

## **EMPLOYEES TRAINING AND DEVELOPMENT PROGRAMS AND THEIR IMPACT ON ORGANIZATIONAL PRODUCTIVITY: A COMPARATIVE STUDY OF PRIVATE AND PUBLIC BANKS OF PAKISTAN**

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**ABSTRACT-Objectives:** To ascertain the relationship of training need analysis, training design and delivery, training evaluation and training and development programs with organizational productivity in banking sector.

**Methodology:** This is comparative study of Private and public banks of Multan to find out the relationship between employees training and development programs and organizational productivity. Total 300 employees were interviewed from all private and public banks. Dependent variable is organizational productivity and independent variables are Training and Development programs, Training need analysis, Training Design and Delivery and training evaluation. Four hypotheses were developed by assistance of reviewing literature on (ISD model) Instructional System Design Model of Training and Development. Alternative hypothesis p value is less than 0.05 and as such all the hypotheses are accepted. Data collection method is based on 54 sets of closed ended questions consist of 5 degree like scale ranging as Strongly Agree (S.A) – Agree (A) –Neutral (N)– Disagree(D)– Strongly Disagree(S.D) with 5,4,3,2,1 points respectively. Convenience sampling was used as a sampling strategy for the study. Chi square test was applied. Spss was used for data analysis. All the data was recorded in the Performa.

**Results:** Training need analysis, training design and delivery, training evaluation and training and development programs and organizational productivity have a significant

impact on organizational productivity. Majority of the respondents were agreed and strongly agreed while very few were found neutral, strongly agreed and disagreed. On private and public employee's comparison, public banks employees were mostly strongly agreed; while private banks employees mostly agreed.

**Conclusion:** Our conclusion is that training and development programs greatly affect the productivity of the banking sector. Training and development programs enhance the banks productivity. Both Public and Private Banks are of the view that well organized training and development programs and its main components training need analysis, training design and delivery and training evaluation increase efficiency of the banks but comparatively Public banks personnel strongly observed training and development programs as the main asset to boost productivity as compare to private banks personnel.

**Key words:** Training and development programs, organization productivity, Relationship

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## **1.INTRODUCTION**

There are several departments in the organization. Every department is unique and has its own importance and strength but Human resource management department is the backbone of every organization. There are number of authors who have explained the concept of human resource management from time to time (Senyucel, 2009) explained that, “since mid-1980 Human resource management (HRM)” has achieved recognition “in both academic and commercial circles”. Human Resource Management gained importance as a “multidisciplinary organizational function because it draws theories and ideas from various disciplines such as economics, sociology, management and psychology”. According to Graham (1978): The function of HRM is to make certain that the workforce capabilities of the organization are utilize in manner that the management acquire the maximum probable advantage from the skills workforce as well also attain “material and psychological” incentives from one’s job. It is the major tool for achieving advancement and growth of the organization. Bratton and Gold (2012) describe Human resource management “as a tactical techniques of administrating service associations that stresses to leverage workers potential critically to attain competitive advantage being accomplish throughout a unique set of incorporated service procedure, program and practice.HRD is a major component of HRM that particularly covenant with the training and development of the labor force of the institute. The main principle of human resource development is to train the person whether newly appointed or already working in the organization. It provides the chance to the workforce to attain latest skills and knowledge, allocation of resources helpful for performing the task as well as improvement of actions. Sachin and Pramod (2017) explained that Training and development is extremely much essential for

building the capability of workforce and for maintaining sustained successful organization. Human resources are considering as the medium of giving and getting excellent outcome for the consumers. They are responsible for availing satisfactory customers as well as magnetize other people for organization goods. Better-trained workforces are capable of using various types of modern methods in their jobs. With the changing pace of time and day-by-day technological changes, it is necessary that employees must equip with latest knowledge and expertise to manage the technological change in workplace. According to Simon et al (2017), an appropriate and continuous training and development is necessary for balancing the specialized profession arrangement with the help of numerous actions characterize with prearranged way of growth. High quality basis of information, research and knowledge go together with ongoing training programs for the continuous enlargement of skills, new thoughts, latest systems, and research information repeatedly with the body of information achieved previously. This type of expansions assists mutually the person and institute to grow. Application of IAP & standards in banking system is unique that affects the proficiency in the banks' performance. To tolerate the SQ, the employing as well as service in banking organization is valuable to continuously upgrade the service in addition to and seek solutions in growing quantity of issue of economic users. Thus, the solution that majority of the leaders prefer, is the application of T&D that appears to be viable for the Pakistani banks. Therefore this study has been conducted to assess the relationship of training need analysis, training design and delivery, training evaluation and organization and training and development programs with organizational productivity in banking sector.

