

Impact of Training on the Organisation Commitment: Case Study of Banking Sector of Hyderabad, India

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Abstract

This research is about the level of employee's commitment and how these different levels of employee's commitment are affected by the training program at Bank of Hyderabad. This research investigation is to explore the perceived benefits of training program to increase the level of commitment of employees. The main aspect of the training program is discussed in context of literature review and the impact of these programs to increase affective, normative, and continuance commitment of employees. The literature is exploring the influences of training on the organisational commitment as the research of (Guest et al., 2003; Wall and Wood, 2005). But that research has not recognised the reason behind the three antecedents of commitment increasing to training practice (Wright and Gardner, 2003). The current investigation prime focus is to find the perceived benefits of trainings that increase the organisational commitment. The problem of research is lack of employee commitment in the Bank of Hyderabad and the part of training in the increase of organisational commitment.

The study is conducted in the Bank of Hyderabad through interviews and questionnaires to find the correlation between selected variables. The results of the study revealed that the affective and normative commitment if employees increase due to training but for the continuance commitment promotion and increase in salary is essential factors. Furthermore, most of the employees undertake the training program to have clear objective about their career.

Keywords: organizational commitment, training and development, affective commitment, normative commitment, continuance commitment, service industry

JEL Classification: D23, I18, I28, J28, J81

1. Introduction

This segment is to elaborate the background, main reason, and the study area to the readers, including the delimitations. The influences of training on the organizational commitment are explained in this part of the research. Organisational commitments reflect the organisation in various. It is very important for the organisations to have keen and determined committed employees as these employees will help organisation reach its future goals. Organisational commitment of the employees portrays the organisation to the outside world. If the employees working for the organisation are not committed, then the productivity falls down and the whole operations of the company are hindered. Apart from the operational point of view there is the financial side for the importance of employee retention which are the costs invested on the employee training and the recruiting them.

Training is not only important for technical and professional skills, but it is also important for making decisions, as these decisions affect the course of operations for the organisation. Therefore, training is very important for helping the employees take right decisions. This research looks in depth the impact of these trainings on individual performances. It also helps in finding the right approach of training employees for higher productivity and control over the market. It is further explained that what is the impact of training on the individual's performance in the organization? If the organisational commitments are clear and adoptable to the employees, then the productivity

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is very high, and the motivation of the employees helps in retaining them for a long time. Similarly, if the commitments are adoptable to customers, then they help the organisation in building up a good brand image in the market which ultimately helps in the development of the organisation.

Certainly, the training is regarded as one of the key factors for improving the commitment of an employee in every sector of the business. Human Resource Management is one of the most significant fields to world today as it has a major role to play in every single organization. Banking sector is regarded as one of the foremost sectors of the country in terms of economic and commerce financing activities. Economic segments of the country. In India public sector banks are more trusted and reputed, the employee turnover for them is less and as they are very motivated with the perspective that this is the best job whereas the private banks experience high staff turnover as the employees do not find motivation in their jobs. So, to evaluate the factors influencing motivation and the current effect of the training for employee retention.

The aim of the research is to identify the impact of training program on employee's commitment and research question is as following:

Is the relationship between perceived benefits of training and three antecedents of organisational commitment including affective, normative and continuance commitment significant or not?

The scope of the study includes a detailed discussion made about the various impacts of training on the improvement of organisational commitment from managerial as well individual's perspective. The focus is to know the present condition of training and development program. Furthermore, to know the willingness of employees towards the attainment of currently operating training and development program to increase the commitment level of employees.

2. Literature Review

Theories provide the ground for the research study to establish the hypothesis and relate the link of hypothesis on the basis of previous empirical research. Reading and viewing the literature in depth is a process of continuity which is also long one and commence with a particular unique problem and the process of reviewing continued until the research is finished, is regarded as literature review by Kumar. Starting before a specific problem and carry on until the report is finished'.

Following are the four steps that are involved in the execution of literature review (Kumar, 2004).

1. Analyze the available literature in regard of your own study investigation.
2. Subsequently, the selected literature should be re examined.
3. For the opted literature, such framework should be designed which is exploratory in nature.
4. The last step is to construct a structure based on strong concepts.

Link between training and organisational commitment

Across the globe, various organizations are operating, and they are more interested in finding out about the level of commitment demonstrated among their employees towards the attainment of the ultimate objective of an organization (Becker, 1975). Organisational performance is indicated by one of the few indicators in the organizational settings, one of such indicators is the organizational commitment (Becker, 1975). With the passage of time, among the members of an organization this 'organisation commitment' has drawn more attention (Mowday et al., 1982).

Furthermore, the attitude of an employee towards the work is indicated by the organizational commitment and this leads to affect the performance of an organization (Lampert, 1997). But more than organizational performance, the organizational commitment is more linked with the engagement, attendance and efforts made by an individual employee towards the organization

(Whereas Randal, 1990). To bridge the gap between the employers and the subordinates, an organizational commitment plays a very significant part (Awamleh, 1996). Later, the research findings of (Koslowsky et al., 1988) in Israel also narrates that the individual behavior within the organizational settings is closely linked with the organizational commitment. According to (Dearden et al., 1997) those employers provide training programs for their employees have below an average chance of losing its subordinates in contrast to those employers who do not offer opportunities of training to their subordinates. In the developing countries, the main problem that are faced by the companies is job hopping because at times for the sake of fun employees switch from their jobs (Barnett, 1995, Syrett, 1994, Khatri et al 2001). In organizations, the top management due to various reasons are more concern about the commitment level of employees, one of the reasons is to gain a competitive edge over its rival, therefore seeks to create a way by which the employee's level of commitment can be lifted in order to be able to compete in the constantly changing environment.

According to (Sekaran, 2002), due to the modifications in the human resource management system, the demand of firm from its employees about the demonstration of a high level of performance has become more complex. On the other hand, those employees are less likely to depart from the company who has a high level of organizational commitment, and it has been observed that those employees have a high degree of performance that have more organizational commitment (Mathieu and Zajac, 1990).

Main components of organisational commitment

Affective, normative, and continuance commitment are three main ingredients to constitute the Organisational commitment (Bartlett and Kang, 2004). In simple terms, organizational commitment can be explained as kind of mind frame that organization posses and it elaborates the degree of attachment that is felt by a worker towards the firm in which he or she currently works (Bartlett and Kang, 2004). To calculate the degree of affective, normative, and continuance commitment that are existing among the subordinates a parameter scales were designed by Meyer and Allen (1997).

The emotional connection of an employee with his or her respective organization and the recognition with and involvement of an employee with the organization is expressed as an affective commitment (Meyer and Allen, 1990, P.1). Furthermore, the research of (Meyer and Allen, 1990, P.1) is that the employee's leaving an organization leads to the additional cost which serves as a foundation for the continuance commitment. The feeling of an employee to be obligatory and loyal towards organization, in other words to stick with the organization is defined as normative commitment (Meyer and Allen, 1990, P.1). Calculative commitment is the alternate termed used for explaining the continuance commitment by Mathieu and Zajac (1990). In contrast to affective commitment and continuance commitment, the normative commitment is more focused on the "moral things to do or right" Weiner (1982, p.421).

A well thought and strategic effort by a firm to assist employee in learning the competencies related to job is regarded as training (Noe, 2008, pp 4). For organizations, the investment in the training and development program is more of great importance to accomplish the targets and goals of an organization (Lewis, 1997). The general understanding regarding the firm's investment in the programs of training and development of subordinate is in close connection with the advantages for parties, employers and employees respectively (Santos and Stuart, 2003). In the duration of reforms and restructuring process, the part that human resource development is playing, attained more significance and importance.

The ideal work settings are link with the employee's attitude and behavior is identified by the Human resource development (ibid). The high-quality performance of an individual employee,

organizations and nations are due to the training and development programs undertaken and considered (Lewis, 1997). Training and development play a vital role in increasing the performance level of an employee as whenever the employees are needed to use their utmost potential, training and development is considered by the firms (ibid).

Organizations can accomplish the high-level productivity by giving proper and adequate training to their employees, is proposed by the theory of Human capital (Becker, 1975). The personal and professional growth of an employee is affected the activities of development which assist an individual employee to improve his or her level of competence (London, 1989). The participation in training programs assist employees in becoming more positive, prompt in the adaption of changes and be supportive to each other (Donovan et al., 2001). Green lifestyles have a significant positive effect on pro-environmental behaviour (Foster et al. 2022).

There is the mediating role of psychological empowerment in the relationship between inclusive leadership and voice behavior (Younas, Wang, Javed & Haque, 2022). Industry 4.0 has a significant role in promoting and improving the performance of the services industry (Rahman, Kamal, Aydin & Haque, 2022). Service quality mediated the relationship between the CRM performance dimensions (key customer focus, CRM knowledge management, CRM organization, and CRM-based technology) and the marketing performance (Al-Gasawneh, AlZubi, Anuar, Padlee, Haque & Saputra, 2022). Practical transformation is essential as it offers insights into complex situations and practical solutions (Haque, 2022). Stringent rules and regulations, monitoring, training programmes, and monetary incentives might be efficient solutions to apply ecological behaviour at workplaces (Farooq et al. 2021).

Ethical leadership plays a vital role in reducing occupational stress and increasing employees' innovative workplace behavior (Haque & Yamoah, 2021). Eustress significantly and positively affects working efficiency, while distress and hyper-and hypo-stress significantly and negatively affect university personnel's working efficiency (Haque et al. 2021). Stress linkage with commitment is very vital aspects.

One of the most vulnerable sections of the society is the 'aging population' (Nair, Rao & Haque, 2021). Haque (2021) argued that aging population contributions are significant and termed in this study as 'knowledge-gem' (GK). How to motivate and engage them is an issue. Bulut et al. (2021) found that the environmental concern trait of post-millennials triggers their green purchasing behavior. However, can that lead to organizational commitment, is not known. Business networking is enhancing the effectiveness of total quality management (Urbański et al. 2021). Haque, Yamoah & Sroka (2020), discussed about the reduction in choices of consumers. Haque et al. (2020) found that external CSR has an impact to sustain the capital and positioning in the dynamic. All these different aspects could be improved through training and development is yet not clear.

Organisational mechanism connected with training

The correlation between the general perception for training and organizational commitment between workers of industry of health care was researched by Bartlett (2001). The findings of the research investigation pointed those perceived results of the study indicated that perceived admittance for training, access to training, administrative support for training, enthusiasm, and inspiration to discover from the training and supposed advantages of training linked in a positive manner along with the moving such as affective and normative mechanism of organizational commitment. Organizations should consider the adequate steps to calculate the progress and to develop the motivation to find out among their subordinates. Those subordinates are more committed towards their respective organization that are provided enough training through the training program.

Among employees, in the development of commitment towards the organization at a high level, a social support for the training program is also of a significant importance, as identified by Bartlett (2001). The perception of an employee about the significance of training program is affected by the consideration made by employee about the views of his or her peers, supervisors, and managers. Job satisfaction affects the correlation that exist between the perceived contact to training and the organizational commitment is stated by Brief (1998). The most solid bondage of affective commitment is one that is with the training benefits perceived by employee, inner urge and social support to learn, are discussed by Bartlett (2001). The results from the investigation study commenced by Bartlett (2001) have an insinuation for the practitioners of human resource development at the industry of health care. Furthermore, the research investigations proposed that one of the final results of a proper and adequate training is the organisational commitment shown by employee after attending training program.

Human Resource Development practitioners should attempt to conceive an atmosphere that facilitates the senior members of staff to robustly assist and urge on the participation of employees in the training program is explored by the research study of Bartlett (2001). A study of qualitative nature recently published by McNeese-Smith (2001) points out that the staff of nursing feels that prospects for learning are more vital in the determination of organizational commitment's level among the employees than benefits in financial aspects, relations with peers and satisfaction of job (cited in Bartlett and Kang, 2004).

For organizational vitality the main source is considered training along with its benefits and it is also the key notions for the human resource management function, as per the statement of (Patrick, 2006). The link between the training and the organizational results that includes organizational commitment, job satisfaction, and turnover of employee is identified by the study of Patrick (2006) and pointed out that there is a positive correlation among these three variables, organizational commitment, job satisfaction and training respectively.

Nevertheless, the further argument posed by Patrick (2006) is that is not always clear and straight directions from the training program for employees to enhance the performance and employees are usually reluctant to implement the skills but with the experience they learn.

