



RESEARCH PAPER

The Impact of Training on Employees' Performance, Productivity and Retention: A Study of NADRA Sindh Province

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ABSTRACT

The purpose of this research is to evaluate the "Training impact on employee "Performance, Productivity and Retention" in NADRA Sindh Province. This is burning and debatable issue of approximately all Government and private segments. For analysis the hypothesis of said study data of NADRA Sindh Province's employees have been collected. Adopted and self-administrative, instrument used, questionnaire. SPSS and Smart Pls4 used for data analysis, and results established that trained resource performance is improved and they are more comfortable and rate of retention is increased. Performance of trained worker is developed and they focused on achieving goals successfully, on the other hand productivity of employee who was availed training facility is also found satisfactory. Furthermore, retention rate increased and that play important role in performance of organization. They results has been supported that influence of training on employee's performance and retention; however very slight enhancement has been observed in productivity of NADRA Sindh Province employees.

KEYWORDS Employee Performance, Employee Productivity, Employee Retention, Employee Training, NADRA Sindh

Introduction

Competitive benefit is specified the capability of an institute that is not preoccupied by other and it is a main benefit that leads the institute at the highest place in the market. In this regard different ways are available but most important factor that play role to attain a "competitive advantage" over the opponents is by constructing a work force. Now the question arises that "how this force of superior human resource can be formed"? The human resource management has different tool and techniques for building this work force as per the requirement of organization / institutes just like training and development. Today we have observed very fast changes in each and every field of life these are unpredictable and for overwhelmed these changes, trained workforce is mandatory for the successes.

Presently it is responsibility of human resource department to evaluate the requisite of organization and then find out suitable employees form existing human resource "who are professional, capable, skillful, sound, and have enough knowledge" to perform new task. Training have different aspects, from institutional point of view, trained resources are play important role for implementing the required measures for the development of an organization and on the other hand training improves the skills and capabilities of employee that will be useful for present and future progress and career development (Action & Golden, 2002).

According to Kellie, (1999) efficiency of commercial sector is straight away enhanced through training package. The productivity and efficiency of any business is increased through frequent training of employee, trained employee is effective and

performed for the development of organization, as worker efficiency have positive relationship with employer success (Brannick, Burca, Fynes, Roche, & Ennis, 2002).

Trained employees are future of any business as the monetary and economic situation is depending upon them. Because trained workers input, and output is superior to untrained. Trained resources are completed task in short span of time very efficiently and the profitability of business is increased in long term due to trained employee. Kaufman B, (2006) define that perception of any organization is very much clear about training that after training, resource will play role that visible / readable in financial statements as training is considered as investment and must be analysis time to time. Human resource manager is scheduled and arranged "Training and development" session for all departments of organization according to the recommendation of reporting officer. Enhancement of employee performance, productivity and skill is directly linked with systematic, thoughtful and result oriented training sessions (Krempel & Pace, 2001).

Literature Review

Employees Training

Skill and gen improvement is essential to meet the demands of the rapidly changing ecosphere. In the current scenario, organizations are investing through training in order to raise the level of performance, retain and upgrade the productivity level of their employees. Organizational learning has an affirmative consequence on perceived service quality in a service organization and helps to improve the relationship between capabilities and competencies (Hays & Hill, 1999).

Srinivas (2008) has been justified the influence of broad-spectrum training on mid-career employees. The scholar found that professional personnel in focused specialized line of work were the most common beneficiaries of broad-spectrum training. The regular training program to upgrade the employee skills is the most influential reason for retention of employees in the organizations.

Al Emadi & Marquardt, (2007) assessed the relationship between employee's belief on the issue of training benefits and organizational commitment through quantitative relational correlated research design. The study was conducted among senior staff of Qatari national employees through comprehensive sampling approach. Relative to the current study, organizational commitment is taken as a dependent variable, employee training benefits as an independent variables and demographic variables as intervening variables under investigation. The reliability coefficients for organizational commitment were obtained as: continuous commitment (0.67), affective commitment (0.77) and normative commitment (0.80) and personal training benefits (0.86), benefits of career(0.78) and benefits related with job (0.64).Statistical analysis revealed that there is a positively and significantly relation exist among training benefits and components of organizational commitment.