## **2.MATERIAL AND METHODS**

The study intends to identify the employees training and development programs and their impact on organizational productivity. The research specifically examines the noticeable factors of ISD model of employee training and development program that effect productivity of the organization. With this research, there will be a hope to give great to the organization and person who reads that training and development programs are extremely essential in enhancing organizational productivity. The study will be important for the persons, business and entire society. Based on the research objectives four research questions have been developed as follow:

- ▶ What is the impact of Employees Training and development programs on organization's productivity?
- ▶ What is the impact of Training needs analysis on organization's productivity?
- ▶ What is the impact of training design and delivery on organization's productivity?
- ▶ What is the impact of training evaluation on organization's productivity?

### **3.RESEARCH METHODOLOGY**

This study was a descriptive comparative containing 300 employees. The whole Pakistan Banking industry is the population of this study. This study was carried out with support of all public & private banking sectors of Multan. The employees of the Multan public and private banks are the sample size. Convenience sampling is used as a sampling strategy. For the study a series of prearranged questions were set down for the rationale of survey. The study additionally disclosed that association is directly present between workforce T&D and productivity of Bank. Data was collected with the help of two ways. Primary data were gathered by means of questionnaires and Secondary facts were gathered by means of literature review through books, articles and journals. Total 300 questionnaires were filled, out of them 98 questionnaires were fulfilled from a range of public Banks branches and

202 surveys from different branches of Multan city private bank. Survey was in 5 degree likert scale varying through Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. For examination of survey researcher merge Disagree & Strongly Disagree, Strongly Agree & Agree and after that analyze by means of chi square test and percentage.

### **3.1 Questionnaire:**

Primary data collection method is based on 54 sets of closed ended questionnaires consist of 5 degree likert scale ranging as Strongly Agree (S.A) – Agree (A) – Neutral (N) – Disagree (D) – Strongly Disagree (S.D) with 5,4,3,2,1 points respectively. Closed ended questions comprise of all feasible responses/ prewritten answers category.

### **3.2 Methods of data analysis**

Data was analyzed by using the SPSS .Chi square test was applied to compare the categorical variables. Chi square test was applied to find out the significant relationship between dependent variable (organizational productivity) and independent variables (training needs analysis, training design and delivery, training evaluation and training and development programs). P-value less than 0.5 were considered as significant.

## **4.RESULTS**

In this study training need analysis have a significant impact on organizational productivity, majority of the respondents were agreed and strongly agreed, while very few were found neutral and disagreed. On the comparison of the private and public employees, public employees found in the majority with strongly agreed while private employees more found with agreed with significant difference with the **terms of:** Private 130(64.4%) and

public 78(79.6%) strongly agreed with the variable of Training need analysis enhance our organizational productivity. Private 88(43.6%) and public 57(58.2%) were strongly agreed to the successful exploitation of Training Need Analysis, our organization is in a situation to assess improved outcome with an optimum utilization of its resources, Private 80(39.6%) and public 45(45.9%) were strongly agreed with Training need analysis streamline our organizational objectives and goals, Organizational analysis ensures a SWOT analysis of your organization for enhancing productivity, Private 75(37.1%) and public 51(52.0%) were strongly agreed with Organizational analysis helps your organization to know what the organization expects to happen and what actually happen so that plan can be made to face any critical situation to sustain organizational productivity. Private 89(44.1%) and public 35(35.7%) were strongly agreed with Person analysis identify performance gaps and establish what training will productively deal with any skills shortfall for improving organizational productivity. Private 79(39.1%) and public 43(43.9%) were strongly agreed with Person analysis helps in identifying your existing and desired competencies and skills to solve productivity problem of your organization. Private 83(41.1%) and public 49(50.0%) were strongly agreed with Tasks needs to be done plus the tasks that will be required in the future for optimum productivity of organization. While in some terms, groups were, equally agreed and disagreed without significance difference as Private 90(44.6%) and public 50(51.0%) were strongly agreed with Training need analysis explores ways in which the competency, capability and potential of our organization can be enriched. Private 84(41.6%) and public 49(50.0%)

