to total impact.
- To compare the results of the survey and recommend the strategies for better prospects of employees.

The banks selected for the study are as follows

S.No	PRIVATE SECTOR BANK	PUBLIC SECTOR BANK
1	INSUSIND BANK	STATE BANK OF BIKANER AND JAIPUR

- **Population** -The employees of selected sector(private and the public sector banks) in the city of Jodhpur were taken. Jodhpur as geographical region of study was chosen because of convenience and availability of diverse profile of subjects.
- **Sample size** - The information is being collected from the employees of private and public sector bank of Jodhpur. The size of sample is 200 respondents of the private sector bank and the other 200 respondents of the public sector bank. The size selected is enough for study as it represents the population of Jodhpur.

TOOLS FOR DATA COLLECTION

- **Questionnaire Design** -A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Proper questionnaire is the fundamental requirement for transforming a good research design into a successful study. The questionnaire should have all the questions to collect information to measure and test what we want to measure for the questionnaire design for the current study.

Data Analysis and Interpretation

Frequency

Statistics			
Newtotal			
Public	N	Valid	200
		Missing	0
Private	N	Valid	200
		Missing	0

newtotal						
Public/Private			Frequency	Percent	Valid Percent	Cumulative Percent
Public	Valid	low	24	12.0	12.0	12.0
		Medium	66	33.0	33.0	45.0
		high	110	55.0	55.0	100.0
		Total	200	100.0	100.0	
Private	Valid	low	113	56.5	56.5	56.5
		Medium	67	33.5	33.5	90.0
		high	20	10.0	10.0	100.0
		Total	200	100.0	100.0	

- There are 200 respondents of public banks and 200 respondents of private banks divided into three categories: low at 34, medium at 40, high at 46.

T Test

		Group Statistics					
		N	Mean	Std. Deviation	Std. Error Mean	t	Sig.(2 tailed)
HR_OUTCOMES	Public	200	5.06	.843	.060	9.246	.000
	Private	200	4.23	.950	.067	9.246	.000
RELATIONAL_ATTRIBUTE	Public	200	5.14	.728	.051	13.147	.000
	Private	200	4.03	.940	.066	13.147	.000
FINANCIAL_ATTRIBUTE	Public	200	5.06	.818	.058	10.626	.000
	Private	200	4.09	.998	.071	10.626	.000
RELIABILITY_ATTRIBUTE	Public	200	4.94	.900	.064	9.109	.000
	Private	200	4.10	.954	.067	9.109	.000
DEVELOPMENT_ATTRIBUTE	Public	200	5.16	.811	.057	9.513	.000
	Private	200	4.32	.959	.068	9.513	.000
LEADERSHIP_ATTRIBUTE	Public	200	5.10	.830	.059	10.837	.000
	Private	200	4.11	.981	.069	10.837	.000
CONTEXTUAL_ATTRIBUTE	Public	200	4.89	.861	.061	9.520	.000
	Private	200	4.04	.923	.065	9.520	.000
BEHAVIOUR_ATTRIBUTE	Public	200	4.92	1.065	.075	8.032	.000
	Private	200	4.09	.988	.070	8.032	.000
Total_Impact	Public	200	39.96	5.074	.359	12.193	.000
	Private	200	32.87	6.472	.458	12.193	.000

There is highly significant difference between public and private banks in relational to these variables.

Regression : Total Impact- Variables Public

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Public/Private = Public (Selected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.988 ^a	.975	.974	.816	.975	938.631	8	191	.000

a. Predictors: (Constant), BEHAVIOUR_ATTRIBUTE, FINANCIAL_ATTRIBUTE, HR_OUTCOMES, DEVELOPMENT_ATTRIBUTE, RELATIONAL_ATTRIBUTE, RELIABILITY_ATTRIBUTE, LEADERSHIP_ATTRIBUTE, CONTEXTUAL_ATTRIBUTE

The adjusted R Square is .974. That means 97.4% variability in total impact is explained by these variables.