Employees Performance

Sandika, Angadi, Hirevenkanagoudar, & Natikar, (2007) visualized that job performance of the veterinary officers and veterinary livestock inspectors through ex-post facto research design. The data was collected through a sample of 100 respondents. The researchers identified that improper and lack of training, absence of reward, appreciation and recognition, inadequate salary and increment in appropriate promotion scheme and inappropriate conveyances are the main reasons of low job performance and productivity.

Dimensions of job performance: task performance and organizational citizenship behavior in the context of managerial perception of employee commitment. The findings are drawn from the sample of 84 working students. The results asserted that there was no significant relationship between task performance and reward recommendation and task performance and the managerial perception of employee affective commitment (Yun, Takeuchi, & Liu, 2007).

Employees Productivity

Training is main sources for improving the skills of employees to achieve the optimum returns in shape of productivity. Productivity is depending on the competencies and skills of employees. Productivity of Trained workers is much higher than untrained resources(fard, 2013).Efficiency of employees that he/she has been shown whenever they are doing their job is known as his/her productivity and productivity also measureable in terms of performance (Rohan, 2012).

The basic goal of organization is to improve it productivity, however it is possible when employee perform efficiently. Therefore, as result management reform known as “performance management system” became effect to address and redress concerns of organizations about performance (Sharif, 2002). It is essential for institute to get skillful and talented workforces for enhancing the productivity of Organization. Performance of trained resources is better because they are competent and have enough knowledge and skill of doing the task.

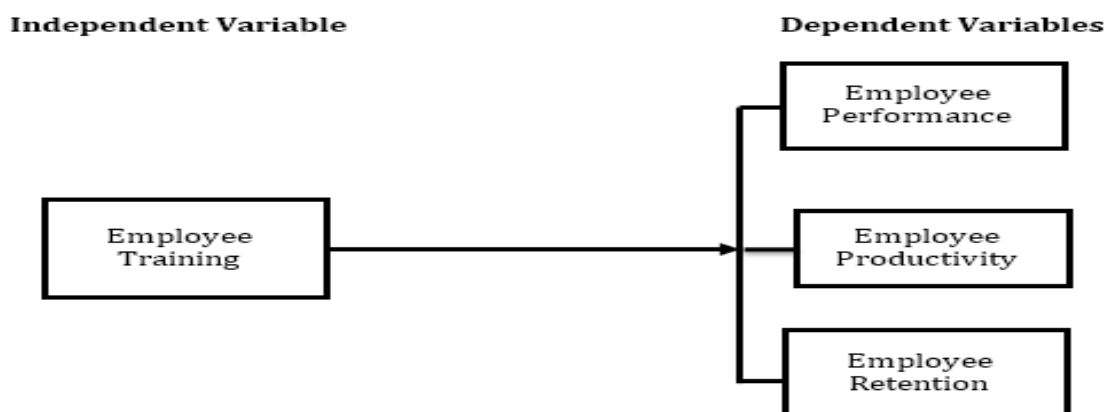
Training not only improves the workers skills, training also stretches their efficiency and productivity that how to learn their job virtually and perform it more competently and resultantly increasing the firm’s productivity (Nadeem, 2010).

Employee Retention

It is significant to find that why employees leave their job .There are number of distinctive characteristics that include higher pay and finding a better career prospect make employees to leave their job (Leininger, 2004).

Abeysekera, (2007) empirically studied and evaluated the impact of six human resource practices: work family balance, career development, compensation job information, job analysis and supervisor support on intent to leave the data was gathered from 100 marketing executives .the findings reveal career development, compensation, job information, job analysis and supervisor support were negatively and significantly correlated with marketing executive turnover .The regression analysis shows that compensation and job analysis are strong predictors of marketing executive turnover.

Conceptual Research Model



Above model represented Training as independent variable and employee performance, productivity, and retention as dependent variable.

