

T.C.
ANTLAYA BILIM UNIVERSITY
INSTITUTE OF POSTGRADUATE EDUCATION
BUSINESS ADMINISTRATION
THESIS PROGRAM

**THE EFFECTIVENESS OF TRAININGS ON EMPLOYEE'S
PERFORMANCE AND PRODUCTIVITY TOWARDS ORGANIZATIONAL
EFFICIENCY**

DISSERTATION

PREPARED BY
ABDULLAH SALEEM

ANTALYA – 2022

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ANTALYA - 2022

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ABDULLAH SALEEM, a master student of Antalya Bilim University, Institute of Post Graduate Education, Department of Business Administration with student ID 2011131, successfully defended the thesis/dissertation entitled “**Effectiveness of trainings on employee’s performance and productivity towards organizational efficiency**”, which he prepared after fulfilling the requirements specified in the associated legislations, before the jury whose signatures are below.

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PREFACE

The hereby master's dissertation of Business Administration covers the importance of understanding the effectiveness and efficiency of an organization with the help of training and development and to increase the individual's performance and productivity. Within the framework of this study, a literature review has been made and various studies regarding the topic have been analyzed.

This body of work has been compiled and completed with the help and guidance of many that have been guiding me with my thesis in the right way. First, I would like to thank Associate Prof. Büşra SOUMMAKIE for her time and immense knowledge, who has supported and guided me with the information and tools that were required to complete this research. I would also like to show my gratitude to Assoc. Prof. Dr. A. Mohammed ABUBAKAR who taught me about using the software for data analysis.

Finally, I take this opportunity to thank my parents and friends for their support, help, and motivation.

25 / 01/ 2022

Abdullah Saleem

Signature

ÖZET

Örgütlerin kârlılığı, kamu ve özel şirketlerin tüm faaliyetlerini yönlendiren ve yoğun bir şekilde organize eden, yaygın olarak mevcut bir gerekliliktir. Öte yandan, pek çok entegrasyon mekanizması, nitelik eksikliğinin çoğu zaman ciddi bir handikap oluşturduğu risk altındaki insanların varlığını hatırlatır. Bu bağlamda, daha iyi ve başarılı bir iş yeri yapmak için çalışanların beceri ve hizmetlerini geliştirmek için eğitim ve gelişimin etkinliği hedeflenebilir.

Çalışmanın odak noktası, bir organizasyonun etkinliğini ve verimliliğini incelemek için eğitim ve geliştirme ile personelin verimliliği ve çalışanların performansı arasındaki bağlantıya bakmaktır. Nicel bir yöntem kullanılmış ve Karachi'daki farklı kuruluşlara bir anket çalışması uygulanmıştır. Sonuçların frekans tabloları, standart sapmalar, ortalamalar ve tanımlayıcı analizlerin yer aldığı çalışmanın amacı ile uyumlu olduğu görülmüştür. Değişkenler arasında pozitif ve anlamlı bir bağlantı olup olmadığını analiz etmek performans, üretkenlik ve ayrıca organizasyonel etkinlik ve verimlilik. Sonuç, eğitim ve gelişmenin büyük bir etkisi olan avantajlarını ve önemini göstermektedir; Yönetim liderleri kendinden emin olabilirler ve personel performansını etkili bir şekilde etkileyebilir. Teslim edilen eğitim türünden bağımsız olarak, gelecekteki iş yeteneklerine uyması ve şirketin ticari hedeflerini desteklemelidir. Ayrıca, şirketin hedeflerini eğitim ihtiyaçları değerlendirmesiyle yansıtan yenilikçi bir şekilde sunulmalıdır.

Anahtar kelime: Çalışan performansı, Organizasyon etkinliği ve verimliliği, Eğitim ve geliştirme, Performans ve üretkenlik

ABSTRACT

The profitability of professional organizations is a widely present requirement that guides and intensively organize all the activities of public and private companies. On the other hand, the many integration mechanisms suggest the existence of people at risk for whom the lack of qualification is too often a serious handicap. In this context, it is possible to aim the effectiveness of training and development to enhance the skills and services of the employees to make a better and successful working place.

The main focus of the study is to look at the connection between training, development along with the productivity of employees' performance to examine the effectiveness and efficiency of an organization. A quantitative method was employed i.e. a survey research questionnaire was distributed to different organizations in Karachi. The results were found to be consistent with the purpose of the study that included frequency tables, standard deviations, means, and descriptive analysis to analyze if there was a positive and significant connection among the variables of performance, productivity as well as organizational effectiveness and efficiency. The result shows the advantages and importance of training and development having a huge impact; leaders feel confident and can effectively influence staff performance. Regardless of the sort of training delivered, it must fit with future job abilities and support the company's commercial objectives. It must also be offered in an innovative manner that reflects a company's digital transition.

Keyword: Employee performance, Organization effectiveness and efficiency, Training and development, Performance and productivity.

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INTRODUCTION

The goals of development programs summarized in the training plan of the organization should always be formulated in cooperation with three parties, namely the managers or upper management of the organization, training specialists, and employees themselves. The involvement of managers in the planning of training programs is important not only for the programs to be properly targeted but also for managers to feel the sense of responsibility of the programs and to understand them as a tool for achieving the required tasks. In the case of important or more extensive training events, therefore, managers should always be present at the training of their employees even for a short period of time. When formulating development needs, HR professionals must know the goals of their organization and its departments, their working procedures and conditions, as well as the skills of employees (Ismail et al., 2021). In identifying these needs, they should inspire people who are able to ask new questions, overcome established views, etc. At the same time, they should be able to oppose, preferably by example, the views of managers who understand the importance of development activities for employee performance and quality. An important factor in the effectiveness of education is the participation of employees in determining development needs. This cooperation can take various forms such as participation in setting the main priorities of their personal development, analysis of weaknesses in the performance of their work tasks, etc. For more extensive training, this participation presupposes informing employees about new intentions of the organization.

To be efficient, learners adjust their period of revisions to maximize their results: it is an efficient strategy. For example, a salesperson seeks to make his product known to as many people as possible with a limited budget. Among the results of efficiency, the advantages of productivity can be cited i.e. it improves the services of consumers and the community, strengthening research and development resources and lastly, it tends to improve the international competitiveness of companies.

1.1 Purpose of the Study

1. Evaluation of the effectiveness of training and examining the results on the productivity of employees.
2. Examining on several factors that can have an impact on training and development to gain the result on employee productivity and performance.

3. Examining a well-structured method to achieve a smooth flow of procedures in training

The objective of this study is to show that the effectiveness and efficiency of an organization depend on the performance and productivity of employees after undergoing extensive training and development programs. These factors are the variables that affect the main aim of the research. The first part of this thesis will therefore be devoted to the presentation of the conceptual framework of research and the body of hypotheses that it underlies. The second will present the research method and the third will be dedicated to the empirical validation of the proposed model. A measurement scale of various sections will be created presenting the methods and results of performance, productivity, and effectiveness of an organization and then tested by distributing to organizations in Karachi. These results may have an impact in terms of theoretical and managerial discussion.

The efficacy of training in terms of utility and achievement of the desired outcomes appears to be both crucial and difficult. Organizations are under growing pressure to justify their training initiatives in terms of both cost and effectiveness. Similar to any other investment, training initiatives must demonstrate - through verifiable, quantifiable, and observable profits - the efficacy and outcomes of such initiatives to justify the increasingly considerable amount of monies being spent (Ismail et al., 2021). Therefore, the question of evaluation is a crucial step to achieving this. The evaluation primarily allows for the assessment of the impact and ramifications of these actions, as well as the accomplishments that they enable (Phillips et al., 2016). It also aids decision-making in human resource management and helps to improve the design and implementation of future actions. It is also a method of empowering all parties involved to navigate the appropriate context.

1.2 Limitations of the Research

The trends identified in the results can inspire authorizing officers concerned to discover possible similarities and differences or emerging in situations of their organization. The absence of a validated and recognized typology on the characteristics of the transfer and the impact of training at different levels led to the proposals of different authors, however, the one used for this study needs to be returned to the test to confirm or strengthen its relevance and validity and continue to advance the development of increasingly appropriate scales and indicators. The limited size of the sample, especially and the fact that the perspective of the trainers was not included in the group of participants, limits the scope of the results which could have been used to clarify whether transfer plans or other methods and techniques to promote the development and training

could or should be used. Although several are known and recommended by many authors, they seem to have gone unnoticed by the participants in the study. The "evaluation" was carried out using the organizations of Karachi and a limited sample. Although fairly representative of the situation in the context of the thesis, this nevertheless constitutes a certain limit to the generalization of the results.

The results of this research and the comments of the participants made it possible to reconfirm the extreme importance of the various stages of the evaluation of the training according to the various levels of Kirkpatrick but on the condition that the context of the process will be according to the supports since the development until the effects are observed. By applying the proposals of this author, it cannot only work on the limitation and adequacy of the training and development of employees but also intervene to guarantee the impact. On the other hand, from a perspective associated this time with the notion of sustainability and continuity of training results, it would also be useful to know the situation further away in time.

And finally, the study was conducted in the city of Karachi in Pakistan. Only the industries having the training and development department in Karachi were targeted for the collection of data. The study could have been for all the organizations in Pakistan and not been limited to one city.

1.3 Rationale of the Study

In general, training responds to an immediate need and provides employees of a company over a short period (a day, a week, or several months), with the knowledge or skills that are required of them (Phillips et al., 2016). It can take the form of a seminar to improve employees' communication skills, a conference to explain the procedure for returning a product, or a course to learn how to use Excel software. Development sustains organizational goals in the long term. Human resources managers develop a strategy over a horizon of several months or even years in the form of a set of initiatives intended to be effective and get results only after a certain period of time (Engeton, 2017). It is a continuous process in which a trainer tries to support professionals in the different stages of their career or towards the next position of responsibility.

1.4 Objectives of the Research

The goals are as described as follows;

1. Assess the impact of organizational trainings and development for staff to boost the productivity and organizational efficiency

2. Assess the impact of training and development of employees in an organization for better performance and organizational efficiency
3. Study and evaluate different kinds of training approaches as well as development methods that could influence employee efficiency and growth in productivity.

1.5 Research Questions

The below mentioned are questions of the study;

1. What is the correlation of training and development over employee performance?
2. What is the correlation of training and development over employee productivity?
3. What is the correlation of training and development with the efficiency of the organization?
4. What are the important techniques of training and development that can influence the efficiency and the growth of productivity to achieve the organizational goals?

LITERATURE REVIEW

2.1 Effects of Training and Development on Organization

Understanding, know-how, strategies, and activities are all acquired through training and that of development as well. Moreover, the practice of training and development can be counted as one of the essentials of HRM (Human Resources Management) giving results of improving the performance at the level of organizational, collegial, and individuals (Burhan et al., 2021).

Moreover, organizations have drastically increased in particular with the learning and collective development in the process of increasing an individual's aptitude and ability to take actions. Organizations do not only benefit from training and development, but it also impacts employees. Furthermore, training and development increases success along with profits and produces extra optimistic attitudes for profit orientation, improves work awareness, and enhances the experience at all levels of the company. This advances the employee's output and supports individuals in identifying with organizational goals (Umamaheswari & Krishnan, 2016).

Training and development of staff have the following benefits:

- It helps them construct improved choices and eliminate errors effectively in a better way while promoting self-confidence and self-development.
- Assisting employees in coping with worry, tension, and resolving disagreements, leads to a better work environment.
- Appreciation and supporting the staff in attaining specific goals enhances communication office and inter-departmental relations while promoting a sense of working as a unit.

