

A Study of Effect of Training & Development on the Organizational Commitment: A Case Study of Selected Banks in India

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ABSTRACT

The Management of each organization desires to have skilled and competent people to make the organisation competitive in the market. From the viewpoint of the organisation, the human resources are considered as the sum total of the creative abilities, talents, knowledge, skills, attitudes and beliefs of the individuals involved. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resources as contrasted with physical resources. HRM represent the quantitative and qualitative measurement of the workforce required in an organisation. It is easy to find a suitable person for the job but it is very difficult to retain the person for sufficiently longer period. There are several dimensions to this issue such as training/re – skilling of employees, performance measurement, promotion policy, transfer policy, talent management, communication etc. The ultimate aim is to develop the human resource up to the extent that it results in organisational commitment. In simple words, organisational commitment is the strength of attachment an employee feels towards an organisation. The present Paper is an effort to find out effects of Training and development on the organisational Commitment.

Keywords: Employee Development, Training, Development, Organisational Commitment, Performance.

INTRODUCTION:

The competence and caliber of the human beings working in an organisation are the real assets of an enterprise. An organisation with incompetent persons will fail sooner or later, whereas on the other hand any enterprise having competent staff may survive and perform very well in adverse situations. In order to obtain success, the organisation will need an effective human resource management. All the areas like recruitment, selection of employee, induction, training, assessment of employee (performance appraisal), compensation, proper relations with labour and with trade unions, employee's safety, welfare and health should comply with labour laws of concerned state or country etc. come under the process of Human Resource Management (HRM). The Management of each organization desires to have skilled and competent people to make the organisation competitive in the market. From the viewpoint of the organisation, the human resources are considered as the sum total of the creative abilities, talents, knowledge, skills, attitudes and beliefs of the individuals involved. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resources as contrasted with

physical resources. HRM represent the quantitative and qualitative measurement of the workforce required in an organisation. Investing in human resources through training and management development improves individual employee capabilities and organisational capabilities.

TRAINING & DEVELOPMENT AND ORGANIZATIONAL COMMITMENT:

Training:

Training is that process by which the efficiency of the employees increases and develops. Training is a specialized knowledge which is required to perform a specific job.

Dale S. Beach defined "Training is the organized procedure by which people learn knowledge and Improve skill for a definite purpose."

Michael J. Jucius defined "Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased."

At all levels of organization training and development programmes are needed in order to make qualitative improvement in the work of the employees.

Employee Training is bifurcated into on-the-job training and off-the-job training methods having different sub-methods of training given for different purposes to different types of employees holding or going to hold different jobs. In India at NTPC (National Thermal Power Corporation), is providing one year training program to its newly joined employees, off-the-job training by way of classroom method for period of six months and on-the-job training by way of job rotation method for remaining six months. Boston Consulting Group's (BCG) India is providing on-the-job training by live case studies for its newly joined employees followed by induction programme.

Organizational Commitment:

Organizational Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization.

In simple words, it is the strength of the attachment an employee feels towards an organization. It may be measured by the degree to which an individual is ready to adopt organizational values and goals. Allen and Meyer proposed an analytic view of organizational commitment, splitting it into three definable components.

- 1) **Affective Commitment:** Affective commitment or how much an employee actually likes or feels part of an organization has a tremendous effect on employee and organizational performance.
- 2) **Continuance Commitment:** When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization. Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment.
- 3) **Normative Commitment:** Normative commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation.

LITERATURE REVIEW:

Almodarresi, Somayeh Hajmalek Seyed Mahdi (2015) in their paper titled as The Effect of Perceived Training on Organizational Commitment studied that nowadays human resources training and development is considered a key strategy to comply with the changing circumstances and to give life to organizations. Human resources could be listed as the most important competitive advantages of an organization. Findings showed that all three dimensions of training i.e., Perceived accessibility to training, perceived support for training and perceived benefits from training have positive and significant effect on organizational commitment and commitment to service quality. The effect of organizational commitment on job performance has not been confirmed

Simon Mafika Nkosi (2015) in paper titled "Effects of training on employee commitment, retention and performance: A case study of a Local Municipality in South Africa" studied that training impacts positively and significantly on the commitment of employees. The results unearth the fact that training opportunities are significantly associated with the organizational commitment of employees. In terms of the degree of association between training and the employee retention, the results confirm a positive and statistically significant effect that training has on the intention of employees to be retained. The outcomes of the study indicated that there exist a significant and positive association between training and employee enhanced performance.

