

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE'S PERFORMANCE: A CASE STUDY OF PRIVATE LOCAL SCHOOLS, DISTRICT NOWSHEHRA, KPK

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Abstract. *Training and development has been the phenomena related to organizations in different programs and activities and its objective to improve the performance of individual employee. This research study was aimed to identify the impact of training and development on employee's performance. The research methodology was based on primary data that was collected through self administered questionnaires from teaching staff in private local schools in district Nowshehra, KPK. 250 questionnaires were distributed among the teaching staff. 217 questionnaires were returned, whereas 8 improperly filled questionnaires were discarded and 209 properly filled questionnaires were included in the analysis of the study. From the results, it has been concluded that training and development was found to have significant impact on employees' performance, hence hypothesis H_1 was accepted.*

Key words: Training, development, employee performance

Introduction

Training has been one of the important among the components of success for any organization. It has importance because by providing proper training the employees of any organization get equipoised. This skill enhancement through training has added to the efficient performance of the organization. In human resource development to train the employee has been the best and positive point for the organizations. The human resource department has improved the skills of their employees and they have to trained them and remove the deficiencies because successive organizations have trained employees with high polished skills. The terminology of training has shown that an activity through which an employee gains knowledge, skill and competencies.

Other were different names given by the researchers for the terminology of on the job training, such as workplace learning, work related learning that strongly influenced the competence of an employee and also developed the employees' competence (Fenwick, 2001). The methodological practices has strongly influenced the on the job learning from the perspective of an employee (Bering, Doorknobs & Simons, 2007). Those have taken only two methods for on the job learning.

Research Question

What is the relationship between training and development and employee's performance?

Objectives of the Study

- To find out the determinants of training and development.
- To investigate the impact of training and development on employee's performance.

Problem Statement

The author has tried to touch upon an area of training and development in the private local schools and to identify whether or not the training and development practice effect employee's performance. To the best of author's search efforts no study has been found in district Nowshehra that have linearly modeled these variables in a study.

Significance of the Study

The study will carry importance towards the effectiveness of private local schools, to ensure the training and development practices for improving employee's performance. The individuals as well as the management of the private local schools will be specifically among the beneficiaries. The results of the study will open doors for the researchers to focus on these schools and suggest recommendation for improvement so these schools may also be in a competing mode with the established private schools of the country.

Literature Review

Every employee has been in the need for some training where they performed their works in an efficient and accurate way where they showed some excellence in their work. Now in organizations every employed were having some non technical skills where they participated in every work sessions and programs and they all need it because they respond in different environment and in different organizations and training sessions(Cooney & Danny, 2002). every person are bounded to be trained where they were trained to performed in non-technical skills so that they are able to participate in quality improvement activity and also they needs a high range of skills so that they can easily respond or adopt the customer and market requirements (Schonberger, 1994). Organization must have to make such policies which are easy to

implement and action to be performed easily because the person who making decision was once from the same position. It also has led to the value making for the organizations by the employees which was good sign of good employee. Edwards (2005) has stated that organization job rotation was important because with the job rotation. It increases the abilities of employee to work in different environment and designations. Training has been used as a major tool for retaining current employee development and ultimately for improving organizational performance (Paek & Jeeyon, 2005). Organization adopted the job revolving also there were reasons for the adoption of rotating jobs (Eriksson & Ortega, 2004). Energetic and sharp minded whereas the advisories found such type of adviser who were once a champion in their fields (Ragins & Miller, 2000). Knowledge from the development job rotation and the skills that the employee needed for development to perform their full range of responsibilities and duties which were being assigned from the beginning of the career enrichment job rotation. The relationship of employee's where there were two relation the one was agency workers and the other was permanent employee's (Pfeffer, 1994; Rousseau, 1995). In this paper they were concerned with the 2 commitments. One was the job and second one was co-workers and the reasons are four. First, commitment can improve the work (Yoon, Baker & Ko, 1994), second seems to the workers with low standard of job who are most in trusted in their jobs (Gallie & White, 1993), third shows that the commitment of employees was not necessary that it shows his good performance. Meta-analysis we found that time was important for building commitments (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch & Topolnytsky, 2002) coworker relationship make a physiological relationship between his/her colleagues and enjoy working with them (Wiener, 1982). Work experience was effective when it was correlated significantly and positively (Meyer, et al., 2002). Motivating the employees had a positive effect on the occupied agreements where not on the organizational agreements (Wallace, 1997).

