
INVESTIGATING THE IMPACT OF TRAININGS ON EMPLOYEES' PERFORMANCE

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ABSTRACT

The purpose of this study is to examine the impact of training on the performance of employees. The study attempts to know the influence of training over employee performance through the consideration of training factors such as Training Needs Analysis, Training Commitment, Training Contents, Training Delivery Approaches and Training Evaluation. The methodology involves survey questionnaire and the data was collected from the employees employed at the NGOs (Non-Governmental Organizations) in the region of Hyderabad, Pakistan. The techniques used by the researcher to analyze the collected data are factor analysis, descriptive statistics, regression analysis and correlations. The findings of the study reveal that four out five stated factors of training are positively and significantly related to the performance of employees whereas the fifth factor i.e. Training Needs Analysis is insignificantly and negatively related to the employees' performance.

Keywords: Trainings, Employees' Performance, NGOs (Non-Governmental Organizations).

INTRODUCTION

Training is an integration of leading and directing the growth of employees through various methodologies so that they can be more effective and proficient to their organizations. It prepares them for the short and long run, offering skills and abilities that can deliver instant achievements, constant satisfaction and can be executed over and over again in different situations, stimulating self-confidence and effectiveness reflecting through their performances in organizations (Irwin, 1989). Training allows employees to accomplish immediate success and long term satisfaction. Its goal is to improve and assist the employees, not to impede and arrest them respectively. Sometimes trainings can help employees change; sometimes it is used for divulging practical facts to them, and at other times to just get the one great message across them leaving an immense impact on their performances (Irwin, 1989). Training is the process concerning problem solving through conveying and getting facts and figures (Jack Halloran, 1985). Training is a process of learning

which helps achieve learning objectives through knowledge, skills and attitudes (Mathis and Jackson, 2014). Training is a process of delivering employees with elementary skills which they require to perform their jobs efficiently (Dessler, 1997). Training is a Modern day oriented thing which ameliorates the required skills and aptitudes of employees so that they can perform better (Decenzo & Robbins, 1989). Training is to impart basic work related and technical knowledge to the employees so that they can perform their jobs (Dennis & Griffin, 2005). Training is a structured program by which helps people learn about the knowledge and skill for a specific and required purpose (Beach, 1980). Training is an endeavor of improving the knowledge and skill of an employee for performing a precise work (Flippo, 1980). Training is the process by which workforce is occupied for the certain job it is to perform (Yoder, 1970). Training is an organized advancement of knowledge, skills and attitudes essential for an individual to accomplish effectively a specified task or job (Armstrong, 2001). Training helps candidates to updating their outdated talent by latest skills and the prosperous entrants hired on the jobs require training in order to execute their responsibilities efficiently and effectively (Aswathappa, 2008). Training undertakes to provide knowledge, skills and attitudes essential to accomplish work connected responsibilities. It objects to ameliorate work effectiveness in an undeviating manner (Truelove, 1992). Corporate trainings are specific skilled based programs for the employees working in an organization which are precisely designed to carve the specific skills of the employee required for the functioning of specific tools and equipment. The result of an employee receiving a corporate training is linked with the set objectives of the training programs which were specifically designed to make an employee learn the required skills and perform certain tasks in a better and efficient style. Corporate trainings also play an important role in teaching the basic skills and knowledge to an employee so as that employee can perform his required duties and job efficiently and effectively which ultimately contributes in ameliorating and improving the performance of the organization. These skills are taught by a trainer by transmitting the knowledge though various delivery approaches and demonstrates the employee the required skills needed to perform certain tasks effectively. In recent times, trainings are an important player in making the organizations lucrative at Pakistan as ongoing satisfaction and immediate success for employees as an outcome of trainings is helping them perform better and much harder which ends up into an organization's profitable productivity. Besides, a many employees