2.2 Identifying Training Gaps and Training Needs Assessment

A training gap might indicate a lack of hard or soft skills. Job-specific or functional skills, and also an understanding of human resource policies and procedures are examples of hard skills. Soft skills are broad characteristics that include anything from flexibility, curiosity, and empathy to communication and critical thinking. A Training Needs Analysis examines employees' worldwide knowledge, skills, and capacities. It determines what training is required to advance an organization. The analysis begins with an examination of the organization's goals and objectives, followed by a determination of the activities and people required to achieve them.

The process of training needs assessment can be segregated into 6 (six) steps as mentioned below;

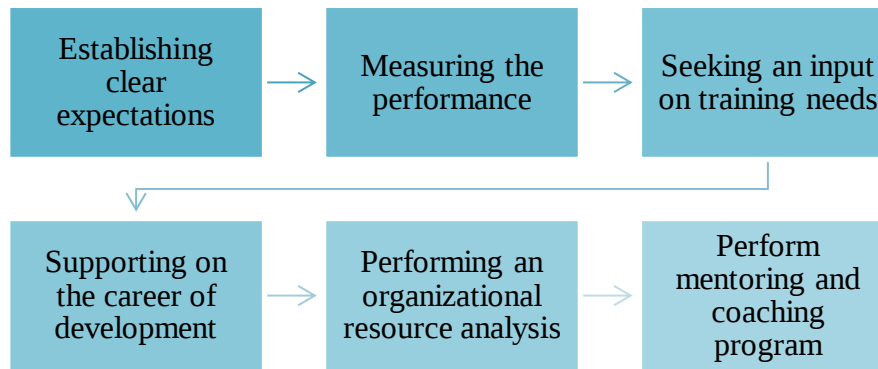


Figure 1. Training Needs Assessment

Establishing clear expectations:

Job descriptions should be evaluated regularly to ensure that the performance standards are up to date and incorporate the desired/required performance. Job expectations must be set and understood by all employees at a given level of education or professional training to appropriately evaluate performance such as post-graduate training (Garavan et al., 2019).

Measuring the performance:

Measuring performance not only provides an objective point of comparison but also allows for the discussion and documentation of any difficulties as well as any associated training or other activities. Identifying training requirements and developing a training plan can also be included in periodic evaluations conducted by organizations.

Seeking input on training needs:

Employees and supervisors can be polled for their thoughts on short-term training requirements. Focus groups and 360-degree reviews can also reveal training deficiencies (Das & Singh, 2016). Soliciting input promotes conversations and opinions and progress on training and development in general; both employers and employees can participate in such discussions.

Support on career development:

Identifying professional interests and ambitions is an important component of an organization's overall development strategy (Bournois et al., 2017).

Performing an organizational resource analysis:

The human resources strategy and objectives of a business should be assessed to determine broad (for example, industry-specific) and position or job category-specific training needs. It may also be beneficial to organize a round-table group or groups to discuss the findings of an organizational study.

Perform mentoring and coaching program:

Coaching and mentoring are organizational best practices linked to good performance. Mentors may help employees with their personal and professional growth as well as provide a different point of view.

2.3 Staff Training Needs for Better Performance and Productivity

Many studies have proved to identify that the value of training in organizations is the main role of higher management. Research has also shown that employers have increasingly ascertained the dependency of employee skills and abilities in light of technological advancements, atomization, mechanization, evolving environments, and organizational changes, leading to further investments in training and development (Al-Mughairi, 2018). Furthermore, top staff of management teams has realized the enhanced training value, workforce progression, and education for long period as a result of management of HR concepts such as dedication to amplify the progress of the company moving towards the establishment of quality. Such ideas necessitate not only vigilant preparation but also stronger stress on the growth and progress of employees. A thorough examination of the literature defines training as the process of enhancing an individual's established skills, expertise, exposure, and abilities. Training is defined as an orchestrated increase in the knowledge, skills, and ambiance required for employees to execute efficiently in the existing stage as well as to work moderately in a subordinate work environment.

According to research by Bournois et al. (2017) in Europe, 44 percent of employees receive technical skills training according to their jobs, and on the other hand, almost the same as 33% receive information technology (IT) skills education. In the previous year, 18 percent of individuals get training related to sales and 25% received personnel growth skills training, 21% for training in enhancing management skills, and 15% underwent training for leadership development. Training should be necessarily structured and efficiently designed because it is considered to be the major way of maximizing individual efficiency and demonstrating the organizational goals to staff. Training needs must be defined for successful programs. For trainings to be tailored to the organization's and individual employees' distinctive needs they must be determined after the training requirements have been thoroughly assessed by the management (Bournois et al., 2017). The development of a training program can be assessed via training needs assessments that have been established as parts of a future plan.

It is necessary to indicate the dissimilarity among current and suitable levels of expertise, ability, results, and aptitudes to define the same. Moreover, with good training, several problems could be identified in certain areas of the organization. According to the theory of Lacerenza et al. (2017), the initial stage of training must be designed. For this reason, the employer and the employee must have a proper understanding of communication linking together with one goal. This design of training must be demonstrated in such a way that it meets the requirements and needs of the employees and management for some improvement of performance along with the consistency of the workplace. Lacerenza et al. (2017) advocate a partnership strategy involving the staff and their companies in producing training needs as well as the participation of staff in acquiring the targets of training in addition to the previous arguments. Employees who participate do not only assist the training designed programs but their value of morale will also improve. In addition to engagement and participation, both company management and employees must share and collectively bear responsibility for the employee, training, and growth process (Lacerenza et al., 2017).

The training goals must be calculated and correctly formulated after the needs evaluation i.e. which individual would require training and what type of training practice needs to be addressed according to Romiszowski (2017). The training is then planned and executed as required. To pursue the identification of the training needs and goals, employers should take special care in the planning and implementation of the training plans (Romiszowski, 2016). It is essential for an organization to cautiously plan the training at this stage; the training should be considered and implemented as well as executed in accordance with formerly determined communal needs to meet the goals of the organization. Well-designed training programs are more prone to procure positive outcomes and fulfill the organization's objectives. In line with this, Alshaikh et al. (2018) argues that considering analysis from literature from various studies, training programs should be personalized and easy to understand for the individual, professional, and company needs of each work. Training programs provide all employees with the motivation they need to develop their efficiency and skills. Finally, educational programs are subjected to an overall review to assess whether or not their goals have been accomplished (Alshaikh et al., 2018). The assessment method involves determining participant insight in the training stage, the outcomes and results of the participants, or how the respondents would use the training back to their tasks; if employees' present performance is better than their past performances, the training is considered

to have a positive effect (most of the time) on the performance of the employees otherwise no effects.

A thorough analysis of the literature shows that the effectiveness of training programs is determined by the training techniques used by the company. On-job training i.e. within the premises of the company and off-job training where the participants can visit sites for training, orientation and induction, professional courses of training, vocational training programs, refresher and health and safety (HSE) trainings are all traditional training methods (Alshaikh et al., 2018). Moreover, promotional and development training and laboratory trainings are also available. On-the-job (orientations, apprenticeships, job guidance preparation, internships, coaching, and job rotation) and off-the-job or cognitive which are mostly computer-based training, classroom lectures, games, and simulation, etc. are training and development methods and are defined by Garavan et al. (2019). These factors tend to have an impact on the performance of employees and boost the competitive advantage of the organization.

The following considerations must be addressed when choosing between training approaches because they have a significant impact on the efficacy of training programs: Training goals, training costs, training time, and training location are examples of such factors furthermore, the occurrence of training, the appropriateness of training processes, the substance of training, the implementation method, the skill of relevance, the trainer's skills, and the desire of employees to "learn and submit" are all factors to consider. According to Perlstein et al. (2019), the trainer's position is evolving from a passive communicator who merely provides handiness as an active conversationalist and who works to attain and sustain the organizational sets of ideas and goals. A successful trainer is someone who can craft a training program more meaningful by establishing acceptable substance for trainings, capturing the audience's interest, and conveying it in a manner that it becomes easy for the employees to understand the objectives of the conducted trainings and on the other hand, a lack of solid objectives of the training program contributes to failure (Perlstein et al., 2019). Finally, the pros of well-designed training systems can eventually be summarized as follows: Improves employee morale; aiding staffs in obtaining work security and satisfaction. The higher an employee's satisfaction and productivity, the more he will contribute to the organization's performance, and the lower employee absenteeism and turnover will be.

When it comes to less supervision, it is needed since a well-trained employee is familiar with the job and requires less supervision. As a result, less time and money would be wasted. If

the workforce lacks the experience and capability desired to perform an explicit job, there would be fewer injuries and errors (Anwar & Abdullah, 2021). The more the employee is trained with a set of skills and expertise, the less likely the individual is to have an accident on the job and the more proficient he or she becomes. Employees gain skills and productivity through training that will be increasing their chances of promotion. They become more eligible for advancement. They become valuable assets to the business. Employees' performance and productivity lead to better productivity of higher efficiency and training. Moreover, individuals who have been accurately trained and are qualified, perform at their best in terms of both quantity and consistency. When employees are properly educated, there becomes a minimum waste of valuable time, money, assets, etc. (Cotes et al., 2019).

2.4 Staff Development towards Organizational Efficiency

The main goal of developing human resources in its expertise is to create the best personnel possible so that the company can continue to expand and this can only be achieved by creating a system or method properly managed by experts and further planning and design training and development areas. The motivation and commitment of employees lie in the enhancing of their skillset and growing their career path through development materials (Rodriguez & Walters, 2017). It is with no doubt that a well-structured and well-planned workforce with a developed mindset and expertise can increase not only productivity but also the effectiveness in maintaining their roles in the organization. Hence, training is considered to be a learning prospect that can be considered to have the potential to bring about evocative results and help the company achieve its aims and objectives. It increases the employee's ability to do the job effectively and efficiently. The adaptation of human resources to the needs, goals, and priorities of a specific company is known as manpower production. It is generally a component of a company's staffing requirements or job criteria. The term development refers to the learning experiences and practices that are expected to aid in the development of employees. Manpower innovation and development focuses on creating actual resources that are required and crucial for the organization's success. Its goal is to teach employees new tactics or skills that will help them succeed in their jobs. According to Nwankwo (2018), there are several approaches to manpower development. Self-evaluation and job rotation are two types of self-development that aim to improve and expand on current activities to produce a more gratifying corporate movement (Nwankwo, 2018). Employees who rotate jobs

within the same organization from one period to the next, gain consistency and experience in a variety of sectors.

Self-development refers to an individual's effort to progress through research and understanding practically that is exclusive of an organization's position and involvement, while job rotation refers to employees shifting from one period to the next within the same organization to enable for consistency and experience in all fields of work. Self-assessment entails identifying one's strengths and attempting to strengthen and expand on existing activities to create a more satisfying corporate movement (Hendri, 2019).

Career preparation, mentoring, work training, and certain certification courses, for instance, technical courses and instructional design are other ways of workforce advancement that can help employees enhance their current and future job results (Rodriguez & Walters, 2017). It also entails the presence of a friendly environment in the workplace that motivates employees to add value and potential to them to advance in their current and potential target achievement in cost-effective ways. Employee development plans should be tailored to achieve particular goals that lead to both employees' and the organization's effectiveness and productivity regardless of the approach used for employee development. There are many other steps in the management development process that should be discussed in this context. Reviewing organizational objective and purpose, evaluating the company's existing resources of management, carefully examining individual needs, developing and executing learning programs, calculating their efficacy, and analyzing the outcomes of trainings on the life of employees and their working life are some of the steps involved and finally, effective feedback should provide a list of the net returns and benefits to employees and the company (Cotes et al., 2019).

2.4.1 Benefits of Staff Training and Development towards Organizational Goal

1. Formal education is essential in terms of the development of employees. Formal education not only provides a general and in-depth knowledge of one's field of work but also provides exposure with practical experience so that the person is well equipped with tools to be a valuable asset in the workforce of an organization.
2. It supports the development of critical reviewing abilities when used in conjunction with peer assessment, allowing the learner to more objectively evaluate their own and others' performance (Jaworski et al., 2018).