Hypotheses

- H1. There is positive and significant impact of employee training on employee performance.
- H2. There is positive and significantly impact of employee training on employee productivity.
- H3. There is positive and significantly impact of employee training on employee retention.

Material and Methods

Research Methodology is the process that proposed method that used for the collection of data. It was often necessary to include a consideration of the concepts and theories which underlie the methods. Research Methodology is the process that is used for the collection of information and Data for proving /supporting the hypothesis. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

Research Design/Approach

Burns and Grove (2003) describe the research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. The human capital theory that supports training as investments is very beneficial to employee performance, productivity, and organizational performance (Becker, 1964). In subject study we are defining the relationship between the “training is an independent variable and employee performance; productivity and retention is as dependent variable”. The theory suggests that organizations develop resources only internally, and that in terms of future productivity and performance, only investment in employee skills is justified.

Analysis of Data

For his research Sindh Province two head office of National Data Base and Registration Authority (NADRA) had been chosen. As a tremendous international level IT organization Pakistan, NADRA operating their operational activities worldwide.

Data Source and Statistics

Self-administered structured questionnaire have served as operational instrument to collect cross-sectional primary data from NADRA Sindh Province employees. Study also used secondary sources like; standard records, research publications to get insight about the training and its impact on employee performance, productivity and retention. SPSS and Smart PLS were applied on Five-point Likert Scale measured data for validation purposes and descriptive statistics.

Sample

A “convenient sampling is used in those researches in which the scholar has interested in getting a cheapest way of ensuring adequate quantity of response” (Black T. , 1999) Sample collected through convenient random method.

Sample Determination Technique

Taro Yamane (1967)

Where:

n=Sample Size

N= Population

e= Acceptable Sampling Error

$$n = \frac{N}{(1+N(e)^2)}$$

$$n = \frac{2771}{(1+2771(0.05)^2)}$$

$$n = \frac{2771}{7.9275}$$

$$n = 349.54 \text{ or } 350$$

n=350

Results and Discussion

Research is depended on the results of data that collected from respondent. Collected data converted into numerical form and analysis through SPSS and Smart Pls. Cronbach's alpha technique is used for checking the scale reliability and internal consistency of data measured for testing how closely the variables are related to set.

Demographic Data

Sample size was 352 respondents, results of demographic data is as under:

Table 1
Ages

	Percentage	Valid Percentage	Cumulative Percentage	Percentage
Valid More than 18 years	3	.9	.9	.9
More than 25 years	196	55.7	55.7	56.5
More than 35 years	143	40.6	40.6	97.2
More than 45 Years	10	2.8	2.8	100.0
Total	352	100.0	100.0	

Table 2
Status of Gender

	Percentage	Valid Percentage	Cumulative Percentage	Percentage
Valid Male	299	84.9	84.9	84.9
Female	52	14.8	14.8	99.7
Transgender	1	.3	.3	100.0
Total	352	100.0	100.0	

Table 3
Marital Status

	Percentage	Valid Percentage	Cumulative Percentage	Percentage
Valid	Single	105	29.8	29.8
	Married	236	67.0	96.9
	Divorcee	5	1.4	98.3
	Widow/Widower	6	1.7	100.0
	Total	352	100.0	100.0

Table 4
Qualification wise position

	Percentage	Valid Percentage	Cumulative Percentage	Percentage
Valid	Matric	3	.9	.9
	Inter	11	3.1	4.0
	Bachelor	98	27.8	31.8
	Masters	219	62.2	94.0
	MPhil / MS	15	4.3	98.3
	PhD	6	1.7	100.0
	Total	352	100.0	100.0

Table 5
Length of Service

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Less than 2 Years	17	4.8	4.8
	More than 2 Years	26	7.4	12.2
	More than 5 Years	35	9.9	22.2
	More than 10 Years	116	33.0	55.1
	More than 15 years	158	44.9	100.0
	Total	352	100.0	100.0

