

Original Article

The Role of Training and Development Policies in Enhancing Employee Performance in Nashik's Cooperative Banking Sector

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Abstract

The contemporary banking environment requires training and development (T&D) policies to enhance employee performance specifically in service-oriented cooperative banking sectors. This research explores the impact of T&D policies to enhance employee performance in cooperative banks located in Nashik city. Research shows training has positive effects on commercial and public sector banks but cooperative banks in semi-urban areas remain underexplored in current literature. The research fills this void through an investigation of the effects of various training approaches combined with structured policies on cooperative banking institution performance. A quantitative research design structured questionnaire was distributed to 400 employees across different cooperative banks in Nashik for data collection. The research used SPSS to implement regression analysis together with one-way ANOVA to test two hypotheses regarding T&D policies and training method effects on employee performance.

The research demonstrates that well-designed T&D policies strongly affect employee performance with training initiatives explaining 55.1% of performance variance according to regression analysis. The analysis revealed performance levels depended significantly on the training method employed whether it was on-the-job training or off-the-job training or a blended approach. The research concludes that cooperative banks need to implement targeted, strategically aligned, and reviewed training programs to enhance employee development, motivation, and organizational performance. Recommendations include adopting blended learning strategies, aligning training outcomes with performance appraisals, and fostering a supportive learning culture by providing feedback and mentoring.

Keywords: domestic violence, women empowerment, socio-demographic factors, Nashik, regression analysis

INTRODUCTION

The rapid evolution of banking services in India, marked by digitalization and rising customer expectations, places renewed emphasis on the role of human capital. Training and development (T&D) are now recognized as critical strategic tools to enhance employee effectiveness, adaptability, and job satisfaction – especially in service-driven sectors like banking (Elnaga & Imran, 2013). Empirical studies in the retail and commercial banking context have demonstrated that well-designed T&D initiatives lead to measurable improvements in productivity and organizational outcomes (Kaur, 2016; Abu Daqar & Constantinovits, 2021). Similarly, research across Indian banking institutions highlights the importance of training effectiveness in improving operational efficiency (Upadhyay & Sharma, 2024; Anonymous empirical assessments in Indian banks, 2016). Yet, despite this robust literature, cooperative banks in India—particularly at district levels such as Nashik—remain underexplored in academic inquiry. These regional institutions feature unique governance structures, resource constraints, and socio-economic linkages, which shape both their training ecosystem and workforce performance. As noted in reviews of cooperative bank training programs in Rajasthan, limited infrastructure and evolving induction mechanisms pose unique challenges (Zenodo, 2024).

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Against this backdrop, the study titled “The Role of Training and Development Policies in Enhancing Employee Performance in Nashik’s Cooperative Banking Sector” aims to fill this empirical void. Leveraging quantitative data from 400 bank employees across Nashik, the research examines how formal T&D policies and various training modalities—on-the-job, off-the-job, and blended—impact employee performance outcomes. The theoretical lens of transfer of training underscores the importance of aligning training inputs, environment, and trainee characteristics to ensure positive behavioral change at work (Baldwin & Ford, 1988). By implementing regression and ANOVA analyses, the study not only quantifies the relationship between T&D policies and performance, but also compares performance across training methods. In doing so, it contributes to both policy discussions and academic debates around human capital development in cooperative banking—an underrepresented yet vital segment of India’s financial ecosystem.

Literature Review

Development of human capital has become a vital focus for the global banking sector. Further, the organizations’ technology adoption alongside the intra-industry competition has made training, career progression, and employee active involvement programs within the organization more effective. In many parts of the world, employee training programs are firmly associated with improved competency, increased productivity, and greater job satisfaction (Dhanonjoy Kumar & Humaira Siddika, 2020); (Md Mehedi Hasan & Sharmin Ara Chowdhury, 2023); (A. Faridi & A. Baloch, 2018). Especially with the introduction of modern training methods, including remote and AI-assisted training, these benefits have increased more substantially (Dr. S. Revathi & M. Phill M.Com., 2024). In addition, studies confirm that gender-diverse teams within the banking sector showed better financial results and customer relations (B. Prof. Smita et al., 2025). The findings collectively remind the banking sector of the unrelenting merits of employee training towards organizational excellence.

