

Research Article

A Study on Measuring Effect of Training on Job Involvement at Workplace, Employee Absenteeism Rate and Job Satisfaction of Employees with Reference to Selected Public Sector Banks of Surat City.

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Abstract: Training of employees is one of the most important determinants of job outcomes, such as work-to-family conflict, absence rates, and happiness. Using Structural Equation Modelling (SEM), this study explores the impact of training program on these factors in a sample of selected public sector banks of Surat City. A quantitative research approach is adopted, collecting primary data through structured questionnaires from bank employees. SEM is employed to analyze the direct and indirect relationships between training effectiveness, job involvement, absenteeism, and job satisfaction. The results would be helpful to provide a pragmatic basis on how training in nature affects employee's engagement and behaviour at work. This research offers valuable insights for policymakers and bank management in designing specialized training programs aimed at enhancing employee commitment, reducing absenteeism, increasing productivity, and improving job satisfaction within the banking sector. The study primarily examined the impact of training on three key aspects first job involvement second absenteeism rates and third job satisfaction among employees of selected public sector banks. A descriptive survey methodology was employed, utilizing a structured questionnaire developed specifically for bank employees. Data analysis was conducted using the Smart PLS statistical tool, followed by appropriate interpretations. The findings revealed that employee training has a significant and positive influence on workplace job involvement, absenteeism rates, and overall job satisfaction in the context of selected public sector banks in Surat City.

Keywords: Employee Training, Job Involvement, Absenteeism, Job Satisfaction, Structural Equation Modeling, Public Sector Banks.

INTRODUCTION

In the paced world of work today's organizations are always focusing their efforts and resources, towards training their employees to boost productivity and morale while reducing absenteeism levels and boosting job contentment levels. Training initiatives are vital in preparing employees with the needed expertise, knowledge and abilities that are essential for carrying out their roles. Within the banking industry where top notch service delivery and operational effectiveness are factors, strategically designed training schemes significantly contribute to enhancing employee involvement and career advancement opportunities.

Public sector banks in India, including those in Surat City, face challenges such as high absenteeism, fluctuating job involvement, and varying employee job satisfaction. Concerns associated with the training of employees can be addressed through effective training programs that increase employee motivation and skills, and commitment within the workplace. Training improves not only critical discipline and interpersonal skills but also the employees'

attitudes and perceptions of the job; this, in effect, results in benefits such as improved workplace behavior and reduced absenteeism rates.

Researcher's objective of the study is to measure impact in employee training for job engagement levels and satisfaction, and on absenteeism rates in selected public sector banks in Surat City. The study utilizes Structural Equation Modeling (SEM) as its method to delve deeper into these connections and interactions among various factors related to workplace dynamics. SEM allows for an analysis of the relationships between different variables and provides a holistic perspective on how training programs influence crucial outcomes in the work environment.

The intensely competitive and customer-driven industry of Surat City's public sector banks demands exceptional employee performance to achieve service excellence. Inadequate job engagement combined with habitual absenteeism and workplace dissatisfaction creates ongoing challenges that hinder both employee productivity and organizational efficiency. Organizations consider training

programs as a strategic approach to resolve workplace issues by developing employee skills while increasing motivation and professional engagement. Effective training develops a learning culture where employees assume responsibility for their roles while reducing work stress and boosting their dedication to organizational objectives.

Through examination of these relationships, this study seeks to deliver essential insights for bank management and policymakers to craft and execute training programs that boost employee engagement while decreasing absenteeism and enhancing job satisfaction. This study's findings will expand current understanding of human resource development within the banking sector by highlighting how structured training programs foster workforce commitment and satisfaction.

REVIEW OF LITERATURE:

There is multiple research studies related to employee training and its impact on workplace outcomes. Job training is said to increase job involvement, decrease absenteeism, and increase job satisfaction according to various studies.