working at diverse organizations at Pakistan though with higher qualifications lack greater abilities and skills much required for a present day employee in this competitive environment due to lack of money and access to required resources which results into a huge gap between organization and its desired goals. To overcome this gap, trainings for employees are conducted at all levels so as they could perform with greater capabilities and raise the bar of their professional aptitude that will lead to economic success and larger profits for the organizations and will help them meet contemporary competitive standards and achieve anticipated goals. Thus, the success of an organization will entail highly effective and capable employees adding value through their impeccable performances and that can only be accomplished if organizations invest in their human resources and organize regular trainings for their employees. Impacts of training on employees in NGOs have been relatively unexplored in Pakistan. Given the socio-economic conditions of Pakistan NGO is one of the important sectors. Besides, understanding training impact on employee performance is significant provided the amount for Human Resource Development involved in organizations. Therefore, it will be beneficial for the employees working at various Non-Governmental Organizations (NGOs) and other organizations of similar size in Pakistan along with adding significant enhancement to the existing literature which will be certainly of an immense use to academicians and practitioners working in Non-Governmental Organizations (NGOs) of Pakistan.

LITERATURE REVIEW

Maria, *et.al.*, (2014) conducted their research on the relation between employee training and performance through the mediating role of organizational learning. The purpose of their study was to find an association between training of employees, organizational learning and performance. They discovered a solid positive association between organizational learning and performance, training and organizational learning and hence training and performance and concluded learning oriented training as the most important component in order to raise the performance of the employees in specific and organization in general. Trang, (2014) conducted his research on the topic of training affects the employee's performance. The purpose of his study was to research the effect of training on performance of employees. He carried out his study by both primary and secondary sources using quantitative methods through structured questionnaires involving convenient sampling. The data was collected through 350 questionnaires and measured

demographics by seven item index and training needs assessment construct by eight item index, training commitment by six item index, training contents by eight item index, training delivery approaches by seven item index, training evaluation by ten item index and employee performance by eight item index using a five point likert scale. The data was studied by using reliability analysis, descriptive statistics, inferential statistics and regression analysis techniques. He through this study concluded that there was a strong, positive and significant effect of training needs assessment, training commitment, training contents, training delivery approaches and training evaluation on employee's performance with training contents and training delivery approaches having stronger and more significant effect than the others over employee's performance and the demographics including age, gender and marital status does not affect the employee's performance. Otuko, *et.al.*, (2013) conducted their research on the effect of training dimensions on employee's work performance. The purpose of their study was to evaluate the effect of training dimensions on the performance of an employee, a case of Mumias Sugar Company in Kakamega County, Kenya. They carried out their study by targeting 150 employees and 6 departmental heads through simple random sampling and purposive sampling respectively. The data was collected using interviews and questionnaires and measured training needs assessment construct by seven item index, training contents also by seven item index and training evaluation by five item index using a five point likert scale. The data was analyzed by using reliability analysis, descriptive statistics, inferential statistics and regression analysis techniques. They concluded that there was a positive and major effect between training needs assessment and employee performance, positive and significant effect between training contents and employee performance and positive and significant association between training evaluation and employee performance which thus indicates a positive and significant effect between all training dimensions and performance of an employee. Azara, *et.al.*, (2013) conducted their research on the relation between employee training and organizational performance through the mediating effect of employee performance. They purpose of their study was to find the relationship between employee training, employee performance and organizational performance. They discovered a significant relationship between employee training, performance of employees and performance of the organization and concluded that training has a significant impact not only on the organizational performance but employee performance as well. Nassazi,