Results of Various Empirical Research

The research investigation of Benson (2006) stated that training is linked in a positive manner with the organizational commitment while the training is on job but at the same time it is linked with negative intention to turn over. Same research investigation also explained that in tuition-reimbursement the anticipation of workers is with purpose to give and convert more skills in workers were linked with the organizational commitment with employees but is linked in a negative way with the intent of leaving the firm. Therefore, Benson (2006) proposed that if training program is installed and executed in a manner that promotion is given after training session, the intent of employee to leave the organization gradually decreases. Above examined debate is also supported by the research investigation done by Becker (1965) that elaborated the point that workers with more sophisticated and developed expertise are more likely to go away from the firm unless and until such workers are promoted or given incentives by increase in the salary package.

Linkage between job satisfaction, training, and organisational commitment

The correlation among the job satisfaction, training, and organizational commitment within the workforce is elaborated through the research investigation commenced by Lowry et al. (2002) and given the final thoughts that capability and accessibility of training affect both, job satisfaction as well organizational commitment among the subordinates. According to Bartlett (2001) the accessibility of training is connected in a strong manner with the affective and normative commitment but no link with the continuance commitment.

Furthermore, the idea of the existence of a correlation between the availability of programs for training and organizational commitment is also promoted by the investigations of Calwell et al (1990) and Morris et al. (1993). The research of past proposed that training may have the huge impact on the affective commitment among workers when a firm is approaching to conceive the atmosphere of care and concern about its workforce (Kinicki et al, 1992). Moreover, employees are more expected to be dedicated and loyal towards their respective organizations when they recognize that their bosses are dedicated and concerned towards them (Eisenberger, 1986).

Contribution of human resource towards positive perception

To forecast the desired attitude from employees towards the organization, training is one of the essential practices of the management, as discussed by Sparrow (1998). Job involvement, organizational commitment and motivation are some of the attitudes included. Santos and Stuart (2003) stated that training is an important factor to recognize the hidden potential of employees and ensuring employees' commitment. Research conducted by Olgilvie (1987) also revealed that there exists a relationship between employees' perceptions regarding human resource practices of organisations and organisational commitment among workers.

It is investigated and elaborated that training is significant for employees as through training and development program they groom with the confidence and takes keen interest in accepting the responsibility via developing learning skills and knowledge. The study investigation of Bartlett and Kang (2004) has also elaborated those benefits of training perceived by employees, inner stimuli to learn from training and professed contact to training, administrative support of training, are linked positively with the affective and normative commitment.

Training's role in enhancement of positive perception

The research investigation reveals that the development of human resource contributes significantly to develop a positive perception among the workers in regard to attempt of training program and increase the motivation of employee to take keen interest in the training program and avail knowledge from it which eventually leads to affects the effective commitment and normative commitment of employees (ibid). The research investigation also proposed that indicators of the performance are link to the connection between the employee's perceptions towards training and the organizational commitment (ibid). To enhance the commitment level in employees, firms should take major steps to support availability to training (Bartlett and Kang, 2004).

Furthermore, the studies of Boon and Arumugam (2006) explored that organizational commitment is linked in a constructive and positive manner with the training and development program of an organization. Training plays a major role in the success of organization while considering the franchise lodging due to the fact it is not just positively connected to morale, knowledge about rules, administrative quality but also remarkably associated with the organizational commitment (Roehl and Sparrow, 1999).

But on the other hand, researchers like Lambert (2003) have opposed in his own way by proposing the notion that the opportunities for the development should not go ahead of the employee's expectation level. The correlation between training and organizational commitment is also elaborated and investigated by Ahmad and Raida (2003). Numerous past research has also explained that the support from the organisations is linked positively with the increase of organizational commitment within the workers (Cheung, 2000; Meyer, Allen and Gellatly, 1990). Employees with a positive perception that they will attain the constructive results by participating in the training and development program are likely are self motivated and are likely to find more training opportunities (Dubin, 1990; Tharenou, 2001).

Mentoring is linked in positive manner with the affective commitment and normative commitment whereas conversely linked with the continuance commitment, is investigated by (Payne and

Huffman, 2005) while examining the relationship between mentoring and organizational commitment. The grounds at the back of the negative relationship between training and continuance commitment may be due to the attitude of job hopping usually noticed in workers in the specific region. In addition to that the availability of job opportunities in a massive manner may be affecting the employee's continuance commitment. Moreover, the research investigation conducted by Meyer and Smith (2000) showed the influences of human resource management practices on the organisational commitment. The research study that employee's perception in regard to the training is linked positively with affective, normative and continuance commitment (ibid).

The negative link can be created between the training and development program and organizational commitment if the perception of employees is completely avoided while structuring and designing the training program as per views of Lambert (2003) workers show more efforts to learn in the activities of training and the designing of the training program should be created while keeping the perception of employees in close consideration so that it will be beneficial in improving the professional abilities of employees.

Skills Development

From the above reviewed literature, it has been understood that there is a positive relation between the training and development program and the organizational commitment. It has been further clarified that affective and normative commitment are more focus in the past as employee do develop these commitments more after initiating the training and development program rather than having a continuance commitment towards the organizations.

Compensation and training help the organization in retaining its workforce as the previous empirical research has revealed that those employees who are more trained and compensated in a fine manner will have less chances of leaving the organization. This is also investigated that employee have more positive attitude towards work if they are trained in adequate and subtle manner and due to the installation of an adequate training program in the firm, the perception of employee changes in a constructive way for the organization. Their organizational commitment increases more as they feel they are skilled and highly valued by the organization.

Variation in training and development program

It is also clear now that training and development program is not an expense but a real investment which helps organizations in attracting the new workforce and retaining the current workers. Despite so many clarifications there are still some limitations to the reviewed literature, such as these training programs vary its impact from person to person and organization to organization. To some specific sectors the influence of training program is more in picture but organizations operating in the developing countries will encounter unique challenges from the current workforce, especially in the banking and commerce industries.

Close Linkage of organisational performance with three antecedents

The work of Lampert (1997) strongly emphasis of the linkage of three antecedents with thewith organisational performance but it is not the case as these three antecedents are not closely linked but just partially linked. In actual more than organisational performance, the organisational commitment is the mainly related with the affective, normative, and continuance commitment. The research also strongly emphasized on the combined efforts because of the training program, but it is not the case always more than combined, the personal effort of the individual is more essential to contribute because every individual effort will merge together as collective effort so the researcher should not exempt the individual efforts.

Bridging the gap between the employers and employees

The research work of Awamleh (1996) training shorten the gap among the employees and the boss so the organisational commitment as important role to offer in it but this the level of commitment may vary from person to person and organisation to organisation. It is prejudices to believe that only the organisational commitment short the gap because the most senior employees even leave organisation that have participated in all training programs. Training is only ensuring that skills are developed to the related job, it is not ensuring that organisational commitment will enhance for sure because most of the organisations have experienced employee huge turnover in the economic constrains. Secondly, training at same time provide opportunity to establish career paths so there is a possibility of employees leaving organisation after training for better career opportunity.

Changing jobs for fun

The research of Barnett (1995) Syrett (1994) and Khatri et al (2001) all strongly suggest that employees change jobs for the sake of fun, but in the actual scenario it can be disagreed because employees leave organisation only for their betterment and career development. In the fast-paced world, individual work only in order to keep his personal life balanced and job is not a leisure activity for majority of the employees, so the findings of the above-mentioned researchers are disagreed to slight level.

Trained ones are easily retained

Dearden et al., (1997) showed that trained employees are not being lost by the employees but in the practical world, it is obvious that human are most unpredictable, so they have the tendency to act other way. Not all individual view training as the main mode of sticking to same organisation. It is bundle of benefits that ties employees with the same organisation. Training cannot be given to all employees based on the similar standards, similarly not all employees will view training as mode of retention because in the time of recession when organisations are forced to reduce their workforce, most of the trained employees are removed from the organisation.

Affection towards work itself rather than affection towards organisation

The work of Eisenberger, (1986) that most of the employees become loyal to organisation as their affective commitment develops more. But it is a subject matter view because if training develops loyalty than the continuance commitment of employees should have also increased more. When employees leave organisation for the future opportunities, it means their loyalty towards organisation reduces, in other words, they do not continue with same organisation as there might not be any affection towards organisation which leads to reduce continuance commitment. An employee might have developed affection towards work but there is no assurance that he or she will develop affection towards same organisation after training program.

3. Research Methodology

Research philosophy

Different types of philosophies are available for the researcher that are presented through the research onion (Saunders et al. 2007).

Interpretive approach is chosen for this present research investigation therefore the research philosophy is interpretive research philosophy. This type of philosophy is more useful in the business management researches as quantitative approach is not sufficient (Cepeda & Martin, 2006), furthermore, interpretive is beneficial for small sample size as it helps the researcher in getting close to the respondents (Shaw, 1999). Moreover, such type of approach assumes that the respondents of research answer in subjective manner (Saunders, et al, 2007). Interpretive approach explores the reality of subjective that is participating in the research by explaining their actions and intentions.

Research approach

Inductive and deductive are the basic two types of approaches which are also known as qualitative

and quantitative approach. For this present study, deductive style was considered initially but the sample size of study is small therefore it was not adopted.

Researcher has chosen the qualitative or inductive approach for this study as the sample size is not big one and the inductive approach will suit more as the viewpoints of employees working in the banking sector are to include as they are the respondents, so it is essential to know that do they think about the research variables (Hannabuss, 1993).

The inductive approach also assist researcher to conduct investigation in depth and permit the researcher to test the findings with available management literature and theoretical framework (Patton, 1991). Quantitative analysis as well as qualitative analysis are used in different social science studies often to gain in-depth understanding of the phenomenon (Adamovich et al. 2021; Faizan & Haque, 2015; Faizan & Haque, 2016; Faizan & Haque, 2019; Faizan et al. 2018; Faizan et al. 2019; Gusakov et al. 2020; Haque, 2012; Haque & Aston, 2016; Haque et al. 2016; Haque et al. 2018; Haque et al. 2020; Haque, Aydin & Uysal, 2017; Haque et al. 2017; Haque et al. 2015; Haque, Kot & Imran, 2019; Haque, Nair & Kucukaltan, 2019; Haque & Oino, 2019; Haque, Sher & Urbanski, 2020; Haque & Yamoah, 2014; Imran et al. 2018; Imran, Hameed & Haque, 2018; Imran, Haque & Rebilas, 2018; Javed et al. 2018a; Javed et al. 2018b; Kot et al. 2019a; Kot et al. 2019b; Kot et al. 2020; Ślusarczyk et al. 2019; Ślusarczyk et al. 2020; U-Hameed et al. 2018; Urbański & Haque 2020; Urbański, Haque & Oino, 2018).

Research strategy

The research is co relational therefore the combination of various strategies is mixed for this investigation. The case study, questionnaire and structured interviews via email is included as the strategies for the research. The case study is chosen as the research is conducted outside United Kingdom therefore, the comparison of problem experienced in the organisation with the available context is critical, (Bonoma, 1983). To find the actual scenario it is considered that the survey questionnaire to use so that the feedback is taken from the respondents.

The process of Research

The questionnaire is self administered written in English Language. Research is qualitative therefore, the views and responses of employees based on their experiences are vital for this study; it helps in getting close to the respondents by knowing the problem from the inside. It assists researcher in the interpretation and analysis of findings. The researcher feels things from various ways through questionnaire (Schwartzman, 1993).

The semi structured interview is included in this investigation in the preliminary stage. In the finding the interview questions were sent to the participants through email to attain their feedbacks. Due to time difference, the telephonic interview was considered but not adopted. Three managers were interviewed for approximately 20 minutes each. The questionnaire designed for this research contained 15 questions and it was circulated among the 50 employees. However, because of considerable problems from the managers concerning confidentiality of information, it was only in practise possible to collect information from 20 employees. The interview questions were open ended so that the respondents discuss their own viewpoint. The distance between the researcher and the chosen organisation has limited the idea of informal interviews where participants are more relaxed but on the other hand the style of electronic mail interview has given the ease to respondents to respond at their convenience.

The schedule for the interviews and questionnaire is not made in this study as the sample size comprise of small number of respondents.

Primary research interviews

At the initial stage of finding analysis three managers were contacted by the researcher via email and informed about the research purpose so that the agreement is seek by the participants in this study.

