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ANALYSIS OF THE IMPACT OF EMPLOYEES' TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

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Abstract

The objective of this research paper was to analyze various aspects of training and development as well as their impacts on the performance of organizations. For this purpose, primary data was collected from 300 employees of IT companies through a structured questionnaire randomly. The selected independent variables were Training Delivery Style, Training Design, Off-the-job Training and On-the-Job Training while dependent variable was Organizational performance. Training and Development of employees was a mediating variable. The statistical techniques such as Descriptive Statistics, Reliability test, Correlation analysis and Multiple Regression Analysis were used to analyze data. Our findings show that On-the-Job training, Training design, Delivery style and Off-the-Job training have positive and significant impact on the performance of organizations.

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1. Introduction

Training of employees is a kind of investment for any organization to enhance its capability. This part has become a norm with changing industry standards over the long period of time. To be a strong-competitor or a leader in an industry, the company needs to enhance its mentorship. There are multiple aspects that need to be considered for HRM to practice in the hiring process. These practices are described by (Redmon, et al., 2013). To accomplish organizational objectives adequately, it is significant that human resources should be managed according to the changing business environment. The proficient and experienced workforce is a basic necessity for each association. Aptitude conduct and frame of mind and efficient working are core need for organizational development (Neuman, 2006).Hiring and selection of employees are usually being done after training in Pakistan, but succession planning and performance evaluation are being ignored while employee training is needed to be implemented (Zhu, 2004). Previous studies (Shahazadi and Naveed, (2016); Ackah & Agboyi, (2016); Ndibe, (2014); Bruce, et al., (2011); Dajani, (2015); Gregoriou, (2009); Alvesson, (2012) and Redmon, et al., (2013) show that employees' training is an important factor to attain the organizational goals. If proper training is given to employees, commitment, there work loyalty and productivity may increase which by the end increases organizational performance Strategic planning and outcomes cannot be successful until and unless employee training is not done in a particular manner. Awan and Islam (2015) have argued that satisfaction, attitude and training have significant impact on employees' performance. So the business firm should focus on satisfaction and attitude because they have positive association with employees' performance. Awan (2012) argues that employees are valuable asset of business firms and it is human capital. It must be developed through training, development and motivation.

After going through the study background on Training of Employees, Development of Employees and Organizational Performance, it was found that a few studies are conducted on the relationship between Organizational Performance with new dimensions of Employees' Training such as On Job Training, Off Job Training and Training Design. It was also observed that the role of Employees' Development on Organizational Performance has also been investigated on limited scale. Therefore, we have intended to investigate the relationship between Training and Development of Employees and Organizational Performance through real life data in this study.

1.2 Hypothesis of the study

We have developed following four hypotheses for this study: -

H^1 On-the-Job Training has significant impact on organizational performance.

H^2: Training Design does helps improving organizational performance

H_3**:** Delivery Style of Training does improve Organizational Performance significantly.

H_4**.** Off-Job-Training has significant impact on organizational performance.

In the light of these hypotheses we analyze previous research to know what research so far has been conducted on this topic.

2. Literature Review

We conducted literature review keeping in view the four hypotheses of the study. The brief sketch of review is given below: -

On Job Training (OJT) is an active methodology for indicating the capacities, data, and aptitudes needed for agents to perform specific work at workplace. Awan and Ahson ,(2015) stated that quality practices applied by companies have significant impact on employees' performance. (Guttry, et al., (2018). Active planning uses the current workplace contraptions, machines, chronicles, rigging, and data to coach a worker to perform his duty efficiently (Bruce, et al., (2011). Training can be carried out at workplace or at conference rooms or when the workers are performing their real jobs (Morgan, (2014). Job

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satisfaction also improve the performance of employees. The business organization should equally give importance of the employees' satisfaction (Awan and Asghar, (2014). The direct objective of on-job training is to use the current condition, instruments, and inclination getting readily available in the workplace to plan worker to complete their obligations—at work (Corrigan and McCracken, (1997). These studies have shown that the Organizational Performance is influenced by On Job Training of employees. Therefore, this research requires sorting out the relationship between Organizational Performance and On Job Training in the IT sector of Pakistan. For determining the relation thereof, the following hypothesis is developed:

H$_1$. On-the-Job training has significant impact on organizational performance. In Pakistan, there is limited number of companies that have gained or adapted improvement programs. It is trend that is being adapted in a worker-based environment and people need to learn that training design is one of the most important steps in the long run performance. The working environment can be boosted if a proper commitment is inculcated in the environment and job seekers are given a proper platform (Bruce, et al., 2011). In most of the customer care sectors, people leave jobs as they think that they are not being given proper practical knowledge of working in the organization (Bremer, 2012). By knowledge it means a work environment and increases their aptitudes in the work improvement. The Work schedule hence needs to be worked out and deal in a proper manner (Reason, 2011). In order to make working environment be smooth, there is a need to be working with commitment in a smooth environment. Those organizations which have complex structures are not the only ones that are bound to professional bureaucracy but also the ones which want to increase learning procedures (Festing, 2013). These studies have shown that the Organizational Performance is influenced by Training Design of employees. Therefore, this research requires sorting out the relationship between Organizational

Performance and Training Design in the IT sector of Pakistan. For determining the relation thereof, the following hypothesis is developed:

H₂. Training design does helps improving organizational performance.

The companies should be considering new devices and technology with a new delivery style through which they can train employees. Like simulation and virtual reality is being used in most of the companies to improve their delivery style for employees (Rayna & Striukova, 2016). Different types of models are developed in the field of architecture, and this hence decreases the costs and increases efficiency of work (Bruce, et al., 2011). In many places for the record, in abroad, new methods in augmented and virtual reality are being used to develop reaction time for employees (Gregoriou, 2009). This is because training depends on business needs for improvement programs to be successful in the longer run. The obligations of the employees thus need to be considered in this way, to keep scoring of possibilities to be normal. The greatest concern of time is that future barriers need to be considered. If companies are not concerned of the challenges that might come or arise in the time to come, then there will be problems (Baden-Fuller & Morgan, 2010). For this, growing organizations are finding new technologies, and new delivery style for better or best execution. The companies are considering new delivery style and technology with which they can train employees. Like simulation and virtual reality is being used in most of the companies to increase their motivational levels for employees (Rayna & Striukova, 2016). These studies have shown that the Organizational Performance is influenced by Training Delivery Style of employees. Therefore, we have to explore relationship between Organizational Performance and Delivery Style in the IT sector of Pakistan. For determining these relationships, we have developed the following thereof, the hypothesis:

H₃. Delivery style of training does improve organizational performance significantly.

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The greatest concern of time is that future barriers need to be considered. If companies are not concerned about the challenges that might come or arise in the time to come, then there will be problems (Baden-Fuller & Morgan, 2010). For this, growth-oriented organizations are searching new technologies, and new systems for improvement in their working. The companies should be considering new delivery style and technology with which they can train employees. Like simulation and virtual reality is being used in most of the companies to increase motivational levels of their employees Off-the-job training involves a spot that is close to real working environment, and the workers are asked to gain efficiency by training off job and on job (Gregoriou, 2009). They are able to go to the environment where they can use new proficient tools for development in the fields (Guttry, et al., 2018). The example is of event management organizers, who are able to learn in seminars, or conventions. These studies have shown that the Organizational Performance is influenced by Off-Job-Training of employees. Therefore, we have to determine sorting relationship between Organizational Performance and Off-Job-Training in the IT sector of Pakistan. For determining the relationship between these two variables, we have developed the following the hypothesis:

H₄. Off-Job-Training has significant impact on organizational performance.

3.Data and Methodology

3.1 Research Design

This is a qualitative study which is based on primary data that was collected through a structured questionnaire. The questionnaire has two parts. First part contains categorical data, which is qualitative with Nominal scale (Unranked categories) and Ordinal scale (Ranked categories). The second part has quantitative data which is based on 5-Points-Likert Scale. This scale has five options from 1 to 5. The design of the questionnaire was focused on targeting employees and managers of different IT firms. Major portion of the

respondents belong to southern Punjab. The data from respondents has been collected personally through field survey.

3.2 Sample of study

In this study, employees of entire IT Sector of Pakistan were target population from which 300 respondents were randomly selected as a sample from District Multan, Pakistan. The questionnaires were filled by Managers and middle level employees of Pakistan Telecommunication Ltd, Zong, Jazz, Ufone and Telenor Pakistan Ltd.

3.3 Selected Variables

The variables of the study are stated as under: -

3.3.1 Independent variables

● Training delivery style
● Training Design.
● Off-the-job training.
● On-the-job training.