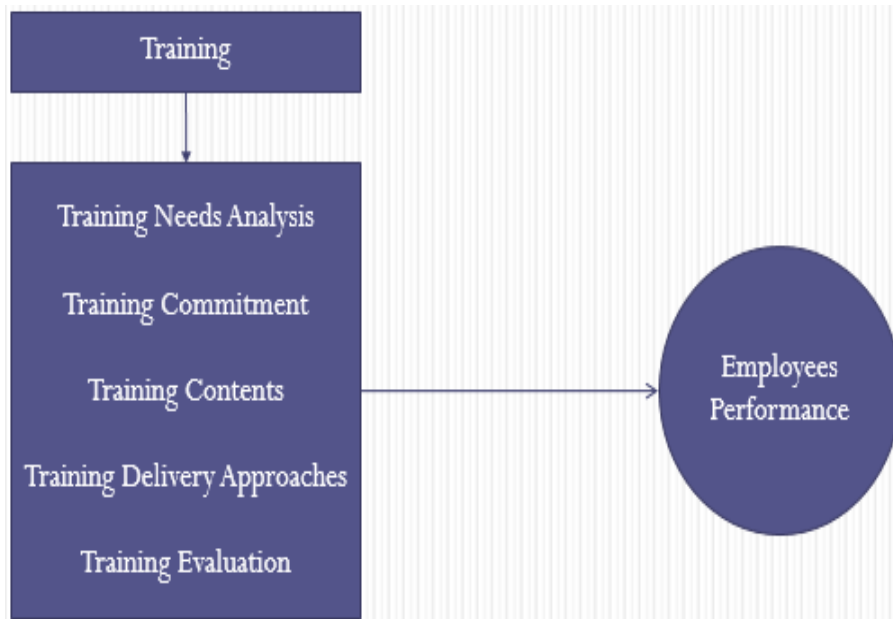
(2013) carried out his research on the effects of training on employee performance. The purpose of his study was to determine the effects of training the performance of an employee in the organizations of Uganda. The study reveals the kinds of training programs used in the telecommunication sector, the objectives of the training programs, the methods of training used and the effects of training on the employee performance and thus revealed a significant positive impact of trainings on the performance of employees. Sultana, *et.al.*, (2012) conducted their research regarding the training impacts on the performance of employees at telecommunication sector in Pakistan. The purpose of this research studies was to find the impact of the training practices on the performance of employees carried out at Telecommunication Sector in Pakistan. They discovered a solid positive influence of training on the performance of employees in telecommunication sector and further summed up that training is the most important component in order to raise the capability level of an individual in particular and organization in general. Khan, (2012) through his research analyzed training and motivation impacts on the presentation and performance of employees in an infamous bank and reputed university at Pakistan. The purpose of this research was to study the impact of training on the performance of employees in comparison with motivation. The conclusion of the studies revealed that training and motivation are the two factors that influence the performance of employees in the organizations. The studies further concluded that training adds the most to the performance of employees when compared to motivation or any other factors. Singh, *et.al.*, (2012) conducted a comparative study on the applications of training and its impact on the productivity and efficiency of employees in industries at India. The purpose of this research was to study the effects of training on the output and productivity of the employees in the industries. The studies revealed through comparative study of training methods and other economic factors affecting the productivity of employees at industries in India that training plays a significant role on the productivity of employees in industries but gets affected by the economic and market forces around. Hamidun, (2009) conducted his research on the influence of training on employee's work commitment and performance. The purpose of this study was to examine the role of training in defining the employee's work commitment and performance in Malaysia. He carried out his research by collecting data through 182 questionnaires from both public and private organizations in Malaysia and measured demographics by eight item index and training needs assessment construct by eight item index,

training commitment by eight item index, training contents by eight item index and employee's work performance by eight item index using a seven point likert scale where as measured training delivery approaches by seven item index and training evaluation by eight item index using a five point likert scale. The data was calculated by using reliability analysis, descriptive statistics, correlation statistics and regression analysis (simple and multiple simultaneous) techniques. He through this study concluded that there was a strong, positive and significant influence of training needs assessment, training commitment, training contents, training delivery approaches and training evaluation on employee work commitment and performance with training commitment and training evaluation having stronger and more significant influence than the others over employee's work commitment and performance.