Through emails the managers were briefed about the aims and objectives of this research and once the participants approved to be the part of research, they were telephoned to inform them about

the timescales, data gathering techniques, purpose and the ethical considerations about the research and participants were asked to question if they have any confusion regarding this study.

Through telephonic interaction, the vital facts were established by the researchers about the participants such as the experiences, knowledge about the training program, affective, normative and continuance commitment. Moreover, the semi structured interview date was decided and timing, at that particular time the researcher used Skype to be online with the participants while answering the interview question through email in case they have any complexity about the interview questions.

The questions were open as well close ended so that the viewpoints of the participants are attaining through sharing their experiences also. The reflected back responses of the participants of research revealed quick responses about various issues related to training.

- Training is an accelerated step towards promotion
- Training at bank helps in identifying and achieving career objectives
- Bank provides clear career path through proper training
- Training at bank leads to more job responsibility with addition of further rewards
- Participation in training leads to increment in salary

Data Collection

Wass and Wells (1994) suggested that semi structured interview elaborate different type of themes. The open-ended question was employed as the vital techniques to make respondents describe the question through their own viewpoints. The close ended questions were use to attain the information in a specific manner or to make sure that the facts are confirmed one (Saunders et al., 2003).

The interview with the managers done in the initial stage of research is recorded through digital media and the interview duration was approximately 20 minutes with each participant.

The questionnaire was circulated through a reference in the chosen bank via email and the feedback was undertaken immediately from the participants of the research.

Sampling

The sampling techniques adopted for research is stratified technique as the two different banks are targeted for this research. It helps in the generalizability of results (Bartlett and Kang, 2004). The employees are selected through the random sampling technique as there is large number of employees working in the banking sector of Hyderabad.

Data Analysis

The approach is inductive therefore the analysis of data procedure is done through Chi test. The analytical framework was established for the research. The coding method was open similar to one used by Parker and Coffey (1997). The excel spreadsheet was used for the interpretation of data. The coding system used by investigator was a word processor to enlighten and codes insertion for three depth interviews, this is more appropriate for the inductive approach (Harvey, 1990).

Pilot Study

The pilot study conducted to make sure that the credibility and validity of the responses. The researcher provided the material in shape of previous research papers related to the training programs models such as Meyer and Smith's organisational commitment model (2000), Dubin (1990) and Tharenou (2001) participation in training program model. The reason behind provision of these papers was to enable the participants about training program and the organisational commitment. Furthermore, the pilot testing was done to make sure that participants understand the topic and questions correctly so that they respond to it in correct manner. Few employees were selected on random basis and the questions were asked.

The credibility of the respondents is very vital therefore, the pilot study was done so that researcher is sure that the responses are valid, and participants has credibility, for this purpose the educational background and experiences are checked through demographic description. The instrument to generate the feedback is self administered to ensure that true and correct responses are attained.

Ethical approach

The researcher ensured that the confidentiality of the respondents is maintained, and the views, ideas, and data obtained from the primary and secondary sources are used for the current research purpose. The approach is qualitative therefore the views shared through interviews, so the privacy of the participants is maintained by keeping the respondents as anonymous.

4. Findings and Analysis**Results of interviews***Is training being an accelerated step towards next promotion?***1st Manager (Public sector):**

Yes, by training management ensure that employees are not only retained but promoting them in the organisation.

2nd Manager (Private sector):

Training is the polishing of skills, so it eventually helps employees in the promotion.

3rd Manager (Private sector):

Training is given to employees so that they are more productive at workplace, anybody who is more productive have more organisational commitment. These commitments enable them to get a promotion.

The responses of the managers from private and public sectors indicate that training is the essential step for the promotion of individual. The findings are alike the research investigation of Koslowsky et al., (1988) which revealed that training program increase the commitment level of employees towards organisation so we can say that those employees who are more training have more organisational commitment that increases their chances for promotion.

*Does participation in training leads to increment in salary?***1st Manager (Private Sector)**

Yes, employees who participate in training program perform well which enhance their chances for increase in pay scale.

2nd Manager (Public Sector)

Of course, those employees who participate in training stands more chance to improve their working efficiency which means there are more chances of increment in salary.

3rd Manager (Public Sector)

Sometime employees do find it a way to increase their salary, but it is not the case for all participants, only those employees who perform well after training program receive the increase in salary package or increase in allowances.

The interview of respondents suggests that there are more chances of increase in salary after training but as the third manager indicated that only if the performance level of employee increases there are chances of increase in the salary. The study of Bartlett (2001) also indicated that adequate training program assist employees in getting increment in their basic pay. These means that training is beneficial for employees from monetary perspective as it motivates them to perform well for the organisation so they can have more monetary rewards.

Is participation in training enhances the supervisor trusts to carry out a particular responsibility?

1st Manager (Public Sector)

When employees are more trained in their jobs, automatically the supervisor or manager's trust increase over them, and they certainly trust employees with specific types of responsibilities.

2nd Manager (Public Sector)

Not exactly but we can say partially, because just the participation will not increase the trust of supervisor. The supervisor to monitor that how well employee is performing after training and that gives the idea to supervisor to trust employees with responsibilities.

3rd Manager (Private Sector)

Employee's participation already creates his or her impression in the mind of supervisor therefore when they are assigned task by the supervisor, he trusts them more because they have received the training for it.

Though the ideas of three respondents do not match entirely but it can be concluded that participation in training program does create impression about the participant in the mind of supervisor so he can trust the participant that he or she has the knowledge about that task. But then again only the participation in program is not assuring, the supervisor must ensure that participant has performed well under training regarding task he or she has been assigned to. The management literature also suggests that the level of competency is affected by the participation in the training and development program as London (1989) revealed that the growth and improvement in employees emerge more when the adequate training is given about task which ensure management to build their trust on employees while assigning them responsibilities.

Is a clear career path through proper training is provided by bank?

1st Manager (Private Sector)

Yes, the main purpose of training employee is to define him a career path in the banking sector.

2nd Manager (Public Sector)

If we notice in one way yes training's main purpose is to help employees fill the gap, they are lacking which is eventually guiding them on the career path. They know that if adequate training is undertaken, they will be marching well on their career path so yes bank do provide clear career path through training.

3rd Manager (Public Sector)

There are different types of employees working in organisation and main purpose of providing them training is to ensure that they know where they are standing currently and where they should be after training but not all employees do have organisational commitment after training, their career path remain unclear to them but yes to majority participation in training mean to have a clear vision about their career.

The feedback from the participants has a close resemblance with the empirical research piece of Lambert (2003) that argued that training is always given on purpose and its benefits are both employees as well organisation. The organisation increases the commitment level of employees through providing adequate training and employees have clear career path as the designed program ensure that in which field and which department, they have to improvise in.

Is training at bank beneficial to identify and achieve career objectives? If so to what extent?**1st Manager (Private Sector)**

Career objective are set by individual for themselves whereas training help them to develop the skills they are lacking to perform their tasks. If the person is perusing his career in the field, he is working in then training helps them to achieve the objectives. To answers the level to which employee will be successful varies from person to person but still to large extent training helps in attaining the career objective.

2nd Manager (Public Sector)

The main purpose of training is to ensure that everything is going as per the plan of organisational management. The productivity of employees increases through training which increases the organisational commitment and once the organisational commitment is increased there are clearer career path defined and objectives are set. So, yes training help employees in achieving those set objectives.

3rd Manager (Public Sector)

The answer for the question is like the previous one, the training is linked with the improvement and clearing the career path, so it is used as a tool by the management to increase employee level of efficiency to achieve their set objectives.

This question was asked to cross examine the participants regarding training objectives and the answers of the participants matched with the precious responses. All of the participants agreed that to some extent the training program is beneficial to attain the career objective, but the attempt varies from person to person.

Is training linked with the organisational commitment and job satisfaction?**1st Manager (Private Sector)**

Training increases the productivity of employee that leads to job satisfaction and the more employees is satisfied with the job, more he is committed towards the organisational commitment.

2nd Manager (Public Sector)

Yes, these are linked together because most of the employees who received training have more commitment towards organisation and it is because they are more satisfied with their jobs.

3rd Manager (Public Sector)

One leads to another; training increase the job satisfaction as employees become more productive and job satisfaction means employees are more committed towards the organisation. They remain with the same organisation if after training they are promoted or given increase in salary etc.

The feedback from managers is like the argument posed by Benson (2006) where he suggested that those employees quit from organisation less who are more trained as their commitment level is high towards organisation and they are more satisfied on their respective position. In this aspect, Becker (1965) proposed that promotion or salary increment increase more job satisfaction. The managers also believe that there is a strong relationship between these three variables, training, job satisfaction and organisational commitment respectively.

How do you see the role of training in the development of positive perception among employees?**1st Manager (Public Sector)**

The productivity of employee increases due to training as the corporate image of organisation begun to develop in positive manner. We can also consider the development of organisational

culture where healthy environment is developing inside organisation.

2nd Manager (Private Sector)

The team spirit develops among employees and the work for common purpose due to participation in training program.

3rd Manager (Public Sector)

The organisational commitment of employee tends to increase as the positive perception develops about the organisation as place of healthy environment. The mentors, peers and subordinates are more valued as the healthy work-environment develops.

The above-mentioned responses indicate that training has a close link with the positive perception development as employees develop positive feeling for the organisation, peers, subordinate etc. the sense of teamwork develop among employees. This is similar to what is suggested by the study of Dubin, (1990 and Tharenou, (2001) that positive results will come due to training program that participant undertake. Employees are more motivated when the perception is positive, and this perception emerges due to induction of training program in appropriate manner.

Does training help individuals to develop skills related to job?

1st Manager (Public Sector)

Yes, the main purpose of training is to develop the skills of employees related to their respective jobs.

2nd Manager (Private Sector)

Training helps employees to become more competent in their tasks.

3rd Manager (Public Sector):

The main reason that employees are given training in the organisation is to make them effective and efficient in their work. It fills the gap between the required skills and job.

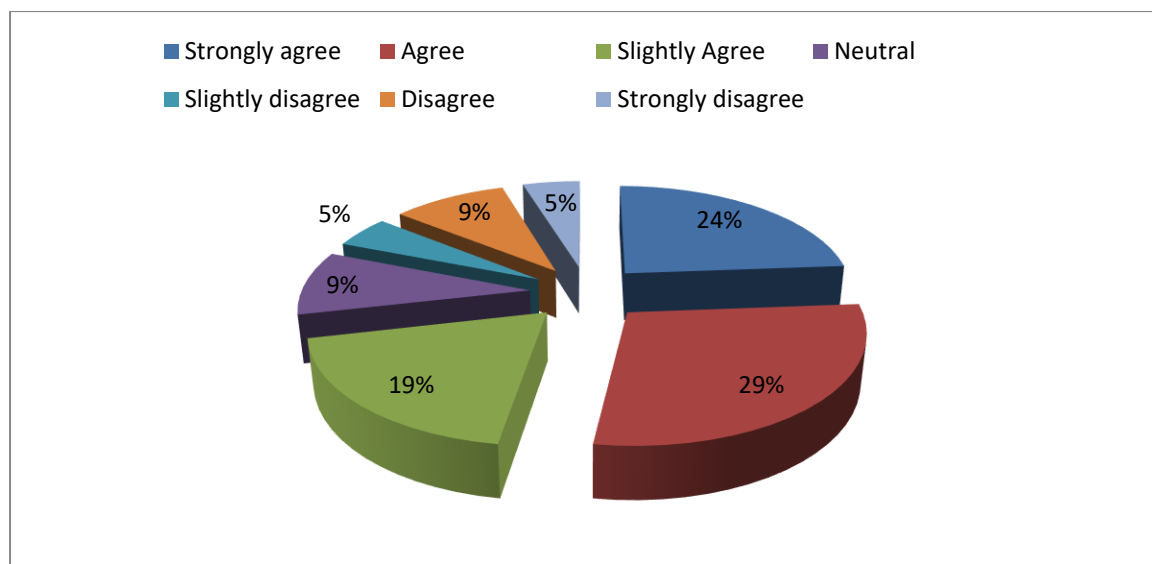
Indeed, the training program is carried out in the organisation to increase the job-related competencies. All the participants were positive about it and this we have viewed in the context of management's literature that the skills of individuals improve when they undergo training program. The sources are limited and to make them most effective, training program is used as a tool (Cheung, 2000).