ANOVA ^{a,b}						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4995.529	8	624.441	938.631	.000 ^c
	Residual	127.066	191	.665		
	Total	5122.595	199			
a. Dependent Variable: Total_Impact						
b. Selecting only cases for which Public/Private = Public						
c. Predictors: (Constant), BEHAVIOUR_ATTRIBUTE, FINANCIAL_ATTRIBUTE, HR_OUTCOMES, DEVELOPMENT_ATTRIBUTE, RELATIONAL_ATTRIBUTE, RELIABILITY_ATTRIBUTE, LEADERSHIP_ATTRIBUTE, CONTEXTUAL_ATTRIBUTE						

The model fit is highly significant at p .000 lesser than p .05 and f is 938.631. This means the sample represents the population taken.

Coefficients ^{a,b}						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.963	.491		1.962	.051
	HR_OUTCOMES	1.058	.093	.176	11.385	.000
	RELATIONAL_ATTRIBUTE	.905	.112	.130	8.063	.000
	FINANCIAL_ATTRIBUTE	.982	.100	.158	9.799	.000
	RELIABILITY_ATTRIBUTE	.828	.095	.147	8.712	.000
	DEVELOPMENT_ATTRIBUTE	1.072	.097	.171	11.065	.000
	LEADERSHIP_ATTRIBUTE	.900	.106	.147	8.498	.000
	CONTEXTUAL_ATTRIBUTE	1.008	.103	.171	9.819	.000
	BEHAVIOUR_ATTRIBUTE	.994	.075	.209	13.172	.000
a. Dependent Variable: Total_Impact						
b. Selecting only cases for which Public/Private = Public						

There is highly significant relationship between total impact and the variables at p .000.

Total Impact =

1.058*HR_OUTCOMES+.905*RELATIONAL_ATTRIBUTE+.982*FINANCIAL_ATTRIBUTE+.828*RELIABILITY_ATTRIBUTE+1.072*DEVELOPMENT_ATTRIBUTE+.900*LEADERSHIP_ATTRIBUTE+1.008*CONTEXTUAL_ATTRIBUTE+.994*BEHAVIOUR_ATTRIBUTE+.963(Constant)

For every one unit change in HR Outcomes there is increase by 1.058 in Total Impact.

For every one unit change in Relational Attribute there is increase by .905 in Total Impact.

For every one unit change in Financial Attribute there is increase by .982 in Total Impact.

For every one unit change in Reliability Attribute there is increase by .828 in Total Impact.

For every one unit change in Development Attribute there is increase by 1.072 in Total Impact.

For every one unit change in Leadership Attribute there is increase by .900 in Total Impact.

For every one unit change in Contextual Attribute there is increase by 1.008 in Total Impact.

For every one unit change in Behaviour Attribute there is increase by .963 in Total Impact.

Regression : Total Impact- Variables Private

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Public/Private = Private (Selected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.992 ^a	.985	.984	.820	.985	1525.694	8	191	.000

a. Predictors: (Constant), BEHAVIOUR_ATTRIBUTE, FINANCIAL_ATTRIBUTE, LEADERSHIP_ATTRIBUTE, RELIABILITY_ATTRIBUTE, RELATIONAL_ATTRIBUTE, DEVELOPMENT_ATTRIBUTE, CONTEXTUAL_ATTRIBUTE, HR_OUTCOMES

The adjusted R Square is .984. That means 98.4% variability in total impact is explained by these variables.

ANOVA ^{a,b}						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8206.928	8	1025.866	1525.694	.000 ^c
	Residual	128.427	191	.672		
	Total	8335.355	199			

a. Dependent Variable: Total_Impact
 b. Selecting only cases for which Public/Private = Private
 c. Predictors: (Constant), BEHAVIOUR_ATTRIBUTE, FINANCIAL_ATTRIBUTE, LEADERSHIP_ATTRIBUTE, RELIABILITY_ATTRIBUTE, RELATIONAL_ATTRIBUTE, DEVELOPMENT_ATTRIBUTE, CONTEXTUAL_ATTRIBUTE, HR_OUTCOMES

The model fit is highly significant at p .000 lesser than p .05 and f is 1525.694. This means the sample represents the population taken