3. Work experiences help employees to put their skills to use. One's work can then be included on one's resume to assist in advancing the career path. It allows the person to gain confidence in the ability to advance in future employment and professional opportunities.
4. When employees receive appropriate feedback, they are encouraged in their tasks and positions within the company. Employees who believe their supervisor supports them are less likely to hunt for another employment. This saves the firm both time and money by lowering the number of times it must hire and train new employees.
5. Instructors who offer such trainings must be trained in a range of abilities, such as making correct observations during the session, listening well, leading conversations, and assisting participants in relating the training to their work. The only way to achieve the desired effect from all of these corporate training sessions is to ensure that the instructors are competent in doing so through training. Otherwise, training would be seen as a complete waste of time and money (Hendri, 2019).
6. Employees might be even more motivated if they reach their maximum potential, which is linked to job satisfaction. Companies can do far more to motivate and guide their employees than simply pay them well and provide health insurance. As a result of the loyalty and shared goals, businesses will benefit.
7. The goal of participatory development is to focus more attention on maximizing benefits to local people while minimizing negative consequences by assessing the needs and perspectives of affected local communities and attempting to reach a consensus on development project plans that may be implemented.
8. A career progression plan allows a person to track and understand one's employee's progress through the various stages of their career (Jaworski et al., 2018). They will be able to figure out exactly what they want from their career while also demonstrating that they're willing to work hard for it.
9. Improving team leaders' leadership characteristics is a simple way to improve the workplace. Improving the work procedures and outcomes will also benefit from the development of these abilities (Armstrong et al., 2018). As a result, the employees will be more productive and will complete assignments on time.
10. Joining a professional organization is critical for remaining up to date on local, regional, and global knowledge and practices. It helps the professional to stay up to date on current

concerns and prospects as well as the member who becomes involved in personal development.

11. A job simulation is any activity that is designed to give a realistic idea of what the job that is being applied for entails daily. Employers are increasingly using job simulations because they help them predict whether or not candidates will be successful if hired. Employees that are selected to work on a one-of-a-kind project are valued and qualified for the task at hand (Vescoukis, 2016). It allows them to interact with leaders they may not work with regularly as well as colleagues from other departments. It also introduces them to new areas where they may gain new skills and expertise.
12. Starting a new job is exciting and difficult; it reduces monotony, improves motivation, aids in determining person-job fit, and is an excellent way to gain new knowledge and competencies through practice.

HRM (Human resource management) necessitates ingenuity in the design and implementation of workforce development initiatives. Rubel and Rahman (2018) proposed that, for the functions to be successful in training and development in the upcoming events and deliver all desired results, it must look beyond the planned strategies and predictable roles (Rubel & Rahman, 2018).

2.5 Employee Performance Enhanced through Training and Development

According to a study published in European Journal of Business and Management Research, 90% of employees polled agreed or strongly agreed that training and development programs enhanced their job performance (Nwaeke & Obiekwe, 2017). Companies may offer their employees with the skills they need to succeed through in-house training, third-party training, or off-site activities.

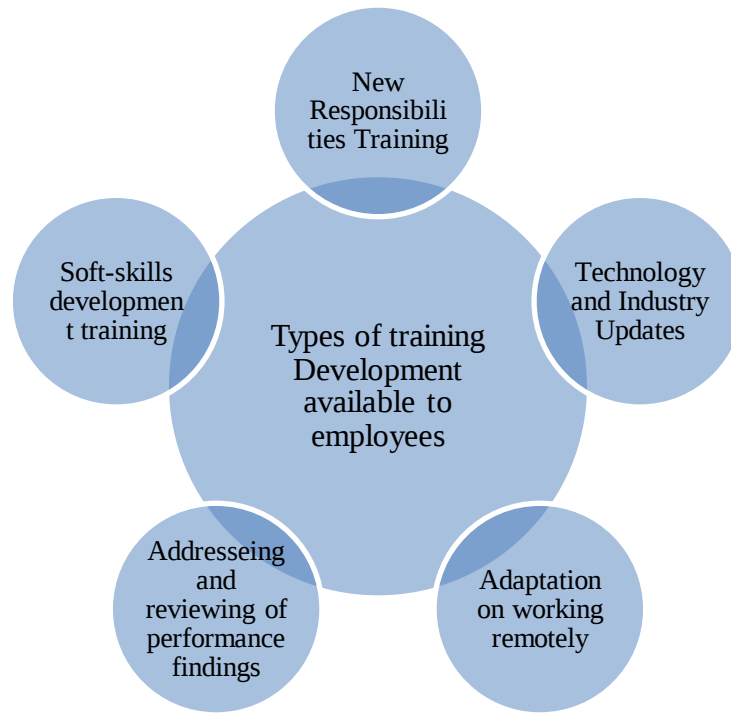


Figure 2. Types of Training Development

Following are some ways to improve the employee performance through training and development;

New Responsibilities Training

According to Saengchai et al. (2019), Employees can prepare for new positions by participating in training and development programs. Apprenticeships are one type of training that allows employees to begin as trainees and move to a higher-level job. Programs can assist employees to develop the skills they need to succeed in their present jobs or expose them to leadership (Saengchai et al., 2019).

Technology and Industry Updates

Employee training and development programs may assist employees in staying current on changes in their sector, such as changes in ethics, safety, and quality requirements. They may also teach employees new ways to think and operate by implementing new technologies and procedures and educating employees about cyber-security concerns.

Adaptation on Working Remotely

About 80% of employees in the United States are now working remotely due to the COVID-19 pandemic. Companies have grappled with finding and implementing new tools and resources

(Hughes, 2021). Training and development, if focused on these new processes can aid in making this transition easier.

Addressing and Reviewing of Performance Findings

Employees might benefit from training and development programs to correct flaws indicated in their performance studies. These appraisals frequently indicate information or abilities that an employee should work on to improve. According to Chakrabarti et al. (2017), programs can also assist employees in identifying areas where they could benefit from extra training opportunities and assistance (Chakrabarti et al., 2017).

Soft Skills Development

People need soft skills like resilience and emotional intelligence to flourish in a digital and social media-enabled society. Employee training programs can help employees build the soft skills needed to adapt to new technical and social developments at work and in the workplace.

2.6 Boost on Productivity through Training and Development

According to HR Technologist, employees who participate in excellent training and development programs perform more efficiently (Sureka et al., 2020). Organizations may assess the performance of their staff development and training programs using a variety of metrics, including productivity and job satisfaction according to the figure below;

Measure results for performance	Providing pre and post training assessment	Data Mining	Conduct votes and polls
• Work outcomes are evaluated to identify degrees of progress.	• Requesting feedback from employees on what they anticipate from training and development programs, and whether the company's efforts are met as expected.	• Data such as time spent on a course or dropout rates are studied to provide insights into how workers interact with the content.	• Polls and contests inside training can be used to assess employee knowledge and participation.

Figure 3. Measures to Evaluate Employee Effectiveness for Employee's Training and Development Program

The productivity of an employee may be an indicator of how successful training and development programs are, thus it is critical to ensure that they are beneficial in enhancing the lives of employees (Chakrabarti et al., 2017). Training and development programs mentioned below can be utilized to boost employee productivity;

Leadership Training

Showing leadership and being a motivator at work will undoubtedly result in a huge rise in colleagues' productivity. It is critical to encourage open and honest communication between team leaders and those who study them directly or indirectly. Managers must also be able to properly describe the following phases of a project during trainings enabling them to understand the situation along with the employees (Anwar & Abdullah, 2021).

Behavioral and Self-assessment Training Programs

The self-assessment mechanism enables the organization to cross-examine its activities. This technique allows for the observation of disparities between the conditions for acceptable professional practices and reality in the field, based on a particular benchmark. It also identifies strengths and problems that must be addressed.

Cross-training development:

People who cross-train can grow professionally while also increasing their skill sets. It also allows students to gain a variety of professional experiences. Employees feel energized by challenges, which increases productivity at an organization.

Employees who teach others about their jobs make their co-employees feel more valued and can help them create stronger bonds.

Employees may also see what their co-employees are up to and help one another, which helps to create a team-oriented environment. Employees that are interested in how the company works are more likely to understand processes, which increases productivity and collaboration.

Time management training:

Effective time management skills boost an employee's productivity and, in certain situations, pay. These skills will allow employees to complete tasks swiftly without sacrificing quality. Employees with strong time management skills will be able to focus more on vital work.

Time management is essential for organizations to prioritize all job obligations and achieve their goals more rapidly (Downs, 2016). If there is a sound time management plan in place, it may take on new opportunities and effectively develop the organization.

Train the trainers program:

Employee training may benefit businesses since well-trained employees can boost productivity and income. Employee retention, customer satisfaction, and product innovation should all benefit from investing in staff training.

On the one hand, training and development help employees identify with corporate goals and contributes to increased profitability and/or more favorable attitudes toward profit orientation. It also improves job knowledge and abilities at all levels of the company, boosts employee morale, and helps employees identify with corporate goals (Sims, 1990).

Emotional intelligence training:

Employees with higher degrees of emotional intelligence are more self-aware and self-control. These are the two most crucial factors in any endeavor's productivity. Self-awareness and self-control govern decisions and behaviors.

Meanwhile, a qualitative evaluation of employee productivity discovered that EI training had an effect. They contend that some emotional factors have minimal bearing on productivity-related difficulties.

Enhancement and job satisfaction program:

As a result, strong job satisfaction boosts an organization's productivity, which boosts overall performance. Compensation has a huge influence on an employee's perception of job satisfaction. The Saïd Business School at Oxford University established a strong link between enjoyment and productivity, a British multinational telecoms business (Batiz-Lazo, 2018). Happy individuals are 13 percent more productive, according to a thorough study of happiness and productivity.

2.7 Effectiveness and Efficiency of Organization through Training and Development

The opening of new markets and the growth of competition require organizations to strive for technical improvement of their production processes. For all this, it is necessary to have quality employees. The area of human resources is one of the most dynamically developing areas of organization management in the world of work. It can be said that training is currently becoming a lifelong process in which organizations and their training activities play a very significant role. It often depends mainly on the approach of the heads of human resources departments i.e. on how effective the training of employees will be. It is very important that The opening of new markets and the growth of competition require organizations to strive for technical improvement of their production processes. For all this, it is necessary to have quality employees. The area of human

resources is one of the most dynamically developing areas of organization management in the world of work. It can be said that training is currently becoming a lifelong process in which organizations and their training activities play a very significant role. It often depends mainly on the approach of the heads of human resources departments i.e. on how effective the training of employees will be. It is very important that employee training is seen as an investment that returns to the organization in the form of educated and capable employees (Akdere & Egan, 2020). Attention is increasingly paid to development activities aimed at shaping a wider range of knowledge and skills than currently required by the position held, as well as at shaping the personalities of employees, their value orientations, and their adaptation to organizational culture.

In practice, one might come across a whole range of educational methods from the well-known ones, such as function rotation, lectures, or case studies, to modern development methods such as neurolinguistic programming. In general, training methods can be divided into those that take place within the organization (on-the-job) and those that take place outside the work environment (off-job). However, the organization must pay attention to the use of the right training methods that will be effective in the training process and will increase the knowledge of individual employees. The results of the research have shown that the use of training methods and techniques depends on the existence of a human resources department. The use of most training methods both inside and outside the workplace depends on the size of the organization and to a lesser extent, the sector of the economy (Fallon, 2016). It is recommended that the individual methods be used regularly and in an effective combination. The method of coaching and mentoring can also be used as one of the possible tools for career planning and management.