Owoyemi, Oluwakemi Ayodeji, Oyelere, Michael Elegbede, Tunde (2011) in their paper titled "Enhancing Employees' Commitment to Organisation through Training" and found the result using a regression model that,

the more training given to employees, the more committed they will be to the organisation. This result is consistent with other research and findings on the relationship between training and employees' commitment to the organisation. The underlying philosophy therefore is the need for management to acknowledge and openly accept that training is one of the commitment-based strategies that can be utilized to enhance organisational performance. Rui Entradas Silva Alvaro Lopes Dias (2016) studied in their paper titled "The role of organisational training on organisational commitment: The case of private security employees working remotely" and found that organizational training and the turnover intentions were studied as single constructs, while the organizational commitment has been studied separately: affective organizational commitment, continuance organizational commitment and normative organizational commitment. Results support the existence of a direct and positive relationship between organizational training and the three components of organizational commitment (affective, normative and continuance). Results show a direct and negative relationship between affective and continuance organizational commitment and turnover intentions

Setyo Riyanto, Ria Rahma Yanti, Hapzi Ali (2017) in their study named as The Effect of Training and Organizational Commitment on Performance of State University of Jakarta Student Cooperative (KOPMA UNJ) Management studied that there is a significant positive effect that is strong enough in training to performance. Management considers that their performance is good because of the training work program and it is correlated most strongly with the performance. This means that there are several factors that are important in improving management performance, such as planning short-term goals that are ripe for the period running stewardship, planning for long-term goals that can be followed by further management. If goals are set properly then they will further improve management performance and it will bring high degree of organizational commitment. Training and organizational commitment simultaneously have positive and significant impact on the management performance.

Nthiga Beryl Karimi (2016) studied in the study named as THE RELATIONSHIP BETWEEN EMPLOYEE TRAINING AND ORGANIZATIONAL COMMITMENT IN THE MINISTRY OF ENERGY AND PETROLEUM; KENYA found that employee training does serve a key role in enhancing employee's loyalty, sense of belonging, relationships with colleagues, performance and personal development of employees. The study, therefore, concludes that employee training is an effective management strategy which the Ministry of Energy and petroleum can use to remain highly competitive in the current business environment. The study also found that employee supported the need for additional training hence the conclusions that frequent employee training is vital at the Kenya's Energy and Petroleum Ministry. The study determined that training of employees and the commitment from the organization correlate positively. This leads to the conclusion that training of employees directly impacts on their organizational commitment

Simon Mafika Nkosi (2015) in his study named as studied that training impacts positively and significantly on the commitment of employees. The results unearth the fact that training opportunities are significantly associated with the organizational commitment of employees. The outcomes of the study indicated that there exist a significant and positive association between training and employee enhanced performance. It is generally argued that management's support in terms of transferring skills and knowledge to employees result in greater employee performance as the latter is capacitated to execute assigned duties effectively. Based on the results of the study, it is recommended that the Local Municipality through its Human Resource Department should up skill its employees on a continuous basis. The training should also be focused on satisfying employee skills needs.