This analysis of interviews is that training is the tool used by organisation to increase the organisational commitment of employees. There is a co relational studies that prove that training is connected with the job satisfaction and organisational commitment. The training is beneficial for both the parties, as through training the career objectives are accomplished by the individuals and on the other hand, the organisation increases the level of commitment towards organisation. Furthermore, the working efficiency and continuity towards progress is attained through training programs.

Questionnaire Findings

I would be happier to peruse rest of my career with this bank.

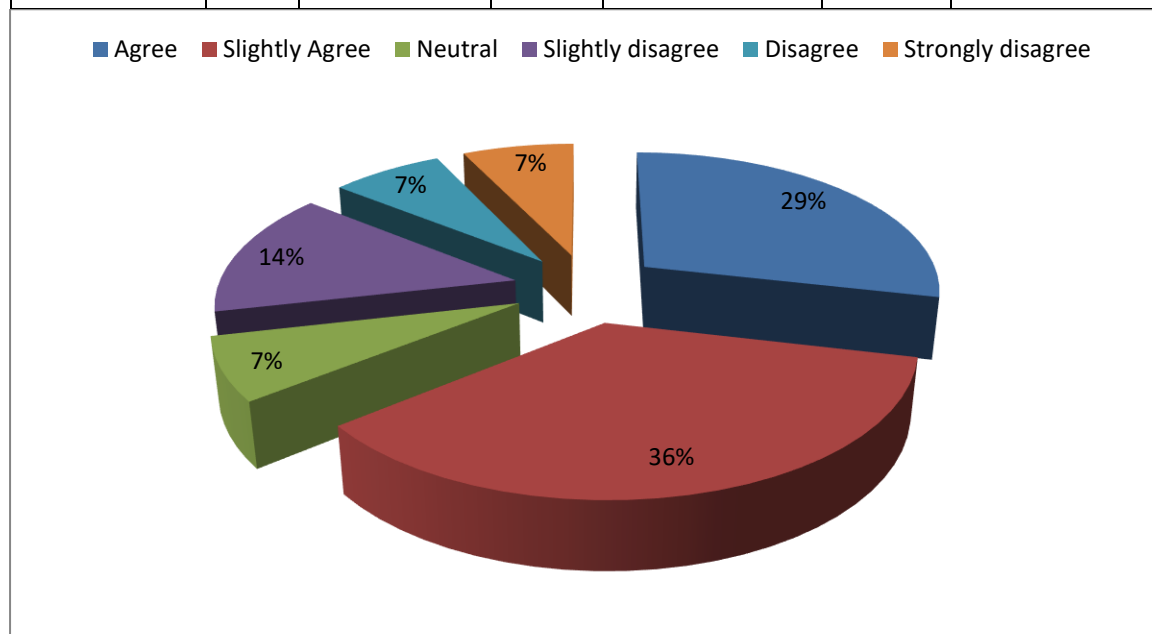
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	6	4	2	1	2	1



The analysis of the above question points out that affective commitment of employees increases due to participation in the training program at the bank. The past research of Weiner (1982, p.421) has similar findings that the affective commitment of employees tends to increase due to participation in the training sessions. Therefore, the analysis is that one of the organisational commitments is affective commitment of employee which seems to improve by means of involving employees in training program.

I feel a strong sense of attachment with my organisation.

Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
6	4	5	1	2	1	1

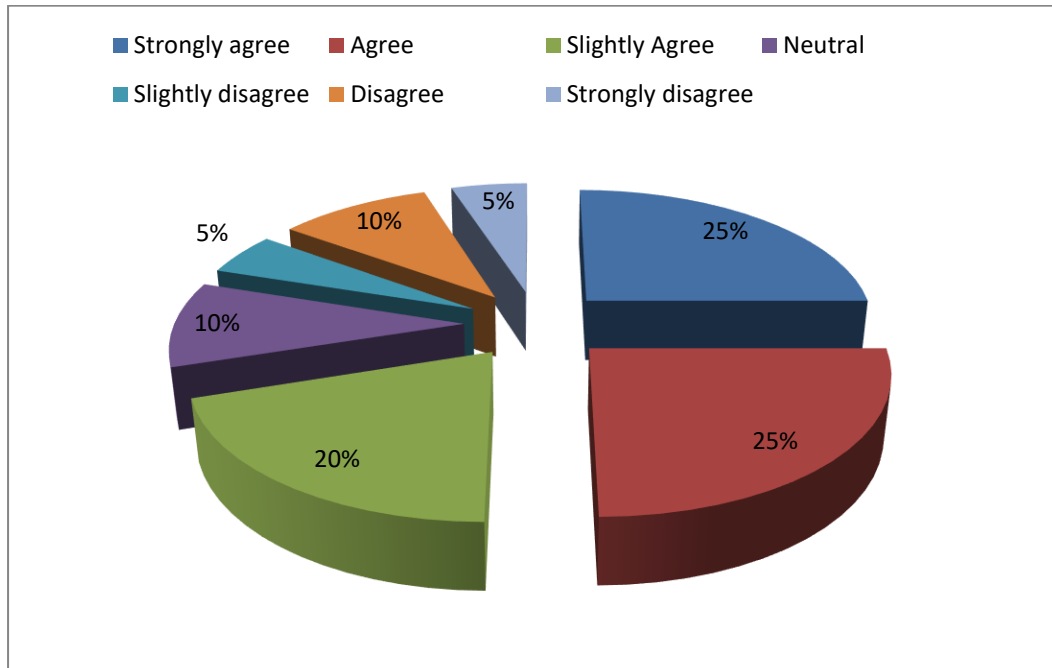


After attending the training program employee’s commitment increases more towards organisation. Comparing present findings with the previous empirical research of Lewis (1997) and Bartlett (2001) it is observed that training increase the sense of affective commitment of employees towards organisation. More employees are engaging in trainings, more they are

committed.

I feel like the problems of my bank as my own problems.

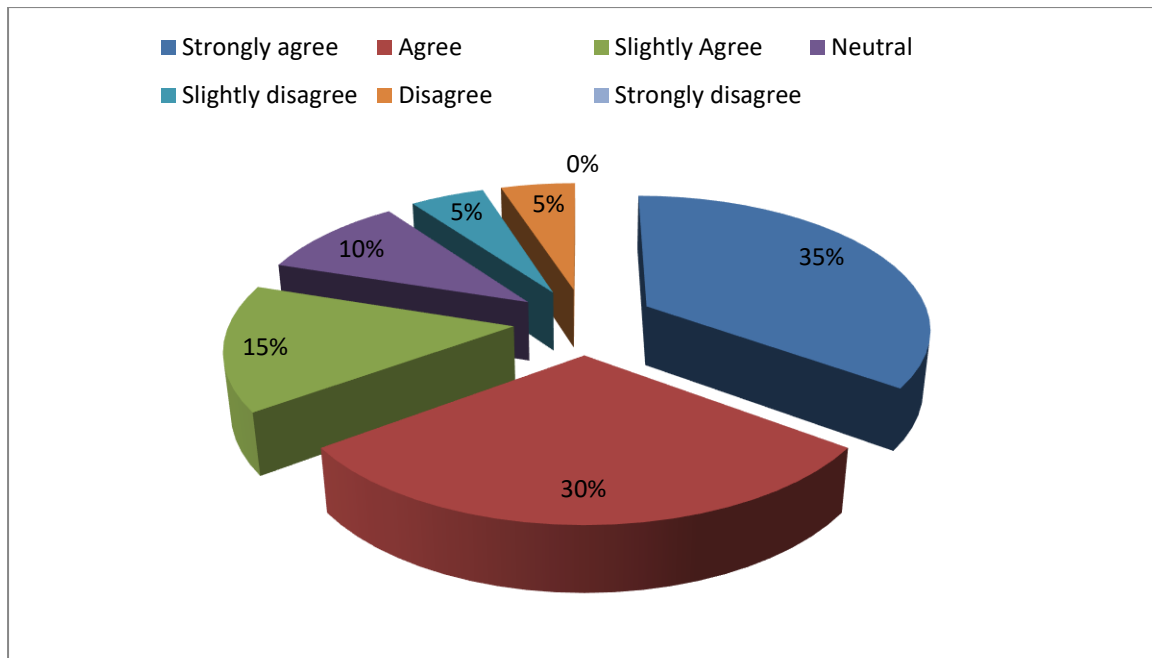
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	5	4	2	1	2	1



The outcome of this question is to ensure the affective commitment of employees increase after training program. Our results are alike the previous results of Marwat et al., (2008) as that research was conducted in the medium size organisation to investigate the affective commitment of employees and results were like our findings that employees have more commitment as they consider the problems of the organisation as their own problems. Based on research at hand, training is essential to enhance the affective commitment of workers.

I am working in this organisation as a need and desire both.

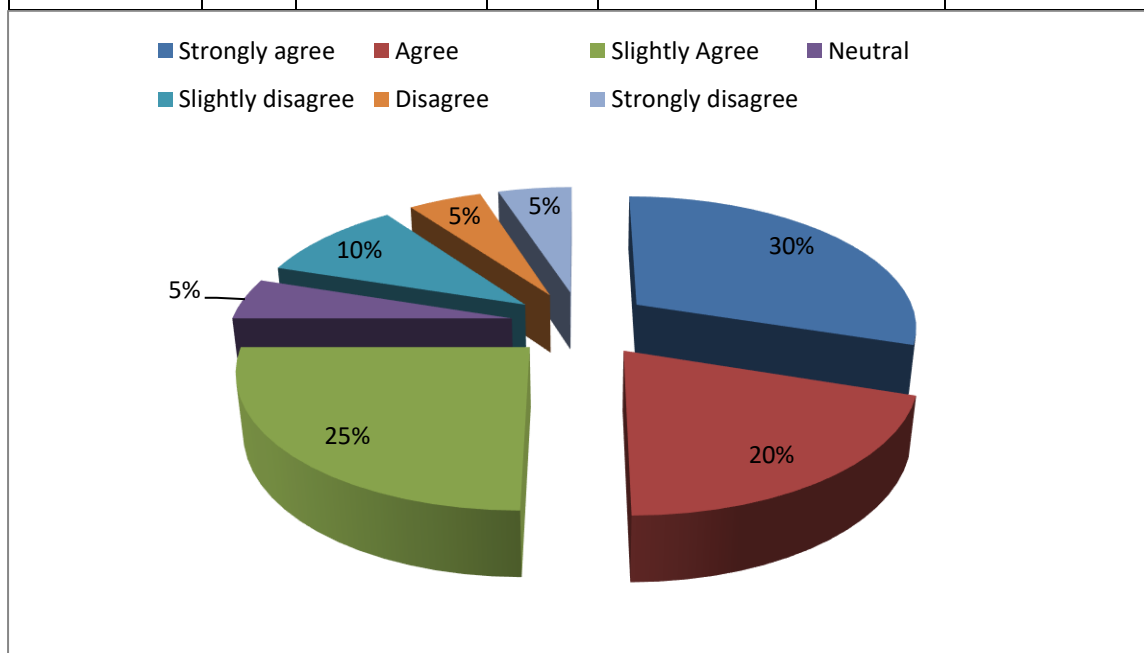
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
7	6	3	2	1	1	0



The normative commitment shines more in individuals due to induction of training programs. The research piece of Patrick (2006) also refers that the more workers are given adequate training, more they groom as better individuals. The research of Weiner (1982) also used the term of “doing moral actions” (p. 421) to show that training session improve the norms in the commitment level of employees.

One of the major reasons I continue to work for this bank is that benefits and facilities offered by my bank are competitive to the market.