The factors that may affect organizational efficiency through training and development are as follows:

Reduction of Staff Turnover and Absenteeism

A high degree of absenteeism and turnover can cause serious problems for businesses. Absenteeism hurts productivity and costs money. Not only can turnover cause productivity problems, but it results in the loss of human resources that may not be easily replaced. A high staff turnover rate may jeopardize efforts to attain organizational objectives (Koohang et al., 2017). In addition, when an organization loses a critical employee, there is a negative impact on innovation, consistency in providing service to guests may be jeopardized and major delays in the delivery of services to customers may occur.

Leadership and Management

Leaders have a tremendous impact on company culture. They set the agenda, prioritize work, manage, lead, and delegate. Strong leaders provide a sense of vision, purpose, mentorship, and inspiration to those they lead. Today's diverse workforce is reshaping what it means to achieve personal and professional success. Conversely, management helps in carrying the responsibility for aligning the performance of their department and its staff with overarching organizational goals.

Improved organizational culture

Corporate culture drives innovation, employee development, and retention, ultimately driving the organization towards its goals. There are three ways culture directly affects performance: productivity rises, business goals are supported, and business performance is improved (Chatterjee et al., 2018)

Interpersonal Relations

Interpersonal relationship refers to a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually a positive ambiance at the workplace.

Consumer Satisfaction

If training and development are provided to the employees with a set of guidelines to follow, they'll be significantly more effective in providing high-quality customer support (Tabassum, 2020). This might also offer suggestions on what to do if an issue arises that isn't covered in the bundle. Including a table of contents or digitizing the information can further improve customer service and overall efficiency. They'll be prepared for the work and know what to do if a customer has a common issue.

Social Responsibility

Corporate social responsibility may result in larger gains not just for society but also for companies by increasing employee engagement. According to experts, this is because technology can be utilized to fulfill the demands of many stakeholders while also addressing employee engagement issues.

Minimum Control and Supervision Needs

Supervisors must recognize how crucial they are in guiding change at a firm. Discussing the main aims with employees and soliciting their opinions and thoughts are the keys to success. They need to commit to giving them the necessary training and tools to succeed. At the same time, top management should examine each supervisor to see whether the appropriate individual is in the proper position. Perhaps a staff reshuffle will be required to reach the desired goals.

Opportunities for Growth and Progress

Teams may thrive and empower the organization to develop with a more structured environment. When all of the trainings fall in place seamlessly, the employees as a whole perform their best.

2.7.1 Training as a Basic Personnel Activity

Human resource management training must include strategies for developing knowledge and skills while also positively influencing employee behavior and organizational performance. According to the American Society of Human Resource Managers (ASHRM), training and development are essential components of every organization's human resource management plan.

The success of educational methods in practice is determined by two criteria. The first is that the topics covered in employee training should be as close as feasible to the actual nature of the work tasks that the participants solve or prepare for. In this circumstance, the participants' interest and aptitude to learn new processes are at their peak (Chams & Garcia, 2019). The well-known fact that learning is most successful when it is based on one's own experience, including trial and error experience, applies here as well. Effective trainings are therefore primarily those that enable and support the participants' activity, among other things because they increase their willingness to participate in trainings in the future.

There are a variety of training methods available, depending on whether they emphasize passive or active learning with specialized applications. It is critical in today's practice, particularly in situations where employee mistakes might result in major issues (including management positions). One of the primary purposes of training is to warn personnel of potential errors before they occur while performing their tasks. It may be summarized that, in terms of training approaches, it is preferable to organize trainings in practice in shorter blocks and more frequently (Mitchell et al., 2017).

The reason for this is not simply the tiredness that long trainings causes, but also the increased opportunity for participants to put new knowledge into practice as quickly as feasible.

The most effective trainings, it may be argued, are those that combine training with individual counseling, since they assist employees in removing specific barriers to improving their performance.

The most common reasons for training employees are currently the following:

- The constant development of new technologies - employees must be prepared for new technologies so that they can work with them as efficiently as possible.
- Daily modifications of the market of services, products, and labor market.
- Innovation in companies, simplification of the work process, and work performance.
- Shifting attention from quantity to quality and customer satisfaction.
- Development of modern information technologies and their introduction into everyday practice.
- Reducing costs with the same or better result - people must be adaptable to the changes that will occur in the organization.
- Educated and properly qualified employees create a good name for the company (more management in organizations - practical use and benefits).

2.7.2 Methods of Training Boosting Performance

The results of previous years of research (2013-2018) show that the use of video conferencing, the Internet, and e-learning is ever-increasing (Bell & Moore, 2018). Specific personnel actions in the domain of human resources management are undertaken as part of the achievement of the organization's goals. Personnel activities that are well-managed not only result in the organization having excellent people and utilizing their potential to accomplish strategies, but they also boost employee happiness, loyalty, and motivation to stay with the firm. Employee training, and hence the overall development of the organization, acts as a tool for obtaining improved overall performance.

Based on the foregoing, it can be concluded that employee training is a critical duty that, when properly executed, results in the formation of a high-quality work team. Such a group can endure any competition while also establishing a positive employer brand (Brefo-Manuh et al., 2016). Employee training is a complex procedure that should be aimed at all employees at all times during their employment with the company. It may also be regarded that the below training methods are one of the various benefits that employees can provide to the company.

On-the-Job and Off-the-Job training

According to contemporary practice, on-the-job approaches are employed more in enterprises, with an emphasis on employee self-education and e-learning, according to the research. There is a distinction to be made between encouraging self-education and other ways. It may be inferred that not every organization, particularly small businesses, which account for the majority of businesses in Pakistan, has the means to invest in their employees' development. As a result, it's acceptable that, for example, outdoor training is only employed infrequently (Mahadevan & Yap, 2019). This is usually a major firm that can afford to use this very expensive way to bring the team together and build experience.

Orientation and Induction Program

Implementing a structured orientation and training strategy can provide a variety of long-term benefits for human resource management. The advantages of Human Resource Management induction include quicker acclimatization and support for long-term performance, such as better communication skills and self-discipline (Armstrong et al., 2018). During induction, employees learn about the organization's ideas, values, and culture. A program's induction or orientation component is separate from real job training. Two advantages of induction are that the recruit may ask questions and that pre-employment documentation can be completed promptly.

Technical Training Program

Employees benefit from technical training to enhance the practical abilities they utilize on the job. Technical training, as opposed to soft skills training, focuses on what people perform daily (Batiz-Lazo, 2018). This might include everything from technical abilities to writing or writing skills to properly run the equipment. Knowing how to read website statistics or customer service tools might also be included.

Foundation Training Program

The term "Foundation Skills" refers to a basic collection of training tools that address the essentials of business literacy. Topics include time management, how to manage others, and teamwork (Papa et al., 2018). Finance, Health and Safety, and Project Management all have topic-specific training available.

Refresher Training Program

Refresher training may be utilized for nearly any sort of training program or intervention, although it is most commonly employed for compliance and safety training. It can aid in the retention of vital knowledge in employees' brains as well as the reinforcement and embedding of more complicated organizational procedures and processes. The term 'refresher' refers to retraining in a previously trained topic.

Health and Safety Training Program

Safety training is a type of compliance training that is provided to safeguard a company and its employees. According to the US National Institute for Occupational Health and Safety, it is intended to teach personnel preventative methods and procedures to reduce risk or the possibility of harm or fatality on the job (NIHS) (Saengchai et al., 2019).

Promotional and Advancement Training Program

Promotional and advancement training is provided to effective employees of a company who are expected to be promoted in the near future. The training prepares the potential candidate to manage greater duties and responsibilities, making him or her eligible for advancement to higher-level positions within the business (Fallon, 2016).

2.7.3 Investing on Training and Development

Today, every organization requires that it take care of the development and further training of its employees. Investments in practicing training and practically implementing it should return in the form of increased productivity for staff, usage of innovative knowledge, and superior motivation of employees to cooperate on innovations that are required in the rapidly changing business world. However, training is not always focused only on the development of competencies that the organization immediately needs (Downs, 2016). The organization partially satisfies the requirements of the employees and provides them with some kind of education as a benefit because it expects to increase their satisfaction and thus their loyalty against the employer. It is important that the organization has well-mapped current and future training needs and is aware that training develops employees for their needs, but also increases their price in the labor market. There is no direct relationship between investment in training and employee loyalty to the organization. More than one practical example would show that many employees use the organization to increase their value in the labor market and find a new employer who will give a higher salary for what the employee has gained through training. For this reason, it is necessary to find the right balance

between what can be invested in a person and the effort that the employees must make for their growth (Garavan et al., 2019).

2.8 Training Models

When creating anything, it is always good to start with a model or a template. This reduces development time by providing a foundation. The model may then be tweaked to better suit the organization's needs. Training is the same way. Starting with a model helps an organization focus on all of the "moving foundations" required to reach the training objectives.

Here's a deeper look at four of the most popular training models.

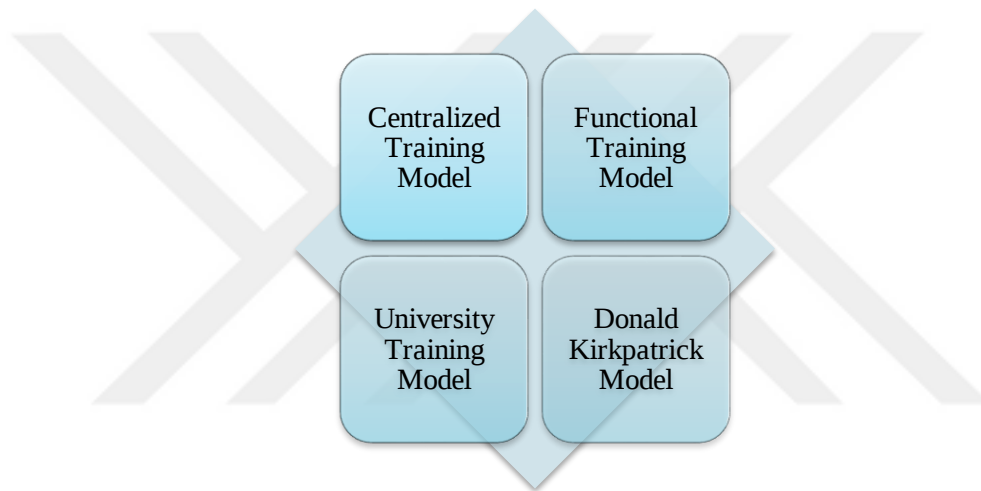


Figure 4. Training Model

2.8.1 Centralized Training Model Design

As the name implies, this technique of training and all of its materials are housed (for the most part) in a central location and are controlled by a single group, team, or person. This implies that a corporation with several divisions would have to ask employees to visit a specific training facility for training or practice sessions. Consistency is a significant benefit of the centralized training strategy. The company can be confident that techniques and substance are consistent and that no division or branch is doing its own thing. This improves the overall effectiveness of training and results in a higher training ROI. The disadvantage is that this uniformity doesn't always permit flexibility (Ramly and A.T., 2019). Human beings learn and adapt in different ways, and people in the same firm are not necessarily subjected to the same working situations. For example, a biopharmaceutical company's sales crew may believe that having to complete in-house training of "X" hours reduces their earning capability since it keeps them off track in the working hours. Thus,

one of the problems of centralized training is maintaining consistency while accommodating the diverse demands of people, divisions, and branches.

2.8.2 Functional Training Design Model

This training model and theory is unique among other training models and theories since it began in athletics instead of simply in business. Sports trainers, as well as therapists, concentrate on how the body could accomplish or what has to be addressed for the body to restore lost performance. As a result, functional training focuses on behavior and performance rather than theory and philosophy (Winter, 2016). The Business-embedded Design Model is an excellent representation of a functional model training program.

2.8.3 Model for Business-Embedded

As previously said, this modeling approach is a functional model training program. Its objective is to ensure that the training is in line with the organization's strategy, goals, and vision (Dar, 2017). The business-embedded model is a recommended approach for businesses in the service industry sector because it is customer-centric—all participants are viewed as customers.

