The Relationship between Training and Organizational Performance through Job Satisfaction

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Abstract---The main objective of this study is to investigate the relationship of training and organizational performance. This study attempts to analyze the role of job satisfaction in this relationship. This research intends to explore that whether the job satisfaction plays mediating role between training and organizational performance or not. Telecommunication companies where training and development are emphasized strongly are selected as population. Sample was collected from 90 respondents through convenient sampling technique. Results of the study confirmed the proposed relationship of the variables. Findings of the research suggest the use of training programs to improve the satisfaction level of employees which will ultimately improve the organizational performance.

Keywords---Job Satisfaction, Organizational Performance, Training

I. INTRODUCTION

In today’s global and competitive world the importance of training and development practices could not be denied. Every day there is a new advancement in almost every field. To maintain a competitive edge over their rivals company want its employee to put their best efforts in achieving the organization goals. In order to achieve the company goals employees must possess skills and they must be satisfied from their work. The company spends a lot of time and money in updating and polishing the skills of the employee and to retain the best employee. Training & development, job satisfaction and organizational performance are very important concepts. Training and development practice helps the employee to learn skills for their current job as well as preparing the employee for the future challenging position. Job satisfaction on the other hand helps the company to retain the best employee. If the employee is satisfied with his or her job he will be more loyal and committed to the organization. He puts his best efforts in order to achieve organizational goals (Kraiger, McLinden & Casper, 2004).

The current scenario of dynamic, ever changing and highly competitive environment is causing many potential threats to the organizational workings. Decrease in organizational performance is one of these potential challenges for organizations. Many organizations used training as tool to increase the affective commitment but there is a need (1) to identify the factors of training (2) to focus on training (3) to invest in training because training is considered as expenditure instead of investment and an ignored area of management practices. With the aim to put emphasis on the importance of training and performance relationship present study is conducted with special focus on the role of job satisfaction between training and performance and its impact on organizational performance. The use of training and development practices and job satisfaction in escalating performance level of organization will be an effort to empirically relate these three important constructs that leads to the existence of one another.

Problem Statement

The researcher is interested to find out to what extent training is affecting organizational performance and what is the role of job satisfaction in this relationship? Whether it plays mediating role or not?

Research Objectives

The main objective of this research is to analyze role of different independent variables in measuring the job satisfaction of employees. The following are the objectives of this study:

- To identify the factors related to job satisfaction and organizational performance.
- To explore the impact of training and development practices on job satisfaction and organizational performance.
- To propose recommendations for the improvement in training and development to enhance job satisfaction.
- To explore the role of job satisfaction in the relationship of training and organizational performance.

II. LITERATURE REVIEW

Violino (2001) found training and development practices provide employees an opportunity to attain different skills which can help them to perform well in job. The training can be provided in a formal manner or informally directly during the time of the job. There is need to understand the importance of the training as it provides the effectiveness in the individual performance, resulting in the organization’s efficiency. Training provides an opportunity to the individual to learn new skills and techniques which help them in performing their
job in a better way. All these requirements makes training necessary in this sector to keep them up-to-date and to save their selves from any hindered problems. Training has been found to link with improving job satisfaction and employee intention to stay. Satisfaction with training and development is a major factor in decision regarding employee careers. It is a factor that prospective employees evaluate in the job hunting process. Several survey researches cited as to why workers accept or decline job with certain employers and why employees leave one employer for another (What Drives, 2001).

Salas et al., (2001) found that training has a deep effect on outcomes of the organization by attracting and retaining their employees. If effective training is implemented at top, middle and lower levels of management then it has a significant impact on the working, functioning and performance of employees. It can also be recognized for the increasing productivity and employee retention, which is the key of success for the business. The main aim of providing training to the new employees should be their retention and satisfaction. Employee retention is a very important issue for the organizations in the current global competitive environment. The employee retention problem can be faced smoothly by providing the effective and efficient training programs. This shows that if employees are retained in their jobs then that means they are satisfied with their jobs. Moreover, it shows that in organizations where level of inefficiency starts to get increased then that shows a direction towards the staff turnover. So to avoid employee turnover and make them retained and satisfied with their job the organization must take step for providing the training to their staff.

Morrison (2008) proves that the consequences of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviors. Since job satisfaction involves employees’ affect or emotions, it influences an organization’s well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger&Roodt 2002; Spector 2008).