Table 6
Employment status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BPS	243	69.0	69.0
	NPS	24	6.8	75.9
	Contractual	34	9.7	85.5
	Short Term	21	6.0	91.5
	Daily Wages	30	8.5	100.0
	Total	352	100.0	100.0

Table 7
First orientation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	295	83.8	83.8
	No	57	16.2	100.0
	Total	352	100.0	100.0

Table 8
Training sessions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 trainings	136	38.6	38.6
	More than 5	167	47.4	86.1
	More than 10	9	2.6	88.6
	More than 15	17	4.8	93.5
	More than 20	23	6.5	100.0
	Total	352	100.0	100.0

According to Study nature for data collection organized questionnaire has been used Survey methodology used and applied quantitative approach. Smart Pls (SEM) has been used for evaluation of hypotheses. For multivariate analysis SEM is modern next group tool.

Table 9
Inferential Analysis: Outer loadings, Construct Reliability & Validity

Construct	Measurement Items	Outer Loadings	AVE	Cronbach's Alpha	Composite Reliability
Employee Training	TR1	0.734	0.613	0.921	0.934
	TR10	0.731			
	TR11	0.817			
	TR12	0.798			
	TR2	0.824			
	TR3	0.799			
	TR5	0.718			
	TR6	0.825			
	TR7	0.795			

Total 9 Items have been used for data analysis, Outer Loadings all items are supported as all items are more than 0.7 or 0.6, however items equal to or less than .4 has been removed (Hulland, 1999).

AVE>0.5 it is .613, (Chin, 1998; Höck & Ringle, 2006) and standard value of Cronbach's alpha > 0.7 or 0.6 it is .921 & "internal Consistency Reliability /Composite Reliability" (CR> 0.708 - 0.60 -0.70 is acceptable) CR is .934 (Nunally, 1978), composite reliability is also supported the standard ranges from 0.1.

Table 10
Variables

Construct	Measurement Items	Outer Loadings	AVE	Cronbach's Alpha	Composite Reliability
Employee Performances	PR14	0.744	0.559	0.886	0.909
	PR15	0.829			
	PR16	0.760			
	PR18	0.745			
	PR19	0.831			
	PR20	0.758			
	PR23	0.622			
	PR24	0.667			

Total 8 Items have been used for data analysis, Outer Loadings all items are supported as all items are more than 0.7 or 0.6, however items equal to or less than .4 has been removed (Hulland, 1999). (Hulland, 1999). AVE>0.5 it is .559 (Chin, 1998; Höck & Ringle, 2006: 15) and value of Cronbach's alpha > 0.7 or 0.6) it is .886 & "internal Consistency Reliability/ Composite Reliability" (CR> 0.708 - 0.60 -0.70 is acceptable) CR is .909 (Nunally, 1978), composite reliability is also supported the standard ranges from 0.1.

Table 11

Construct	Measurement Items	Outer Loadings	AVE	Cronbach's Alpha	Composite Reliability
Employee Productivity	PD28	0.790	0.456	0.893	0.899
	PD29	0.698			
	PD30	0.722			
	PD31	0.721			
	PD32	0.729			
	PD33	0.690			
	PD34	0.607			
	PD36	0.781			
	PD37	0.677			
	PD39	0.635			

Total 10 Items have been used for data analysis, Outer Loadings all items are supported as all items are more than 0.7 or 0.6, however items equal to or less than .4 has been removed (Hulland, 1999).

AVE>0.5 it is .456 (Chin, 1998; Höck & Ringle, 2006: 15) and threshold of Cronbach's alpha > 0.7 or 0.6) it is .893 & "internal Consistency Reliability Composite Reliability" (CR> 0.708 – 0.60 -0.70 is acceptable) CR is .899 (Nunally, 1978), composite reliability is also supported the standard ranges from 0.1.