The 5 phases of this training program are as mentioned below;

Direction towards strategy: a set of customer-focused, training goal(s) and direction(s)

Training program design: entails cross cooperation, which may include important customers, to develop teaching materials and methodology.

The structural plasticity of the training program: how the training will be able to adapt to new aspects as they develop, for example, transitioning in the era of COVID-19 and moving towards the online training system (Choudhury et al., 2019).

Delivery of training: the strategies will be most effective in providing learners with the necessary skills, knowledge, and motivation. One of them is in the middle of a training session.

Results accountability: assessing the training ROI is vital; otherwise, an organization cannot justify investing money in such a program ethically.

2.8.4 University Training Model

Let's suppose establishing an exclusive training facility devoted only entirely to one firm. This is the most fundamental foundation of a corporate university. It should be highlighted that corporate universities are more than merely training facilities, however, there is generally some training involved. Disney University, founded in 1955, was among the earliest corporate institutions. Walt Disney recognized the necessity of training everyone and every Disney

individual in the Disney "3 V's" which are Disney organization's values, virtues, and vision from the beginning. This training is still being provided to today's Disney employees, though in a more refined form.

2.8.5 The Donald Kirkpatrick Model

The Kirkpatrick model is probably the best-known model for analyzing and evaluating the results of training and education programs. It takes into account all styles of training, both informal and formal, to determine skills based on four criteria (Reio et al., 2017). It could be a huge sigh of relief for companies to calculate the effectiveness and return on investment of training which often are considered to be a difficult task.

Level 1 - Reaction (Reaction): How participants find satisfactory training implied and pertinent as well as significant according to their work.

Level 2 - Learning: This level describes the extent to which members obtain the knowledge, confidence, attitude, courage, skills, and commitment anticipated from participating in the training.

Level 3 – Behavior: This section describes the experience of how staffs apply what they have learned during the training when they return to work.

Level 4 - Results (Results): How the outcomes are achieved as a result of training and experience as well as accountability program.

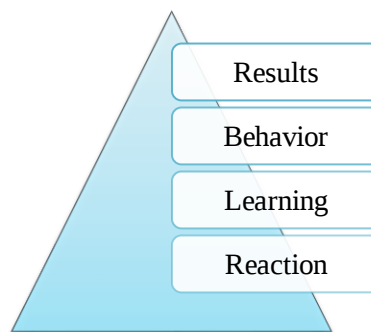


Figure 5. Kirkpatrick Model

The Kirkpatrick model participates in a real "culture of results" in a field where it is no longer enough to "do" but where it is necessary to "do well". It thus makes it possible to establish a benchmark ROI for each training plan implemented by the HR teams (Diez et al., 2019). A universal model that is easy to apply and that enhances the internal training functions of a company.

RESEARCH THEORETICAL FRAMEWORK

Commonly theories of human capital still maintain the theory in the direction of investing in the development and training as it is concerned about the advantages of the organization's overall performance considering the efficiency and productivity of the staff. The research framework of this study is depicted considering the findings as per the literature review and is analyzed graphically. Hence, it can be assumed that the correlation between productivity and performance is positive with training and development along with the increase of organizational effectiveness and efficiency.

The research model structure for this analysis is illustrated in Figure 6.

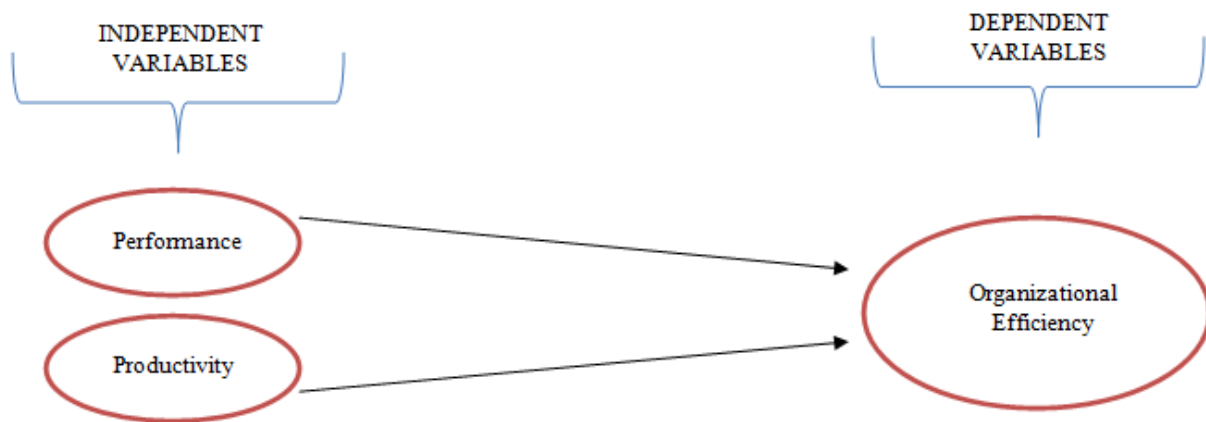


Figure 6. Research Model

3.1 Development of Hypothesis

Competitive strength and the accelerating transformation of competitive conditions oblige organizations primarily those in developing countries to train employees and consolidate their capacities to contribute to the achievement of objectives effectively. Training gives the employee mobility and the feeling of being part of their organization. Then the employee will be better able to achieve the goals set (Memon et al., 2016). Companies very often encourage employees to surpass themselves and overcome their difficulties. Employees are the essential mobilizers of the training activities. They are the ones who must participate in the training events in which the success and improvement of individual and collective skills are defined.

In any case, the question of training hardly arose before since organizations were mostly satisfied with the training acquired at school which it considers sufficient and satisfactory. Today, in this turbulent environment, the company seeks to improve productivity to keep up with the competition and to improve, if not maintain its position on the social ladder. Training is thus proving to be necessary and sine qua non to allow employees to adapt to all these changes which affect human relations, technique, product, and market at the same time. These are, therefore, recent problems that respond, according to Oluwaseum (2018) a triple need: "the satisfaction, integration, and motivation of employees". It must be noted that the obsolescence and depreciation of old designs and techniques have also affected old skills and almost all traditional jobs. According to Oluwaseum (2018), it is "economic reasons, social reasons and personal considerations that justify this craze for training and this race for its establishment and generalization". Hence, training is a source for the staff of an organization to enhance their profile of skills and assets to perform better at work (Oluwaseum, 2018).

Indeed, investment in the section of training of employees develops the ability to produce (Caliendo et al., 2020). The progress in production will always require a hefty amount of abilities to strengthen the dynamic of their skills in terms of employment. This result in training is to become a real signal of adaptation of the employee to the organization and the organization to the economic field. It is considered to be an essential investment to strengthen the skills of employees according to Al Karim (2019). This demonstrates a link between employee training skills and impacts on employee performance overall. The training of staff is always connected to a purpose for organizations. A highly positive impact creates on the working skills of the organization with the help of training. Furthermore, training comprises a universal commitment among the party and its staff (Al Karim, 2019). The study carried out in France by Rodriguez and Walters (2017), opens with an effective relationship between training and the performance of employees increasing organizational performance (Rodriguez & Walters, 2017). This was later confirmed by Rakib et al. (2020) whose study found that productivity between the years 2005-2015 increased by more than 0.76% following an increase in training intensity of 1%. Indeed, by committing significant funds for training to increase its organizational performance, the company is entitled to expect that its employees remain within the company and get involved in passing on their new knowledge and thus fully participate in developing organizational performance (Rakib et al., 2020)

Nonetheless, we can confirm, then, the existence of a clear relationship between employee training and performance as well as other factors involved. We, therefore, try to test the following hypothesis:

H1: The performance of Employees will have a positive effect on Organizational Efficiency.

H2: Productivity of Employees will have a significant impact on Organizational Efficiency.



RESEARCH METHODOLOGY

4.1 Research Design

In this study, a survey or questionnaire research design as well as a quantitative methodology approach were used. The goal of implementing this method is to keep track of real-time facts and events regarding the impact of employee development and training on staff productivity and performance. The usage for collecting data through quantitative technique is appropriate with the research's difficulties and issues that can permit the present study to meet and acquire practical proof from such a larger population.

4.2 Targeted Population

According to Tuunanen and Peffers (2018), the term "population" refers to the complete collection of data that the researcher is interested in, whereas the word target population is described as the group of people or items from whom the sample data is to be collected from (Tuunanen & Peffers, 2018). This is important because it would be impractical to gather collected data for the overall population statistically; a sample that is delegated of the general population was taken from organizations emphasizing trainings and skills personnel. Relying on that, the target demographic is 150 persons, who were all full-time employees of various organizations in Karachi and enterprises located in the urban areas of Karachi. The study's population included support staff, managers from the HR, CEOs, supervisors, cleaners, drivers, security guards, and other blue-collar staff as well. The companies that were targeted in Karachi are Gerry's dnata, Avari Towers, Al Habib Bank Limited, TRG (Pvt.) Limited, Pakistan State Oil, Aquafina, and Cambridge Garment Industries.

4.3 Sample Size

The suitable number of respondents selected for the study is referred to as sample size and it is taken from the whole targeting group of employees performing for those organizations (Parker et al., 2019). The method of sampling used in this study is convenience sampling and snowball sampling. The questionnaires were handed out to the employees of certain organizations and later they referred to their colleagues and supervisors and then to the managers and higher management. For this reason, snowball sampling was used because the questionnaire was presented to one of the employees, and that employee further passed on the questionnaire to the relevant employee for authentic collection of data. From the above-mentioned selected sample, respondents from various

organizations participated in the survey providing them questionnaires especially to the HR department and the supervisors whose opinions and recommendations were necessary to get the resulting data (Okechukwu, 2017).

4.4 Research Instrument

Two methods were used to acquire pertinent data in this research study and are as mentioned below;

4.4.1 Primary Data

Primary data is acquired at these firms through the usage of carefully designed questionnaires that include pertinent subjects and questions about performance, productivity, development, and training respectively (Fallon, 2016). The questionnaire was designed to allow respondents to engage in a standard, easy, impartial, and neutral manner. By the utilization of a questionnaire allows information to be displayed numerically. Despite the merits of the questionnaire approach, time constraints and limited organizations were targeted. This is the reason for the sample size to be smaller than expected and was concluded with only 150 responses. However, this research paper is recommended for a review which is to occur externally to confirm its validity. The questionnaire is divided into four segments.

Part (1): consists of seven (7) elements that request demographic information such as age, salary, experience, marital status, employment position or designation, and income as well as the level of education.

Part (2): eight (8) items aimed at gathering information regarding the influence of training and development techniques on employee performance.

Part (3): a collection of eight (8) items aimed at gathering information concerning the influence of training and development approaches on employee productivity.

Part (4): comprised of eight (8) items seeking valid information data regarding the efficiency of the organization through training and development.

4.4.2 Data Collection

The overall amount of number of questionnaires delivered to responders was random as it was an inconvenience and snowball sampling method. The total number of responses received was 150 from the targeted population. There were no total numbers of questionnaires returned in this research as the surveys were filled by all the participants. The questionnaire was sent or emailed online to respective organizations that had strong training and development departments along

with Human Resources (Hou et al., 2021). The responses received were mostly from the supervisors and the HR managers who better knew the goals and missions of the organizations to achieve the effectiveness using training and development needs. All the participants took interest as it is assumed that it was for their betterment in having sufficient and effective training needs to enhance their skills and motivation.

4.4.3 Guidelines

The actual data for this research were gathered using a well-structured survey (with 31 items) issued to various organizations in Karachi. The organizations were selected after researching on the internet who had established training and development departments. Furthermore, it was narrowed down to those that were approachable by email and contact numbers. Once the organizations had given out the approval, the questionnaires were sent to employees and different departments (Marcus et al., 2017). Some of the companies were selected through friend referrals who worked in those companies through email. Simple directions and guidance were presented on filling out the surveys accurately and the provided confidentiality of information was ensured. The grading of replies is done as mentioned below:

Section (1): There were no points associated i.e. in the bio- data.