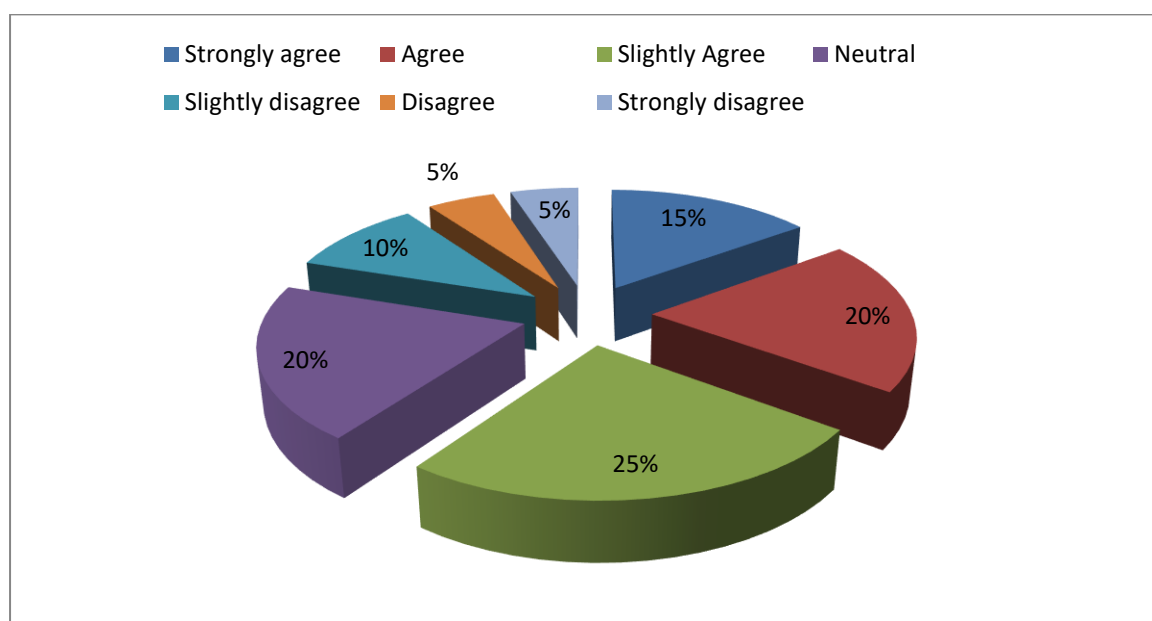
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
6	4	5	1	2	1	1



The employees believe that their organisation is more competitive in market because of the training sessions they participate in which further improve their normative commitment. This is also explained in the model underpinned by the Lawry et al., (2002) and the theoretical framework of Benson (2006) that strongly argued that more norms will become stronger about the organisation when employees feel emotional attachment with the organisation. The current research confirms the theoretical perspective proposed by Benson (2006).

I cannot think of leaving this organisation.

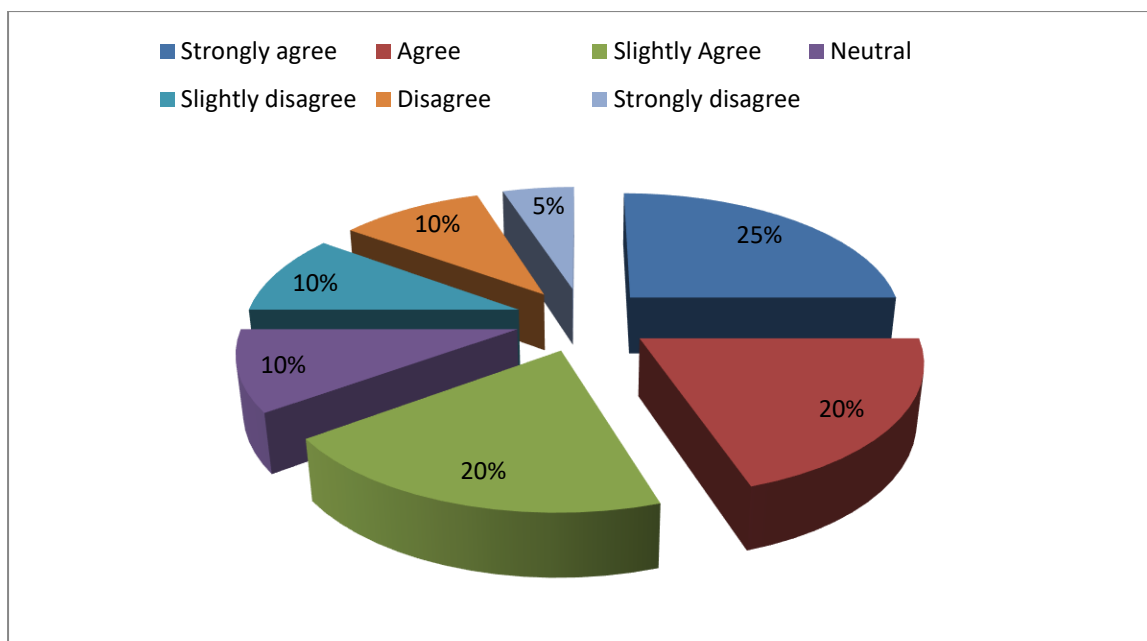
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
3	4	5	4	2	1	1



More employees will develop their positive perception towards organisation when they undertake the training programs is the major finding of the research and it is similar to the research conclusion of the Bartlett (2001) that suggests that employees affective and normative commitment is linked positively with the performance of employees due to adequate and appropriate training program.

Now a day I think job loyalty is a common practice.

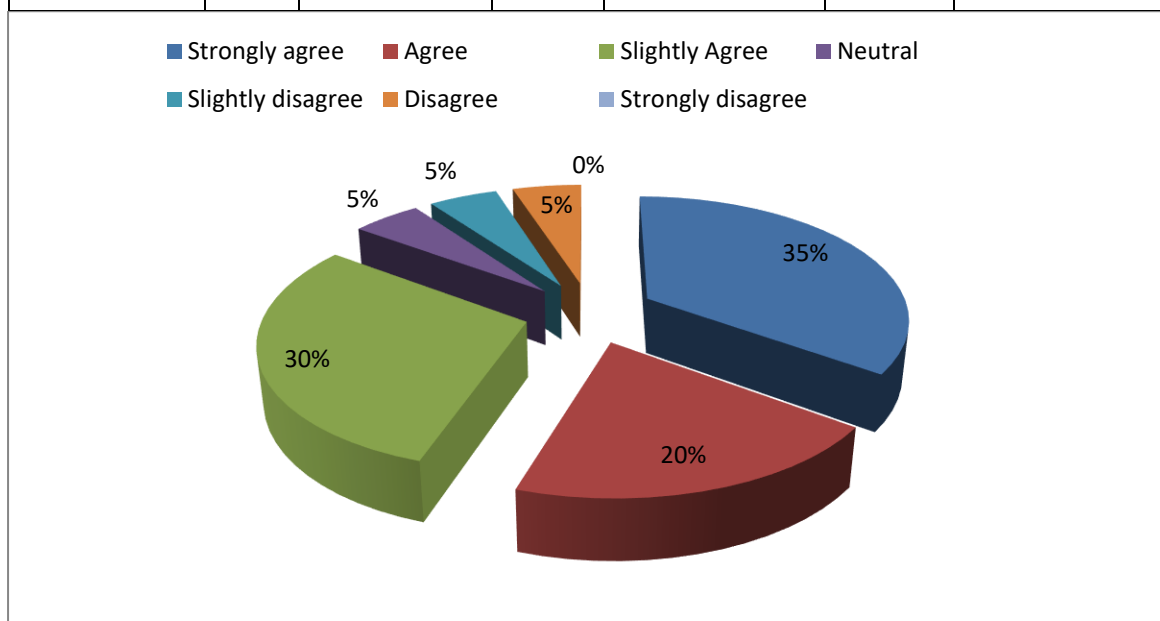
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	4	4	2	2	2	1



The continuance commitment of employees is not as the affective and normative commitment of employee was based on the previous research work of Becker (1957) and later confirmed by the Bartlett (2001). In this research the findings are different from the previous empirical research as 65% employees’ view that more continuance commitment of employees in shape of their loyalty towards organisation increases.

I think it would be better to stay with my bank for most of my career.

Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
7	4	6	1	1	1	0

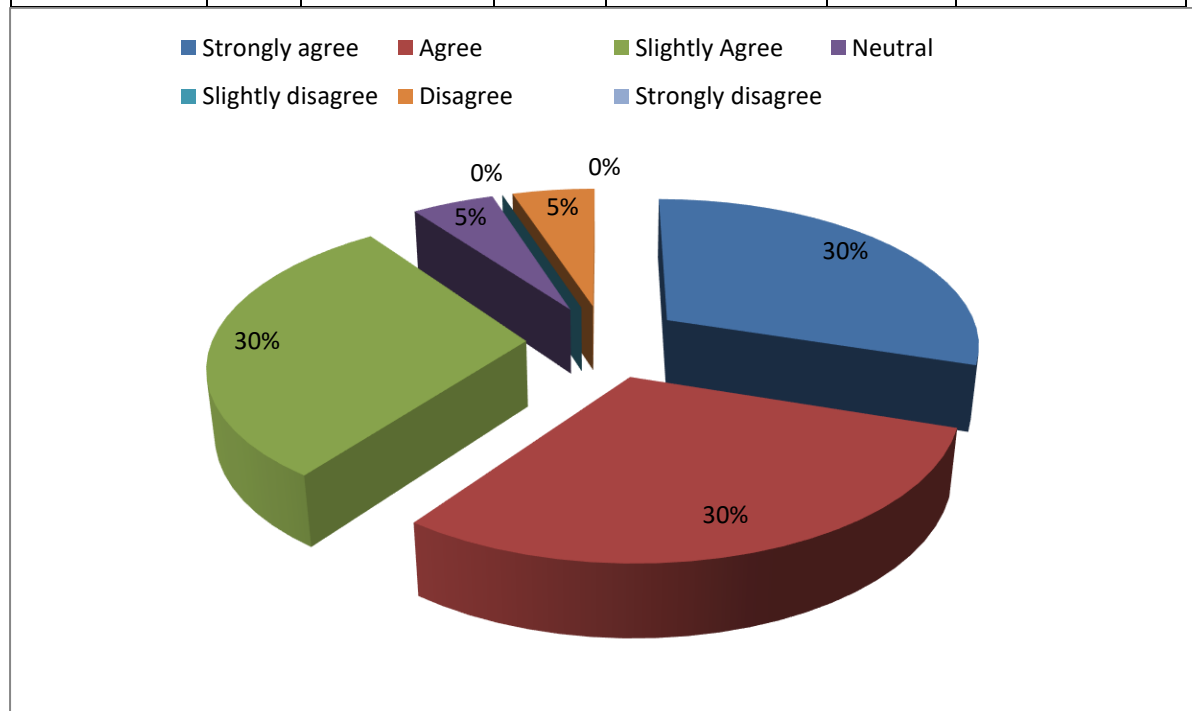


Though the previous research narrated that affective and normative are ensured to greater extent but the continuance commitment of employees will not be always increasing towards organisation until the rewards or promotion is offered to employees (Calwell et al, 1990) and Morris et al.,

1993) and later on evident by Bartlett (2001). The present investigation viewed those employees' continuance commitment will increase too in positive manner as like affective and normative commitments.

I feel a moral obligation to pursue my career path with this bank because loyalty is important for me.

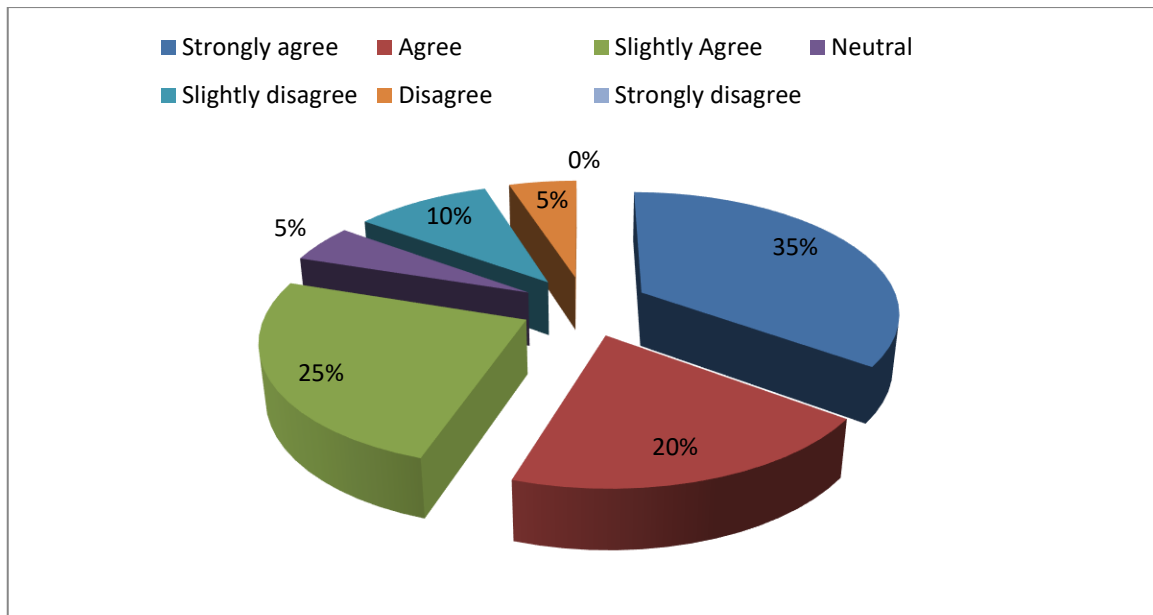
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
6	6	6	1	0	1	0



The more continuance commitment will enhance due to training as the findings can be compared with the research of Lewis (1997). The study of Becker (1975) and confirmation of Bartlett (2001) research that more loyal employee become when they undertake the orders and responsibilities are obligation.

