

**“IMPACT OF EMPLOYEES TRAINING ON ORGANIZATIONAL DEVELOPMENT:  
A CASE OF PAKISTAN”**

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**ABSTRACT:**

The main motive of this paper was to explore even if employees training put an impact on organizational development. This paper is quantitative in creation. Data for this research obsolete and gathered through primary data that are from questionnaires probe. The data have been examined through demographic systems. There were the variable employees training, on-the-job and off-the-job (independent) and Development, customer satisfaction and better and healthy environment (dependent) .several hospitals were elect for the study. Two hundred questionnaires were dispersing for the gathering of data. Descriptive statistic techniques SPSS were applied on the questionnaire to see the authenticity and stability. The purpose was to look either employees training has an impact on organizational development.

The outcome presented that there was significant relationship between the variables, the Pearson correlation was used in study. Applicable literatures were also deliberate about topics related to this research. Conclusions form the last part of this paper.

**1 INTRODUCTION:**

Within all section for attainment, some institutes are excessively imparted on their labors. Moreover, many different impressions which play a key role in the organizations keep to make sure the productive labors in order for budgeting a commanding and ruthless region within the market sectors. Moreover, in order to maintain the productive human assets, organizations have to be responsive for the job gratification and detention of the workers. Almost all organizational sectors believe that labors are seeking for at most budgeting gain by their labors. Above assertions avoid excessive importance that some of the workers settle themselves in the immanent incentives for their occupations. Accordingly, this is not simply the labor duty delight and detention, it is also has unacceptable hit to the corporations. Almost all corporations must have the labors, which have the potential to rapidly balance constantly differ from enterprise domain. Recently many of the firms are funding a large amount on training and development of their labors for the sake of being persistent ambitious and victorious division of the corporate sectors. The significance of training for workers is quickly increasing and the firms are applying this method in order to cope up by their competitors. There are significant conversations among the professors and white collar workers that training courses have successful influence on objectives of workers and corporations. Most of the professors propose that training chances enhance in large number of employees rate of replacement while some argued that training is a tool which is favorable for worker's preservation. Without consideration of whole conversation,

many of the researchers are in the favor of that labors training is a complex duty which can responsibly persuade on the attainment of the firm's goals.

Moreover, corporate are fighting for the achievement all over the world, are practicing to distinguish on the root of potential, details and interest of their labors. Moreover, it is mostly demanding to be conclusive or to distinguish either a specific search on training and development or both of them are in the favor of employee's satisfaction and organizational productivity?

### **KEY WORDS:**

Training, sincerity, loyalty and development.

### **1.1 PROBLEM STATEMENT:**

The main purpose of this study is to provide the basic training and impacts on hospital sector for increasing the performance and its overall organizational structure and for improving its developmental process.

### **1.2 RESEARCH QUESTION:**

This study, which is concerned the training of employees which helps to increase the productivity, skills, structure, market share and performance of organization. The target market is the hospitals of Karachi, because of low performance and poor services providing to the people of Karachi, Pakistan. Patients are not fully satisfied by the services, environment and hospitality of this sector. By observing all the above factors there is a need which has analyzed to provide training to the employees and staff to cope up the problems which are becoming cause of poor services and bad reputation in market.

### **1.3 SIGNIFICANCE OF STUDY:**

The significance of this research is to analyzing the current needs and requirements of the public and facilities to fulfill their satisfaction level. As, this research has already occurred but it was out dated and the trends and analysis, needs and requirements and competition level increasing more rapidly as it was before. New technologies, methods and ideas for handling the diseases are also changing so it is necessary to make the employees, (doctors, nursing staff and working staff) aware about all new advancements and instruments to be more productive and efficient.

### **1.4 OBJECTIVE OF STUDY:**

- To determine workforce onto at which point training & development demonstrated as valuable for workers.
- For determining worker's expertise to improve by training.
- To inspect at which point training participate to the single's fulfillment and efficiency.

### **1.5 SCOPE OF SYUDY:**

As, now these researches are facilitating us, in the same way this research will also help the future students who will going to conduct research on this topic. This research will support more than other researches because it covered all the main important factors, problems and solutions in

the present period and this is the latest research which is going to be completed on 'Impact of Employees Training on Organizational Development.'

## **2 LITERATURE REVIEW:**

(Vinesh, 2014), researched on the training and development of employees and its effects on organizational development. He targeted the university sector in Meerut's per the study, organizational performance improve by training & development of a single employee or the whole group of employees. It also pointed out that training is for present achievements while development is for future success. He analyzed that the employees will be more productive by additional incentives which are provided to them and get motivated to provide their best.