Cagri Bulut and Osman Culha (2010) in their study named as The effects of organizational training on organizational commitment studied that for training, motivation for training – i.e., willingness to participate in a training programme – is found to have a positive effect on organizational commitment. People who are highly involved with their jobs are more likely to be motivated because participation in training increases skills, job performance and feelings of self-worth. This suggests that the human resources management (HRM) function plays a role as catalyst of employee motivation by providing employees with the opportunity to participate in training, which in turn enhances their feelings of commitment to the organization. The employer can also take several steps to increase the trainee's motivation to learn. Providing opportunities for active practice and letting employees try new activities, take plausible risks and explore alternative solutions affect organizational commitment by increasing employee motivation, employees' sense of being supported, and employees' degree of individual and organizational knowledge. Employees with higher perception of access to training will be more likely to observe higher levels of affective commitment. It is also likely that employees with a strong affective attachment to their organization will recognize that ongoing participation in training activities is necessary to improve their skills, knowledge and abilities for the achievement of organizational goals. When employees perceive that there is access to training, they feel their organizations have been willing to invest in

them and care about them. In turn, employees tend to work harder, attach themselves to their organizations and display organizational citizenship. Employees who expect benefits from their participation in training activities are more committed to their organizations

OBJECTIVES OF THE STUDY:

1. To find out practices of training & development in the selected banks in India
2. To find out the effect of training & development on the organizational commitment in the selected banks in India.

RESEARCH METHODOLOGY:

- a) **Data collection:** The required data has been collected through questionnaire
- b) **Sample Size:** The sample size has been 30 employees each of the Punjab National Bank and ICICI Bank (15 managerial and 15 clerical) under study situated in tricity i.e. Chandigarh, Panchkula and Mohali.
- c) **Tools and Techniques used:** t test, Correlation, Chi square and Regression

ANALYSIS AND FINDINGS:

Table 1: Reliability Test of Training & Development

Case Processing Summary			
		N	%
Cases	Valid	60	100.0
	Excluded(a)	0	.0
	Total	60	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.982	24

Table-1 explains that there is high degree of reliability in the questionnaires used for measuring training & development in the banks under study.

Table 2: Reliability Test of Organizational Commitment Training & Development

Case Processing Summary			
		N	%
Cases	Valid	60	100.0
	Excluded(a)	0	.0
	Total	60	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.965	20

It can be observed through Table-2 that there is high degree of reliability in the questionnaire used for measuring organisational commitment.

Table 3: Demographic Profile

Bank					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ICICI	30	50.0	50.0	50.0
	PNB	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

		Category			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerical	30	50.0	50.0	50.0
	Managerial	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Table 4: Crosstabs Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Bank	60	100.0%	0	.0%	60	100.0%
Designation * Bank	60	100.0%	0	.0%	60	100.0%
Category * Bank	60	100.0%	0	.0%	60	100.0%

Table 5: Crosstab: Gender * Bank

			Bank		Total
			ICICI	PNB	
Gender	F	Count	17	19	36
		% within Bank	56.7%	63.3%	60.0%
	M	Count	13	11	24
		% within Bank	43.3%	36.7%	40.0%
Total		Count	30	30	60
		% within Bank	100.0%	100.0%	100.0%

Table-5 reveals the composition of gender of employees under study. There are 56.7% females in ICICI bank 63.3% in PNB. Likewise there are 43.3% males in ICICI bank and 36.7% in PNB.

Table 6: Crosstab Category * Bank

			Bank		Total
			ICICI	PNB	
Category	Clerical	Count	15	15	30
		% within Bank	50.0%	50.0%	50.0%
	Managerial	Count	15	15	30
		% within Bank	50.0%	50.0%	50.0%
Total		Count	30	30	60

Table -6 reveals the composition of category of employees under study .It can be observed that two categories of employees' i.e. clerical and managerial are equally distributed in categories as well as in banks.

Table 7: Chi Square tests - Distribution of Gender

	Value	df	Asymp.	Exact	Exact
Pearson Chi-	.278(b)	1	.598		
Continuity	.069	1	.792		
Likelihood	.278	1	.598		
Fisher's Exact				.792	.396
N of Valid	60				
a Computed only for a 2x2 table					
b 0 cells (.0%) have expected count less than 5. The					

Table -7 reveals that there is no significant difference in distribution of sample between male and females.