RESEARCH METHODOLOGY

The purpose of this study is to examine the impact of training on the performance of employees working in the NGOs (Non-Governmental Organizations) located in the region of Hyderabad, Pakistan. The formula of George and Bailey (1999) was used to determine the sample size at 95% significance level and the sample size was calculated to be 388. The respondents were selected through systematic random sampling. The data was collected through survey questionnaire which was developed with slight modification from the studies of Trang, (2014), Otuko, *et.al.*, (2013) and Hamidun, (2009). The questionnaire consisted of three parts. Part 1 collected demographic information (gender, age, marital status, academic qualification, job experience and job designation) of the respondents. The part 2 was designed to collect the information of the five components of training and i.e. training needs analysis, training commitment, training contents, training delivery approaches and training evaluation and their subsequent impact on employees performance. Finally part 3 was included to seek the opinions and suggestions of write-in respondents and this was made optional.

CONCEPTUAL FRAMEWORK



Source: This Study.

DATA ANALYSIS

The data was summarized through descriptive statistics and was further analyzed through the applications of factor analysis, multiple regression and correlations.

TABLE 5.1

PROFILE OF RESPONDENTS

	Frequency	Percent
Gender		
Male	277	71.5
Female	111	28.5
Age-Group		
21-25	72	18.5
26-35	239	61.5
36-45	62	16.0
46-51	14	3.5
>51	2	.5
Marital Status		

Single	165	42.5
Married	211	54.5
Divorced/Widowed	12	3.0
Qualification		
Intermediate	2	.5
Bachelors	128	33.0
Masters	254	65.5
MPhil	4	1.0
Job Experience		
<2	78	20.0
2-5	140	36.0
6-10	107	27.5
>10	64	16.5
Total	388	100.0
Source: This Study.		

TABLE 5.2		
KMO AND BARTLETT'S TEST		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	3110.455
	Df	528
	Sig.	.000

Above, KMO (Kaiser-Meyer-Olkin) shows sample is adequate enough to run factor analysis at a statistically significant level as according to KMO test the sampling is superbly adequate if the values are above 0.9 and the KMO above is 0.91 which shows the results are in superb range.

Bartlett's Test of Sphericity is also highly significant ($P < 0.001$) showing that there exists strong relationship among the factor variables used in this study which can produce meaningful inferences.

TOTAL VARIANCE EXPLAINED									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.915	45.197	45.197	14.915	45.197	45.197	4.960	15.030	15.030
2	2.230	6.759	51.956	2.230	6.759	51.956	4.652	14.098	29.128
3	1.704	5.163	57.120	1.704	5.163	57.120	4.591	13.912	43.040
4	1.566	4.745	61.864	1.566	4.745	61.864	3.960	12.001	55.041
5	1.095	3.319	65.183	1.095	3.319	65.183	3.347	10.143	65.183
6	.980	3.071	68.255						
7	.923	2.795	71.050						
8	.811	2.459	73.509						
9	.768	2.328	75.837						
10	.690	2.090	77.926						
11	.669	2.027	79.953						
12	.634	1.923	81.876						
13	.614	1.862	83.738						
14	.560	1.698	85.436						
15	.511	1.549	86.985						
16	.477	1.445	88.430						
17	.444	1.345	89.775						
18	.400	1.212	90.987						
19	.388	1.176	92.164						
20	.375	1.135	93.299						
21	.356	1.079	94.378						
22	.327	.990	95.368						
23	.306	.927	96.295						
24	.276	.835	97.130						
25	.254	.769	97.899						
26	.210	.635	98.534						
27	.196	.595	99.129						
28	.177	.536	99.666						
29	.080	.244	99.910						
30	.021	.062	99.972						

31	.009	.028	100.000						
32	1.755E-015	5.317E-015	100.000						
33	-4.433E-016	-1.343E-015	100.000						
Extraction Method: Principal Component Analysis. Source: This Study									

	TABLE 5.3: ROTATED COMPONENT MATRIX ^a				
	1	2	3	4	5
TNAQ1	.735				
TNAQ2	.522				
TNAQ3	.753				
TNAQ4	.744				
TNAQ5	.739				
TNAQ6	.730				
TNAQ7	.691				
TNAQ8	.627				
TCMQ1		.656			
TCMQ2		.779			
TCMQ3		.683			
TCMQ4		.621			
TCMQ5		.789			
TCMQ6		.738			
TCQ1			.313		
TCQ2			.549		
TCQ3			.578		
TCQ4			.706		
TCQ5			.739		
TCQ6			.643		
TCQ7			.694		
TDAQ1				.589	
TDAQ2				.620	
TDAQ3				.608	
TDAQ4				.686	