H₁: Training and development has significant impact on employee's performance.

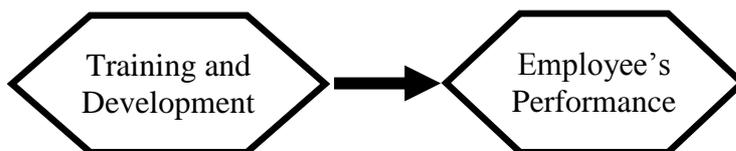


Figure 1: Conceptual Framework

Research Methodology

The study was explanatory in nature. The population of the study was the teaching staff in private local schools in district Nowsherha. For the research study selected areas (villages) were targeted as the target population of the study. The sample size of

the study was 250 employees. 250 questionnaires were distributed among these 250 teaching staff using convenient sampling technique. 217 filled were received out of them 8 questionnaires were improperly filled, so 209 properly filled questionnaires were used for analysis. The response rate with respect to 209 was 83.6%. The questionnaire comprised of two sections. Section A included Demographic Characteristics i.e. Gender (Male and Female), Age, Qualification (Secondary, Bachelors, Masters etc), Professional Qualification (PTC, CT, B.Ed, & M.Ed).

Results

Table 1: *Reliability Analysis*

Variable	Cronbach's Alpha	No of Items
Training and Development	0.821	13
Employee's Performance	0.783	10

The above table reliability show that the Cronbach alpha values for training and development and employee's performance respectively are $\alpha=0.821$ and $\alpha=0.783$. Hence it is evident that the questionnaire was highly reliable.

Table 2: *Correlation Table (N=209)*

		TD	EP
TD	Correlation	1	
	Sig. (2-tailed)	.001	
EP	Correlation	.622*	1
	Sig. (2-tailed)	.002	

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

TD= Training and Development, EP=Employee's performance

The above table of correlation show that the co relational value between training and development and employee's performance is 0.622 ($p=.002$), means that there is 62.2% association between training and development and employee's performance.

Table 3 *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.522 ^a	.353	.295	.56175	.353	6.361	.001

a. Predictors: (Constant), Training and Development

b. Dependant Variable: Employee's Performance

Table 3 shows that the model summary statistic represent the value of Adjusted R square is 0.295 which represent that 29.5% of variance in employee's performance has been explained due to variation in training and development. The F value tell us about statistical significant of the model. Since the calculated value of $F = 6.361$ with significant level ($p=.001$), thus representing that the model was statistically highly significant.

Table 4: *Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.541	.432		5.126	.000
	Training and Development	.317	.104	.343	2.513	.002

a. Dependent Variable: Employee Performance

The above table 4 shows the coefficients value for the variable of the model. The beta value training and development is $\beta=0.317$ which represent that if training and development is increased by 1 unit then it will cause 0.317 units increase in employee's performance. On the basis of t value the researcher decide upon whether the hypothesis should be rejected or accepted .The threshold value t at 5% is ± 1.96 , the calculated of 't' is 2.513 with a significant level of .002 ($p < .05$), which means that hypothesis H_1 is accepted that training and development has significant impact on employee's performance.

Conclusion

This study has focused to find out the impact of training on employees performance of teaching staff employed in private local schools. Where, training and development was independent while employee's performance was dependent variable. It has been concluded from the analysis of this research that training and development was found to have significant impact on employee's performance. As long as the trainings are arranged for the teaching staff on frequent basis ultimately it will help in developing and polishing the teaching skills of employees working in the private local schools. The outcome of this training and development will be in the form of employee's better performance. In addition to this professional training regarding teaching at these schools the turnover ratio in these schools can also be reduced to optima level.

Recommendations and Limitations

In the light of the above results the management of private local schools are encouraged to focus on training sessions properly for betterment of employees performance, whether on the job or of the job. The employees should be sponsored for

trainings for the purpose of development that will ultimately improve the organizational performance. The management of the schools is encouraged to finance the teaching staff for their professional qualification towards their respectable profession. While conducting the study the limitations faced were first the time constraint for the researcher. Second was the respondents' willingness to participate in the study because the employees were not trained and even not used to, to such studies. The specific areas selected were not enough. The sample size was limited as well.

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