Achieving high productivity with quality is the dream of any organization. Productivity could be related to product or services and it could be at any level as the performance of the organization but to achieve the productivity is not simple as it sometime takes resources more than the returns. Human Resource are resource-based view of the firm suggests that investments in Human Resource develop, maintain and update the appropriate skills of employees, and hence create an inimitable core competency vital for the organization’s competitive sustainability (Barney, 1991) has to struggle a lot to achieve the productivity from theory x to theory y. Achieving the quality and excellence in services to make customer satisfied, depends on the employees attitude, behaviour and performance (Aguinis&Kraiger, 1998).

Training is the most important factor which can raise the productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger&Roodt 2002; Spector 2008).

Job satisfaction is defined as “how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs” (Spector,1997). Job training satisfaction examines employees’ feelings about the job training they receive as a whole. It is not simply evaluation of a single course or training program. Basically job training satisfaction is a measure of the formal or planned (rather than informal or incidental) training activities offered by the organization.

Bartlett (2001) found a positive relationship between workplace training and organizational commitment and recommended that human resource development professionals “adapt new research methods to demonstrate to organizational decision makers that training and development contributes to desired workplace attitudes which may in turn influence employee behaviors such as absenteeism and turnover”.

Kraiger, McLinden and Casper (2004) shows the management dilemma that many managers are unaware of the benefits of training and are just engaged into close monitoring of their subordinate to attain the high quality and productivity. So with the advancement of techniques in management sciences it becomes obligatory for managers to recognize the need and type of training. Some authors argued this need as “An enduring challenge for management training and development has been the effective transfer of learning to the workplace and in particular the successful association of learning with training for the accomplishment of management development objectives. Another dilemma is that many of the organizations hesitate to invest on training due to high turnover rate of some specific industries (Kuruuzum, Cetin, & Irmak, 2009) its reason is given in social exchange theory as well as in psychological contract theory (Rousseau, 1990), which describe that employees have financial expectations very high which make them not willing to stay in organization. It was then related to employment relationship theory, some of the argument in this describe that it’s the obligation of employees to perform the given tasks, duties and to utilize the organizational resources professionally & efficiently and on the other hand it’s the obligation of employer to give competitive salaries (Coyle-Shapiro, 2002), fringe benefits and more over the career development through the skill enhancement against the efforts of employees.

The training literature suggests that training and development and organizational commitment are significantly associated with each other (Aguinis&Kraiger, 1998). There is another need of the day, training for job satisfaction of employees as skill enhancement will lead an employee towards the need of high financial return which eventually guide him to leave the current organization or the higher position (which is not always possible) but the job satisfaction bound him to work in the organization and to apply the skills which he learned from the same place. Organizational
commitment is viewed as a psychological connection that individuals have with their organisation, characterised by strong identification with the organisation and a desire to contribute to the accomplishment of organisational goals (Meyer & Allen, 1997).

Delaney and Huselid (1996) associate a positive relationship between firm-level measures of HRM practices especially training systems and organizational performance. People are the key for achieving subsequent performance. Effect of training practices is similar in for-profit and non-profit organizations. Employee participation, empowerment, team-building, extensive employee training and development, job security, job satisfaction, job redesign are believed to improve the outstanding performance of the organization.

Training delivered by the organization is important and effective for employees who even differ widely in personal control, self-esteem and job involvement. However, the employees who are committed to organization are expected to respond more positively than those who are not committed (Orpen, 1999). With the increase of employee commitment the search for employment decreases (Green, Felsted, Mayhew, & Pack 2000). Buchanan has defined three components of organization commitment (1) Identification, how an employee perceives and adopt organizations value and goals. (2) Involvement, emotional engagement in the activities related to employees role and work. (3) Loyalty, feeling of affection or attachment of employee for organization. They describe three components model of organizational commitment as emotional attachment to organization, identification with organization and involvement in organization. It all refers that how a bond between organization and employee could be stronger. So organization gets ready to spend on employees’ training and employees are willing to stay with the organization.

Training can be implemented and evaluated with a multi-dimensional structure which includes access to training, its benefit and support. The next section of study is going to hypothesize the training its impact on employee skills and to gain the organizational commitment.