TDAQ5				.656	
TDAQ6				.645	
TDAQ7				.690	
TDAQ8				.563	
TEQ1					.510
TEQ2					.613
TEQ3					.640
TEQ4					.291

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

Source: This Study

In support of our theoretical framework the factor analysis data shows that items defining training are heavily loaded into five categories as chosen in this research study and these five factors overall explain 60% total variation in training.

As shown in this table the first factor is related to training needs analysis and eight items are heavily loaded to it. The second factor is of training commitment and all six items are loaded to it in line with our theoretical assumptions. The third factor is related to training contents and six out of seven items are loaded above the acceptable range (i.e. 0.5 or greater). The fourth factor is of training delivery approaches and eight items are loaded to it. And the last factor is related to training evaluation and three out of four factors are loaded above the acceptable range (i.e. 0.5 or greater). According to Field, (2005) the factors with loading below 0.5 are not considered important in that category.

TABLE 5.4			
DESCRIPTIVE STATISTICS			
	Mean	Std. Deviation	N
Employee Performance	4.2450	.70228	388
Training Needs Analysis	4.0406	.59263	388
Training Commitment	3.9333	.61294	388
Training Contents	4.0829	.61514	388
Training Delivery Approaches	3.9513	.56763	388
Training Evaluation	3.9888	.66715	388

Source: This Study

Training Needs Analysis (TNA) component was composed of eight items which were aimed at examining the impact of training programs in which training needs of the respondents are analyzed first and then training program is devised and designed with clearly stated training aims, goals objectives, procedures and learning outcomes. The descriptive data shows that the respondents strongly agree that in order to have an effective training, the training should be designed on the basis of their need analysis as the training need analysis item on average is scored 4.04 out of five-point likert scale. The results also endorse the previous results of the study of Poon and Othman (2000), regarding training needs analysis that clearly mentioned objectives and goals help develop the knowledge and skills of the employees who attend the training and is mandatory in helping know the purpose of training so that they can achieve their goals and tasks efficiently.

The training commitment (TCM) consisted of six items which were mainly examining the relevance and possibility of the training with the skills and competence level required at actual workplace. Secondly, training commitment also attempted to examine whether the training program met the learning expectations of the respondents and the result 3.93 out of five-point likert scale show that the trainings moderately met the expectations.

The construct of training contents (TC) was designed to assess the impact of training contents on enhancing the key skills i.e. technical skills, problem solving skills, communication skills and decision making skills of the respondents. The results show that the training contents substantially enhanced or increased the skill levels of the recipients. The highest impact of the training contents was evidenced on communication skills of the respondents as it was scored 4.27 out of five-point likert scale. Whereas the least impact was reported on acquisition of technological skills. The results also confirm the earlier results of the study of Lam and Kong (1992), that training contents significantly impacts performance of the employees as contents or skills are focused and emphasized more by many organizations in executing training programs because it directly effects the employees' performance.

Training delivery approaches (TDA) intended to measure the effectiveness of various training approaches used in the delivery or execution of training. The results showed that the respondents considered the demonstration or role playing approach as the most effective method of training. Since it was given a mean value of 4.18 out of five-point

likert scale, whereas the respondents perceived delivery approach through seminar as the most ineffective mode of training.

Training Evaluation (TE) consisted of four items which were used to assess the feedback of respondents with respect to the attainment of training programs, goals, objectives and learning outcomes. Results 3.98 out of five-point likert scale show that respondents were fairly satisfied with the objectives of training programs and fairly perceived that the training has achieved its set objectives. This also approves the previous results of the study of Alliger, *et.al.*, (1997) that training evaluation has proved that the success of a training depends on the evaluation of employees who undergo training whether the objectives and goals of learning reflect through their knowledge and skills and ultimately into their work as it helps employees perform well and become more dedicated and committed to their work.