Table 12

Construct	Measurement Items	Outer Loadings	AVE	Cronbach's Alpha	Composite Reliability
Employee Retention	RT42	0.626	0.546	0.906	0.922
	RT43	0.858			
	RT44	0.702			
	RT45	0.855			
	RT46	0.749			
	RT47	0.702			
	RT48	0.849			
	RT49	0.675			
	RT52	0.655			
	RT53	0.671			

Total 10 Items have been used for data analysis, Outer Loadings all items are supported as all items are more than 0.7 or 0.6, however items equal to or less than .4 has been removed (Hulland, 1999).

AVE>0.5 it is .546 (Chin, 1998; Höck & Ringle, 2006: 15) and edge of Cronbach's alpha > 0.7 or 0.6) it is .906 & "internal Consistency Reliability /Composite Reliability" (CR> 0.708 – 0.60 -0.70 is acceptable) CR is .922 (Nunally, 1978), composite reliability is also supported the standard ranges from 0.1.

Furthermore Regression analysis is defining the connection among training as exogenous variable and endogenous variables are performance, productivity and retention. This study has three hypotheses for to find out the connection among all exogenous variable and endogenous variables. Acceptable value of R is "-1 to +1". The possibility of connection represented through the absolute value of R. R² attempt to correct R^{squared} to reveal the model goodness and fitness.

Table 13
“Model Summary”

Endogenous Variable	R ²	Adjusted R ²
Employee Performance	0.970	0.970
Employee Productivity	0.010	0.007
Employee Retention	0.956	0.956

Model is fit with trained employees performance and retention however poor fit with productivity of trained employee.

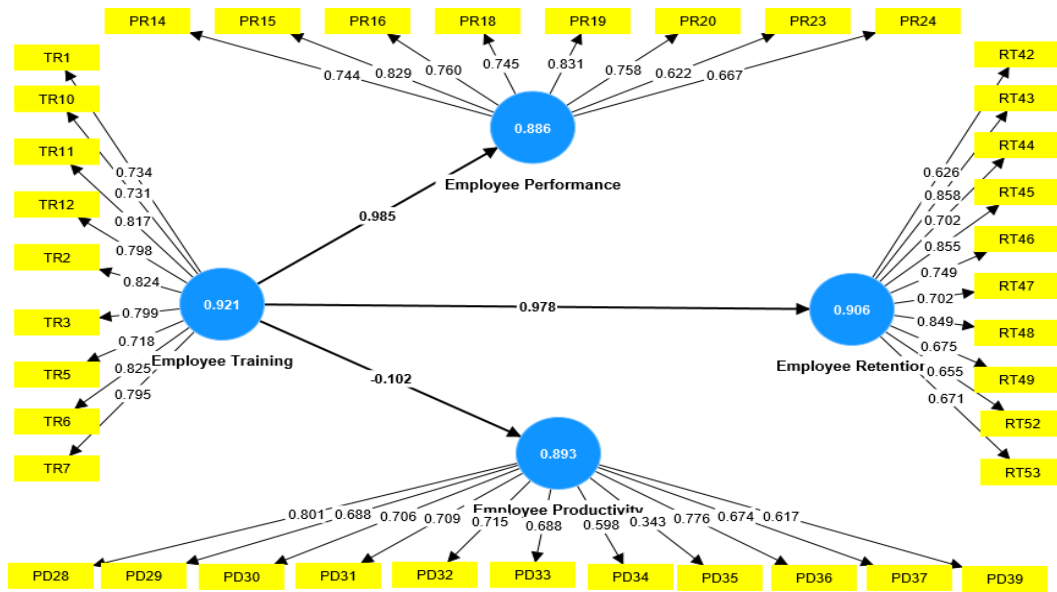


Fig-2 SEM Path Analysis

Discriminant Validity (Fornell-Larcker (1981) criterion)

Table 14
Discriminant Validity

	PR	PD	RT	TR
PR	0.747			
PD	-0.103	0.739		
RT	0.967	-0.103	0.739	
TR	0.985	-0.102	0.978	0.783

Table 4.15 has deflected the strength of the latent variable to the each dependent variable that represented “standardized beta coefficient”. The value of Std. bate is supported in all variables and t.value of employee training effect on employees performances and retention is supported. The overall significant strength has retains model. This confirms the model fitness p<0.001).