Hian, Chye and Elfred (2000) developed understanding of link between organizational commitment and outcome can give a lot benefits. For example at upper level financial performance and on individual level consequences such as job satisfaction, stress, motivation, commitment or job performance can have significant impact on organizations. There are four antecedents which participate in the organizational training and its impact on organizational commitment. In most of the research, impact of training on organizational commitment was measured through improving skills and for its measurement the following four variables were commonly used (1) support for training (2) motivation to training (3) access to training (4) benefits from training.

Shelton (2001) analyzes the significance of employee development programs on employee retention and job satisfaction. The study used the secondary data from the researches of Gallup Organization and the other conducted by the American Society for Training and Development and the Society for Human Resource Management. The study determined that training and development increase employee satisfaction and are significant in an employee’s decision to stay with a company. It also indicated that the impact of training decreases without the organizational culture to support employees in the development process.

Gelade (2003) found that favorable training in the workplace and progressive HRM practices are associated with superior organizational performance. This supposes that if employees are satisfied in an organization then they radiate a positive effect and generate satisfying sales for the customer. Training is used to modify or an attempt to modify the behaviours of individual trainees. These behaviours could be related to employees’ commitment towards organization. Study of management training has found that the manager who perceive that their training can help them in performing their tasks are more likely to attempt to use the new skills then they return to their work. The more committed employees the more willingness to perform in the organization and to remain with the organization.

In the last two decades companies are now focusing more on human resource management and especially strategic HRM and viewed employees as strategic resource. Now in recent years HRM practices are linking with organizational strategy and its performance (Paul & Anantharaman, 2003). Basically, HRM is supposed to develop business performance in reaction to external threat of increasing competition. This shows that if organization has strong linkage with its HRM policies it will enhance the performance of the organization. Past empirical research studies also found that there is an important relation between HRM practices and organizational outcomes such as employee turnover, productivity, quality, sales, profit and market value.

Chunfungetal.,(2005) investigated the impact of job training on employee satisfaction in hotel management industry. The conceptual model of this study was developed based on SERVQUAL and the Service-Profit Chain model. A total of 204 managers and employees of four hotels in Kansas and Missouri (USA) participated in this study. The result shows that employees were not satisfied with the training quality and training needs improvement. Result also shows that high quality of training has a greater impact on employee job satisfaction. Training without any purpose gives a negative impact on employee job satisfaction. It is suggested that more companies need to give more attention to the quality of training to get a positive employee satisfaction. ‘Training and development’ has a significant positive impact on employees’ job satisfaction (Garacia, 2005).

Training is the most important part of human resource functions and successful human resource planning is considered the one which includes sustainable training. Which means organizational training is the important aspect of organizational strategy and it helps to achieve organizational vision (Tanova & Nadiri, 2005).

Human resource is the most integral part of the organization that’s why it’s referred as human capital. Training is the process to increasing the worth of human
resource. Training is mentioned as investment in many researches because it provides higher productivity by improving the skills of employee. Increase in globalization in past two decade brings more intense competition for organizations. Now the organizations are more focused but people are still neglected which are the most important instrument to sustain in competition. (Kanter, 2006)

Russel et al., (2006) discuss HRM practices as those activities that are aimed at managing the human resources and making sure that resources are there for the fulfillment of organizational objectives and goals. He defined HRM practices as an individual's believe in the following of the strategies and plans used to retain, sustain, develop, attract and motivate best people to fulfill organizational goals. Research shows that employees will enhance their commitment to the organization when they’ll realize that proper T&D is being given to them which will show the concern and care of the organization and in return their performance gets increased which ultimately makes them involved in organizational commitment. ‘Training and development’ is considered to be the most common HR practice (Tzafrir, 2006).

A study was conducted by Brum (2007) reviewed literature to know the impact of training on employee commitment and employee turnover. The study found that in order to use training as a mechanism to build commitment, organizations need to ensure that trainings are relevant, are communicated effectively, and are able to meet the expectations of the employees participating. The study concluded that an effective training program is one such organizational practice that can lead to greater employee commitment and a more stable workforce.

Aswathappa (2008) defines 'training and development practices’ as any effort to improve current of future employees’ skills, abilities, and knowledge. It being analyzed that HRM practices that includes career development, performance appraisal and training have direct and positive relationship to organizational commitment. Organizational commitment is focused to be a link of the individual to its organization. A committed individual has: (1) a strong affair in an organization's goals (2) an urge to expose effort for the organization, and (3) a loyal desire to sustain membership in the organization. The Organizational performance is designed to support organizations which give response to the increasing uncertainty that is encircled by their missions. Manufacturing organizations are facing increased competition and this competition enhanced the growth in firm’s responsiveness towards customer’s needs. This whole scenario encourages the organizational performance (Nasurdin, Hemdi &Guat, 2008).