TABLE 5.5										
MODEL SUMMARY^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.784	.614	.609	.43912	.614	121.561	5	381	.000	^b
a. Predictors: (Constant), TE, TCM, TNA, TC, TDA										
b. Dependent Variable: EP										
Source: This Study										

This shows 60.9 % of variation in performance variable is explained by the independent variable of this model.

Source:	TABLE 5.6					
	ANOVA^a					
is	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	117.204	5	23.441	121.561	.000
	Residual	73.661	382	.193		
	Total	190.865	387			
a. Dependent Variable: EP						
b. Predictors: (Constant), TE, TCM, TNA, TC, TDA						

This Study
If F
statistics

significant below 0.05 that indicates model is a significant one.

TABLE 5.7
COEFFICIENTS^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.181		.292	.770
	TNA	-.021	.055	-.018	-.382	.702
	TCM	.196	.056	.171	3.488	.001
	TC	.382	.054	.335	7.120	.000
	TDA	.342	.066	.276	5.194	.000
	TE	.149	.055	.142	2.736	.007
a. Dependent Variable: EP						
Source: This Study						

Except training needs analysis all other variables i.e. training commitment, training contents, training delivery approaches and training evaluation are significantly and positively correlated with employee performance.

As per magnitude of Beta coefficient and T statistics, training contents is the most important factor that affects employee performance whereas training evaluation is the least important factor. This indicates that if we bring change in training contents that will bring greater impact on employee performance.

TABLE 5.8
CORRELATIONS MATRIX OF THE TRAINING FACTORS AND
EMPLOYEES' PERFORMANCE

	Employee Performance	Training Needs Analysis	Training Commitment	Training Contents	Training Delivery Approaches	Training Evaluation
Employee Pearson Performance Correlation Sig.	1					
Training Pearson Needs Correlation Analysis Sig.	0.529** 0.000	1				

Training Pearson Commitment Correlation Sig.	0.650** 0.00 0	0.604** 0.0 00	1			
Training Pearson Contents Correlation Sig.	0.694** 0.00 0	0.490** 0.0 00	0.637** 0.000	1		
Training Pearson Delivery Correlation Approaches Sig.	0.680** 0.00 0	0.680** 0.0 00	0.694** 0.000	0.592* * 0.000	1	
Training Pearson Evaluation Correlation Sig.	0.650** 0.00 0	0.642** 0.0 00	0.596** 0.000	0.674* * 0.000	0.695** 0.000	1

** Correlation is significant at the 0.01 level (2-tailed)

N = 388

Source: This Study

The results indicate that dependent variable – employee performance – is most greatly correlated with training contents, with correlation coefficient of 0.694. This confirms that training contents are observed as a central factor of trainings. Thus, greater employee performance is connected with greater training contents, training delivery approaches, training commitment, training evaluation and training needs analysis.

CONCLUSION

Trainings play an important role in making a difference in the performance of the employees in organizations. The process of continuous improvement in an organization through well organized and effectual application of inputs by employees resulting into quality outputs and production is termed as performance as it is the ratio of output to input. In order to increase this performance, training is required for the employees as it will develop their skills and abilities to perform and execute more efficiently and effectively. Therefore, objective of this study

is to examine the influence of training on the performance of employees employed in the NGOs sited in the division of Hyderabad, Pakistan. In this study survey questionnaire is used mainly to collect the data and further data is analyzed through the use of various techniques such as factor analysis, descriptive statistics, regression analysis and correlations.

The findings of this research show that according to descriptive statistics all the five components were perceived as important factors to employee performance and according to regression analysis four out of five components of training i.e. training commitment, training contents, training delivery approaches and training evaluation are found to be significantly and positively related with the employee performance however training needs analysis showed negative relation with employee performance but that relation was statistically insignificant. The training content was found to be more important factor. It is therefore, recommended to the policy makers that in designing training programs they should focus more on training contents and makes it in line with the needs of the participants receiving trainings.

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