Sections (2, 3, and 4): Include both dependent and independent variables respectively.

Respondents were asked to rate their insight and viewpoints using a five-point Likert scale (5- Strongly Agree, 4-Agree, 3-Undecided, 2- Disagree, 1- Strongly Disagree). This rating best indicates how strongly participants agree with each item on the survey.

Table (1): Rating of responses to questionnaire items

Response category	Abbreviation	Points
Strongly Agree	SA	5
Agree	AG	4
Undecided	UN	3
Disagree	DA	2
Strongly disagree	SD	1

The researcher reviewed the data every day to guarantee the completeness and logical coherence of the replies. Mistakes and missing data gaps were examined and corrected as soon as

practicable. Following the completion of the editing process, the data were quantitatively examined. The SPSS software (Statistical Package for Social Sciences) was utilized to analyze the data (SPSS Version23). The discussion of findings was provided in the form of percentages and a frequency distribution which were used to evaluate the number of respondents who chose a variety of replies. Charts, tables, along graphs can be utilized to ensure that the analyses are easily understood. To verify the hypotheses and analyze the causal link between independent and dependent variables for the study, inferential statistics such as Linear Regression, Pearson Correlation, and statistical models were utilized.



DATA ANALYSIS

Special attention has been given to effectively answering all the research questions through the data analysis process to make the study effective and goal-oriented. The questionnaire method permits a fast collection, coding, and consideration of data. The data analysis was performed using this quantitative technique and it has conducted with the SPSS application software.

5.1 Demographic Data

Table (2): Distribution of Frequency for Participants demographics

	Frequency	Percentage
Gender		
Male	73	48.7
Female	77	51.3
Total	150	100
Age		
0-20	18	12.0
21-30	64	42.7
31-40	46	30.7
41-50	21	14.0
50 and above	1	.7
Total	150	100.0
Marital Status		
Married	52	34.7
Single	82	54.7

Engaged	16	10.7
Total	150	100.0

Education Level

Primary	0	0
Secondary	6	4.0
Diploma	18	12.0
Bachelor's	54	36.0
Master's	61	40.7
PhD	11	7.3
Total	150	100

Occupation Status

CEOs	3	2.0
Operations Manager	5	3.3
HR Manager	40	26.7
Supervisor	54	36.0
Support Staff	34	22.7
Other employees (driver, cleaner etc.)	14	9.3
Total	150	100.0

Monthly Income

15,000 – less than 29,999 PKR	22	14.7
30,000 – less than 44,999 PKR	29	19.3
45,000 – less than 59,999 PKR	21	14.0

60,000 – less than 74,999 PKR	39	25.3
75,000 PKR and above	40	26.7
Total	150	100.0
Experience		
1 – 3 years	69	46.0
4 – 6 years	45	30.0
7 – 10 years	31	20.7
Above 10 years	5	3.4
Total	150	100.0

Note. Detailed result of the analyses of survey instrument

Gender: Table (2) shows the gender distribution of the sample of participants from various organizations in Karachi where the research was performed. As seen in the table above, male representation is 73 (48.7 percent) and female representation is 77 (51.3 percent).

Age: Table (2) displays that most of the participants are between the ages of 21 and 30 (42.7 percent).

Marital status: According to the table (2), there are 82 single employees or participants (54.7 percent), 52 married employees (34.7 percent), and 19 employees who were engaged (10.9 percent).

Education: According to the table (2), the data collected of the respondents had a master degree with 61 participants (40.7 percent); bachelor education with 54 (36.0 percent);

Occupation Status: According to the table (2), the bulk of employees were supervisor with numbers of 54 participants (36.0 percent) aided by 40 (26.7 percent) HR Managers; overseen by 34 (22.7 percent) support staff;

Experience: According to the table (2), the majority of employees (46.0 percent) have 1-3 years of experience, 30.0 percent have more than 4 – 6 years of experience, and 20.0 percent have experience of around 7-10 years

Income: According to the table (2), the majority of employees earn above 75,000PKR per month; 40 (26.7 percent)

5.2 Exploratory Factor Analysis (EFA)

Through the use of the Factor Analysis approach, it is possible to reduce the number of elements in simplifying the data in the observed variables; this is accomplished by seeking for unobserved variables stated in the manifested variables. In reality, twenty-four questions about the training and development impacts on performance and productivity to achieve organizational efficiency and was separated into three components and examined using principal component analysis (PCA) with Varimax rotation for all items. The result in Table 3 shows that all variables were not significant and the data were not suitable with twenty-four items, hence few items were eliminated as below;

Table (3): Deleted items as occurring of cross-loadings

	Component		
	1	2	3
Performance			
PER7	.563		.563
Productivity			
PRO3		.478	.450
Efficiency			
OE5	.582	.443	

Note: Deleted items from variables due to cross-loading

The Rotated component matrix also known as loadings is the main outcome of principal components analysis. The rotated component matrix is the estimation of correlation among the estimated components and variables. Correlations on each component that are less than 0.4 or 0.3 respectively are considered to be trivial. Hence, the components which are cross-loadings as mentioned above can be deleted for further analyses.

Table (4): Rotated Component Matrix^a

	Component		
	1	2	3
Performance			
PER1			.442
PER2			.670
PER3			.667
PER4			.443
PER5			.552
PER6			.729
PER7	.563		.563
PER8			.605
Productivity			
PRO1		.569	
PRO2		.442	
PRO3		.483	
PRO4		.478	.450
PRO5		.487	
PRO6		.448	
PRO7		.533	
PRO8		.592	
Efficiency			
OE1	.650		
OE2	.807		
OE3	.775		
OE4	.702		
OE5	.582	.443	
OE6	.706		
OE7	.772		
OE8	.695		

Note: Detailed result of the analyses of survey instrument

In addition, the Kaiser-Meyer-Olkin (KMO) test of good reliability was 0.88 percent higher than the usually suggested threshold of 0.7, and Bartlett's test of sphericity yielded a score of 5369.491. Furthermore, as shown in Table 5, principal components analysis was used to identify and generate composite scores for the factors.

Table (5): Factor Analysis Results; KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of Sampling Adequacy		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	1841.564
	Df	276
	Sig.	.000

Note. Detailed result of the analyses of survey instrument

In accordance with the method of Factor Analysis, it is used by helping to decrease the number of items to simplify and shorten the data in the measurement model as mentioned above hence; it is achieved by examining and analyzing for unobserved variables expressed in the entered variables. Twenty-four questions relating to the effectiveness and efficiency of the organization through training and development divided into three factors were carefully analyzed using the principal component analysis (PCA) with Varimax rotation for all items. In Table 4, the results indicate that the data was significant after the deletion of certain items mentioned above in table 3.

On account of the Kaiser-Meyer-Olkin (KMO), measuring of sample adequacy was 0.88 percent which can be seen that it is above the commonly recommended value of 0.7, and Bartlett's test of sphericity resulted in the value of 1841.564 which is also in good contexts. Moreover, to identify and compute composite scores for the factors, principal components analysis has been applied as can be seen in Table 5. Then, the commonalities were all above 0.4 percent that confirms the data for having some commonly shared variance with each other. Concerning the initial Eigenvalues showed respectively that the first three factors explained 32.52 %, 29.54%, and 19.17% of the variance. Hence, the factors explained 81.23 percent total of variance. In addition, the factor loadings of the items ranged from 0.63 to 0.93 percent with Eigen-value greater than 1. Lastly, testing of internal consistency was acquired by using Cronbach Alpha for each of the scales which was higher than the cut-off level of 0.7.

Table (6): Factor Analysis Results

Scale Items	Extractions	% of Variance	R. Component
Performance		32.52	
PER1	.914		.756
PER2	.568		.886
PER3	.893		.901
PER4	.893		.901
PER5	.914		.756
PER6	.664		.872
PER8	.699		.978
Productivity		29.54	
PRO1	.699		.996
PRO2	.678		.910
PRO4	.893		.901
PRO5	.914		.756
PRO6	.568		.886
PRO7	.752		.799
PRO8	.473		.881
Efficiency		19.17	
OE1	.665		.918
OE2	.567		.894
OE3	.629		.921
OE4	.568		.886
OE6	.664		.872
OE7	.567		.894
OE8	.629		.921

Note. Detailed result of the analyses of survey instrument; KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) = 0.88; Bartlett's Test of Sphericity = 1841.564; df = 276; Sig = .000; The total variance is explained by all factors.

5.3 The Eigenvalue

The Scree Plot figure below shows the Eigen-value vs. the number of elements. These values may be found in the first two columns of table 6 just above. As demonstrated above, the value of variance is decreasing from the second item (EMO). The preferred Eigenvalue is to be >1 and it represents the stationary states and functions of the system. In the graph below, it can be observed that the line is practically flat beginning with factor 2, implying that each consecutive factor represents fewer and smaller volumes.

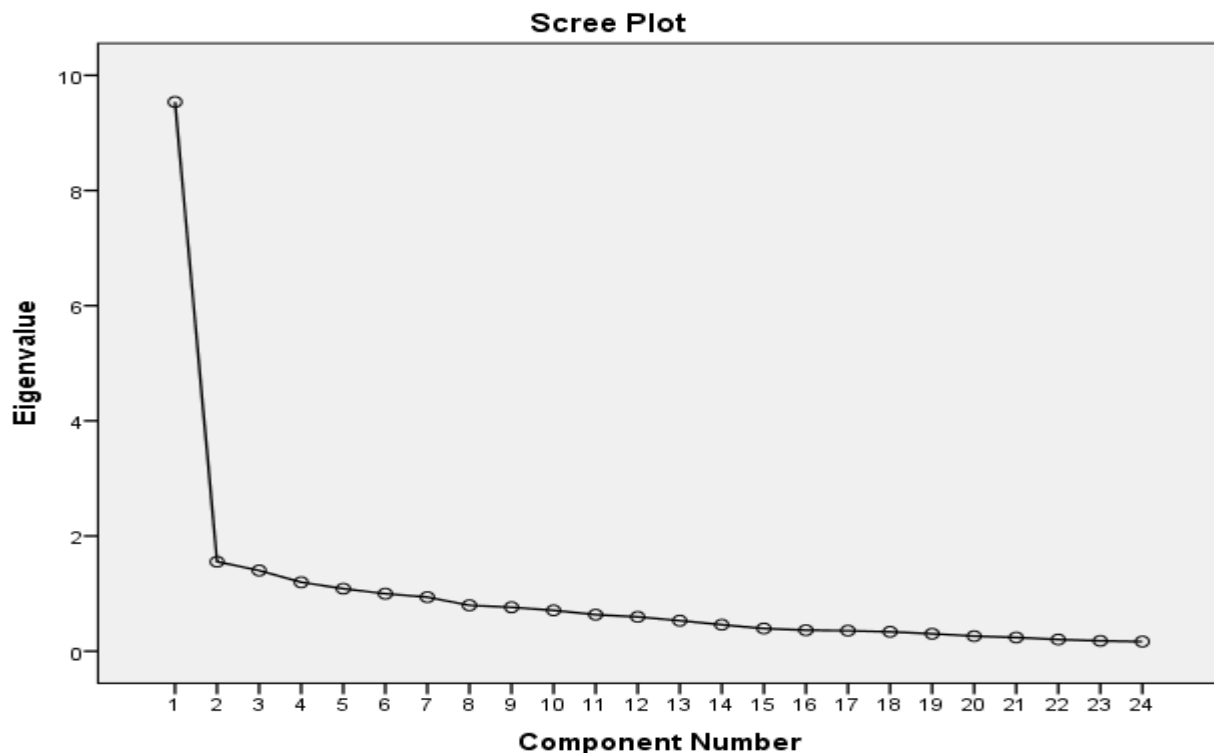


Figure 7. Scree plot of Eigenvalue

5.4 Cronbach AlphaTest

Cronbach's Alpha is a statistical reading used to evaluate a collection of data and components and make certain that all of the variables or test items are correct. In reality, the table below illustrates the impact of Cronbach's Alpha by the number of items in the investigation. It also influences the average inter-pair covariance as well as the variance in the ranking of overall data. Hence, to examine the study internally with consistency and the validity of discrimination, the value of alpha

must be higher than 0.70 as this number is the cut-off level. However, the readings show a good value of alpha for all the variables having .853 for all three variables. In conclusion, with the coefficient alpha values presented, the potential strength of the reliability and consistency of the 3 factors about the effectiveness and efficiency of the organization through training and development.

