
IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE AND PRODUCTIVITY: A CASE STUDY OF PAKISTAN

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ABSTRACT

T raining and development is continuous process in improving the excellence of employees. This study intends to enhance their current and future performance but the organization should keep an eye on their performance after conveyance of training, it means training needs evaluation, it is an organized process of fixing the employees behavior towards the achievement of organization's goals. A training program is a movement of the employer to provide opportunities to assess job related skills, attitudes and information for the employees. To overcome the growing demands of business market that is becoming dynamic and updated in modern world and also to take this sector to the heights of global brilliance necessitates the best combination of new technology, skillful and talented people. This study attempted to discover that training and development exist in organizations and its influential impact on the efficiency of employees to fulfill the needs of their customers.

Keywords: Training, employee productivity, organizational performance

Introduction:

The aim behind this study is to explore the effects of training and development on the performance and productivity of employees. The contemporary business organizations are now in rapidly changing environment. For their endurance or survival they require adopting ultra-changes in the organizations. To accomplish these purposes organizations require the abilities of achieving excellence with competitive advantage. In this process the organizations can use all their working resources. Out of all, the human resource is vital and it is a strategic resource, which gives a competitive advantage.

Problem statement: The study aims to identify the impacts of training and development on employee's performance and productivity, overall organizational performance.

Research Questions:

What are the positive outcomes of training and development? How training and development enhance individual's performance and productivity? Why training and development is needed for organization?

Research Objectives:

To know the essentiality of training and development in employee's performance and productivity to find out the benefits of training and development to find out the impacts of training and development on individuals performance and productivity

Significance of study:

Two variables are there Training and Development and performance and productivity. Training and development is independent variable while performance and productivity is dependent. The main purpose of this study is to classify the importance of training and development for employee's performance and productivity. Commonly in organizations, training and development programs are considers as expense and employers hesitate to avail it. It could be an expense in short term but would be beneficial and productive afterword. Employees are the assets of any organization so their training and development is necessary to meet the present and future needs of today's global environment. Training and development are the features of Human Resource Management (HRM) that help the organizations to prepare its employees for better performance and to polish their skills accordingly. Nadler, 1970 states that "training activities are designed to improve human performance on the job, the employee is presently doing or is being hired to do".

Literature Review:

Training and development is a significant component of the Human Resource (HR) Department in organizations. According to Van (1962) "training is the process of teaching, informing, or educating people so that they may become as well qualified as possible to do their job, and become qualified to perform in positions of greater difficulty and responsibility".

Sabir et al. (2014) check the effects of training and development on the employees' productivity by using correlation and regression and find a positive relationship. The researcher use quantitative approach. The practical implication of this research on Electricity Supply Company illustrates a positive relationship between various factors and employees productivity.

Mushtaq Ahmed et al. (2014) check the outcome of employee's training and development on their performance by using correlation and regression and find out that the only factor which is point of hesitation

for employer is the cost used for training and development other than there is always a positive result from training and development of employees. Naveed Ahmed et al. (2014) check the effects of employees training on performance and find positive relationship. This study is conducted in Government sector that is suffering from terrible downfall. Regression method is used for results. Dr Shahid jan et al. (2014) conducted a research in UBL at Peshawar city to check the benefits of training and development on employees' performance and productivity by using quantitative approach. Eight UBL banks were selected for survey. A positive relationship is found between training and performance. This study shows that administration that is interested in increasing productivity and efficiency of employees has only one option that is to adopt training and development programs.

Franklin Dang kum et al. (2014) checks the effects of training on employees' performance by using correlation and regression. ESCON (privately owned company in South Africa) offers consulting services to customers. This research says effective development programs allow organization to maintain a workforce that can replace employees who may or want to leave the company. Afshan Sultana et al. (2012) successively determine the effects of T&D on employees' performance at Telecommunication sector in Pakistan by using correlation and regression. This study shows that there is intense optimistic link of training on employee performance and it increases the level of individual and organizational proficiency. Rapid technological and organizational changes facilitate employers to recognize needs of the enhancements of employee attainments, abilities and uninterrupted investment in training.

Research Design:

The researcher uses the quantitative approach for research. The populations for this research are the employees of Bahria town of Pakistan. Researcher uses the improbability and random sampling techniques. For this research sample size is 33 employees of Bahria town of Pakistan. Researcher collects the data through questionnaire. Researcher uses the regression for data analysis with SPSS 16.0.

Data analysis and findings:

The ANOVA table examines the acceptability of the framework from a statistical view. The Regression row shows information about the fluctuation represent by this model. Information about the variation that is not accounted for by this model is shown by Residual row.

The results show that training and development has a significant and positive impact on the Job performance of the employees. Its reliability test is also showing the value of .79 also.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.453	2.502		-.981	.334
	TD	1.061	.116	.855	9.166	.000

a. Dependent Variable: EPF

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.973	1	177.973	84.023	.000 ^a
	Residual	65.663	31	2.118		
	Total	243.636	32			

a. Predictors: (Constant), TD

b. Dependent Variable: EPF

Further it also shows the training and development is significantly and positively impacting the Productivity of the employees as it showed by the value of its coefficients.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.730	.722	1.45539

a. Predictors: (Constant), TD

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.973	1	177.973	84.023	.000 ^a
	Residual	65.663	31	2.118		
	Total	243.636	32			

a. Predictors: (Constant), TD b.

Dependent Variable: EPR

Conclusion:

The study results show that there is a strong optimistic relation among training and development of employees on their performance and productivity. It is evident from the above results that employees who receive training and development programs are more confident to handle higher responsibilities. Majority of employees find training and development beneficial for their performance and training and development is positively and significantly impacting the job performance and productivity of its employees.

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