According to this article, (Afshan Sultana, 2012) targeted telecommunication sector of Pakistan, highlighted that the achievements of organization based on the training. This article also mentioned that most of the organizations are not properly doing their training programs and some of the organizations are focusing for finding the training needs. They gave impotence in their research to provide training to the correct employees that will increase their skills & abilities of them and the productivity of organization.

As per this article which is basically defined the importance of training and its result on the development in organization in the Oil & Gas sector of Pakistan. (Raza & Hassan, 2014), author of this article put the keen importance on the factors to enhance the skills of employees which are necessary for the achievements of targets and for capturing the large competitive market.

As above the article, which has targeted the FMCG industry on global basis has concerned training as a key role for the success and improvements for any organization. Training of employees helps to beat the competitive advantages and capturing new ideas easily, uniqueness and style of working methods can be improved and positively generated, the hidden skills of employees can be polished, employees get more productive when additional benefits are given to them (Niazi, 2011).

(Bashir, 2012), as above this article, which has highlighted the positive results of employees training. To compete with the other competitors in markets or to stay in the market it is important to train the employees for adopting new techniques & challenges. Employees are the assets of the organizations & their performance directly & indirectly hit the performance of organizations.

According to the above study, the training programs are basically to put an additional & long term values given to organizations. To achieve organizational objectives & polishing their working styles and skills, (Obisi, 2011), training is necessary to be provided for getting the success and achieving the visions. Those organizations who are the leaders among others are continually focusing on the training factors and more or less focusing on the gaps to be improved after training.

(Amudha, 2012), according to the above research the author said that any organizational success is based on the availabilities of human resources. The organizations need to focus on the abilities, methods of working & skills of its work force. Development of employees based on training which is providing to them. Training is key factor to retain employees productive and connected towards their job.

As per this article, which has notified that the training & development both are important factor for the growth of any organization (P, 2014), and for keep staying in market place need to follow new trends and methodology. Competition level is increasing on daily basis and to cope up with that problem there is a need to train employees for their output and for exceeds productivity.

As above the research paper, training is the helping factor to improve the poor performance of organizations, to measure the performance of employees; training & development become the source factor. It helps to increase productivity, skills, retention of employees towards their work and organization. Primary and secondary both the data sources used in this study. It also highlighted that after training keeping an eye on the performance of employees to get to know the success of the training (P.V.C.Okoye & Raymond A. Ezejiofor, 2013)

(GUNU, 2013), According to this article which has highlighted the basic challenges faced by the banks in Nigeria and the problems that are facing by them due the advancement, procedures and technological change. To overcome these problems it has also provided the solutions in different ways. The main motive of this research was to identify that training and development really enhances work efficiency? They conducted this study by primary data collection and the 395 sample size. They fully forced that for organizational better performance employees should be motivated while training sessions. The banks who are facing difficulties must establish incentives methodology for successful results.

As per this study, which has held in Nigeria and targeted international sector by conducting Regression analysis, (Owoyemi, 2011), has identified the relationship between training, learning & development. It has founded that those organizations who conduct more training programs for their employees can become the cause of engaging them with them with the organizations those who are working more accurately and efficiently. Training makes employees more productive and loyal towards their work and towards their organization and the future turnover rate will be less.

As above this research, which analyzed that training is not the only factor for new employees. It can also be provided to old and existence employees to improve their professional skills and working abilities. It also helps to cope up the weaknesses of employees and to improve the working ability. Training impacts on employees not only for short term but it also put an impact for a long term benefits and success (Khan, 2011)

As above this research, basically defined the HR terminologies either training becomes the factor to increase productivity and efficiency of the employees. On the basis of this they have founded both positive and negative aspects of that. (Mohanty, 2012), training is the key factor to boost up the motivational level of employees and becomes the main source of organizational reputation.