I believe that participations in training is beneficial for personal development.

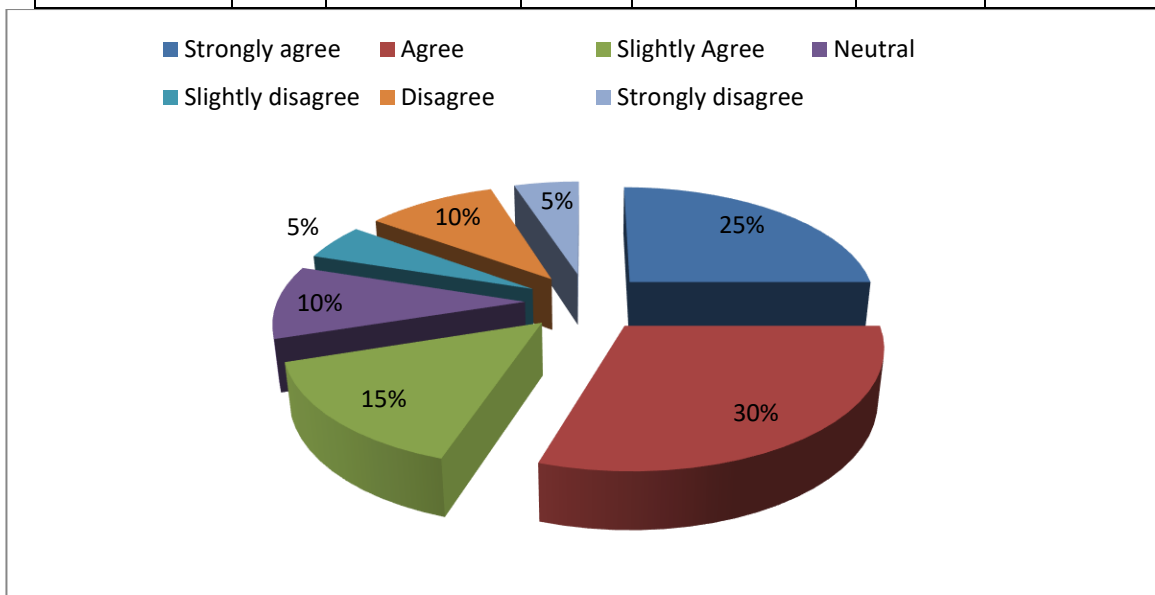
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
7	4	5	1	2	1	0



The career development of employees is more result of the adequate and appropriate training provided to them by the organisation. The suggestion of Boon and Arumugam (2006) that employees will be more enticed to participate in training as it will be a career development for them so employers must make its workers feel that training is helping them in shaping their career.

I believe that training helps me to improve my skills at my job.

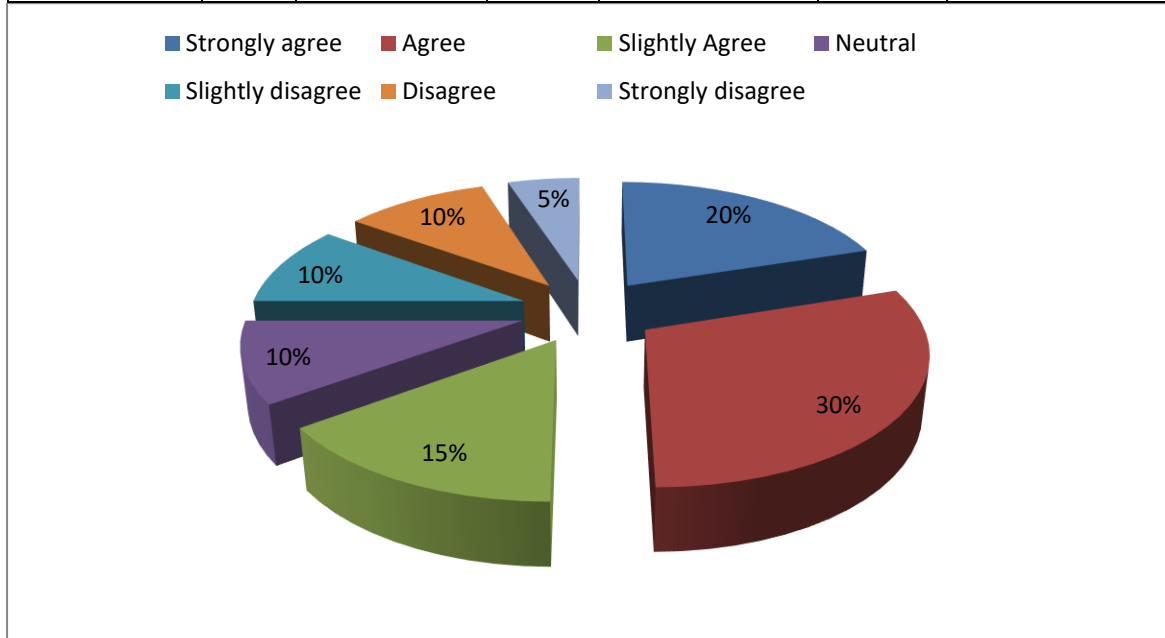
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	6	3	2	1	2	1



The improvement in skills at job is the result of the participation in the training program and it is evident in the previous work of Bartlett (2001), Becker (1975), Lewis (1997) and well Brenson (2006). All of the mentioned researchers have stressed on the training program as the way of improving the skills at job.

I believe that training is a way to enhance my social circle in the bank.

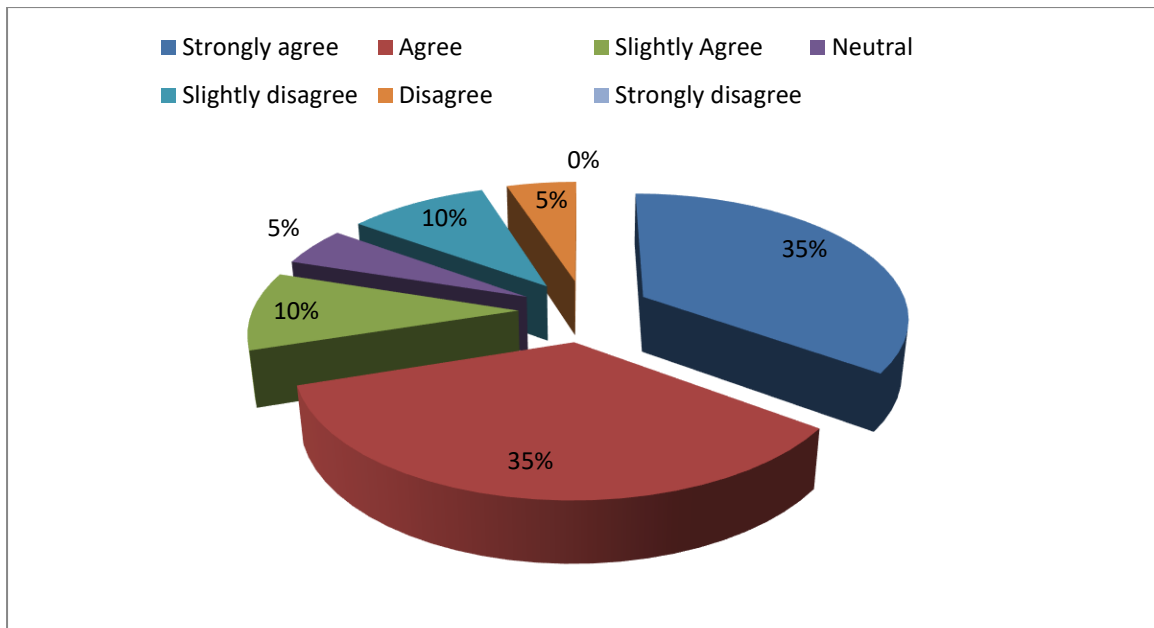
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
4	6	3	2	2	2	1



The present investigation confirms the previous findings of the research survey of Roehl and Sparrow, (1999) that social circle of the employees expands due to the involvement of the employees in the program. The findings are also similar to the work of Cheung, (2000), and Meyer, Allen and Gellatly, (1990).

Participation in training helps me to learn new methods and emerging technology.

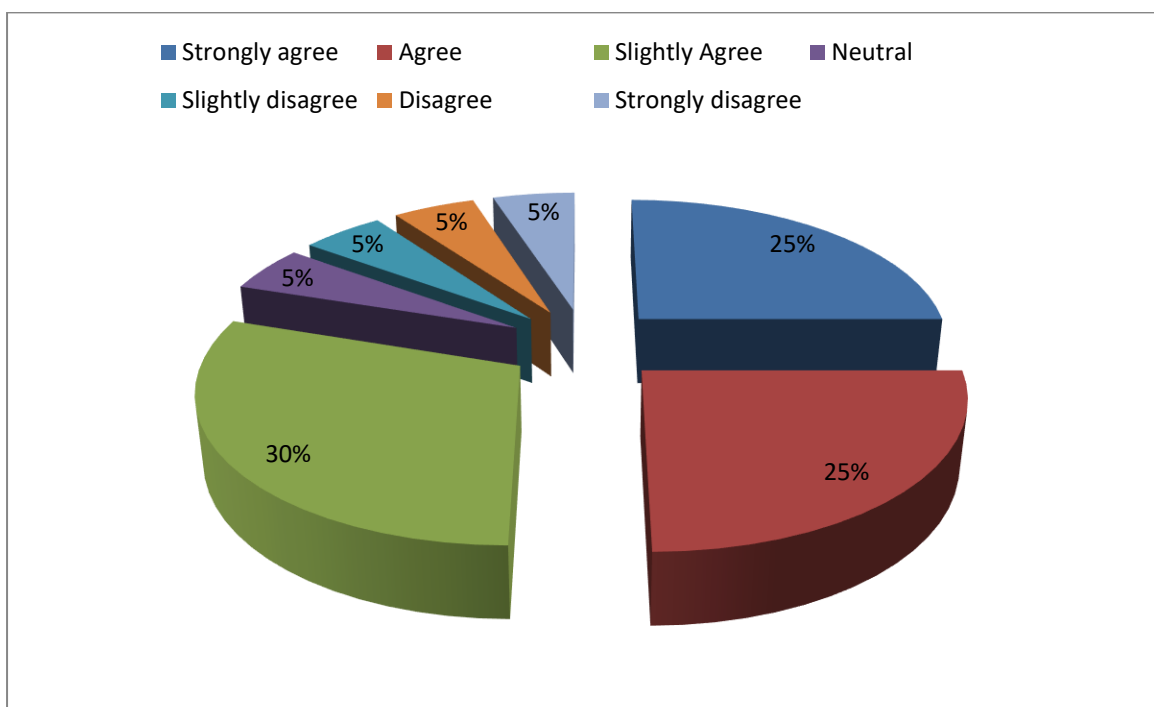
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
7	7	2	1	2	1	0



Lambert (2003) argued that to cope up with the new technology, employees should be given the proper training and, in this research, also we find out that employees learn more about technology by being the part of the training program.

Training is an accelerated step towards my next promotion.