were strongly agreed with Training need analysis in our organization provides standards that need to be followed for ideal competency levels. Private 72(35.6%) and public 42(42.9%) were strongly agreed with Training need analysis takes note of the efficiency guidelines-workers cost, efficient use of resources, distribution time and production rates Private 68(33.7%) and public 42(42.9%) were strongly agreed with Training need analysis at organizational level spotlight and assist in achieving strategic planning, business need, and goals of your organization. Private 84(41.6%) and public 43(43.9%) were strongly agreed with Person analysis identifies our list of skills or knowledge in order to achieve organizational objectives. Private 80(39.6%) and public 39(39.8%) were strongly agreed with Task analysis helps our organization to avail competitive advantage by gathering the information from us on whether the job is obviously comprehending by us, so that we can adjust with dynamic jobs. Private 72(35.6%)and public 39(39.8%) were strongly agreed with Task analysis helps in identifying your current and desired job performance to solve productivity problem of your organization. Results demonstrate in **TABLE 1**. In this study, Design and delivery of training found with the significant impact on organizational productivity. Majority of the respondents were agreed and strongly agreed, while very few found neutral and disagreed. On the comparison of the private and public employees, in the few terms private employees found in the majority with agreed: while public employees more found with strongly agreed with significant difference **terms as:** Private 70(34.7%) and public 49(50.0%) were strongly agreed with Optimum utilization of human resources at your organization is considered as an

objective of training programs. Private 84(41.6%) and public 47(48.0%) were strongly agreed towards Training objectives of our organization are of great significance from a number of stakeholder perspectives. Private 82(40.6%) and public 58(59.2%) were strongly agreed towards; In your organization training objectives is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected of trainees for the goal attainment of organization. Private 119(58.9%) and public 46(46.9%) were strongly agreed towards: Training contents helps in assessing comprehensive new hiring training programs; and updated organizational procedures and policies. Private 65(32.2%) and public 47(48.0%) were strongly agreed towards Organizational training design methods are integral to a program's success and potential Return on investment. Private 78(38.6%) and public 40(40.8%) were strongly agreed with Organization use off the job training methods for optimum productivity of organization and employee. While mostly these both groups found without significant difference in majority of terms as: Private 113(55.9%) and public 64(65.3%) were strongly agreed with Training design and delivery is necessary for enhancing the productivity of your organization. Private 76(37.6%) and public 47(48.0%) were strongly agreed with Effective training design helps you to become more committed to the organizational productivity effort. Private 71(35.1%) and public 46(46.9%) were strongly agreed with Overall training strategy design emerged suitable for your organization and institutionalizes a productivity improvement program of organization. Private 104(51.5%) and public 63(64.3%) were strongly agreed with Training content include the special challenges faced by you and other managers and officers that are helpful in

enhancing organizational productivity. Private 71(35.1%) and public 35(35.7%) were strongly agreed with Availability of improved information system on training courses improves organizational productivity. Private 84(41.6%) and public 48(49.0%) were strongly agreed towards: Your training course content was clearly organized and well prepared for better training Private 84(41.6%) and public 45(45.9%) were strongly agreed with Organization's training method focus on developing teamwork and leadership skills. Private 94(46.5%) and public 50(51.0%) were strongly agreed with Training helps you to create, learn, and apply knowledge in organizations for its survival. Private 90(44.6%) and public 50(51.0%) were strongly agreed with Teach in training helps you to use new information and knowledge to change your behavior in order to achieve organizational objectives and improve its effectiveness. Private 83(41.1%) and public 43(43.9%) were strongly agreed without learning results in continual improvements of organization's Work systems, Products and productivity. Results illustrate in **TABLE 2.**

In this study, training evaluation has a significant impact on organizational productivity. Majority of the respondents were agreed and strongly agreed, while very few found neutral and disagreed. On the comparison of the private and public employees, public employees found in the majority with strongly agreed and private employees agreed with significant difference **terms as:** Private 111(55.0%) and public 55(56.1%) were strongly agreed with Training evaluation is necessary for enhancing productivity of your organization. Private 99(49.0%) and public 37(37.8%) were strongly agreed with

Continuous evaluation of training enhances your organizational productivity. Private zero (.0%) and public one (1.0%) were strongly agreed with Training evaluation helps your organization to know whether their investment on training is being spent effectively and if it is worth the efforts. Private 86(42.6%) and public 51(52.0%) were strongly agreed with Positive level of behavioral change after training. Private 87(43.1%) and public 55(56.1%) were strongly agreed with Professional knowledge level increases after training. Private 79(39.1%) and public 57(58.2%) were strongly agreed with Proper evaluation increases your motivation and satisfaction level which increase your performance which in turn enhance organizational productivity. Private 77(38.1%) and public 43(43.9%) were strongly agreed with Organizational training evaluation is designed on the basis of experimental designs in which comparisons is made with trained people with untrained ones for effective analysis of learning in the organization. Private 105(52.0%) and public 33(33.7%) were strongly agreed with Effective training design is positively related to the success of training programs and attainment of organizational goals. Results explain in **TABLE 3**.