3.3.2 Mediating variable

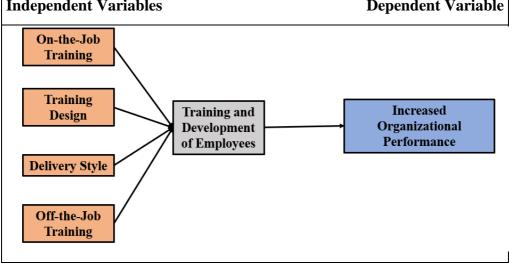Training and Development of employees

3.3.3 Dependent variable

Organizational performance.

3.4 Conceptual Model

The conceptual model containing independent, moderating and dependent variables is shown in Figure 1.

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Figure 1: Hypothesized research model.

3.5. Measures scale

The variables of this research were measured through five point Likert scale from 1to 5 in which 1 = Strongly Agree, 2=Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree. Moreover, On-Job Training (Guttry, et al., 2018), Training Design (Bruce, et al., 2011), Delivery Style (Rayna & Striukova, 2016), Off-the-Job Training (Ackah & Agboyi, 2016) and organizational performance (Redmon, et al., 2013) were measured through 5, 6, 6, 6 and 5items respectively.

3.6 Analytical Techniques

The following statistical techniques and software were used to analyzed the data and draw the results: -

● Descriptive statistics

 ● Reliability Test

● Correlation Analysis

● Regression Analysis

4. Empirical Analysis

4.1 Descriptive statistics

The data of 300 respondents was entered into SPSS v.20 and analyzed under the descriptive statistics of variables. The results are shown in Table 1.

Table 1: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	SD
On Job Training	300	2.00	5	11.9133	4.86945
Off Job Training	300	1.45	5	17.6300	5.00432
Training Design	300	1.00	5	17.2367	5.48156
Delivery Style	300	1.00	5	17.8467	5.37209
Organizational Performance	300	1.00	5	14.6000	4.46240

Table 1 shows the descriptive statistics of data normality and adequacy in which mean, minimum; maximum and standard deviation prove the normality of the current data. As the mean values of On Job Training, Off Job Training, Training Design, Delivery Style and Organizational Performance are all ranging from 1 to 5, which is the rating scale of these variables, therefore, it is found that there is no outlier or extreme value in the data of all these five variables. The values of the standard deviation of these variables are also falling within the acceptable range; therefore, the adequacy of the data is confirmed as there is not too much variation in the data. It means that the current results are in the acceptable range to be used for analysis.

4.2 Reliability Test

According to Salovey and Mayer, (1990), the value of Cronbach Alpha must be equal or higher than 0.7. The results of reliability test are shown in Table 2.

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Table 2: Reliability Test

Scales	No.	Items	Cronbach Alpha
On Job Training	300	5	0.830
Off Job Training	300	6	0.927
Training Design	300	6	0.708
Delivery Style	300	6	0.860
Organizational Performance	300	5	0.79

The results of reliability and validity analysis show the values of Cronbach alpha for each variable of this study which meet the required standard score (>0.7) of validity and reliability. After that the reliability is tested on the complete sample for N = 300 are 99.9%, which shows that accurate data has been processed. The values are above 0.7 and this shows that the study sample is the most reliable and can be used in the analysis.

4.3 Correlation Analysis

The correlation analysis is used to check the degree of relationship between variables. The results of this analysis are given in table 3:

Table 3: Results of Correlation analysis

		On Job Training	Off Job Training	Training Design	Delivery Style	Organizational Performance
On Job Training	Correlation	1	$.810^{**}$	$.674^{**}$	.705	$.763^{**}$
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
Off Job Training	Correlation	$.810^{**}$	1	$.911^{**}$	$.955^{**}$	.973
	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
Training Design	Correlation	$.674^{**}$	$.911^{**}$	1	$.925^{**}$	890^{**}
	Sig. (2-tailed)	.000	.000		.000	.000

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	N	300	300	300	300	300
	Correlation	.705**	.955**	.925**	1**	.961**
Delivery Style	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300
	Correlation	.763**	.973**	.890**	.961**	1**
Organizational Performance	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

Note: N = 300.

The results in Table 3 show that there is a positive and significant correlation between On Job Training and Organizational Performance (p = .000, r = .763). Off Job Training is positively and significantly correlated with Organizational Performance (p = .000, r = .963). Training Design also has positive and significant correlation with Organizational Performance (p = .000, r = .890). There is a positive and significant correlation between Delivery Style and Organizational Performance (p = .000, r = .961).