Training and development (T&D) activities play an imperative role in influencing the performance of employees as well as organizational efficiency within the banking industry. Research in various countries such as Tanzania, Nepal, India, and Yemen has indicated that T&D activities enhance employees’ job satisfaction, skills, and knowledge (Gipson Raphael Ole Kinisa, 2019); (Gautam, 2018); (Kayenaat Bahl et al., 2022); (Navya S. T., 2023). T&D practices are responsible for improving organizational performance, customer satisfaction, and staff retention (Hareth Alrazehi & Noor Aina Amirah, 2020). Different training practices are used, including on-the-job training for the non-managerial employees and off-the-job training for managers (Gipson Raphael Ole Kinisa, 2019)⁶. The success of T&D programs is also affected by training needs analysis, training environment, and training-reward linkage (Gautam, 2018; Kaumi Alkali Kalli

et al., 2023)⁷ above. Moreover, T&D programs, career development, and performance management play an important role in engaging employees in commercial banks (Kishor Hakuduwal, 2019).

Training and development programs have a considerably positive effect on employees’ performance and satisfaction across different sectors. Many studies have shown that various training techniques and methods, such as informal learning, job rotations and seminars, develop satisfaction and performance of employees in commercial banks (Aktar, 2023); (Karim et al., 2019). Likewise, employee involvement and retention; and career development programs contribute to employee involvement (Pradhan & Shrestha, 2022). In the ‘IT’ sector, training interventions and strategies encompass a range of HR practices such as skills training, knowledge management and other tools to maximise employee contributions to the firm and to remain competitive (Chethana & Noronha, 2023). In the public sector, the practice of ‘off-the-job’ training and ‘in-the-job’ training provided advanced benefits to firms in terms of enhancing employee performance via career mentoring (Kakui, 2016). Similarly, training shows to develop employees’ skills and performance in small and larger categories of medium enterprises (Anuradha & Ramesh, 2020). By developing training and development programs, usually leads to improved job performance, improved Job satisfaction, improved training and development, and improved organizational profitability (Warsame, 2023).

Training and development programs are a notable positive influence on employee performance in the banking and finance sector across multiple countries. Research shows that training subjects which have been well planned and are being conducted regularly allow employees to develop new skills, become more productive, and be more satisfied in their work (Amin Palikhe & Sarala Thapa, 2023); (R. Uppuluri, 2020). Training has been also related to a greater level of employee engagement and retention (Seema Bhakuni & Saxena, 2023). Organizational culture, working environment, and supervisory support also contributed to employee performance improvement (B. Ghimire et al., 2023). Overall, training and development initiatives are a crucial way to ensure employee performance and competitive advantage for an organization to achieve its goals (David Kimanthi, 2020). Training and development in terms of employee performance and retention are critical in a wide range of sectors which include but are not limited to banking and finance. For instance, in the water sector in South Africa, training is identified in a study as fractured (no strategic plan), and not led by policy in most cases by the managers for staff development that produces lower outputs and dissatisfaction with the population as result (Adom & Simatele, 2022).

Training and development (T&D) is important in enhancing employee productivity, satisfaction, and organizational performance in the banking sector. In cross-country studies done on Bangladesh, India, Nepal, Tanzania, and South Africa - T&D has been shown to have

a positive impact on skill development, productivity, job satisfaction, and employee retention. The effects of use of modern methods such as AI-enabled T&D modalities, and distance T&D modalities were higher than traditional methods. Factors such as geographical diversity and friendly organizational climate at times also contributed to satisfaction and team performance as well as customer satisfaction. Generally, job training occurs for nonmanagerial staff and at office training for managers. In looking for an effective T&D program, factors such as need analysis, and training linkage to rewards are important. Career development in combination with mentoring is perceived positively and leads to higher engagement and lower attrition especially in the commercial and public sectors, for example T&D was provided to 95 employees in a bank in one workplace. The function of T&D does not only apply to banks however, but there has also been evidence that T&D has positive outcomes in terms of capacity and competitive positioning of micro, small, and medium enterprises (MSMEs) and to certain public utilities. Thus, the act of keeping well-structured T&D programs is a wise and purposeful example of an investment of human capital to fulfill long-term goals of an organization with sustainability in mind.