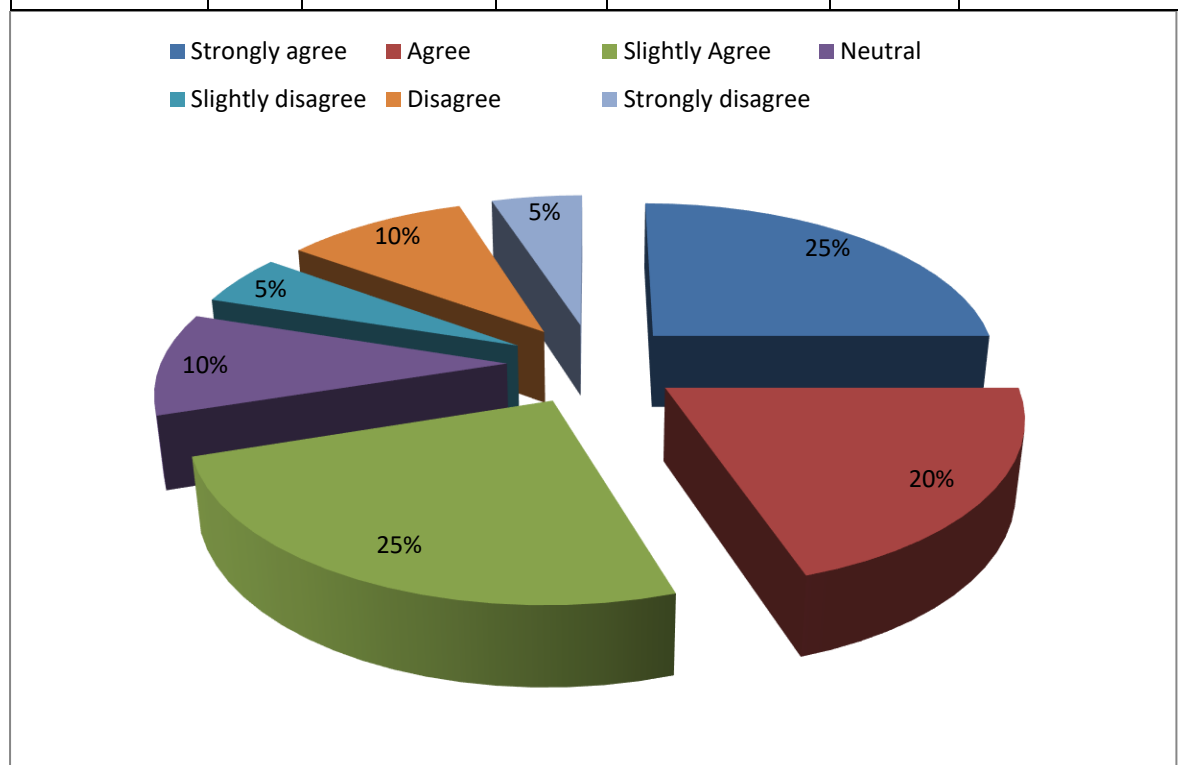
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	5	6	1	1	1	1



The promotion is more in the focus for the employees when they participate in the training sessions, and it is evident by the Bartlett (2001) also that the opportunities for career development and promotion will increase more due to training program.

Training at my bank always help me to identify and achieve my career objectives.

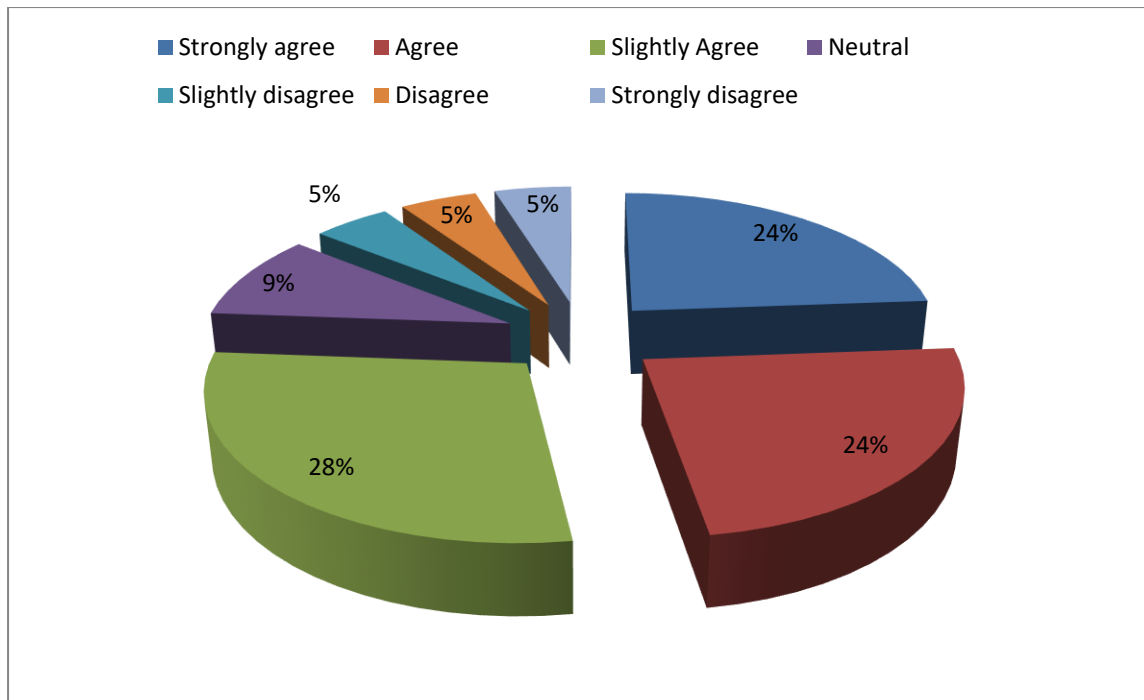
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	4	5	2	1	2	1



Bartlett (2001) research finding are investigated more in this research and the findings of this study is close to the earlier findings of the Bartlett as majority of the respondents agree that training is identifier of career objective.

Participation in training helps me to work better with my peers.

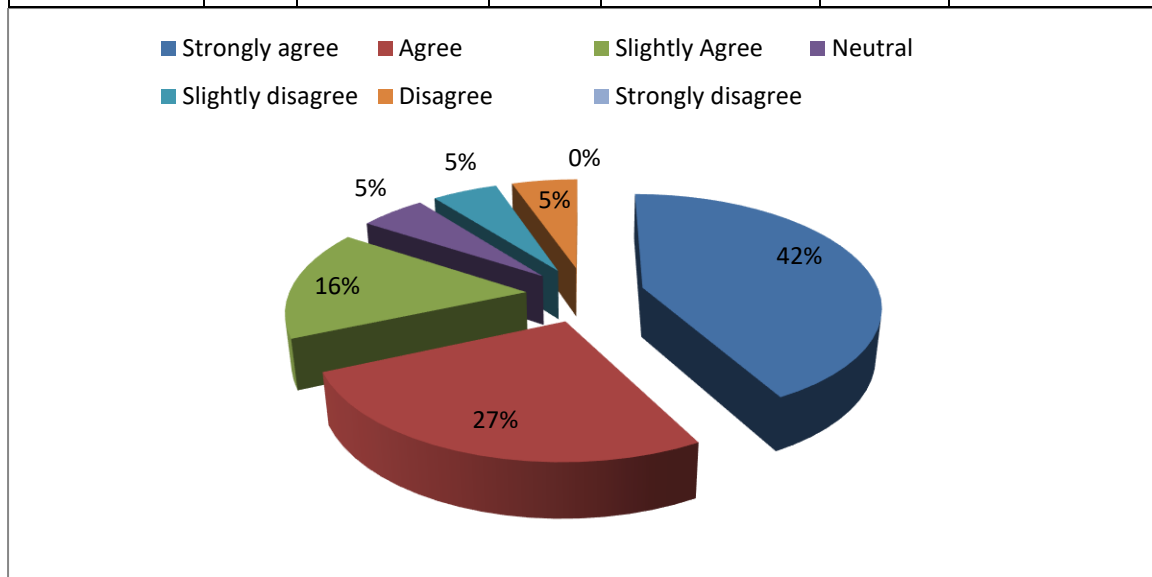
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
5	5	6	2	1	1	1



Roehl and Sparrow, (1999) argued that not just individually employees improve but their social orientation also get better, in this research 76% employees find it to improve their bonding at workplace so we can say that the earlier work of Roehl and Sparrow (1999) is precise in the medium size organisation. Research also confirms the past work of Cheung, (2000), and Meyer, Allen and Gellatly, (1990).

I need a break during my job and training is an interactive way to learn though relaxing.

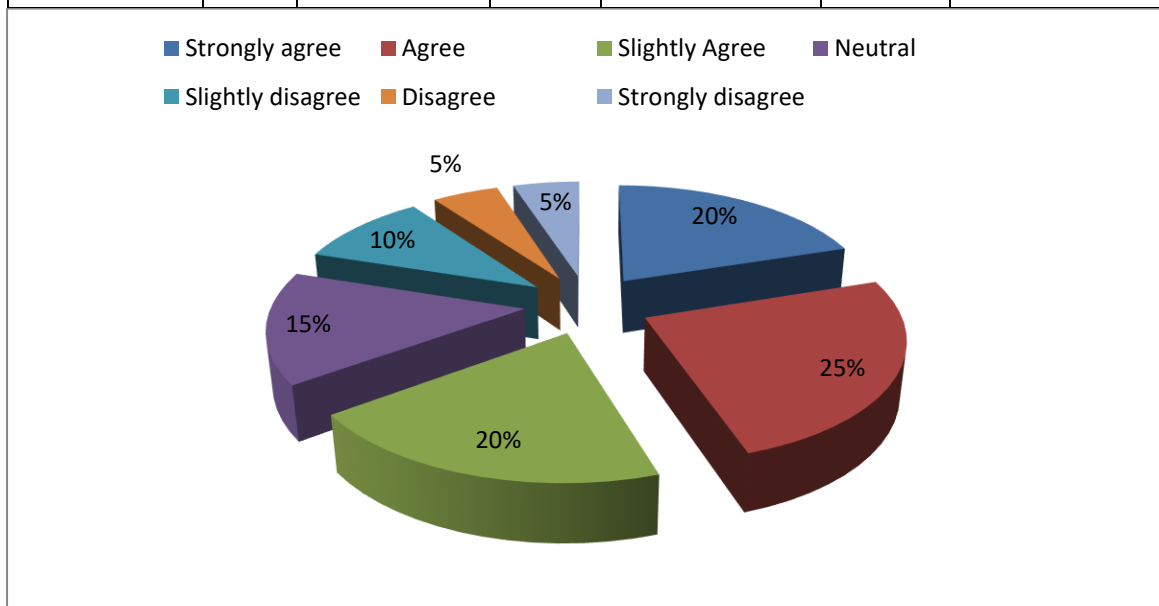
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
8	5	3	1	1	1	0



Most of the employees need break while continuous work and they do need training program to have more polished skills for performing their tasks. The past work of the Bartlett (2001) based on the previous work of Becker (1975) that organisation introduce training as a break for employees during their long work duration and at same time these little sessions help in developing skills to a finer level.

After participation in training my supervisor trusts me to carry out a particular responsibility.

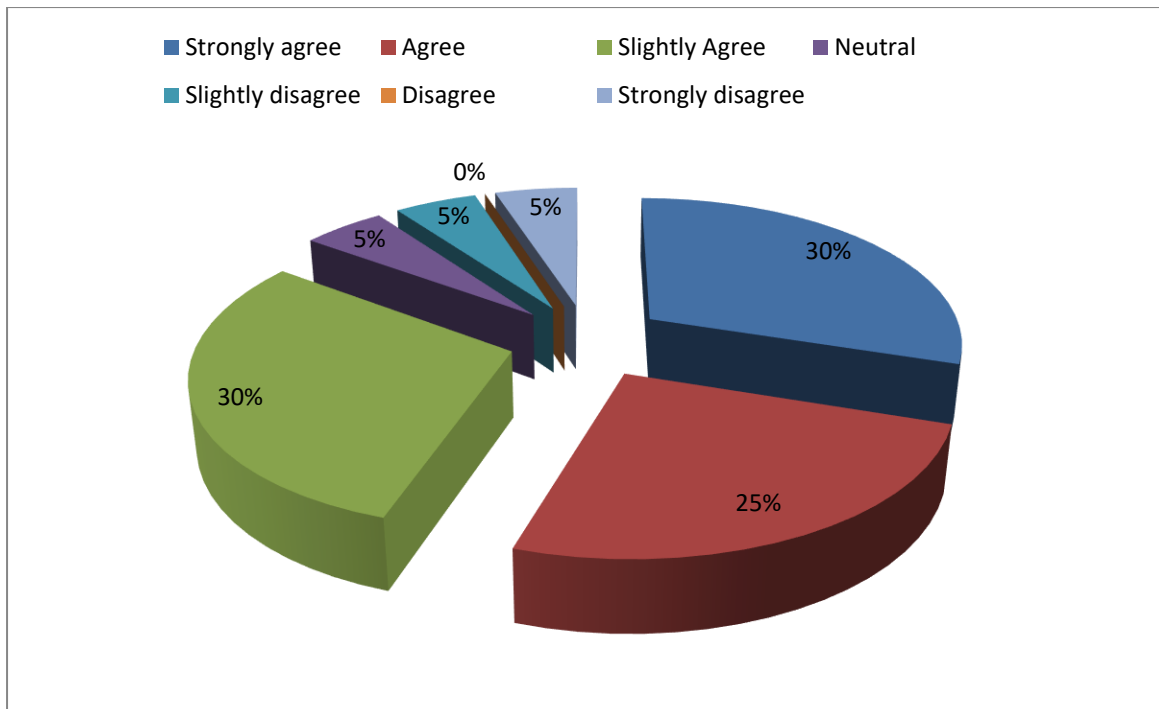
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
4	5	4	3	2	1	1



The research of Lewis (1997) and McNeese-Smith (2001) and Bartlett (2001) strongly argued that if employers are willing to increase the job-related skills and responsibilities of employees, then they must ensure adequate and effective training program. Our results are also indicating that training will help employers develop trust in the workforce for vesting them with more responsibilities.