Coefficients ^{a,b}						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.003	.296		3.390	.001
	HR_OUTCOMES	.978	.115	.144	8.498	.000
	RELATIONAL_ATTRIBUTE	.879	.108	.128	8.157	.000
	FINANCIAL_ATTRIBUTE	.719	.093	.111	7.693	.000
	RELIABILITY_ATTRIBUTE	.991	.110	.146	8.999	.000
	DEVELOPMENT_ATTRIBUTE	.997	.112	.148	8.905	.000
	LEADERSHIP_ATTRIBUTE	1.022	.101	.155	10.075	.000
	CONTEXTUAL_ATTRIBUTE	1.045	.117	.149	8.964	.000
	BEHAVIOUR_ATTRIBUTE	1.090	.106	.166	10.301	.000

a. Dependent Variable: Total_Impact
 b. Selecting only cases for which Public/Private = Private

There is highly significant relationship between total impact and the variables at p .000.

Total Impact =

$.978*HR_OUTCOMES+.879*RELATIONAL_ATTRIBUTE+.719*FINANCIAL_ATTRIBUTE+.991*RELIABILITY_ATTRIBUTE+.997*DEVELOPMENT_ATTRIBUTE+1.022*LEADERSHIP_ATTRIBUTE+1.045*CONTEXTUAL_ATTRIBUTE+1.090*BEHAVIOUR_ATTRIBUTE+1.003(Constant)$

For every one unit change in HR Outcomes there is increase by .978 in Total Impact.

For every one unit change in Relational Attribute there is increase by .879 in Total Impact.

For every one unit change in Financial Attribute there is increase by .719 in Total Impact.

For every one unit change in Reliability Attribute there is increase by .991 in Total Impact.

For every one unit change in Development Attribute there is increase by .997 in Total Impact.

For every one unit change in Leadership Attribute there is increase by 1.022 in Total Impact.

For every one unit change in Contextual Attribute there is increase by 1.045 in Total Impact.

For every one unit change in Behaviour Attribute there is increase by 1.090 in Total Impact.

Conclusion and Suggestions

Training has become need of an hour due to changing environment. Today, the banking organizations are facing the challenges of competition as globalization has increased the spate of such competition. In accordance to survive into this environment banking organizations need to transform the workplace and make it dynamic for the talented people who align themselves with business goals and make the banking business a successful one. Using the learning principles, there is also a need to make organization a learning one to be capable of adapting the change, organizations need to focus on building capabilities, so that people can undertake new tasks and responsibilities. At the initial stage, recruitment is done where skills and qualifications are given weightage at the private sector whereas the public sector goes for the IQ Level along with the interview skills. Further at the selection stage, the focus is more at the training of employees for both the sector. Training at the probation period in banks is more focused for overall development of organization and working process.

As per the findings, there was relative difference between the public and private banks in regard to impact of training and development on the performance of employees. The impact of training and development for public bank is more favorable as compared to private banks on the basis of variables considered in the present study.

There is highly significant relationship between total impact and the variables of both types of banks. The model is a good fit which implies that the sample taken represents the population of the study. The public banks have higher scoring for the variables like HR outcomes, Relational attribute, Financial Attribute and development of employees as compared to the private banks. The private banks have a good focus on the variables like reliability, contextual aspect, behavioral aspect and leadership development.

In a service oriented industry such as banking, employees are the important assets and banks are efficiently working and managing their employees during their every phase of employment. It is concluded that in order to enhance the knowledge and skills of employees, public sector banks undertake training and development programmes to increase their efficiency so as the customer base dealing with the bank is satisfied. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

Private sector banks are mainly trying to retain their employees through training and development programmes and are focusing on the determinants like reliability, relational and contextual attributes.

Limitation of the study:

- The geographical coverage of the present study is limited for Jodhpur only.
- Although the sample size was sufficient in terms of survey research, a large response would have increased the power of statistics and brought greater confidence to the results.

- Respondents required being convinced to give their opinion for the subject of the study. It took lots of time.
- Major respondents chosen are of literate and major of respondent were graduate. So opinion of illiterate was not taken for observation.
- Time and resource used is always a big constraint for any research.
- Analysis was made on the limited available data which need not be a true representative of the population or a whole.

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