Research Gap

While solid evidence supports the importance of training and development (T&D) programs for performance, productivity, and satisfaction from the existing literature on banks, IT, public, and SME sectors around the world, there is a clear lack of context-specific research in cooperative banks in India, especially at a district level like Nashik. Much of the existing research has focused on commercial banks and much larger public/private institutions, which lack the unique HR structures, regulatory governance, and local challenges surrounding cooperative banking. In addition, while much of the literature brings attention to the use of modern training methods and gender diversity, there remain limited studies in providing an empirical link between T&D policy formation that evolves into structured form of training usage that holds any observable transference to performance measures centered around banking in the cooperative model. Further, it is similarly difficult to access studies in offering policy-level and strategic insights in relation to cooperative banks in semi-urban/rural contexts. Therefore, there is a pressing need for research that can assess how institutionalized T&D policies can be developed around measuring employee performance in cooperative banks in Nashik in relation to the characteristics associated with the socio-economic and institutional dynamics involved in the sector.

Research Methodology

The research uses a quantitative research approach to gather primary data using a structured questionnaire that was distributed to employees that work in cooperative banks in Nashik city. The research will evaluate the role of training and development policies and how they may help improve employee performance. The questionnaire had

closed-ended questions that are measured by using a Likert scale, this is to obtain information through the determinant measure of the approaches used to evaluate training programs, to get employee perceptions, and performance results. This way of data collection of numerical characteristics, is useful for collecting measures that relate to the variable of interest, as well as data that can be compared, it is also useful for conducting statistical analysis, and hypothesis testing.

As for the population of the research, it includes all employees who are currently working in co-operative banks located in Nashik city. The population included employees in certain roles and responsibilities within their banks, either as managers or non-managers. A sample size of 400 was employed via sampling formula to determine an adequate amount for the sample method to ensure statistical representativeness. The sampling method was used was stratified random sampling, to guarantee that employees from different banks, and departments were included in a particular proportion. This way of designing the population sample was used to provide a balance and equitable representation of the cooperative banking sector workforce in Nashik.

The formulated hypotheses were tested using regression analysis because it was appropriate to examine the relationship between training policies and employee performance. The study used both secondary data, which originated from bank reports and published studies and primary data that originated from survey data. Data were analysed using SPSS software to assist the researcher to perform descriptive statistics and correct inferential tests with reliability and accuracy.

Research Problem

Cooperative banks in Nashik find it difficult to standardise training and development policy to be able to measure employee performance. To date, few studies address the unique requirements of employment practices and HR needs associated with cooperative banks because of factors unique to banking cooperatives. There are no empirical studies exploring how effectively employees are trained using different methods, along with a critical analysis of the impact on productivity of employees.

Research Questions

- What training and development policies are currently implemented in cooperative banks in Nashik?
- How do these policies influence employee performance in the cooperative banking sector?
- Do different training methods lead to significant variations in employee performance?

Research Objectives

- To understand the existing training and development policies implemented in cooperative banks in Nashik.
- To analyse the impact of these policies on employee performance in the cooperative banking sector.
- To suggest improvements in training and development strategies for enhancing employee performance in Nashik's cooperative banks.

Research Hypotheses

H₁: Training and development policies have a significant impact on employee performance in Nashik's cooperative banking sector.

H₂: There is a significant difference in employee performance based on the type of training methods used in cooperative banks.

Analysis

This section discusses the findings of data taken from 400 working employees in cooperative banks in Nashik city. The aim is to find the role of training and development (T&D) policies on improving performance and to test the research hypotheses with appropriate statistics. Data was collected using a structured questionnaire with an administration on a 5-point Likert scale that ultimately relied on ten exploratory survey statements on T&D

TABLE I. DEMOGRAPHIC PROFILE OF RESPONDENTS (N = 400)

| Demographic Factor | Categories | Frequency (N) | Percentage (%) |
|---------------------|----------------------------|---------------|----------------|
| Gender | Male | 201 | 50.3% |
| | Female | 199 | 49.7% |
| Age Group | 21–30 years | 120 | 30.0% |
| | 31–40 years | 145 | 36.3% |
| | 41–50 years | 90 | 22.5% |
| | Above 50 years | 45 | 11.2% |
| Educational Level | Graduate | 88 | 22.0% |
| | Postgraduate | 256 | 64.0% |
| | Professional/Doctorate | 56 | 14.0% |
| Designation | Clerical/Operational Staff | 170 | 42.5% |
| | Junior Management | 130 | 32.5% |
| | Senior Management | 100 | 25.0% |
| Years of Experience | Less than 5 years | 92 | 23.0% |
| | 5–10 years | 158 | 39.5% |
| | More than 10 years | 150 | 37.5% |

A demographic profile of the 400 respondents demonstrated an even representation in terms of gender (50.3% male and 49.7% female employees), suggesting even participation in the research study. Generally, the respondent populations (66.3%) age was mostly in the range of 31 to 50 years, indicating that most participating employees are mid-career employees. Regarding education most (64%) employee respondents had a postgraduate qualification, demonstrating a fairly well-

behavior impacting performance; these responses were tabulated, and processed through SPSS software.