Structural Model (Path Analysis)

Table 15
Results of Path Coefficients to show total effects

Path	Std. beta	Std. error	t. values	p. values	Decision
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Employee Training -> Employee Performance	0.985	0.004	261.026	0.000	Supported
Employee Training -> Employee Productivity	0.107	0.047	2.265	0.012	Supported
Employee Training -> Employee Retention	0.978	0.003	284.254	0.000	Supported

“Note: based on one-tailed test with 1000 bootstrapping at $p < 0.05$,”

Hypotheses Testing

The research hypothesis has been scrutinized according to results that are proved. Questionnaire item have been evaluated according to the hypothesis about training, performances, productivity and retention. Tabular representation is as under:-

**Table 16
Hypothesis Testing Results**

S#	Hypothesis	Supported	Not Supported
H1	There is positive and significant impact of employee training on employee performance.	Yes	
H2	There is positive and significantly impact of employee training on employee productivity.	Yes	
H3	There is positive and significantly impact of employee training on employee retention	Yes	

Validation of Results

Credibility of research subject is depends on research validity. Research has been authenticated through secondary data that available in different nature like “research documents, course work and conferences. After go through these secondary data it has found that all social science researcher /scholar and professionals are agreed that For achieving and enhancing the productivity and performance of institutes HRM platform is very important who will arranged/planned training for employees to get obliged and skilled personnel that play role in success (Fleetwood & Hesketh, 2006).

Opportunities of training related with performance productivity and retention of employee (Simon, 2015). For attaining the goal of organization training is essential tool that increase the level of employee performance and control rate of turnout (Elizabeth and Joseph, 2014).

Conclusions

This study reveals employee training has optimism and significant relationship performance, productivity and retention only supports the conditions proposed by Barron and Kenny (1986). The study shows that there is an important role of training associated with employee and employer performance.

Results of different researchers supports, findings of Thang & Drik (2008), Olaniyan & Lucas (2008), Bowra (2011), and Batool and Bariha (2012), which have progressive influence on employer performance. Survey results show that training positively correlated with employees performance, also supported by “Farooq & Khan (2011), Rehman (2011), Kennedy (2009), Saleem & Muhammad (2011), Barzegar & Shahroz (2011), Muzaffar (2012)”. Employee performance is positively correlated with organizational performance. Hame & Ahmed (2011) Analysis shows that performance of individual is enhance during and after employee training, which is addition and indispensable to literature because there

is little research in this area. All previous training studies examined employee training, the positive connection among the performance and productivity & retention of employee.

This study fills in the gaps in employee training and its relationship to organizational performance, productivity and retention. This research demonstrates the significance of positive interactions linked to worker performance and training. Growth of the organization is also connected with impact of training as it is not only beneficial for employees. Good performer is ultimately favorable for entire organization in an optimistic way. Therefore, employee training is very important to improve organization performance, productivity and retention of NADRA Sindh Employees. Employee's training promotes basic requirements related to effective customer care and promotes self-improvement. Said activity works to improve the self-confidence of our trainee staff and to help develop efficient, well-trained staff. Employees training are indeed the main practice and NADRA realized the importance of training and to train their staff before starting job. The results shown that involvement of all levels of management required for effective and correct understand of training that actually explain the job characteristics in order to perform their professional activities.

Recommendations

Recognize that employees training programs are necessary to improve the skills, competencies, comprehension, customer care, and work efficiency. Training motivates employees to work. Trained employees are more effective than untrained employees. In this regard, research findings encourage researchers to make recommendations/suggestions to policy makers and managers because they are fundamental to the entire program. Training programs should be in line with international standards.

Training provided to employees should help to understand employee performance goals better. Training also makes employee aware of their responsibilities at work place. Sustainable and supportive training events are fruitful. Other than Professional training behavioral and attitude learning training is also the part of training schedule as these training define the culture and environment of organization that expected by management. Positive attitude of management and worker is directly effect on the employee's performance and productivity.

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