IMPACT OF TRAINING AND DEVELOPMENT ON THE EMPLOYEE PERFORMANCE: A CASE STUDY FROM DIFFERENT BANKING SECTORS OF NORTH PUNJAB

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Abstract
The purpose of this study is to find out the impact of employee training and development on employee’s performance. The results show that significant positive relationship exists between employee training and development and the employee performance. The statistical population of this study is Banking Sector of northern Punjab which covers 100 employees of 11 banks and data was collected through a questionnaire. Regression analysis was used through “SPSS” for data analysis. There are two determinants of employee training and development which are on job Training and Delivery style. Results show the positive relationship between on job Training and Employee Performance and also there is the positive relationship between Delivery style and Employee Performance.

Keywords: Employee performance, Employee Training and Development, On-job Training, Delivery Style.

1. Introduction:
In this paper we will find the relationship of training and development on employee performance and also check the impact of on-job training, delivery style and how they effect on employee performance after providing all these factors during training and we know In early age especially after 2nd world war the organization have come to know that without training they cannot get success, then the organizations started emphasizing on training. First organizations in United State started giving training to their employee, In 1910s, some corporations (General Electric, Westinghouse, International Harvester) were having factory schools to train their employees in order to develop their technical skills as they realized the importance of training and development. Although few researchers disagree about the importance of training and development on the success of organization because it involves huge cost that may affect prioritization. Training plays significant role in achieving organizational objectives by keeping in view the interest of employees and organization (Stone J.R. human resource 2002). To achieve the organizational goals employee performance is important that depends on a variety of factors. But training receives high importance as it improves the skills, capabilities, confidence and competencies. Training
includes 'soft' skills such as software training, management training. Whereas development focuses upon the activities that enhances employee skills for future. Employee development is a long term process that comprises, mentoring, succession planning, coaching etc. In short to achieve the organization goals role of human capital leads to organization growth and development and human capital is totally related with training, if your employee is trained he/she can better perform in organizations. The main purpose of our study is to determine the effect of training and development on organizational performance. Organizations should focused more on training than on cost control and efficiency because organization cannot get effectiveness without training and development.

1.1. Objectives of study:
- To observe the impact of Training and Development on employee performance.
- To observe the impact of job training on employee performance.
- To see the impact of Delivery style on employee performance.

1.2. Research Questions:
- Is there positive relationship exists between Training and Development on employee performance?
- Is there positive relationship exists between on-job training and employee performance?
- Is there positive relationship exists between Delivery style and employee performance?

2. Literature Review:
Employees are the most valuable assets of every organization, because a skilful work without Human capital is not possible getting these things in mind every organization is investing a huge capital in training and development. According to Khan et al (2011), job training, training design & delivery style has positively related with organizational performance as measured by empirical data. According to iftikhar ehmad and siraj-ud-din (2009) in health industry training and development has role like a back bone, it enhances the performance of employee. Thomas j. Watson (founder of IBM) said about the human resource, “you can get capital and erect buildings, but it takes people to build a business a business”. Organizational goals without human resource cannot be achieved; most of the jobs have such type of orientation which cannot be performed without human capital. According to Flynn et al., (1995) on the job training reduces cost and saves time. You can give training in your organization for assigning the duties of senior employee, juniors are attached with senior one for some time they learn and trained there. Important part of Training and Development is Delivery style (Carlos A. Primo Braga, 1995). According to Ohabunawa (1999) those organizations who train their employee well, managers and superior have the confidence to get the authority and to deal with their subordinates. Abidun (1999) said that, through training employees can get knowledge, skills, and attitudes which are the requirement of employees to perform their task adequately. Stephen & Bowley’s (2007) study shows the link between employee productivity and training which further leads to employee performance. Baldwin & Johnson (1995) claim that lower levels of training will increase the chances of employee migration from one organization to another. However, employee’s satisfaction and loyalty increases by higher degree of training towards the firm and decreases the chances of employee termination. (Choo & Bowley, 2007).
According to Chandrasekar K (2011) workplace have two types of impact on employee’s moral, productivity and engagement positive and negative, if you give a good work environment the effect will be positive. According to Ceylan D, et al (2010) innovation of product and process and also in organization and employees creativity is directly related with the environment. According to Keeling and Kallaus (1996) ergonomics is the study of
physiological factors such as colour, sound light, and temperature are directly related with the space, furniture, and equipment, in order to meet better psychological criteria among workers or trainers. Without any pre-training employee cannot perform easily (Thomas N. Garavan, 1997). As compared to untrained employees trained employees perform well. (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Organizational goals can be achieved effectively if employees of those organizations are provided sufficient training and development (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Furthermore through training and development the performance of employees increases (Shepard, Jon et al., 2003). Training and development programs are expensive but it payback more than it costs to organizations (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Each corporation should focus on training and development in order to better compete in present era of competition. Training and development has significant role for the development of employee’s performance. According to Partlow, (1996); Tihanyi et al., (2000) and Boudreau et al., (2001) training should be designed according to the need of employee and organizations which perform these things get better results. The design of training should be according to the needs of the employees (Ginsberg, 1997).