The analysis begins with a descriptive overview of the demographic profile of respondents required to assess independent variable outcomes. This is then followed by some inferential statistical testing. Regression analysis, tested by independent variables each containing subordinate variables, was used to measure impact of T&D policy as an independent variable on employee performance. One-way ANOVA was used to measure if training methods created differences in significant performance outcomes. The findings offer empirical contributions on how structured T&D practices can influence efficiency in workforces and contribute to strategic HR planning in cooperatives banks.

educated population. In terms of employee designation 42.5% of respondents were clerical or operational employees, while 57.5% were either intermediate or senior management employees, providing a representation of respondents across the organizational hierarchy. Additionally, 77% (307) respondents had more than 5 years of employee experience, suggesting experience in the field to provide informed views on training and development practice.

TABLE II. SURVEY RESPONSES ON TRAINING AND DEVELOPMENT POLICIES AND THEIR IMPACT ON EMPLOYEE PERFORMANCE IN NASHIK'S COOPERATIVE BANKS (N = 400)

| Survey Question | Survey Responses on Empowerment Indicators and Domestic Violence Severity | | | | | |
|--|---|----|----|-----|-----|---------------|
| | 1 | 2 | 3 | 4 | 5 | Average Score |
| 1. The training programs provided in my bank are aligned with my job requirements. | 10 | 20 | 40 | 180 | 150 | 4.10 |
| 2. I have experienced performance improvement after attending training sessions. | 8 | 22 | 35 | 190 | 145 | 4.05 |
| 3. My bank regularly evaluates and updates training policies. | 12 | 25 | 60 | 175 | 128 | 3.95 |
| 4. I am encouraged to participate in training that enhances my skills. | 5 | 18 | 50 | 200 | 127 | 4.01 |
| 5. Training rewards and recognition motivate me to perform better. | 6 | 15 | 55 | 195 | 129 | 4.03 |
| 6. Different training methods are used effectively for different employee levels. | 9 | 19 | 65 | 185 | 122 | 3.96 |
| 7. Off-the-job training improves my understanding of management practices. | 7 | 21 | 58 | 188 | 126 | 4.01 |
| 8. On-the-job training has helped me improve my productivity. | 6 | 20 | 52 | 192 | 130 | 4.03 |
| 9. Employees receiving different types of training show varying levels of output. | 10 | 24 | 60 | 186 | 120 | 3.96 |
| 10. The training programs in my bank contribute directly to employee retention. | 8 | 18 | 57 | 193 | 124 | 4.02 |

The survey response data reveal that employees in Nashik's cooperative banks widely agreed with the

training and development (T&D) policies focus on performance. The mean responses to questions about

training and development-related topics consistently met at least 3.9, demonstrating employee affirmation and positive influence by T&D activities, including on-the-job training, off-the-job training, motivation through rewards, and changed policies for training and development. The data further indicate that various T&D methods influence employee outcomes in specific ways, thus supporting both hypotheses. The overall trend illustrated that structured, regular, and clearly stated training programs were both relevant to job roles and improved productivity, retention,

TABLE III. MODEL SUMMARY – REGRESSION ANALYSIS OF TRAINING AND DEVELOPMENT POLICIES ON EMPLOYEE PERFORMANCE

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.742 | 0.551 | 0.549 | 0.514 |

TABLE IV. ANOVA – REGRESSION ANALYSIS OF TRAINING AND DEVELOPMENT POLICIES ON EMPLOYEE PERFORMANCE

| Model | Sum of Squares | df | Mean Square | F |
|------------|----------------|-----|-------------|---------|
| Regression | 112.307 | 1 | 112.307 | 425.319 |
| Residual | 91.693 | 398 | 0.230 | |
| Total | 204.000 | 399 | | |