In this study training and development program has a significant impact on organizational productivity. Majority of the respondents were agreed and strongly agreed, while very few found neutral and disagreed. On the comparison of the private and public employees, public employees found in the majority with strongly agreed while private employees found more with agreed with significant difference with the terms of: Private 108(53.5%) and public 67(68.4%) were strongly agreed with Training is necessary for

enhancing the productivity of your organization. Private 78(38.6%) and public 44(44.9%) were strongly agreed with Training ensures the survival and growth of your organization. Private 75(37.1%) and public 52(53.1%) were strongly agreed with Training program helped to increase the organizational productivity in terms of both quality and quantity Private 71(35.1%) and public 41(41.8%) were strongly agreed with Training helps to improve the employee – employer relationship in your organization. Private 86(42.6%) and public 46(46.9%) were strongly agreed with Training increases job satisfaction, motivation and morals among employees of the organization. Private 96(47.5%) and public 48(49.0%) were strongly agreed with Training Increase your organizational efficiencies in processes, resulting in financial gain. Private 106(52.5%) and public 56(57.1%) were strongly agreed with Training in your organization increase capacity to adopt new technologies and methods and Increase innovation in strategies and products. Private 88(43.6%) and public 45(45.9%) were strongly agreed with training provides competitive advantage to your organization. Private 89(44.1%) and public 48(49.0%) were strongly agreed with training in your organization fight out dated skills, technologies, methods, products, markets, capital management etc. Private 77(38.1%) and public 42(42.9%) were strongly agreed within your organization, training reduces wastage, accidents, turnover, lateness, absenteeism, and other overhead costs of your organization. Private 88(43.6%) and public 53(54.1%) were strongly agreed with training and development increase the sense of team work, team spirit, and inter-team collaborations. Private 75(37.1%) and public 51(52.0%) were strongly agreed within your

organization; training and development programs develop replacements and prepare people for advancement. Private 93(46.0%) and public 53(54.1%) were strongly agreed within your organization; training and development programs improve labor deployment and ensure continuity of leadership. Results show in **TABLE 4**.

**TABLE: 1. Training needs analysis and organizational Productivity n=300**

Questions		Private n = 202	Public n = 98	Total n = 300	P value
1. TNA enhances organizational productivity.	N	2(1.0%)	2(2.0%)	4(1.3%)	0.013
	A	70(34.7%)	18(18.4%)	88(29.3%)	
	S.A	130(64.4%)	78(79.6%)	208(69.3%)	
2. TNA explores for competency, capability and potential of organization	D	0	0	0	0.57
	N	5(2.5%)	2(2.0%)	7(2.3%)	
	A	107(53.0%)	46(46.9%)	153(51.0%)	
	S.A	90(44.6%)	50(51.0%)	140(46.7%)	
3. With the successful deployment of TNA, organization evaluates better outcomes with an optimum utilization of its resources.	D	0	1(1.0%)	1(0.3%)	0.017
	N	6(3.0%)	5(5.1%)	11(3.7%)	
	A	108(53.5%)	35(35.7%)	143(47.7%)	
	S.A	88(43.6%)	57(58.2%)	145(48.3%)	
4. TNA streamline our organizational objectives and goals	D	1(0.5%)	0	1(0.3%)	0.067
	N	3(1.5%)	6(6.1%)	9(3.0%)	
	A	118(58.4%)	47(48.0%)	165(55.0%)	
	S.A	80(39.6%)	45(45.9%)	125(41.7%)	
5. TNA provides standards that need to be followed for ideal competency levels.	D	1(0.5%)	1(1.0%)	2(0.7%)	0.36
	N	15(7.4%)	9(9.2%)	24(8.0%)	
	A	102(50.5%)	39(39.8%)	141(47.0%)	
	S.A	84(41.6%)	49(50.0%)	133(44.3%)	
6. TNA takes note of the efficiency guidelines-workers cost, efficient use of resources, distribution time and production rates.	S.D	0	1(1.0%)	1(0.3%)	0.29
	D	4(2.0%)	3(3.1%)	7(2.3%)	
	N	18(8.9%)	10(10.2%)	28(9.3%)	
	A	108(53.5%)	42(42.9%)	150(50.0%)	
	S.A	72(35.6%)	42(42.9%)	114(38.0%)	
7. Organizational analysis ensures a SWOT analysis for enhancing productivity.	D	2(1.0%)	0	2(0.7%)	0.007
	N	7(3.5%)	7(7.1%)	14(4.7%)	
	A	94(46.5%)	27(27.6%)	121(40.3%)	