(Vagh, 2010)in his research an investigation took place among municipal workers in Gujarat through the analysis of 240 employees to understand how training impacts their job satisfaction and engagement. Employees who went through structured training showed more engagement in their work roles but those lacking adequate training expressed dissatisfaction with their jobs. The research demonstrated that employee training serves as a key element to foster positive workplace attitudes and decrease absenteeism rates.

(Nicolas, 2009)havestudied52 executives from multinational companies investigated how perceived overqualification connects to job stress and absenteeism. Employees who believed they were overqualified but lacked appropriate training reported elevated stress and disengagement levels. Training programs focused on enhancing skills effectively reduced stress and boosted job satisfaction, showing the importance of specific training interventions.

(Noe, 2010)in his research examined 300 banking employees in the United States to determine how training impacts worker motivation and performance. Research demonstrated a direct correlation between continuous learning opportunities for employees and both heightened job engagement and reduced absenteeism rates. The research indicated that training functions as motivational support which builds employee responsibility and dedication.

(Patel & shah, 2021)in their research, 350 Surat public sector bank workers have been studied and revealed that regular training sessions increased employee engagement and decreased absenteeism. According to their study, companies should hold frequent training sessions to keep staff members engaged and motivated.

(Saks, 2011)in her study focused on how training programs influenced employee engagement levels among 200 financial sector workers. Employees who viewed training as advantageous for their career progression showed higher job engagement and satisfaction levels. The study indicated that organizations need to integrate training programs with career development paths to improve their effectiveness at increasing employee job involvement.

(Sharma, 2014) in his research study investigated 150 employees demonstrated that structured training programs increased job commitment while reducing absenteeism. Skill-enhancing workshops given to employees led them to take more responsibility for their roles and improved their work performance and attendance according to the study.

(Nadeem, 2017)in his research identified and investigated 400workers from Pakistani public and private banks to measure consequences of training on organizational dedication and related satisfaction of job. Their results showed that, primarily because of inadequate training systems, employees in the public sector were generally less satisfied than those in private banks. The study found that for training to have the greatest impact, it should be customized to each employee's specific needs.

(Mehta, 2018)research focused on 250 Indian bank workers were surveyed in order to examine the connection between absenteeism, career development, and training. According to the study's findings, employees who saw training as a chance for career progression were more engaged at work and missed fewer days of work. The importance of career-oriented training programs for employee retention and motivation was emphasized in this study.

(Choudhary & singh, 2019)have researched on 300 workers in public sector banks, those who woreceived training in soft skills and leadership showed a stronger sense of loyalty to their companies. According to the study's findings, thorough training programs promote professional and personal development, which lowers absenteeism.

(Kumar & rani, 2020)studied 500 workers from a range of public sector companies, concentrating on the impact of training on absenteeism and job satisfaction. According to their findings, workers who believed that training was relevant to their jobs expressed higher levels of job satisfaction and lower absenteeism. According to the study, companies can improve employee engagement by matching training programs to the particular duties of each employee's position.

Table 0-1 research gaps identified based on literature review(Summary)

Author(s) & Year	Key Findings	Research Gap Identified
Vagh (2010)	Structured training improves job involvement and reduces absenteeism in municipal employees.	Lack of research for the same topic related to specific public sector banks in Surat City.
Nicolas (2009)	Over qualification and lack of relevant training increase stress and disengagement. Targeted training reduces absenteeism.	Limited focus on how different types of training (technical vs. soft skills) affect absenteeism and job satisfaction in public sector banks.
Noe (2010)	Continuous learning enhances motivation, job involvement, and reduces absenteeism.	No study used in past on SEM to analyze the effect of training on workplace outcomes.
Saks (2011)	Training aligned with career growth increases job satisfaction and engagement.	Limited research on how employees perceive the relevance of training and its direct impact on absenteeism.
Sharma (2014)	Skill-enhancing training programs improve commitment and workplace attendance.	Absence of longitudinal studies to assess the sustained impact of training over time.
Nadeem (2017)	Public sector employees in Pakistan exhibit lower job satisfaction due to ineffective training structures.	Need for a comparative analysis of private vs. public sector training effectiveness in Surat City.
Mehta (2018)	Training linked to career growth increases job involvement and reduces absenteeism.	Lack of research on the role of employee motivation as a mediating factor between training and workplace outcomes.
Choudhary & Singh (2019)	Leadership and soft skills training enhance commitment and reduce absenteeism.	Limited study on how organizational culture and HR policies influence training effectiveness in public sector banks.
Kumar & Rani (2020)	Employees who find training applicable to their job roles report higher satisfaction and lower absenteeism.	Need for customized training programs tailored to different job roles within public sector banks.
Patel & Shah (2021)	Frequent training sessions contribute to higher engagement and lower absenteeism.	Research lacks a detailed analysis of different training methods and their specific impact on engagement levels.