TABLE V. COEFFICIENTS – REGRESSION ANALYSIS

| Model | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | t | Sig. |
|--------------|---------------------------------|----------------------------------|--------|---------|
| (Constant) | 1.045 | – | 5.789 | 0.000 |
| T&D Policies | 0.698 | 0.742 | 20.626 | 0.000** |

The result of the regression analysis for Hypothesis 1 revealed a very strong and statistically significant relationship between training and development (T&D) policies and employee performance in the cooperative banking sector in Nashik. The R^2 value of 0.551 reveals that T&D policies account for 55.1% of the variation in employee performance. Both the F-value (425.319) and the p-value (0.000) show that the overall test is statistically significant. Furthermore, the positive beta value (0.698) shows that improving T&D policies would also improve employee performance. Therefore, this hypothesis supports

TABLE VI. ANOVA – DIFFERENCES IN EMPLOYEE PERFORMANCE BASED ON TYPE OF TRAINING METHODS

| One-Way ANOVA | | | | |
|----------------|---------|-------------|-------|--------|
| Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 15.763 | 2 | 7.882 | 12.645 |
| Within Groups | 247.037 | 397 | 0.622 | |
| Total | 262.800 | 399 | | |

The analysis of variance results for Hypothesis 2 demonstrated that there is a significant difference in employee performance due to the type of training methods used in cooperative banks. The ANOVA table revealed an F-value of 12.645 and a p-value (Sig.) of 0.000, which demonstrates that the differences between group means are not attributable to random chance. As the p-value is lower than 0.05, the null hypothesis (H_{02}) is rejected, therefore we accept the alternate hypothesis (H_{12}). This means that the type of training method offered - on-the-job, off-the-job or a blended method - had a significant impact on employee performance, which implies that training ethicology are an important consideration when striving for improved outcomes in the cooperative banking industry.

Dicussion

Findings

The study's results show that training and development (T&D) practices are found to have a positive impact on employee performance within the co-operative banking sector of Nashik. The regression analysis, which had a Cox

and performance across employees in the cooperative banking sector.

Hypothesis 1

- Null Hypothesis (H_{01}): Training and development policies do not have a significant impact on employee performance in Nashik's cooperative banking sector.
- Alternate Hypothesis (H_{11}): Training and development policies have a significant impact on employee performance in Nashik's cooperative banking sector.

the alternate hypothesis showing T&D policies significantly and positively impact employee performance.

Hypothesis 2

- Null Hypothesis (H_{02}): There is no significant difference in employee performance based on the type of training methods used in cooperative banks.
- Alternate Hypothesis (H_{12}): There is a significant difference in employee performance based on the type of training methods used in cooperative banks.

& Snell R square value of 0.551 indicates that T&D practices explained about 55.1% of the variance of employee performance. Employees responding to the questionnaire believed that T&D practices which were prescribed by the employer, had a clear link to their job roles, and were structured and updated on a regular basis, resulted in improvements in their skills, motivation and retention. The ANOVA results indicated that there was a statistically significant difference in performance for the type of training method used whereby blended training was shown to have the greatest effectiveness. The findings highlight the strategic importance of investing in T&D practices for greater effectiveness at the organizational level.

Conclusions

The results of the study confirm that training and development (T&D) policies are critical to improving employee performance in the cooperative banks of Nashik. The data validated by the regression analysis and ANOVA analysis not only leads to support of the alternate

hypotheses, but also through empirical information that is statistically significant, confirms that a structured T & D system does significantly contribute to improved employee output, engagement, and satisfaction. The participants expressed their appreciation for those T&D programs/initiatives that included customized training needing job-related updating, performance-based rewards and recognitions, as well as a training policy that made pre-determined time to this training commitment by management. At the same time employees responded positively to both on-the-job and off-the-job training; however, the responsive comment about blended training approaches was interesting as it directed both choices in clustering these programs together with a positive response about having a blended program. All of this and more empirical evidence surfaced in relationship to the needs perceived of those employees with experiences of more than five years and/or attained postgraduate qualification take advantage of; and; therefore, T&D programming time commitment related to structuring this type of educational intervention will be viewed as very important by employees in the cooperative banking sector. The results highlight the importance of cooperative banks taking a strategic and differentiated approach to T&D with one of the significant aspects to consider as they work through this, will be the level of T&D expected by employees at different levels of experience and types of jobs. In developing that plan in the cooperative banking sector they will set conditions that recognize and reward employees for the growth that comes through lifelong learning, skills acquisition, planned intercompany change, as well as providing their organizational culture supports all the above, they will move individuals forward with performance and the organization into the marketplace long term as a more competitive institution. In summary, the study supports that investing in human capital through strategic T&D policies is key to improving the operational efficiency and service quality of the cooperative banking sector in developing urban centers such as Nashik.