The extent to which T&D contributes in developing the good managers it will positively impact the performance of the organization (Nikandrou et al., 2008). Previous literature also highlight that whenever HR practices are used in conjunction with each other there results are more fruitful. But this study is more focusing on impact of training on firm performance which affects the employee retention. The global competition intensified the importance of training and development which is a key process of ensuring employee skill, knowledge, behavior, attitude and enhancing employee performance for achieving organizational goals (Nikandrou et al., 2008).

It is also found that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and nonfinancial performance of the organizations (Thang and Buyens, 2008). AL-ALAWIYAT (2010) studied the effect of training practices as a motivational tool on employee job satisfaction in Saudi Arabia. Six hundred individuals were approached with a specially designed questionnaire. The result of this empirical study shows that 75% of the sample believed that training has a positive influence on job satisfaction. 80% was found to have a good feeling about training and motivation. However, only 73% believed that their organizations were supportive to training and using it as a motivational tool. It was concluded that organizations should support training and development to attain high employee satisfaction.

Training practices is referred to the technique used by manager to decrease the mistakes and increase the knowledge and productivity. It’s the role of HR manager to identify or assess the need, type and effectiveness of training so accurate training programs should be designed (Bulut & Culha, 2010).

Brown and May (2012) shows training sessions in series by leaders of the groups in which they explain how action plans should be implemented. He says that this development program must not be done to anyone but for everyone. One must not expect radical overnight changes through training but one must give their best effort in its adoption. In a large manufacturing setting, training results in productivity. An intensive yearlong development and training program resulted in significant increase in job satisfaction and productivity which leads to an overall effect in organizational performance.

III. THEORETICAL FRAMEWORK

The theoretical framework is the foundation on which the entire research project is based. It identifies the network of relationships among the variables considered important to the study of the given problem.

![Diagram](image-url)

Here training and development practices act as independent variable on the dependent variable which is organizational performance and job satisfaction is playing its role as mediating variable. The framework not only illustrates the direct relationship between training and development but...
also analyzed their indirect relationship by analyzing through the use of mediating variables. The relationship of variables used unique because here training is analyzed through the job satisfaction of an employee in an organization and analyzed its impact on organizational performance.

Moreover if employees are gaining the confidence and they feel more equipped it means that the quality of training is good and employees are confident with the training (Paradise, 2006).

Through these training techniques the main aim of an organization is to develop the employees in the way they feel themselves valued for the company. The more employees feel valued for the company the more they are committed in achieving the firm performance and less their intention to leave the organization (Paradise, 2006).

Satisfaction of the employees is quiet difficult job for the organization; they must offer additional training and development program so that employee should stay in touch with current market trends and technological innovations which help the organization to keep the talented staff satisfied. This is a key factor in productivity, efficiency, and organizational performance. Training is one of the best practices used by successful organizations (Tzafrir, 2006). General training method is also a valuable technique for the improvement in organizational performance (Hansson, 2007).

**Hypotheses**

**Hypothesis 1**

Ho: Training and development practices does not have a significant impact on the job satisfaction.

H1: Training and development practices have a significant impact on the job satisfaction.

**Hypothesis 2**

Ho: Job satisfaction does not mediate the relationship between training and development practices and organizational performance.

H1: Job satisfaction mediates the relationship between training and development practices and organizational performance.

IV. RESEARCH METHODOLOGY

Present study uses the survey method to investigate for the research question. Survey research uses scientific sampling and questionnaire design to measure characteristics of the population with statistical precision (Sukamulson, 2008). The study is based on primary data collection through the self-administered questionnaires. Although many other methods of data collection are available but keeping in view the time and resource constraints the questionnaire method deemed to be appropriate. Questionnaires consist of close ended questions developed on 5 point likert scale. Deductive reasoning is chosen for this study because deductive approach works from more general to specific and top down approach. This study targeted the middle level managers of telecommunication sector as a population. Convenient sampling technique is used in this research as it is a sampling method in which units are selected based on easy access/availability. Three telecom companies Mobilink, Telenor and Zong are selected where training and development are emphasized strongly. Sample was collected from 90 respondents from three selected telecom companies.