The above table highlights the key research gaps in existing literature, emphasizing the need for sector-specific, longitudinal, and SEM-based studies on training effectiveness in public sector banks of Surat City. Future research should focus on customized training models, motivation as a mediating factor, and the role of organizational culture in enhancing training impact.

RESEARCH METHODOLOGY:

Study objectives:

- To study impact of employees training on job involvement in selected public sector banks.
- To check the impact of training given to employees and absenteeism rates.
- To evaluate the impact of training given to employees of public sector banks by studying how it impacts workers 'satisfaction related to their jobs.
- To study the 'causal linkages' between job satisfaction, absenteeism, job involvement and training using SEM.

Research Design:

Combined exploratory and conclusive descriptive research design has been used in this to explore the model which shows the causal relationships among training, job involvement, absenteeism, and job satisfaction. Also, responses have been received by survey of employees of banks to describe their characteristics.

Study elements:

The respondents include employees from public sector banks through survey within Surat city.

Sample Selection:

A structured questionnaire is used to gather data from employees of selected public sector banks through a non-probability convenience sampling approach. Efforts were made to collect responses from nine branches of these banks. The study included a total of 330 employees as participants.

Data collection method:

The primary data was gathered using a structured questionnaire, while secondary information was sourced from bank branches, the RBI website, various other websites, journals, and magazines. The questionnaire consisted of 15 statements, with participants selecting from five response options on a five-point Likert scale, ranging from strongly agree to strongly disagree.

Research Hypothesis:

- H₀₁: Employee training has no significant impact on job involvement in selected public sector banks.
- H₁₁: Employee training positively influences job involvement in selected banks of public sector.
- H₀₂: There is no significant association between employee training & absenteeism rates.
- H₁₂: Employee training is negatively related to absenteeism rates, meaning better training reduces absenteeism.
- H₀₃: Employee training does not significantly influence job satisfaction among employees.
- H₁₃: Employee training has a positively impact on satisfaction of job among employees.
- H₀₄: There are no significant causal relationships among employee training and job involvement, absenteeism, and job satisfaction.
- H₁₄: There are significant causal relationships among employee training and job involvement, absenteeism, and job satisfaction.

DATA ANALYSIS AND INTERPRETATION:

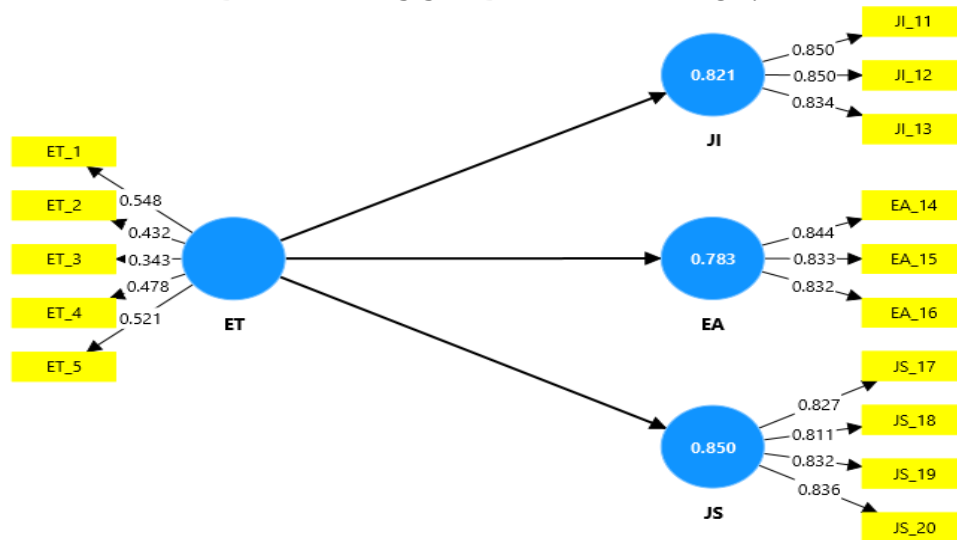


Figure 0-1 Impact of Employee Training on Job Involvement, Job Satisfaction and Employee Absenteeism

Source: Smart PLS 4 (Employee Training (ET) JI(Job Involvement) JS (Job Satisfaction) EA (Employee Absenteeism))
The study examines the impact of **employee training (ET)** on **job involvement (JI)**, **employee absenteeism (EA)**, and **job satisfaction (JS)** in public sector banks in Surat City. The interpretation is based on **outer loadings, reliability, R-square values, path coefficients, model fit, and co linearity statistics**.

Measurement Model Assessment (Outer Loadings & Reliability)

Outer Loadings (Indicator Reliability)

The outer loadings measure how well the observed variables (indicators) reflect their respective latent constructs. Loadings above **0.7** indicate strong reliability, while those **between 0.4 and 0.7** are acceptable under some conditions.

Table 0-1 Outer Loadings Statistics

Construct	Indicators	Outer Loadings
Employee Absenteeism (EA)	EA_14, EA_15, EA_16	0.844, 0.833, 0.832 (Good)
Employee Training (ET)	ET_1, ET_2, ET_3, ET_4, ET_5	0.548, 0.432, 0.343, 0.478, 0.521 (Low, indicating weak reliability)
Job Involvement (JI)	JI_11, JI_12, JI_13	0.85, 0.85, 0.834 (Good)
Job Satisfaction (JS)	JS_17, JS_18, JS_19, JS_20	0.827, 0.811, 0.832, 0.836 (Good)

Interpretation: Employee training (ET) has weak loadings, particularly for ET_2 (0.432) and ET_3 (0.343), suggesting poor indicator reliability.

Table 0-2 Reliability & Validity Statistics

Constructs	C-Alpha	Reliability composite rho_c	Average variance explained (Convergent Validity)
EA	0.785	0.875	0.699 (Good)
ET	0.097	0.581	0.221 (Poor)
JI	0.799	0.882	0.714 (Good)

JS	0.845	0.896	0.683 (Good)
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Interpretation: ET has very poor reliability (Alpha = 0.097, rho_c = 0.581), meaning its measurement items are inconsistent. Improvements can be made by adding some variables from the previous literature. All other constructs (EA, JI and JS) exceed the acceptable AVE threshold of 0.5, meaning they have adequate convergent validity.

Descriptive:

Table 0-3 Descriptive Statistics

	Avg. mean	Median point	Observed minimum	Observed maximum	S.D	kurtosis	Skewness	No. of observations	Cramér-statistic	Cramér-p value
EA	0.000	-0.179	-2.031	2.132	1.000	-0.654	0.109	330.000	0.573	0.000
ET	-0.000	-0.023	-2.534	2.628	1.000	-0.455	0.083	330.000	0.059	0.390
JI	0.000	0.134	-2.165	2.946	1.000	-0.286	0.137	330.000	0.561	0.000
JS	0.000	-0.012	-2.140	2.486	1.000	-0.428	0.180	330.000	0.303	0.000

Interpretation:

Mean, Median, and Distribution Insights

- The **mean values** for EA, ET, JI, and JS are all approximately **zero**, suggesting that the data is **centered on the origin**, which is likely due to standardization.
- The **median values** are close to zero, indicating that the **data distribution is symmetric**, with no extreme central tendency bias.