	S.A	99(49.0%)	64(65.3%)	163(54.3%)	
8. TNA at organizational level focuses in achieving strategic planning, business need, and goals.	D	1(0.5%)	0	1(0.3%)	0.23
	N	11(5.4%)	8(8.2%)	19(6.3%)	
	A	122(60.4%)	48(49.0%)	170(56.7%)	
	S.A	68(33.7%)	42(42.9%)	110(36.7%)	
9. Organizational analysis helps to know what the organization expects to happen and what actually happen.	N	19(9.4%)	12(12.2%)	31(10.3%)	0.015
	A	108(53.5%)	35(35.7%)	143(47.7%)	
	S.A	75(37.1%)	51(52.0%)	126(42.0%)	
10. Person analysis identifies performance gaps and determines what training will successfully address any skills deficits	S.D	1(0.5%)	0	1(0.3%)	0.043*
	D	6(3.0%)	0	6(2.0%)	
	N	6(3.0%)	7(7.1%)	13(4.3%)	
	A	100(49.5%)	56(57.1%)	156(52.0%)	
	S.A	89(44.1%)	35(35.7%)	124(41.3%)	
11. Person analysis identifies list of skills or knowledge.	D	1(0.5%)	0	1(0.3%)	0.311
	N	9(4.5%)	9(9.2%)	18(6.0%)	
	A	108(53.5%)	46(46.9%)	154(51.3%)	
	S.A	84(41.6%)	43(43.9%)	127(42.3%)	
12. Person analysis helps in identifying your existing and desired competencies and skills.	D	0	1(1.0%)	1(0.3%)	0.05*
	N	9(4.5%)	10(10.2%)	19(6.3%)	
	A	114(56.4%)	44(44.9%)	158(52.7%)	
	SA	79(39.1%)	43(43.9%)	122(40.7%)	
13. job analyst also gathers information on the tasks needs to be done plus the tasks that will be required	D	0	2(2.0%)	2(0.7%)	0.07
	N	13(6.4%)	4(4.1%)	17(5.7%)	
	A	106(52.5%)	43(43.9%)	149(49.7%)	
	SA	83(41.1%)	49(50.0%)	132(44.0%)	
14. Task analysis helps our organization to avail competitive advantage	N	12(5.9%)	9(9.2%)	21(7.0%)	0.56
	A	110(54.5%)	50(51.0%)	160(53.3%)	
	SA	80(39.6%)	39(39.8%)	119(39.7%)	
15. Task analysis helps in identifying current and desired job performance	D	1(0.5%)	0	1(0.3%)	0.81
	N	14(6.9%)	6(6.1%)	20(6.7%)	
	A	115(56.9%)	53(54.1%)	168(56.0%)	
	SA	72(35.6%)	39(39.8%)	111(37.0%)	