**Data Analysis Techniques**

Coefficient of correlation is used which shows the Pearson correlation and these numbers measure the strength and direction of the linear relationship between the two variables. The correlation coefficient can range from -1 to +1. Chi square has been applied which is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. In addition to these frequency and bar charts are also used for data analysis.

Further Statistical Package for Social Sciences 17 and endnote are used for data analysis, literature review and for referencing respectively.

V. RESULTS AND DISCUSSIONS

**Hypotheses Testing**

**Hypothesis 1**

Step 1:

Ho: Oi = Ei

H1: Oi ≠ Ei

- Ho: Training and development practices do not have a significant impact on the job satisfaction.

- H1: Training and development practices have a significant impact on the job satisfaction.

Step 2:

Level of significance:

\[ \alpha = 0.05 \]

Step 3:

Chi square:

<table>
<thead>
<tr>
<th>Training and development practices have a significant impact on the job satisfaction</th>
<th>Observed N</th>
<th>Expected N</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>strongly disagree</td>
<td>4</td>
<td>10.0</td>
<td>-6.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>5.0</td>
<td>0</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>20.0</td>
<td>-11.0</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>30.0</td>
<td>5.0</td>
</tr>
<tr>
<td>strongly agree</td>
<td>37</td>
<td>25.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and development practices have a significant impact on the job satisfaction</th>
<th>Chi-Square</th>
<th>Df</th>
<th>Asymp. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>16.243³</td>
<td>4</td>
<td>.003</td>
</tr>
</tbody>
</table>

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³All the data are obtained by using Statistical Package for Social Sciences 17. 

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The results indicate that there is a 95% confidence level that the results are valid and there are only 5% chances of errors.

Significant value of chi square is .003 which is less than Alpha 0.05

Significance value or P value is less than alpha it means that null hypothesis is being rejected and alternative hypothesis is accepted which concludes that training has a significant impact on job satisfaction.

Hypothesis 2

- Ho: Job satisfaction does not mediate the relationship between training and development practices and organizational performance.
- H1: Job satisfaction mediates the relationship between training and development practices and organizational performance.

Table 3: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Training &amp; Development</th>
<th>Job Satisfaction</th>
<th>Organization performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training &amp; Development</td>
<td>Pearson Correlation: .622**</td>
<td>.646**</td>
<td>.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>1</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>90</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Pearson Correlation: .622**</td>
<td>1</td>
<td>.569**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
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<td>N</td>
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<td>N</td>
<td>90</td>
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<td>90</td>
</tr>
</tbody>
</table>

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

Pearson Correlation: These numbers measure the strength and direction of the linear relationship between the two variables. The correlation coefficient can range from -1 to +1. The above data shows that correlation between training & development and Job satisfaction is 0.622 which shows moderately strong increasing relationship. This means that increase in training leads to increase in Job satisfaction. The second relationship is between Training and Development and Organization performance. The above data shows that correlation between training & development and Job satisfaction is 0.646 shows moderately strong increasing relationship. This means that increase in training and development leads to increase in Organization performance. The third relationship is between job satisfaction and organization performance. The above table shows the correlation between job satisfaction and organization performance is 0.569 which is moderately strong increasing relationship.

The significance value is 0.000 which is less than 0.05 so we can conclude that there is a statistically significant correlation between training and development, job satisfaction and Organization performance. Similarly, the table shows that the significance value is 0.000 which is less than 0.05. Because of this, we can conclude that there is a statistically significant correlation between training and development and Job satisfaction.

This means that we do not accept null hypothesis and conclude that Job satisfaction mediates the relationship between training and development practices and organizational performance.

Discussions

The results indicated that training has a significant impact on job satisfaction and 52% agree with it while 15% are neutral. Literature also proves that training and development has a significant positive impact on employees’ job satisfaction (Garacia, 2005). If local organizational context is discussed in conjunction with current result here organizations gives training to achieve their objectives not of their employees, here management has to realize that if they focus on personal development of employees and they make their employees understand that these trainings can help them in their future career which will make employees satisfied and ultimately it would be the development of organization. After such personal development, a new culture will be introduced in the organization and old employee will come with new passion to achieve the objectives of organization because they feel themselves at the higher level or the organization will become prestige for them. So now management should provide more training opportunities to their employees. Research shows that employees will enhance their commitment to the organization when they’ll realize that proper T&D is being given to them which will show the concern and care of the organization and in return their performance gets increased which ultimately makes them involved in organizational commitment (Russel et al., 2006).