Table (7): Items' Number and Cronbach Coefficient

Number of Items	Cronbach's Alpha
3	.853

Note. Detailed result of the analyses of survey instrument

Table (8): Item-Total Statistics

	Mean	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance	9.1943	.599	.679	.835
Productivity	9.1781	.568	.756	.766
Efficiency	9.1610	.508	.744	.778

Note. Detailed result of the analysis of survey instrument

5.5 Correlation

The evaluation of the linear relationships among the variables is demonstrated in the table below. In reality, the greatest mean recorded for efficiency is 4.605, with a standard deviation of 0.44, indicating that the value is spread away from the predicted norm. Following it is productivity having a mean of 4.588 with just a few points' difference from performance with a standard deviation of .39. The lowest mean calculated is for the performance having 4.572 and a standard deviation of .39. This indicates that all variables have a positive correlation with one another.

Table (9): Descriptive Statistics

Mean	Std. Deviation	N
------	----------------	---

Performance	4.572	.39	150
Productivity	4.588	.39	150
Efficiency	4.605	.44	150

Note. Detailed result of the analyses of authors' survey instrument

The table below shows a correlation which is a positive relation among the organization efficiency, performance, and productivity. The results below indicate that there is a strong and maximum positivity of correlation among the productivity of employees and organizational efficiency with ($r=.722$, $p<0.01$). This indicates that the more employees are trained, the more productivity level increases, resulting in the efficiency of organizations and has a positive and strong relation. The second correlation to be found in this study was the correlation among performance and productivity ($r=.637$, $p<0.01$) going along with the third correlation among employee performance and organizational efficiency ($r=.625$, $p<0.01$). To conclude, this study of evaluation indicates that there is a high impact of correlation among each variable.

Table (10): Correlations

		Performance	Productivity	Efficiency
Performance	Pearson Correlation	1	.637**	.625**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Productivity	Pearson Correlation	.637**	1	.722**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Efficiency	Pearson Correlation	.625**	.722**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

5.6 Regression Analysis (Testing of Hypothesis)

Regression Analysis is used to check the strength between the predicted relationship hypothesis among the dependent variables and independent variables. Linear regression has been used to further elaborate the analysis of data.

Testing Hypothesis 1:

Table (11): Model summary of Performance and Efficiency of Organization

Model	R	R square	Adjusted R square	Std. Error	F Value	Sig. Levels
Performance	.625 ^a	.390	.386	.345	94.789	.000 ^b

a. Predictors: (constant), Performance

Table (12): Coefficients^a Performance as Independent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	Beta		
1					
Constant	1.414	.329	.625	4.296	.000
Performance	.698	.072		9.736	.000

a. Dependent variable: Efficiency

Note. The beta column specifies the significance of standardized regression coefficient. Beta represents the effect that standard deviation difference in the independent variable would have on the dependent variable in standard deviation (the standardized scores of the dependent variable).

According to the data analysis conducted on SPSS for the value of R displays that performance as an independent variable is the correlation coefficient i.e. the quality of prediction for the dependent variable has 62.5% variation due to the performance variable. It can be noted that the coefficient of determination can be considered as a percentage. It provides the idea of the number of data points that fall regarding the results of the line formed by the equation of regression. If the coefficient is higher, then the percentage points that the line passes through while plotting the data points and line will also be higher. The R^2 value is 39% which is the coefficient of determination which shows the proportional variance that can be explained by the independent variable for the dependent variable i.e. the efficiency of organization. It can be explained that there is 39% of the variations in the efficiency of organization explained by the variations in the performance and efficiency of the organization.

Moreover, table 12 shows that the F-statistic is 94.7 and has a p-value of $0.000 < 0.05$ which suggests that the independent variables in the model is significantly related to the dependent variable. According to the Beta coefficients, the studied model design shows that a positive variation of about 62.5% exists among the performance of employees and has a positive impact on organizational efficiency. The standard error of the coefficients represents the coefficient's

variability. It represents the regression model's average error. In other words, when the regression model is used to estimate the coefficient of an independent variable, the standard error illustrates how inaccurate the estimated coefficient might be when used to make predictions. Again, because the standard error shows how far the data may go wrong, it needs to be modest in respect to the coefficient. The standard error may be used to calculate a confidence interval for coefficient values. It can be seen that the variable's standard error of 34.5% is less in comparison to its coefficient of 62.5%. The sign of coefficient in the study is positive (here, +.625). As a result, for every increase of employee performance, efficiency may be predicted to rise by 62.5%. (the value of the coefficient). The P-value is the likelihood of getting a result as it is or more extreme than the one obtained from a random distribution. In other words, the P-value represents the likelihood that the coefficient of the independent variable in above regression model is unreliable or that the coefficient in the regression output is 0. Using the t distribution table, the P-value is calculated from the t statistic. In this case, the P-value of performance variable is relatively modest. A number is not seen after the third decimal point. This shows that it is a significant variable, and that performance is likely to have an effect on efficiency. Moving forward, $t=9.72$ and also $p<0.01$ which proves that H_1 is accepted i.e. training and development for performance of employees will have a positive effect on efficiency of organizations.

Testing Hypothesis 2:

Table (13): Model summary of Productivity and Efficiency of Organization

Model	R	R square	Adjusted R square	Std. Error	F Value	Sig. Levels
Productivity	.722 ^a	.521	.518	.306	161.295	.000 ^b

a. Predictors: (constant), Productivity, Performance

b. Predictors (constant), Productivity

Table (14): Coefficients^a Productivity as Independent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	Beta		
1					
Constant	.888	.294	.722	3.024	.000
Productivity	.810	.064		12.700	.000

a. Dependent variable: Efficiency

Table 13 shows that according to the data analysis conducted on SPSS after comparing the independent variable of performance, the productivity variable was tested for the value of R square displays that productivity has 72.2% variation due to the variable as independent. Here, the F value can range between zero and a very big amount. The F value is 161.3 which conclude that the model has a significant strength and it has become the correctness of the model. According to the Beta coefficients, the studied model design shows that a positive variation of about 72.2% exists among the productivity of employees and has a positive impact on organizational efficiency. As a result, for every increase of employee productivity, efficiency may be predicted to rise by 72.2% as it is the value of coefficient. The P-value of productivity variable is relatively modest. Here, a number is not seen after the third decimal point as shown above. This shows that it is a significant variable, and that productivity is likely to have an effect on efficiency. Hence, $t=9.08$ and also $p<0.01$ which proves that H_2 is accepted i.e. productivity will have a significant impact efficiency of organizations through training and development programs.

Hence, the output would also indicate if the algorithm can forecast the performance and productivity at a higher rate than chance. The model's significance level indicates this. In the social sciences, a fixed significance level of 0.05 is frequently regarded as the minimum acceptable. As a result, in the data analysis, if the statistic is 0.05 (or below), the model is deemed significant. In other words, there is a 5 out of 100 probabilities (or less) that there is no association between performance, productivity and efficiency. If the level of significance is between 0.05 and 0.10, the model is termed marginal. In other words, the model is reasonably accurate in forecasting the efficiency of organization.

DISCUSSION ON FINDINGS

This study tried to focus on the training and development of employees and their success in a company by performing accurately and sufficiently with an increase in the level of productivity and performance. The majority of respondents stated the importance of training and growth on their performance and productivity in their responses. Training and development strategies and practices, according to responses gave employees new potentials when conducting tasks, resulting in improved efficiency and productivity. Having the means studied and the descriptive statistics as shown in table 9, demonstrate that employee performance and productivity are critical key variables that inevitably contribute to improving results in the efficiency of organizations. This study emphasizes the importance of training and development and their influences, it identifies the main types of training and development initiatives as well as the productivity of overall performance in an organization, addresses the long-run relationship that persists among development and trainings i.e. it raises all employees to a higher level, ensuring that they all have comparable skills and knowledge. This helps to eliminate any weak links within the organization. A training program enables one to hone the abilities that each employee needs.

It also determines the overall impact on employee performance in selected companies to gain a detailed understanding and perception of the impacts of training and development in selected companies in Karachi. Also included are several recommendations for human resource managers on how to create successful and diverse training and development programs.

This aligns with the viewpoint of Pastore and Pompili (2020). The training such as the on-the-job training and off-the-job training, for instance, part-timers to gain experience, presentation, orientation and placement, coaching, and so on are proposed as strategies for the improvement of skills in employees. Job guidance, coordination, special tasks, lecturing, constructive debate, programmed orders, simulated conferences, group activities, job rotation, case studies, and other methods of manpower in which training and development are used by organizations for successful and upgraded organizational efficiency were also revealed in their study (Pastore & Pompili, 2020). According to the literature, such approaches are widely used since they have been tested and found to be effective in increasing efficiency when completely implemented by the company.

6.1 Overall Findings of Data

Apart from that, inferential statistics produce tabulated readings of statistics that show the influential properties of coefficients, correlations, and regressions with the help of the data collected from 150 respondents over questionnaires. The above-listed conclusion was drawn after carefully applying the linear regression with the data collected to examine the impact of relationship among the employee performance and productivity which are considered to be the independent variables and the organizational efficiency which in this case are the dependent variables. The f-statistic likelihood indicates the significance level of the research. If the p-value is less than 0.05, the result is meaningful, according to the norm. The above tables show that the p-value in this analysis is 0.000, which is less than 0.05, indicating that the research model is statistically important. As a result, the study's independent variable that is performance and productivity has a significant link with the study's dependent variable i.e. effectiveness of organizational efficiency. Finally, the consistent values in the tables above illustrate there is a positive link among the variable of independent and dependent to produce the effectiveness and efficiency in an organization.

6.2 Findings of other Researchers

Other academic papers on development and training support the results of this study. According to Garavan et al. (2019), there is a clear positive relationship between training and success, as shown by their research. Employees benefit from training in terms of their experience, talents, abilities, competencies, and attitudes. Training has a huge effect and a constructive impact on employee performance and growth areas, according to (Garavan et al., 2019).

The authors also suggested that this will be beneficial for the professionals pursuing human resources in the healthcare market in Karachi. To comprehend and recognize the effect that training has on the performance of the employees in various developing and performance areas, it is important to function as a training and development department in different fields in Karachi of pharmaceutical companies. It has been rightfully debated from the above discussion that training and development is a crucial part of any company to succeed with its objectives and goals and cannot be eliminated. Learning and development, training design, trainings that are on-job, and the style of delivering the trainings all have a high impact on employee and organizational success, according to the findings of Ahmad et al. (2014). They came to the conclusion that providing meaningful and thoughtful training and development improves overall organizational efficiency.

The most critical and significant finding of this study is that there is a positive impact on employee performance with the help of training and development. An organization's efficiency has a direct and clear cause-and-effect relationship with employee performance, development, and training (Ahmad et al., 2014). This relation was evaluated for determinism using a statistical model i.e. linear regression and it was discovered that organizational efficiency does have a clear relationship and significant effect through performance and productivity by providing the right trainings.