**TABLE: 2. Training design and delivery and organizational productivity n=300**

Questions		Private n =202	Public n = 98	Total n = 300	P
16. Training design and delivery is necessary for enhancing the productivity	D	1(0.5%)	2(2.0%)	3(1.0%)	0.20
	N	7(3.5%)	3(3.1%)	10(3.3%)	
	A	81(40.1%)	29(29.6%)	110(36%)	
	SA	113(55.9%)	64(65.3%)	177(59%)	
17. Effective training design helps to become more committed	D	0	1(1.0%)	1(0.3%)	0.15
	N	10(5.0%)	4(4.1%)	14(4.7%)	
	A	116(57.4%)	46(46.9%)	162(54%)	
	SA	76(37.6%)	47(48.0%)	123(41%)	
18. Overall training strategy design emerged suitable and institutionalizes a productivity improvement	SD	1(0.5%)	0	1(0.3%)	0.08
	D	1(0.5%)	3(3.1%)	4(1.3%)	
	N	12(5.9%)	4(4.1%)	16(5.3%)	
	A	117(57.9%)	45(45.9%)	162(54%)	
	SA	71(35.1%)	46(46.9%)	117(39%)	
19. Optimum utilization of human resources considered as an objective of training programs.	D	1(0.5%)	2(2.0%)	3(1.0%)	0.02
	N	12(5.9%)	7(7.1%)	19(6.3%)	
	A	119(58.9%)	40(40.8%)	159(53%)	
	SA	70(34.7%)	49(50.0%)	119(39.7%)	
20. Training objectives are of great significance from a number of stakeholder perspectives.	D	0	3(3.1%)	3(1.0%)	0.048*
	N	11(5.4%)	4(4.1%)	15(5.0%)	
	A	107(53%)	44(44.9%)	151(50.3%)	
	SA	84(41.6%)	47(48.0%)	131(43.7%)	
21. training objectives is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected of trainees	SD	2(1.0%)	0	2(0.7%)	0.002*
	D	1(0.5%)	4(4.1%)	5(1.7%)	
	N	9(4.5%)	4(4.1%)	13(4.3%)	
	A	108(53%)	32(32.7%)	140(46.7%)	
	SA	82(40.6%)	58(59.2%)	140(46.7%)	
22. Training contents helps in assessing comprehensive new hiring training programs; and updated organizational procedures and policies	SD	1(0.5%)	0	1(0.3%)	0.031*
	D	0	2(2.0%)	2(0.7%)	
	N	10(5.0%)	2(2.0%)	12(4.0%)	
	A	72(35.6%)	48(49.0%)	120(40%)	
	SA	119(58.9%)	46(46.9%)	165(55%)	
23. Training content include the special challenges faced.	SD	3(1.5%)	0	3(1.0%)	0.08
	D	2(1.0%)	0	2(0.7%)	
	N	9(4.5%)	7(7.1%)	16(5.3%)	
	A	84(41.6%)	28(28.6%)	112(37.3%)	
	SA	104(51.5%)	63(64.3%)	167(55.7%)	

24. Availability of improved information system on training courses improves organizational productivity.	D	0	1(1.0%)	1(0.3%)	0.09 3
	N	20(9.9%)	3(3.1%)	23(7.7%)	
	A	111(55%)	59(60.2%)	170(56.7%)	
	SA	71(35.1%)	35(35.7%)	106(35.3%)	
25. Training course content was clearly organized and well prepared for better training	D	2(1.0%)	2(2.0%)	4(1.3%)	0.23
	N	12(5.9%)	9(9.2%)	21(7.0%)	
	A	104(51.5%)	39(39.8%)	143(47.7%)	
	SA	84(41.6%)	48(49.0%)	132(44%)	
26. training method focus on developing team work and leadership skills	SD	1(0.5%)	0	1(0.3%)	0.12 0*
	D	7(3.5%)	2(2.0%)	9(3.0%)	
	N	6(3.0%)	9(9.2%)	15(5.0%)	
	A	104(51.5%)	42(42.9%)	146(48.7%)	
27. Training design methods are integral to a program's success and potential Return on investment.	SA	84(41.6%)	45(45.9%)	129(43%)	0.00 9*
	D	11(5.4%)	6(6.1%)	17(5.7%)	
	N	7(3.5%)	7(7.1%)	14(4.7%)	
	A	119(58.9%)	38(38.8%)	157(52.3%)	
28. Your organization use on the job training methods	SA	65(32.2%)	47(48.0%)	112(37.3%)	0.21
	D	4(2.0%)	4(4.1%)	8(2.7%)	
	N	15(7.4%)	5(5.1%)	20(6.7%)	
	A	100(49.5%)	39(39.8%)	139(46.3%)	
29. Your organization use off the job training methods.	SA	83(41.1%)	50(51.0%)	133(44.3%)	.0009 *
	D	1(.5%)	6(6.1%)	7(2.3%)	
	N	16(7.9%)	11(11.2%)	27(9.0%)	
	A	107(53%)	41(41.8%)	148(49.3%)	
30. Training helps to create, learn, and apply knowledge	SA	78(38.6%)	40(40.8%)	118(39.3%)	0.22
	SD	0(.0%)	1(1.0%)	1(.3%)	
	N	7(3.5%)	6(6.1%)	13(4.3%)	
	A	101(50%)	41(41.8%)	142(47.3%)	
31. Learning in training helps you to use new information and knowledge to change your behavior	SA	94(46.5%)	50(51.0%)	144(48%)	0.26
	SD	0(0.0%)	1(1.0%)	1(0.3%)	
	D	1(0.5%)	0(0.0%)	1(0.3%)	
	N	13(6.4%)	9(9.2%)	22(7.3%)	
	A	98(48.5%)	38(38.8%)	136(45.3%)	
	SA	90(44.6%)	50(51.0%)	140(46.%)	
	SD	0(0.0%)	1(1.0%)	1(.3%)	
	D	0(0.0%)	1(1.0%)	1(.3%)	
	N	11(5.4%)	6(6.1%)	17(5.7%)	