4.4 Regression Analysis

The results of regression analysis are shown in Table 4.

Table 4: Regression Analysis

Model	tandardized Coefficients		andardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.169	.194		3.448	.001
On Job Training	.209	.020	.209	2.436	.000
Off Job Training	.608	.047	.682	12.822	.000
Training Design	.198	.026	.120	3.809	.000
Delivery Style	.355	.038	.428	9.244	.000

a. Dependent Variable: Organizational Performance

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Table 4 show the significance relationship (P-Value .000) between On Job Training, Off Job Training, Training Design and Delivery Style Relations with Organizational Performance, which means there is a significant and positive relationship between the independent and dependent variables. The role of mediating variable is also significant. Thus, all four Hypothesis H_1, H_2, H_3 and H_4 of this study are proved and accepted.

5. Findings of study

Data of 300 respondents from IT companies of Pakistan was analyzed through SPSS v.20 software. The findings of this study are based on the results which are described as under: -

- It was found that the effect of on-Job Training on employee's performance is high. These results match the findings of Olaniyan and Ojo (2008) who revealed that on-job training of the employees influences the general performance of the firm. This finding is consistent   with the findings of Adamu (2008) who found that on-job worker's training is a conscious corporate approach instrument planned with the objective and goal to control its program decision and substance bundled to assess or take care of distinguished training needs or issues.

- It was also found that a firm's qualities influence worker functioning to a higher degree. The finding is aligned with the study of Partlow (1996) who diagnosed that Organizations that build up its competencies as per the necessities of the workers and that of the Organization consistently get better outcomes.

- It was further found that employee's development to a higher degree influences employee's performance. This finding is consistent with the findings of Mark and Andrew (2000) who concluded that if employees training is carried out properly their knowledge, skill and performance would improve. This result is also in the line with the study of Phillip and Eves (2005) who found that employee's development has such a

significant impact on employee's performance through which a firm may be able to achieve its long term goals.

6.Conclusion

In Pakistan, training of employees is not being given much importance and people are just being hired. In IT industry, training is given but job security is too low. The low scores in the analysis show that this topic still needs attention because many employees are not aware of their rights in jobs. Over the years, with the increased attention to administrative management, human resource management has played a more prominent role in organizational management as the impact of human resource management on innovation "in new ways" to create working conditions and improve employee skills. Education and development are important aspects of human resource management. It is important for companies to attract skilled and skilled employees in order to perform better and that employees are competent if they have the knowledge and skills to carry out assigned tasks. Education and development offer employees the opportunity to improve their careers and achieve better positions in the organization. This can improve the efficiency of the organization. Similarly, employees are the assets of the organization. If they are qualified and well educated, they will do better than those who are neither qualified nor trained.

The study concluded that organizational performance is significantly improved if the employees concerned are trained through systematic training procedures (identification and selection of the employees to be trained). In order for organizations to be more productive and keep their business performing, especially in the current era of increasing global competitiveness and increasingly complex work environments, the HR department must proceed to properly assess training needs before sending staff out for training.

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7. Study limitations and practical implications

Despite having some limitation the present study possesses several noteworthy theoretical and practical implications through the development and implementation of attitudinal and behavioral model that checks the impact of perceived external and internal employees' training and development features on organizational performance.

The main limitation of this study is cost and official protocols of organizations that took a lot of time in contacting employees to improve their skills. Thus, the research was narrowed down to one industry namely Information Technology. The result may not be generalized with other industries. The study could not cover all the stakeholders' aspects of management because the employees are not involved in training and development related discussion so they could be only approached to common known skills and growing environment. In general, the research has a dilemma that the strength of one strategy can be the weakness of other method on the same problem set as stated by (Mc Grath, 1982). Finally, the data was collected in one go cross sectional and it could be longitudinal as well if it were not academic study because longitudinal studies spread over number of years whereas academic studies is bound to be finished with specified short span of time.

8.Contribution of this study

This study contributes to research on the education and development of IT industry in Multan-Pakistan. There are many studies on education and development, but these studies are mainly conducted in western countries. This Research shows that employees in the IT industry believe that training and development are the most important factors in employee performance and productivity, which is why they are preferred. This study shows that IT management, interested in the firm's productivity and efficiency, have no choice but to resort to training and development.

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