Table 8: Chi-Square Tests-Distribution of Category

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.000(b)	1	1.000		
Continuity Correction(a)	.000	1	1.000		
Likelihood Ratio	.000	1	1.000		
Fisher's Exact Test				1.000	.602
N of Valid Cases	60				
a Computed only for a 2x2 table					
b 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.00.					

Table 8 reveals that there is no significant difference in distribution of sample between Clerical and Management.

Table 9: Descriptive Statistics

Bank		Training &	Organizational
ICICI	Mean	2.9722	3.0833
	N	30	30
	Std.	1.32858	1.23395
	Minimum	1.00	1.05
	Maximum	5.00	5.00
PNB	Mean	3.8597	3.2467
	N	30	30
	Std.	.70757	1.16315
	Minimum	2.50	1.45
	Maximum	5.00	5.00
Total	Mean	3.4160	3.1650
	N	60	60
	Std.	1.14627	1.19172
	Minimum	1.00	1.05
	Maximum	5.00	5.00

Table 10: t-Test Group Statistics

	Bank	N	Mean	Std. Deviation	Std. Error Mean
Training & Development Mean	ICICI	30	2.9722	1.32858	.24256
	PNB	30	3.8597	.70757	.12918
Organizational Commitment TD Mean	ICICI	30	3.0833	1.23395	.22529
	PNB	30	3.2467	1.16315	.21236

Table 11: t-test for Equality of Means

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Training & Development Mean	3.229	58	.002**	-.88750	.27482	1.43761	-.33739
Organizational Commitment TD Mean	-.528	58	.600	-.16333	.30960	-.78306	.45640

Table-11 reveals that there is significant (0.002) difference about mean of Training & Development between ICICI Bank and PNB Bank but at the same time there is significant (0.600) difference between mean of Organisational Commitment ,Training and development between ICICI Bank and PNB Bank.

Table 12: T-Test- Group Statistics for Category

Bank		Category	N	Mean	Std. Deviation	Std. Error Mean
ICICI	Training & Development Mean	Managerial	15	2.4472	1.17117	.30240
		Clerical	15	3.4972	1.30156	.33606
	Organizational Commitment TD Mean	Managerial	15	2.7400	1.10052	.28415
		Clerical	15	3.4267	1.30012	.33569
PNB	Training & Development Mean	Managerial	15	4.0222	.76973	.19874
		Clerical	15	3.6972	.62291	.16083
	Organizational Commitment TD Mean	Managerial	15	3.5300	1.23964	.32007
		Clerical	15	2.9633	1.04582	.27003

Table 13: Test for equality of variance and Means for category

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Training & Development Mean	.563	.459	-2.323	28	.028*	-1.05000	.45208	-1.97605	-.12395
Organizational Commitment TD Mean	1.861	.183	-1.561	28	.130	-.68667	.43981	-1.58757	.21424
Training & Development Mean	.428	.518	1.271	28	.214	.32500	.25567	-.19871	.84871
Organizational Commitment TD Mean	.807	.377	1.353	28	.187	.56667	.41876	-.29113	1.42447

It can be observed with the help of Table-13 that:

- There is no significant difference in variance between Manager and Clerk response as for as Training and Development is concerned but there is significant difference in Mean in ICICI Bank.
- There is no significant difference in variance as well as Mean between Manager and Clerk response as for as Organisation Commitment & Training & Development is concerned in ICICI Bank.
- There is no significant difference in variance as well as Mean between Manager and Clerk response as for as Training & Development is concerned in PNB Bank. There is no significant difference in variance as well as Mean between Manager and Clerk response as for as Organisation Commitment & Training & Development is concerned in ICICI Bank.
- There is no significant difference in variance as well as Mean between Manager and Clerk as for as combined effect of Organisation Commitment & Training & Development is concerned in PNB Bank.