32. Learning results in continual improvements of organization's Work systems, Products and productivity services.	A SA	108(53.5%) 83(41.1%)	47(48.0%) 43(43.9%)	155(51.7%) 126(42%)	0.32
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**TABLE 3: Training evaluation and organizational productivity n=300**

Questions		Private n = 202	Public n = 98	Total n = 300	P value
33. Training evaluation is necessary for enhancing productivity of your organization.	SD	0(.0%)	1(1.0%)	1(.3%)	0.25
	D	0(.0%)	1(1.0%)	1(.3%)	
	N	3(1.5%)	3(3.1%)	6(2.0%)	
	A	88(43.6%)	38(38.8%)	126(42.0)	
	SA	111(55)	55(56.1%)	166(55.3%)	
34. Continuous evaluation of training enhances your organizational productivity.	N	2(1.0%)	7(7.1%)	9(3.0%)	0.005*
	A	101(50%)	54(55.1%)	155(51.7%)	
	SA	99(49.0%)	37(37.8%)	136(45.3%)	
35. Training evaluation helps your organization to know whether their investment on training is being spent effectively and if it is worth the efforts.	N	11(5.4%)	7(7.1%)	18(6.0%)	0.165
	A	107(53%)	41(41.8%)	148(49.3%)	
	SA	84(41.6%)	49(50%)	133(44.3%)	
	D	0(.0%)	1(1.0%)	1(.3%)	
36. You feel positive level of satisfaction after training.	SD	2(1.0%)	0(.0%)	2(.7%)	0.096
	D	0(.0%)	2(2.0%)	2(.7%)	
	N	9(4.5%)	6(6.1%)	15(5.0%)	
	A	108(53.5%)	42(42.9%)	150(50.0%)	
	SA	83(41.1%)	48(49%)	131(43.7%)	
37. You feel positive level of behavioral change after training.	SD	1(.5%)	1(1.0%)	2(.7%)	0.102
	D	0(.0%)	2(2.0%)	2(.7%)	
	N	10(5.0%)	5(5.1%)	15(5.0%)	
	A	105(52%)	39(39.8%)	144(48.0%)	
	SA	86(42.6%)	51(52%)	137(45.7%)	
	SD	0(.0%)	1(1.0%)	1(.3%)	

38. You professional knowledge level increases after training.	D	1(.5%)	0(.0%)	1(.3%)	0.120
	N	12(5.9%)	5(5.1%)	17(5.7%)	
	A	102(50.5%)	37(37.8%)	139(46.3%)	
	SA	87(43.1%)	55(56.1)	142(47.3%)	
39. Proper evaluation increases your motivation and satisfaction level	SD	0	0	0	0.005*
	D	0	0	0	
	N	14(6.9%)	7(7.1%)	21(7.0%)	
	A	109(54%)	34(34.7%)	143(47.7%)	
40. Training evaluation is designed on the basis of experimental designs in which comparisons is made with trained people with untrained ones for effective analysis of learning in the organization.	SA	79(39.1%)	57(58.2%)	136(45.3%)	0.020*
	D	0(.0%)	4(4.1%)	4(1.3%)	
	N	24(11.9%)	10(10.2%)	34(11.3%)	
	A	101(50%)	41(41.8%)	142(47%)	
41. Effective training design is positively related to the success of training programs	SA	77(38.1%)	43(43.9)	120(40%)	0.008*
	SD	1(.5%)	1(1.0%)	2(.7%)	
	D	6(3.0%)	1(1.0%)	7(2.3%)	
	N	5(2.5%)	8(8.2%)	13(4.3%)	
	A	85(42.1%)	55(56.1%)	140(46.%)	0.008*
	SA	105(52%)	33(33.7%)	138(46%)	