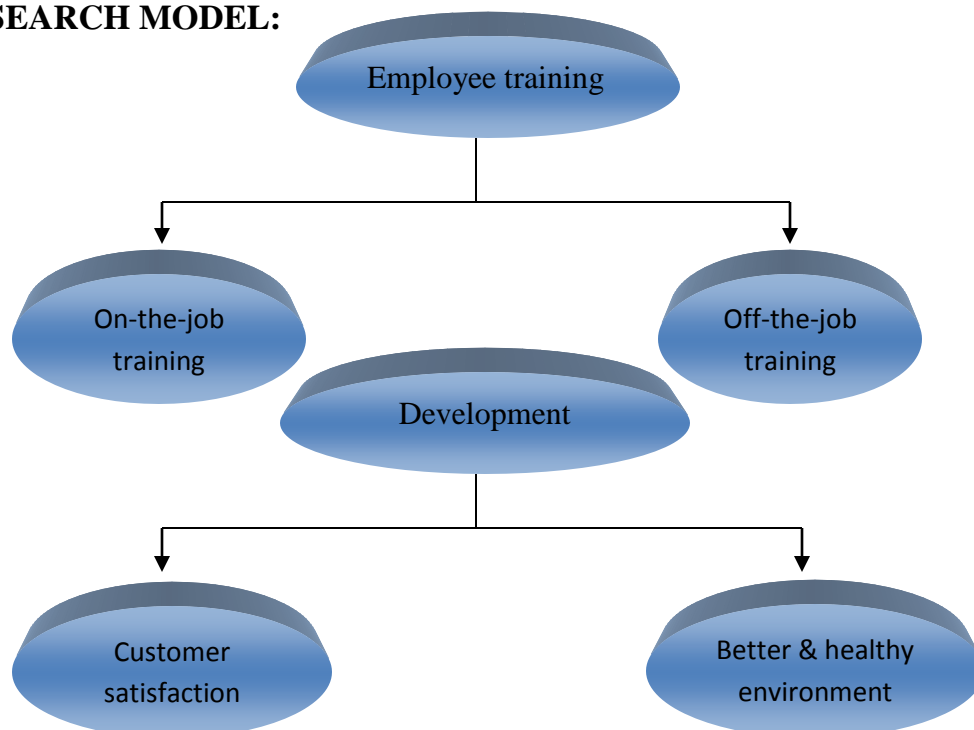
As per the above research, which has conducted by pilot testing, (batool, 2012), basically defines the importance of training of employees to compete the market and get the advantage. It also highlighted that the organization who invest their large amount on the training of employees either existing or new ones in order to retain them and capturing the large amount of target market.

(Neelam Tahir, 2014), according to this study which has conducted by the linear regression analysis and focusing on that training and development is the main important tool which become the helpful strategy for employees to increase their productivity, efficiency, knowledge and skills. It is also helpful for increasing the productivity and market share of the organization.

### 3 METHODOLOGIES:

The approach that will be used for this study is based on primary data collection using a questionnaire. Sampling technique used is based on probability sampling. The sample size was consisted of 200 Karachi's individual hospital sector. These responses were collected from doctors, management, medical students and by nursing staff of Karachi, but the ethnicity of these people can be from any religion, cast or culture. For these reasons it is appropriate to use a quantitative research approach and descriptive analysis of data is used.

#### 3.1 RESEARCH MODEL:



### **3.2 HYPOTHESIS:**

**Ho1:** There is no relationship between employee productivity and organizational development.

**HA1:** There is a relationship between employee productivity and organizational development.

**Ho2:** There is no significant effect of off- the- job training and better and healthy environment.

**HA2:** There is a significant effect of off- the- job training and better and healthy environment.

**Ho3:** Off- the- job training does not put an impact on customer satisfaction.

**HA3:** Off- the- job training does put an impact on customer satisfaction.

#### **3.2.1 DATA SOURCE:**

Data gathered for the research is Primary and it has collected for the first time through questionnaire. However, a little assistance was taken from the already existing journals and books on internet for determining the suitable variables, forming the questionnaire and interpreting the statistical results of the testing hypothesis.

#### **3.2.2 DATA TYPE:**

Data type is Quantitative and all questions in the questionnaire are close ended as the main objective of the study is to determine whether the relationships between variables exist or not? And if it exists, to what extent they are correlated and what is the statistical equation that links those variables?

#### **3.2.3 RESERARCH SAMPLE:**

Two hundred questionnaires were distributed through mail, e-mail and surveyed, at different hospital sectors. The responses of the 200 questionnaires were responded by management, doctors, medical students and nursing staff.

### **4 DATA ANALYSIS:**

The purpose of the paper is to identify the impact of terrorism on the economy of Pakistan. The analysis of the study is discussed below with their statistical values. Outcomes of all tests against all hypotheses are presented in the table and the discussion about the acceptance and rejection of the hypothesis is followed by. A version of SPSS 20 is used to find the outcomes. Descriptive analysis, Pearson's, Spearman, correlation, coefficient and regression is used to find out the impact of terrorism on the economy of Pakistan.