Table 14: t Test- Group Statistics for Gender

Bank		Gender	N	Mean	Std. Deviation	Std. Error Mean
ICICI	Training & Development Mean	M	13	2.4295	1.35020	.37448
		F	17	3.3873	1.18730	.28796
	Organizational Commitment TD Mean	M	13	2.6577	1.08912	.30207
		F	17	3.4088	1.26901	.30778
PNB	Training & Development Mean	M	11	3.8674	.80013	.24125
		F	19	3.8553	.67148	.15405
	Organizational Commitment TD Mean	M	11	2.9045	1.21397	.36603
		F	19	3.4447	1.11715	.25629

Table 15: Test of equality of variance of Mean for Gender

Bank		Levene's Test for Equality of		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ICICI	Training & Development	.032	.860	-2.064	28	.048*	-.95777	.46412	-	-
	Organizational Commitment TD	1.282	.267	-1.706	28	.099	-.75113	.44037	1.90847	.00706
PNB	Training & Development	.892	.353	.045	28	.965	.01216	.27281	-	-
	Organizational Commitment TD	.164	.688	-1.237	28	.226	-.54019	.43671	1.43475	.35436

It can be observed with the help of Table-15 that:

- There is no significant difference in variance between male and female as for as Training and Development is concerned but at the same time there is significant difference between in Mean in ICICI Bank.
- There is no significant difference in variance as well as Mean between male and female as for as effects of Training & Development and Organisation Commitment is concerned in ICICI Bank.
- There is no significant difference in variance as well as Mean between male and female as for as Training & Development effect is concerned in PNB Bank. There is no significant difference in variance as well as Mean between Manager and Clerk response as for as Organisation Commitment & Training & Development is concerned in PNB Bank.
- There is no significant difference in variance as well as Mean between male and female as for as Training & Development and Organisation Commitment effect is concerned in PNB Bank.

Table 16: Correlations

Bank			Training & Development Mean	Organizational Commitment TD Mean
ICICI	Training & Development Mean	Pearson Correlation	1	.772(**)
		Sig. (2-tailed)		.000
		N	30	30
		Sig. (2-tailed)	.000	.000
		N	30	30
	Organizational Commitment TD Mean	Pearson Correlation	.772(**)	1
		Sig. (2-tailed)	.000	
		N	30	30
		Sig. (2-tailed)	.000	.000
		N	30	30
PNB	Training & Development Mean	Pearson Correlation	1	.222
		Sig. (2-tailed)		.237
		N	30	30
		Sig. (2-tailed)	.000	.111
		N	30	30
	Organizational Commitment TD Mean	Pearson Correlation	.222	1
		Sig. (2-tailed)	.237	
		N	30	30
		Sig. (2-tailed)	.034	.009
		N	30	30

It can be observed from the Table-16 that for finding out the correlation behaviour it is found that there is significant correlation between Training and Development and in both the banks i.e. ICICI Bank and PNB Bank under study; which explains that if proper Training and Development Program is organised in a organisation, there will be high degree of Organisation Commitment.

Table 17: Model Summary of Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.548(a)	.301	.289	1.00507	.301	24.948	1	58	<.001**
a Predictors: (Constant), Training & Development Mean									

Table -17 explains that Training and Development is a weak constant to predict Organisation Commitment. Only 29% variations in Organisation commitment explains by Training and Development.

Table 18: ANOVA(b)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.202	1	25.202	24.948	.000(a)
	Residual	58.590	58	1.010		
	Total	83.792	59			
a Predictors: (Constant), Training & Development Mean						
b Dependent Variable: Organizational Commitment TD Mean						

Table-18 explain that there is significant relationship between Training and Development and Organizational commitment which explains that higher the cost of training and development, the organizational commitment will also be at higher side.

Table 19: Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.217	.411		2.962	.004	.395	2.040
	Training & Development Mean	.570	.114	.548	4.995	<.001**	.342	.799
a Dependent Variable: Organizational Commitment TD Mean								

Table-19 explains that there is significant relationship between T&D and Organizational Commitment.

CONCLUSION:

On the basis of the analysis it can be easily concluded that Training and development has a positive relationship with organizational commitment. It was found that higher the cost of T&D, higher will be the organizational commitment. This may be one of the reasons that organizations spend sufficient funds on training and development to create organizational commitment among their employees.

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