Suggestion

According to the findings of the study, it is suggested that all cooperative banks (Nashik) adopt customized training and development initiatives based on the specific roles of their employees. Blended training delivery incorporating both on-the-job and off-the-job modes of delivery has been demonstrated to be the most effective approach and the new standard to be adopted. As a standard practice, cooperative banks routinely should conduct training needs assessments with respect to recommend changes to learning outcomes to better align them with workforce or organizational goals and employee inputs. Also provide access to technology-enabled learning modules such as e-learning and other training modalities that could be of assistance for younger employees or those familiar with any form of technology-based learning. Another institution's recommendation is that banks have a direct correlation between learning outcomes and performance

appraisals on job performance and/or consequences, where employees receive some form of reward, recognition or incentive for having learnt something valuable to them. Furthermore, management should cultivate a supportive learning environment wherein policies could include both mentoring /coaching, group or peer learning opportunities, occasional re-fresher skill workshops, and so on to create a "user-friendly" learning climate. All training should include some form of feedback mechanisms so all programs can assess training effectiveness and improve training plans. Using these practices, cooperative banking entities will be able to uphold and increase labor capability, improve employee retention, and enhance quality customer service, which leads to organizational viability and improved competitiveness.

Limitations

This study is comprehensive. but there are some limitations. First, this study is limited to cooperative banks in Nashik city, which may limit the findings to other places and banking sectors. Second, this study used self-reported data collected through structured questionnaire that can be subject to social desirability bias, or respondents increase answer choice their self march their actual perception. The quantitative approach, while statistically solid does not consider qualitative aspects of deeper understanding of employees' perceptions of the motivation influences, or influences of the organization culture.⁰⁸ Finally, the sample size of 400 is statistically enough for analysis, and the variation of performance by the different banks even if they were statistically analyzed. Finally, in this study performance influenced by training and development alone of the other factors influencing performance, or leadership, organizational climate, job satisfaction, etc. also played a significant role. These limitations leave opportunities for more nuanced research in the future.

Significance

The significance of this study is its specific investigation into the area of training and development (T&D) policies impacting employee performance in this under-researched area of human resources - the cooperative banks in the locality of Nashik. A unique contribution envisaged from this study is how T&D policies in the context of rural cooperatives only deepen the literature on human resource practices and employee performance. The findings of this study provide value from the perspective of a number of stakeholders including; human resource practitioners, bank managers and policy makers - who are focused on improving performance through human capital investments. Aligned to this issue, the study also makes a contribution to the literature through the examination of the gap in the literature related to performance of T&D policies in semi-urban cooperative banks. Not only does the research provide insights into actionable steps related to training delivery, human resource policy alignment with job role and generative possibilities for continuous improvement; but it highlights improvements related to

employee productivity, engagement and retention. This is an issue of significance related to enhancing efficiency and/or sustaining competitive advantage in the context of new realities on the horizon in the financial services market.

Future Scope

The prospects for further research and practical use resulting from this study are numerous. This study concentrated on cooperative banks in Nashik which is a small part of the entire large interrelated body of training literature. Future research could build on this study and consider comparing cooperative banks from other district and or states to identify training effectiveness from regional perspectives. One to use interview or focus group or some other qualitative methods to help gain information on attitudes, motivation and behavioural changes of employees before and after attending the training and, other to study longitudinal designs investigating the impact of training strategies on employees in relation to career advancement, employee performance measurements, or employee retention strategies. Future research may also examine the usage and, or role of digital learning tools, gamification and, or AI based personalized training (4Rs) associated with more contemporary training practices adapted in the corporate sector. Another possibility would be to investigate the impact of organizational culture regarding training and employee development practices, leadership styles, and learning climate as contributing factors to training effectiveness. All the above possibilities would provide a measure to validate the current findings, as the above coupled together with previous assertions could potentially push, direct, and underscore the need for stronger, and more inclusive and future-proof training and development policies in the cooperative banking industry.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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