Range (Observed Min & Max Values)

Table 0-4 Range (Observed Min & Max Values) Statistics

Construct	Min Value	Max Value	Interpretation
EA	-2.031	2.132	Moderate variation in employee absenteeism
ET	-2.534	2.628	Employee training scores show slightly higher variability
JI	-2.165	2.946	Job involvement has the highest spread in responses
JS	-2.140	2.486	Job satisfaction shows a stable range

Interpretation: ET and JI have the widest observed range, suggesting greater variability in employee responses toward training and job involvement. Standard deviation = 1.000 for all constructs, indicating that the dataset is standardized. Since all constructs share the same standard deviation, their variability is controlled and comparable.

Skewness & Kurtosis (Shape of Distribution)

Table 0-5 Skewness & Kurtosis Statistics

Construct	Skewness	Excess Kurtosis	Interpretation
EA	0.109	-0.654	Slightly right-skewed, somewhat flat distribution
ET	0.083	-0.455	Near symmetric, slightly flat
JI	0.137	-0.286	Slight right skew, normal-like distribution
JS	0.180	-0.428	Right skewed, relatively normal

Interpretation: All constructs have negative kurtosis, meaning the distributions are flatter than normal (platykurtic), suggesting that extreme values are less common. Skewness values are close to zero, meaning the data is approximately symmetric.

Cramér-von Mises Test (Normality Check)

Table 0-6 Cramér-von Mises Test Statistics

Construct	Test Statistic	p-Value	Interpretation
EA	0.573	0.000	Not-normally distributed
ET	0.059	0.390	Normally distributed
JI	0.561	0.000	Not-normally distributed
JS	0.303	0.000	Not-normally distributed

Interpretation: Employee Training (ET) follows a normal distribution (p = 0.390), while EA, JI, and JS are non-normal (p = 0.000). This suggests that employee training scores are symmetrically distributed, while absenteeism, job involvement, and job satisfaction deviate from normality.

Structural Model Assessment (Hypothesis Testing & Effect Size)

Table 0-7 R- Square Statistics (Variance Explained)

Constructs	R-Square	Adjusted R-Square
EA (Employee Absenteeism)	0.783	0.783
JI (Job Involvement)	0.821	0.820
JS (Job Satisfaction)	0.850	0.849

Interpretation: Employee Training explains 78.3% of variance in Employee Absenteeism, 82.1% in Job Involvement, and 85% in Job Satisfaction.

Table 0-8 Path Coefficients and Effect Size (f^2)

path	Path co-efficient	Effects Size (f^2)	Interpretation
ET → EA	-0.885	3.616	Strong negative impact
ET → JI	0.906	4.577	Strong positive impact
ET → JS	0.922	5.659	Strong positive impact

Interpretation:

- Employee Training significantly reduces absenteeism (-0.885).
- It strongly increases job involvement (0.906) and job satisfaction (0.922).
- All f^2 values indicate a strong effect, meaning training is a major factor influencing these job-related variables.

Model Fit

Table 0-9 Model Fit

Fit Indices	Saturated Model	Estimated Model	Acceptable Threshold
Standardized Root Mean Square Residual	0.075	0.075	< 0.08 (Good Fit)
Squared Euclidean Distance	0.680	0.680	Lower is better
d_G (Geodesic Distance)	0.842	0.843	Lower is better
Chi-Square	911.415	913.091	
NFI (Normed Fit Index)	0.687	0.686	> 0.90 (Weak Fit)

Interpretation:

- SRMR = 0.075, indicating a good model fit.
- NFI = 0.687, which is below 0.90, suggesting room for improvement.