Further study, such as Hameed and Waheed (2011) concluded that the proposed connections among the various variables implemented in the research design were evaluated carefully and that a relationship co-existed among the variables after subjecting the collected information and data to empirical analysis with the help of descriptive statistics. Moreover, the findings revealed that variables (performance and productivity) have an impact on the success of the staff working in an organization with efficiency. Considering the measures to ensure that employees' knowledge, experience, expertise, and abilities are properly exploited by well-designed and timely training preparation and executing it immediately (Hameed and Waheed, 2011). The authors also found that training is critical for the survival of any organization. It is also essential for good job success, improving employees' capability capacity to respond to a growing, independent, and competitive industry environment and technology for improved results, and the employees' knowledge to enhance the innovation and skills of problem-solving.

According to a related viewpoint Sal and Raja (2016), the study's findings revealed that organizational success is heavily reliant on the number of staff being trained and developed. Considering this point, the researchers suggest that corporate organizations implement routine and very well workforce training and growth plans. Such systems should be capable of improving employees' talents, morale, and efficiency. Certainly, in this study, the researchers advocated for the participation of specialists in the creation and execution of organizational training of employees and programs for developing staff. According to the authors, involving staff, managers, and professionals in such actions would prevent wastes of time and money by supplying what is really required and very important to the needs of staff (Sal and Raja, 2016). As this is accomplished, the goals of manpower preparation and growth can be met, repositioning the organization at a higher level of efficiency.

6.3 Implications for Management and Practice

The Department Of Human Resources is considered as the most vital asset that plays a key role in the organization; thus, proper observations and work are necessary to reap the proper results and benefits of this essential resource. This research has stressed the importance of providing appropriate preparation and learning approaches to improve employee morale and productivity. In reality, the upper management such as managers must have their ways to take out the talents and utilize them for work purposes so that the employees can deal with a harsh environment where possible (Manresa et al., 2019). Employers are brought to knowledge in balancing training and prioritizing the development with market goals to do so. Intentions of preparation and growth systems would be thwarted if alignment is not present (Papa et al., 2018). It is worth remembering in this regard that organizations that meet their training need ad hoc, irrationally, and haphazardly can design unplanned and unstructured approaches to training and development. Management must recognize that recruitment and growth are critical strategies for companies seeking at all levels to achieve a strategic edge and succeed in an evolving and competitive environment. It is also highly advised that all members, administrators, senior managers, junior team leaders, supervisors, and staff be engaged in training and growth in any capacity since there is a beneficial association between training and success in terms of improving employee understanding, expertise, abilities, competencies, and behavior. If teaching and growth goals need to be met, a realistic method of funding and participation should be used (Rodriguez & Walters, 2017). This study assists organizations in understanding the value of training and development; in understanding which considerations are important to bring during training; and in understanding how to provide effective and efficient training to their employees. The research will help companies realize how important it is to provide instruction to their employees for them to execute their assigned tasks more effectively.

While comprehension of the afore mentioned issues is crucial, it is not sufficient on its own (Sal and Raja, 2016). Management should promote learning transfer, be present to assist before and after the training of staff and offer consistent effective guidance before and during training and growth sessions. In reality, advanced human resource management is needed for the development of modern companies with high survival viability in the long run. This will be only accomplished by the individuals of human resource experts to devise plans that can guarantee superior expertise, abilities, and experience in the workforce. Those chosen to provide instruction

should be well-trained in this area and understand how to fulfill the employees' expectations as well as their needs. Practically, the study illustrates that employees' feasibility for training must be met; therefore, the interdependence among training and success is poorly distressed.



CONCLUSIONS

The results of this study as well as confirming findings from a significant number of peer-reviewed scientific publications show that training and development have a favorable relationship and a very positive effect on employee performance and productivity (Ibrahim et al., 2017). Respondents around the surveyed organizations agreed strongly with the statement that using various methods and techniques of preparation and learning was very helpful not just to employees of the organization but also with the workplace as a whole. The benefits are apparent if training strategies and growth strategies are designed to suit the trainees, the job description, the employers and subordinates, and their various levels of experience and context as well as the company's priorities and objectives. As a result, investing in training and development is critical for any company that will undoubtedly see a return on investment in training and improving its employees (Sureka et al., 2020). Return types include a long-term boost in efficiency and as a result of significantly decreased errors. Furthermore, successful development plans enable the enterprise to retain a workforce capable of effectively replacing employees that may leave the company or be transferred to other fields. Individually, employees are required to do self-assessment, in which they can recognize their opportunities and areas for development.

Furthermore, results showed that on-the-job preparation is very successful and saves time and money. Learning and growth, on-the-job training, training using technology, and coaching and mentoring both have a huge impact on employee performance and productivity altogether, and both tend to increase company efficiency (Buller et al., 2016). According to the responses of respondents, participation and coordination between managers and employees are required to achieve full effect, which is expressed in the form of improved efficiency. Managers must prioritize workforce development efforts that are essential to the business. Employees who have been taught must be given the tools they need to do their jobs. Training programs, according to research, are essential for developing proficiency and competencies in expertise, skills, capacity, potential, mindset, and action.

7.1 Recommendations

The relationship between development, training, employee performance, and productivity are confirmed to be clear and optimistic provided the information in this research. It is hence then

the researcher may be in a position to make the following recommendations based on the study's findings:

7.1.1 Recommendations for the Employers

Employers can ensure that training takes place and plays a constructive part in the organization, the policies for the development as well as training should be transparent, objective, and straightforward, and they should be conveyed to trainees. Along with that, employers, supervisors, and upper management should collaborate to build an atmosphere that is favorable for both parties that encourages the employees to take part in it (Ismail et al., 2021). Management should, however, also consider the training requirements of each employee and may act accordingly.

Moreover, the employer may strengthen work environment conditions so that they are favorable to the transfer of learning. They can also have enough training services to enhance the training programs offered. Until implementing training plans and strategies, the company may create policies for employee growth and advancement within their organization. These proactive measures may be used to ensure that plans for training are in line with the general goals of the organization (Rane et al., 2016). Lastly, organizations may prioritize on-the-job manpower planning and production processes. These strategies mean that no man-hours are lost as a result of off-the-job trainings in which employees fly out to a different country or city or out of the station to tour about.

7.1.2 Recommendations for Employees

Employees must understand the importance of training and learning plans to improve their technical qualifications and abilities. They may regularly and enthusiastically engage in training and learning programs to improve their expertise and knowledge. More service trainings must be offered to employees to minimize the expense of hiring new employees and training them (Noe & Kodwani, 2018).

Moreover, employees can take benefit of most self-development tools made available to them by organizations through convenient access to services and facilities in order on becoming knowledge-based individuals. Employee development in this way not only increases the efficiency of the company but also upgrades the employees' skills and prepares them for potential challenges. Employees are recommended to understand their goals and talents and know what preparation and advancement are needed for certain job knowledge and training via counseling (Lent, 2018).

Creation and succession planning would also be relevant in this case. Career growth plans and preparation and development forecasts may be made clear to each employee so that they understand their precise relation to the company and its overall results.

7.2 Training Process Recommendation

Training is a revolving process that starts with identifying requirements and concludes with the providing of constructive guidance after a series of phases (Rodriguez & Walters, 2017). This confirms that when the following procedures are taken consistently and diligently, the end outcomes may be beneficial and satisfactory to both the researchers and the organization. These measures are shown below:

Recognition of training needs: A training requirement is a state in which there is a difference between "what should be" and "what is" in terms of present expertise, abilities, behaviors, and actions for a certain situation. This discrepancy is known as "a challenge," and it normally happens when there is a disparity between "desired success" and "real performance." The needs recognition process helps trainers ensure that they have aligned a training program to a training challenge (Storey, 2016).

Organization training needs analysis: Training requirements and organizational goals should be aligned. The outcomes of these evaluations are then correlated to the organization's goals. These similarities highlight particular areas where preparation is needed (Saengchai et al., 2019).

Creating training goals: Training should aim to be SMART (Specific, Measurable, Achievable, Realistic, and Timely) and clear and they should both cultivate individuals and satisfy the needs of organizations.

Examine modern teaching methods: Convenience, material, distribution style, and detail breadth can all be considered while reviewing.

Usage of existing approaches: It is suggested to carefully note that workforce training and development is a process of learning activity when choosing employee development strategies as well as designing trainings. Employee preparation and growth may be tailored to the organization's background, job descriptions, work arrangements, and collective bargaining agreements.

Examine the approaches used for preparation and development: The method of determining the importance, efficacy, and effects of actions in relation to their goals is known as evaluation. When considering an extensive training curriculum, it is to note that most training events take place

within a broader framework of initiatives, services, and schedules. The outcomes of the evaluation can be used to make future decisions (Begum & Mohamed, 2016).

Measure the performance by expectations: Individual, community and organizational standards are widely used in today's organizations. The concrete effect of the training program on people, their work environment, or the institution as a whole is the focus of results.

Provide learners with positive input: Effective and prompt feedback is a vital component of a good training and learning program and can be used in combination with developing performance targets.

7.3 Future Research Initiatives

This research paper revealed that there is a significant and positive association linking workforce growth, progress, and employee productivity and performance. However, several other factors may be at work in this particular area (Saengchai et al., 2019). Hence, the possible help for researchers could be if research is performed in this area in the times to come by including other variables such as employee skills, employee engagement, employee retention, employee motivation, employee retention, employee inspiration, employee engagement as well as other working conditions i.e. to provide more compelling outcomes that could enhance the value and importance of employee training and development tremendously. Future scholars may highly be motivated to empirically evaluate more advanced methods of preparation and learning in a variety of executive situations/frameworks, for example, the impact of management growth rather than employee development on a company's performance (Presbitero et al., 2016). Such research could extend outside operatives and junior staff to higher layers of administration.

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APPENDIX

SAMPLE OF QUESTIONNAIRE

PART 1: Demography	
1. Gender	Male Female
2. Age	0-20 21-30 31-40 41-50
3. Marital Status	Married Single Engaged
4. Education Level	Primary Secondary Diploma Bachelors Masters PhD.
5. Occupation Status	CEOs Operation manager HR Manager

	Supervisor Support Staff Other employees (driver, cleaners etc.)
6. Experience	1-3 years 4-6 years 7-10 years Above 10 years
7. Monthly Income	15,000 - Less than 29,999 PKR 30,000 - Less than 44,999 PKR 45,000 - Less than 59,999 PKR 60,000 - Less than 74,999 PKR 75,000 PKR and above

PART 2 : Training and Development Methods to Enhance Employee Performance						
Assessment Scale: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5= Strongly Agree						
1	On-Job Trainings (On-the-job training, also known as OJT, is a hands-on method of teaching the skills, knowledge, and competencies needed for employees to perform a specific job within the workplace).	1	2	3	4	5
2	Off-Job Trainings (Employee training at a site away from the actual work environment. It often utilizes lectures, case studies, role playing, simulation, etc.)					
3	Orientation and Induction					

4	Technical Training Programs					
5	Foundation Training Programs					
6	Refresher Training Programs					
7	Health and Safety Training Programs					
8	Promotional and advancement Training Programs					

PART 3 : Training and Development Methods to Enhance Employee Productivity

Assessment Scale: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5= Strongly Agree

1	Leadership Training	1	2	3	4	5
2	Behavioral and Self-assessment Training Programs					
3	Cross-training and development					
4	Time Management Training					
5	Enhancement and Job Satisfaction Program					
6	Train the Trainer Program					
7	Teamwork Training					
8	Emotional Intelligence Training					

PART 4 : Organizational Efficiency through Training and Development

Assessment Scale: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5= Strongly Agree

1	Reduction of Staff turnover and Absenteeism	1	2	3	4	5
2	Leadership and Management					

3	Improved organizational culture					
4	Interpersonal relationships					
5	Consumer satisfaction					
6	Social responsibility					
7	Minimum control and Supervision needs					
8	Opportunities for growth and progress					