2.1. Hypothesis:
On the basis of the literature review and model specification authors develop these hypothesis.

H1: There is significant positive relationship between Training and Development and employee performance.

H2: There is significant positive relationship between on the job training and employee performance.

H3: There is significant positive relationship between Delivery style and employee performance.

2.2 Conceptual Framework:

![Figure 1.1](image)

3. Methodology:
A self administrative questionnaire was prepared for this particular study on five point Likert scale. Questionnaire was prepared in English language and it was distributed among different experts to maintain content validity. A total of 100 questionnaires were distributed among respondents of 11 banks of two districts Multan and Bahawalpur of Punjab province Pakistan. For data analysis purpose SPSS 20 version was used.
4. Analysis

H1: Results of regression analysis are given in below table, as it is clear from table that for hypothesis 1, the value of beta is 0.970 that is positive and shows positive change in dependent variable due to independent variable training and development. The value of t is 5.9408 that is significant and similarly P value is less than 0.05 so these results are providing sufficient grounds to accept hypothesis 1. So null hypothesis is rejected and alternate H1 is accepted.

H2: Results of regression analysis are given in below table, as it is clear from table that for hypothesis 2, the value of beta is 1.003 that is positive and shows positive change in dependent variable due to independent variable on-job training. The value of T is 38.176 that is significant and above the average value 2, similarly P value is less than 0.05 so these results are providing sufficient grounds to accept hypothesis. So null hypothesis 2 is rejected and alternate H2 is accepted.

H3: Results of regression analysis are given in below table, as it is clear from table that for hypothesis 3, the value of beta is .984 that is positive and shows positive change in dependent variable due to independent variable delivery style. The value of T is 24.245 that is significant and above the average value 2, similarly P value is less than 0.05 so these results are providing sufficient grounds to accept hypothesis. So null hypothesis 3 is rejected and alternate H3 is accepted.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Variables</th>
<th>Standardized Regression Weights</th>
<th>T-Value</th>
<th>P-Value</th>
<th>Significant/In-significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Employee training</td>
<td>.970</td>
<td>5.9408</td>
<td>.0000**</td>
<td>Significant</td>
</tr>
<tr>
<td>H2</td>
<td>On job training</td>
<td>1.003</td>
<td>38.176</td>
<td>.0000**</td>
<td>Significant</td>
</tr>
<tr>
<td>H3</td>
<td>Delivery style</td>
<td>.984</td>
<td>24.245</td>
<td>.0000**</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Table 2: Descriptive Statistics:

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>4.6517</td>
<td>.47443</td>
<td>100</td>
</tr>
<tr>
<td>Job</td>
<td>4.6200</td>
<td>.46966</td>
<td>100</td>
</tr>
<tr>
<td>Style</td>
<td>4.6150</td>
<td>.45794</td>
<td>100</td>
</tr>
<tr>
<td>Performance</td>
<td>4.6567</td>
<td>.48653</td>
<td>100</td>
</tr>
</tbody>
</table>

5. Discussion and Conclusion:
The learning can be accomplished in terms of the trainings of employees. Training and development has positive effect on employee performance. First of all our purpose of this study to investigate in measuring training needs of the employees at Government sectors, because in Pakistan all the Government sectors are facing terrible downfall and we find through this research that even there is no concept of training and development although on-job training is provided at some extent but not in a proper way and when we observe in
private sector a huge investment is spend on training it shows the importance of training and the progress of these organization.
Secondly after evaluation of employee’s orientation on delivery style and on-job training we conclude that most of the respondent (%) answered that training and development is the necessary part of the organization, even from the analysis of employees of different organization likes to get training in their free time.

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