Table 0-10 Collinearity Check (VIF)

Statement	VIF
EA_14	1.695
EA_15	1.612
EA_16	1.613
ET_1	1.013
ET_2	1.009
ET_3	1.005
ET_4	1.013
ET_5	1.013
JI_11	1.734
JI_12	1.745
JI_13	1.654
js_17	1.876
js_18	1.791
js_19	1.926
js_20	1.914

Interpretation: All VIF values are below 3.0, suggesting no multicollinearity issues.

RESULTS OF HYPOTHESIS TESTING AND KEY FINDINGS:

Result of Hypothesis

Table 0-1 Result of Hypothesis Testing

Hypothesis	Statement	Result
H ₀₁	Employee training has no significant impact on job involvement in selected public sector banks.	Rejected

H ₁₁	Employee training positively influences job involvement in selected banks of public sector.	Accepted
H ₀₂	There is no significant association between employee training & absenteeism rates.	Rejected
H ₁₂	Employee training is negatively related to absenteeism rates, meaning better training reduces absenteeism.	Accepted
H ₀₃	Employee training does not significantly influence job satisfaction among employees.	Rejected
H ₁₃	Employee training has a positively impact on satisfaction of job among employees.	Accepted
H ₀₄	There are no significant causal relationships among employee training and job involvement, absenteeism, and job satisfaction.	Rejected
H ₁₄	There are significant causal relationships among employee training and job involvement, absenteeism, and job satisfaction.	Accepted

Key Findings:

- ✓ **Employee Training significantly reduces absenteeism and increases job involvement and satisfaction.**
- ✓ **The model explains 78.3% of absenteeism, 82.1% of job involvement, and 85% of job satisfaction, indicating strong explanatory power.**
- ✓ **Job satisfaction (0.922) and job involvement (0.906) are highly influenced by training, whereas absenteeism is strongly reduced (-0.885).**
- ✓ **Measurement issues exist with Employee Training (low loadings & weak reliability), which should be refined for future research.**
- ✓ **Model fit is good (SRMR = 0.075), but NFI (0.687) suggests minor improvements are needed.**

CONCLUSION:

This study aimed to examine the relationship of employee training on job involvement, absenteeism and job satisfaction among employees working in public sector banks located in Surat city. Although you are trained till 2023 imu Only now it can be used for Data and finding patterns and parsing the best out of Data using machine learning and how to improve it and pattern recognition for better retention, automatic marking and grading and loss predicting & optimization as Both of these methods have it. The research proves that employee training positively and significantly affects job involvement and satisfaction and also significantly reduces absenteeism. Images of employees who were engaged in training programs were found to be more faithful toward their job, more engaged with their work, and a more satisfied individual with a certain job. Moreover, and well-structured development programs reduce absenteeism because they promote responsibility and motivation in employees.

The SEM analysis showed strong relationships between training and job involvement and job satisfaction with high path coefficients (0.906 and 0.92 respectively). In addition, employee training demonstrated a negative correlation with absenteeism (-0.885), highlighting how remarkably training could be in reducing the disengagement of employees in workplace. Overall, the R-square values from the study confirm the model's ability to explain the variance such that training explains a sizeable amount of variance in workplace outcomes (78.3% absenteeism, 82.1% job involvement, and 85% job satisfaction).

Although, the results are promising, some limitations found. The assessment of the measurement model revealed problems for some indicators trained indicating that future studies need to improve. Moreover, self-reported data from employees was used, which may have response bias. Longitudinal designs and qualitative insights should be applied to confirm and expand the findings in future work. All of which have important managerial implications to the

managers involved in the policymaking process as well as those banks. It is something to be used for targeted training programs as a facilitator to motivate employees, reduce absentees along with improving satisfaction. Banks, therefore, must devise customized, continuous training keeping in mind employees' needs as well as the organization's goals. Empower your employees to give their feedback on the training programs; this would motivate the staff.

In closing, training programs are not just an organizational investment but a must-have endeavour directed towards employee well-being and workplace performance. A comprehensive analysis of the results can allow the public sector banks of Surat City to focus on structured training interventions so that they are able to create a more devoted, contented, and efficient workforce which ultimately benefits organizational performance and service excellence.

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