**Ho1:** There is no relationship between employee productivity and organizational development.

**HA1:** There is a relationship between employee productivity and organizational development.

### Correlations

		productivity	development
productivity	Pearson Correlation	1	.015
	Sig. (2-tailed)		.838
	N	200	200
development	Pearson Correlation	.015	1
	Sig. (2-tailed)	.838	
	N	200	200

### Coefficients<sup>a</sup>

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.799	.138		13.056	.000
	increase productivity of both quality and quantity	.017	.082	.015	.204	.838

a. Dependent Variable: achievements and development while development is for future.

### EQUATION#1

$$\text{Employee productivity} = 0.017 \text{organizational productivity} + 1.799.$$

### ANALYSIS# 1

The statistic show that the above significant which is 0.838 is more than 0.05 which has proven the null hypothesis fail to rejected, because there is no relationship between employee productivity and organizational development. If employees work productively so it does not mean the organization get developed, because it might be that the employee's only focus on their productivity in order to get incentives, reward and other benefits no one is working for the organization to be developed.

**Ho2:** There is no significant effect of off- the- job training and better and healthy environment.

**HA2:** There is a significant effect of off- the- job training and better and healthy environment.

### Correlations

		healthy environment of organization	impact on customer satisfaction
healthy environment of organization	Pearson Correlation	1	.149*
	Sig. (2-tailed)		.035
	N	200	200
impact on customer satisfaction	Pearson Correlation	.149*	1
	Sig. (2-tailed)	.035	
	N	200	200

\*. Correlation is significant at the 0.05 level (2-tailed).

### Coefficients<sup>a</sup>

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.514	.118		12.790	.000
1 positive impact on customer satisfaction	.121	.057	.149	2.124	.035

a. Dependent Variable: improving healthy environment of organization

### EQUATION# 2

$$\text{Off-the-job training} = 0.121 \text{ healthy environment} + 1.514$$

### ANALYSIS# 2

On the basis of the responses the analysis show the null hypothesis is failed to reject by the above significant level 0.035 which is more than 0.05, has proved that there is no significant effect of off-the- job training on better and healthy environment because on- the- job training works more bitterly and provide more positive results. People can get training on the job will motivate them and cause of attaining goals quickly. On- the- job training become the cause of improving healthy environment by the coordination and sincerity level of employees.



Ho3: Off- the- job training does not put an impact on customer satisfaction.

HA3: Off- the- job training does put an impact on customer satisfaction.

**Correlations**

		Organizational successful	customer satisfaction
key part for success of organization	Pearson Correlation	1	-.032
	Sig. (2-tailed)		.653
	N	200	200
impact on customer satisfaction	Pearson Correlation	-.032	1
	Sig. (2-tailed)	.653	
	N	200	200

**Coefficients<sup>a</sup>**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.635	.133		12.298	.000
1 positive impact on customer satisfaction	.052	.064	.058	.815	.416

a. Dependent Variable: organizational productivity increased customer satisfaction

**EQUATION# 3**

$$\text{Off-the-job training} = 0.52 \text{ customer satisfaction} + 1.635.$$

**ANALYSIS# 3**

According to this above significant level which has identified after responses of different people show that the null hypothesis is fail to reject because the determined significant 0.416 is more than 0.05 significant levels, because Off- the- job training does not put an impact on customer satisfaction. A wider range of skills or qualifications can be obtained, Can learn from inside specialists or experts Employees can be more confident when starting job motivate the employees to work more hardly and productively, customer can get their orders on time and quality product provided to them enhance the satisfaction level of customers towards organization.

#### **4 CONCLUSIONS:**

Training put a beneficial part in improving the skills of both new and existing labors. Training is a form of speculation by the firm on its workers that carry large repay for the firm in the future. Training has important part to play on employee performance but there are also other commanding forces that effect presentation and efficiency of an employee. Research that occurred before argues that there is a positive relationship between worker training and organizational development.

Training is a significant technique for enhancing performance and origin of expert capability. Spanning the space between the targeted goal and actual goal that what is going in progress and what should be done actually. Training is required to fill up the space in the presentation of an employee. In any field training is a key factor to build up the skills, abilities, behavior, and attitudes as all of these factors help accordingly to improve worker efficiency and organizational development for everlasting.

Employees training have beneficial effect on Organizational development. After analyzing of all the results demonstrate the hypotheses; H01: There is no relationship between employee productivity and organizational development, H2: There is no significant effect of off- the- job training and better and healthy environment, H3: Off- the- job training does not put an impact on customer satisfaction. All these have constructive impact on the Organizational development. It enhances the Organizational development. On the Job and off the job training is very productive and it also retain time and cost. Employee productivity, off- the- job training and customer satisfaction put a positive impact on organizational development.

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