I believe training at my bank will lead to more job responsibility with addition of further rewards.

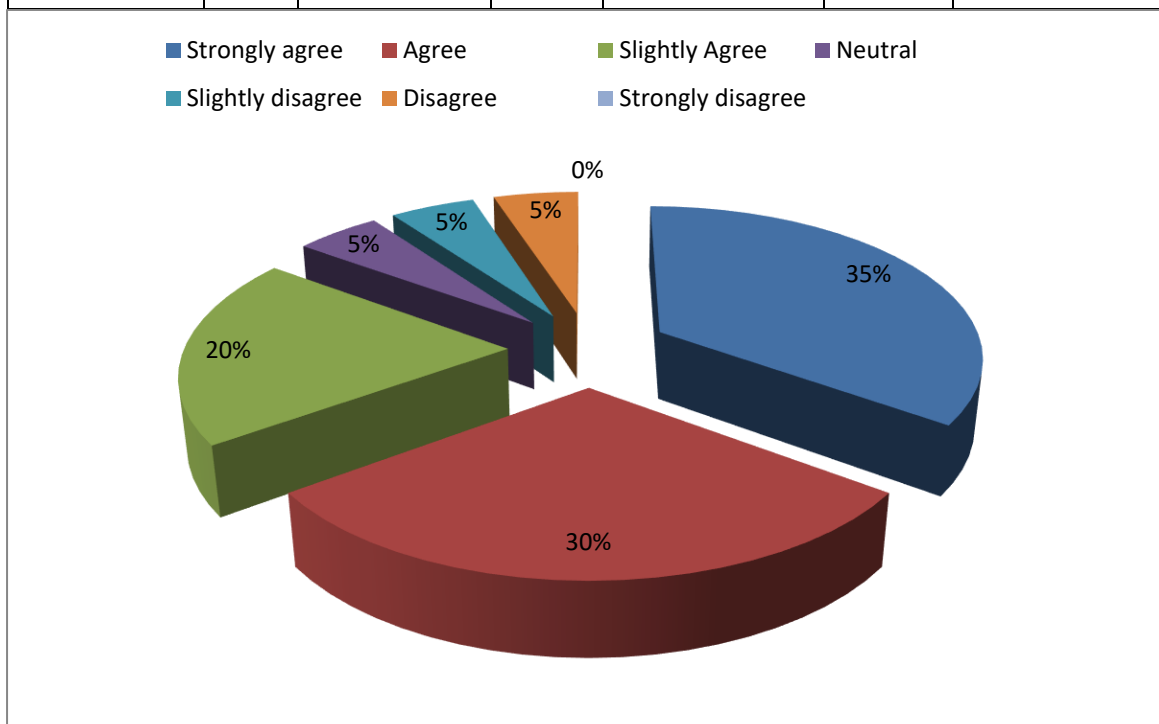
Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
6	5	6	1	1	0	1



Results of this investigation matches the suggestions proposed by the theories of Lewis (1997) which strongly suggests that training will help in the retention of employees by vesting more responsibilities in them because of developing skills related to their tasks.

Participation in training leads to increment in my salary.

Strongly agree	Agree	Slightly Agree	Neutral	Slightly disagree	Disagree	Strongly disagree
7	6	4	1	1	1	0



The findings of present research are not different what has been observed in the previous empirical research of Bartlett (2001), Barnett (1995), Syrett, (1994), and Khatri et al (2001). It is evident too that training help organisation in retaining the crucial source (employees) by increasing their salary package after training program.

5. Conclusion and Recommendations

The impact of training on the employee commitment is essential to be understood as the employee commitment tends to improve the organisational commitment which is one of the prime indicators of the performance of an organisation Becker (1975). Through this research it has been identified that training has a strong impact on the performance of individuals as it improves their productivity as well their commitment towards organisations. The individual's attachment is linked with their work which is setting a framework for the organizational commitment (Bartlett and Kang, 2004). This is proved through this research that organisational commitment indeed is a frame which is taken as moral obligation by few individuals. Employees remain loyal towards the organisation after the induction of appropriate training program. The proper considered strategic plan help workers about their task as training enable them to be more competent (Noe, 2008, pp 4). The findings revealed that training is a tool to increase job related competencies. To attain the ultimate goals of organisation, training and development program is significant method (Lewis, 1997). Organisation provides training program to make its workforce more loyal and committed towards organisation.

The common notion about organisation's investment in the training and development programs has strong relation with the benefits for employees as well employers (Santos and Stuart, 2003). This is now clear that training is considered as important tool by the researchers that the individual's commitment will improve more by the means of training and development program, therefore it can be said that training affect's the organisational commitment of employees as it develops the loyalty in the employees. To enhance the working efficiency of employee or in other words, to increase the level of performance of employees, the adequate and appropriate training and development program is essential therefore the training has its strong influence on the affective, normative, and continuance performance of individuals towards their respective firms. The research finding of Becker (1975) suggest that training given in the correct manner enhance the level of productivity of employees. This shows the critical impact of training program on the commitment of employees.

High level of competencies develop in individuals is due to the professional and personal growth which emerges due to training program (London, 1989). Therefore, it can be said that the training helps individuals on the professional and personal levels, so training increase the employee's overall commitment. The research of Donovan et al., (2001) revealed that employees quickly adopt changes and their social orientation increase more as they become positive in their commitments towards organisations. This study also shows the vitality of training program at the organisations which helps employees to improve their social circles and level of commitments required towards organisations. The primary research conducted in the present investigation revealed that training program has an impact on the commitment of employees in various ways. The findings revealed that for promotion of individual heavily rely on the training programs. Employees' level of commitment increases due to their organisational commitment and there are more chances of promotion in organisation for employees who undergo training program. 80% of employees feel that training program helps them in getting promotion in the organisation.

Training programs assist employees in the identification of their career objectives, furthermore, training help them in the accomplishment of these career objectives. The primary research shows that 70% of employees undertake the training program so they have clearer career objectives to

pursue their career. Similarly, the 72% of employees at the Bank of Hyderabad find training program assist them to increase their social orientation with the peers. It helps them to increase the understanding and built cooperation among workforces. It is regarded as the vital step for the next promotion in the organisation by employees by management as well individuals. The primary research also revealed that majority of workers believe to some extent workers need training should be done in a relaxed mode and break should be given to employees during continuous job hours, approximately 85% agree to it in certain manner. The adequate training program helps workers to earn the trust of its supervisor in attaining the responsibilities. Up to 65% employees view training as an adequate mean to become more reputable for responsibilities assigned by the employers or supervisors. The results also revealed that 85% employees view training as a method to gain rewards as well enable themselves to gain more responsibilities.

The Banking sector at Hyderabad revealed that approximately 85% workers view training program as an appropriate tool in the salary package of employees. The field research indicates that training has a major part to play in the enhancement of employees' affective, normative and continuance commitment because employees develop more loyalty and moral obligation towards organisation after going through programs of training. This can be concluded about the effect of training program on the employee's behaviour at the banking sector of India that there is a close relation between the training program and the three antecedents of organisational commitment including, affective, normative, and continuance commitment. The findings generated through interviews and survey questionnaire shows that training has important part in the increase of the commitment level of the individuals. The interpretation and comparison of results with the previous empirical research reveal that more than continuance commitment, the affective and normative commitment is prevailing in the employees. The employees tend to leave organisation after training only if they are not being promoted or given a fair increase in their pay scale. Through analysis of data, it can be said that there is a co relation between the variables chosen for this research. Furthermore, the linkage between the perceived benefits and three antecedents of organisational commitment such as affective, normative, and continuance commitment (Bartlett, 2001) is important one. Through training the organisations update their workforce about technologies and organisational objectives. It has been observed through interpretation of results that the social circle of employees increases due to participation in the training program and their supervisor trust them more with responsibilities after their involvement in particular training program. The employees remain loyal to their respective organisations if their needs are taken care of, and they are given either increase in salary or promotion in department. The data analysis indicates that both equally benefit from training program, for instance, the organisations save their resources and increase the commitment level of employees through provision of an adequate training program while on other hand, the employees develop their skills related to job and prosper their career by obtaining the objectives through participation in the training program.

In the modern time few of the disciplines have gained the importance to a greater degree, one of these disciplines is Human Resource Management. It has been realized that human is the vital asset for every organisation and to retain these valuable assets within the organisation, the training program is one of the finest tools to increase the employee's commitment towards organisation. In almost every sector, training programs are being introduced by the employers. This indicates that training has a close link with the increase in the performance level of individuals and when performance increase, more career opportunities occur for workers.

There were issues related to research which are tackled by the researcher in the most adequate manner. The first issue was the selected field of research as it was not in physical reach of researcher, but the researcher has links back in the same region and has been the part of the same bank which has been chosen for this study therefore researcher make sure that the participants and data are being approached. The study revealed that most of the participants agreed that training is

vital for them to gain a promotion. This looks a general statement but in the light of critical appraisal of literature review, researcher justified that it is not a general statement, but a purposive statement given as strong desire of the participants. The level of employee's commitment is changing as their priorities change, the mixing of affective and normative commitment was one of the important aspect for the researcher to keep separate. In the pilot study, researcher provided the basics about the types of commitment to clear the concepts for the respondents.

The research has some of the limitations that reduce its findings to only this study as the small sample size is undertaken for this study therefore its generalizability is not for all the banking sectors. The study is conducted at Hyderabad which means the field is only Hyderabad, not all of the India's banks may have same findings.

The time was one of the main constrain in this study, since the researcher is in United Kingdom and the research is carried out in India therefore, there are certain issues related to time limitations. The respondents were not interviewed directly face to face which means that researcher could not observe the expressions and movements of the participants. Furthermore, the research is completed in three months, so the time was short to execute the research in depth. If more time was available, more in depth research could have gone.

The part of research is qualitative which limits the quantification of outcomes because the quantification of qualitative data is not easy task. The data itself gathered from the sources was a huge one and it was difficult to select the whole data, few of the things are explained only in snapshots which would have been clearer in explained in detail.

Since the research field was far from the researcher therefore the expenses were higher one and money resources were available in little. The cost of calls, emails, and posts, scanning and printing of questionnaire increased the cost budget. If more funds were available, the research would have been much better by usage of more sophisticated tools and techniques.

This research has certain limitations therefore the outcome of research is limited for the chosen case study. The future researcher can explore more and carry from where this research has finished by taking following recommendations.

The future researchers need to increase the sample size for the survey questionnaire. This will ensure that the findings will have more generalizability and acceptability by most of the banking sectors.

The future researchers should include more questions related to job related competencies and three types of organisational commitment. The present research only carries three questions related to affective, normative, and continuance commitment which limits the findings about these three antecedents.

The questionnaire was circulated only in the general manner but future researchers should include the head office department also for the questionnaire circulation as there is much stress and pressure on employees so the findings will be more varying in nature. The future researcher should also opt for the focus group interview techniques so that more experts and professionals are interviewed at the same time. This will give researcher a chance to ask questions in depth and ask the other participants to share their views about the response. The future researchers should use open ended questionnaire so that the true feelings and views of respondents are attained.

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