It has been highlighted by the results of the present study that there are different categories of antecedents that affect job performance. Individual and environmental (organizational) characteristics have been examined and shown to have significant effects on various aspects of job performance. Perceptions of personal satisfaction have been one of the more popular organizational factors examined in the context of models predicting job performance. This research has provided considerable support that one key outcome of employee satisfaction is job performance which enhances organizational performance and almost 52% agree and 13% are neutral with it. Research proves that favorable training in the workplace and progressive HRM practices are associated with superior organizational performance (Gelade, 2003). The results of the study also proved that training has a significant impact on organizational performance. 72% of employees get agree with it. Training provides a practical approach towards development of skills which helps in gaining confidence and

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overcoming the mistakes. This confidence helps to build more confident employees. Their belief about their self-get stronger and their attitude become very positive towards the job which enhances their organizational performance. Training has several indirect effects too which passes through the performance of employees as training enhances the confidence by skill learning which drives the performance which in turn makes employees satisfied and help in reducing the turnover and ultimately cost of recruiting of new employees declined. Previous research proves that training and development increase employee satisfaction and are significant in an employee’s decision to stay with a company. It reduces the turnover rate and enhances organization commitments (Shelton, 2001).

VI. CONCLUSION

It is concluded that training is used to make the employees skills to be polished so they can work more effectively and efficiently in an organization that helps them in satisfaction of their jobs due to which they keep themselves loyal and retained in their organization that leads to improved performance of the organizations. Further the goal of training is for employees to master the knowledge skill and behaviors must be emphasized in training programs to apply them to their day-to-day activities. Continuous learning requires employees to understand the entire work system including the relationships among their jobs, their work units, and the company. Companies take an active role in identifying training needs and help to ensure that employees use training in their work. Companies must not lose money on training by poorly designing it because it is not linked to performance problems or business strategy, or because its outcomes are not properly evaluated. Training is seen as one of several possible solutions to improve performance. All supervisors and managers should enable and provide training and development for their people. Training develops people, it improves performance, raises morale; training and developing people increases the health and effectiveness of the organization and in the end the productivity of the business.

Recommendations

- Training must be considered as the first priority in organizations rather than giving it the secondary importance. Companies must make a proper budget as it is the most essential part to increase performance.

- Training should not be considered as only the recreational or fun activity that keeps the energy level of employees high but its focus must be for learning.

- Training should be done after developing complete Training Need Analysis. Training sessions with the same contents can never be effective for all organizations so HR department must tell the external trainers about their organizational culture, challenges and the areas of improvement.

- Training must have relevance with the job descriptions and required job competencies. Majority of employees must not be enrolled in one training session instead content has some relation with their jobs.

- Comfortable environment should be provided during training session and training must be promoted through live examples, case studies, tests, brainstorming activities and success stories.

- Training must be alive, motivating, captivating, exciting and spellbinding.

- Trainers should focus on increasing organizational performance by using the interesting, friendly, skillful, details-oriented and positive communication methods rather than obsolete methods.

- Employees must be aware of their objectives and have questions in their mind before going through a training session as usually they do not know what they are going to learn. Similarly, trainer must be aware of the knowledge and objectives that he would deliver.

- Trainer must collect happy-sheet (feedback sheet) as his/ her guideline in order to know whether his/her effort was productive or not. Every training must add dollars to the organization.

- Post training evaluation method must be taken into consideration to analyze the results of their training and to check any deviations. None of the training should be conducted with getting post training evaluation system by the trainer.

- Managers must conduct a cost-benefit analysis after every training.

- Employees’ performance must be improved after taking a training session and there should be remarkable improvement in their skills which they learn in training.

Limitations and Future Research Direction

Every research has its own limitations and so do this paper.

- First of all, there is a constraint of sample size. The sample size of 90 is so small to represent the whole population, so the result may not reflect the real situation for the whole population and it may not be generalized over the entire market.

- Not all the variables in this particular research were considered at which training shows its impact that should be considered in future research.

- In this research, only telecom sector is taken into consideration. The findings can be generalized in future research to reflect the opinions of all the employees from the other sectors through enhancing the targeted sector.

REFERENCES