**TABLE 4: Training and development programs and organizational productivity n=300**

Questions		Private n = 202	Public n = 98	Total n = 300	P value
42. Training is necessary for enhancing the productivity of your organization.	N	2(1.0%)	3(3.1%)	5(1.7%)	0.011*
	A	92(45.5%)	28(28.6%)	120(40%)	
	SA	108(53.5%)	67(68.4%)	175(58%)	
43. Training ensures the survival and growth of your organization.	SD	0(.0%)	1(1.0%)	1(.3%)	0.094
	D	0(.0%)	2(2.0%)	2(.7%)	
	N	10(5.0%)	5(5.1%)	15(5.0%)	
	A	114(56.4%)	46(46.9%)	160(53.3%)	
	SA	78(38.6%)	44(44.9%)	122(40%)	
44. Training program helped to increase the organizational productivity in terms of both quality and quantity.	SD	0(.0%)	1(1.0%)	1(.3%)	0.018*
	D	0(.0%)	1(1.0%)	1(.3%)	
	N	14(6.9%)	4(4.1%)	18(6.0%)	
	A	113(55%)	40(40%)	153(51%)	
	SA	75(37.1%)	52(53%)	127(4%)	

45. Training helps to improve the employee –employer relationship in your organization.	D	0(.0%)	1(1.0%)	1(.3%)	0.054 *
	N	10(5.0%)	10(10%)	20(6.7%)	
	A	121(59%)	6(469)	167(55%)	
	SA	71(35.1%)	41(41%)	112(37%)	
46. Training increases job satisfaction, motivation and morals among employees of the organization.	SD	1(.5%)	0(0.0%)	1(.3%)	0.838
	D	1(.5%)	1(1.0%)	2(.7%)	
	N	7(3.5%)	4(4.1%)	11(3.7%)	
	A	107(53%)	47(48%)	154(51%)	
47. Training Increase your organizational efficiencies in processes, resulting in financial gain.	SD	1(.5%)	0(0.0%)	1(.3%)	0.175
	D	0(.0%)	2(2.0%)	2(.7%)	
	N	10(5.0%)	8(8.2%)	18(6.0%)	
	A	95(47.0%)	40(40%)	135(45%)	
48. Training in your organization increase capacity to adopt new technologies and methods and Increase innovation in strategies and products.	SD	1(.5%)	0(0.0%)	1(.3%)	0.198
	D	0(.0%)	2(2.0%)	2(.7%)	
	N	15(7.4%)	2(2.0%)	17(5.7%)	
	A	79(39.1%)	40(40%)	119(39.%)	
49. Training provides competitive advantage to your organization.	SD	1(.5%)	2(2.0%)	3(1.0%)	0.102
	D	5(2.5%)	7(7.1%)	12(4.0%)	
	N	108(53.5%)	44(44.9%)	152(50.7%)	
	A	88(43.6%)	45(45.9%)	133(44.3%)	
50. Training in your organization Fight out dated skills, technologies, methods, products, markets, capital management etc.	SD	2(1.0%)	1(1.0%)	3(1.0%)	0.584
	D	11(5.4%)	8(8.2%)	19(6.3%)	
	N	100(49.5%)	41(41.8%)	141(47.0%)	
	A	89(44.1%)	48(49.0%)	137(45.7%)	
51. In your organization, training reduces wastage, accidents, turnover, lateness, absenteeism, and other overhead costs of your organization	SD	1(.5%)	2(2.0%)	3(1.0%)	0.001*
	D	11(5.4%)	17(17.3%)	28(9.3%)	
	N	113(55.9%)	37(37.8%)	150(50.0%)	
	A	77(38.1%)	42(42.9%)	119(39.7%)	
52. Training and development increase the sense of team work, team spirit, and inter-team collaborations.	SD	0(0.0%)	2(2.0%)	2(.7%)	0.011
	D	7(3.5%)	10(10.2%)	14(4.7%)	
	N	107(53.0%)	33(33.7%)	143(47.7%)	
	A	88(43.6%)	53(54.1%)	141(47.0%)	
53. In your organization, training and development programs develop replacements and prepare people for advancement	SD	2(1.0%)	2(2.0%)	4(1.3%)	.019*
	D	12(5.9%)	9(9.2%)	21(7.0%)	
	N	113(55.9%)	36(36%)	149(49.7%)	
	A	75(37.1%)	51(52%)	126(42.0%)	

54. In your organization, training and development programs improve manpower deployment and ensure continuity of leadership Training and development programs and organizational productivity	D	(.5%)	2(2.0%)	3(1.0%)	.004*
	N	6(3.0%)	10(10%)	16(5.3%)	
	A	102(50.5%)	33(33%)	135(45.0%)	
	SA	93(46.0%)	53(54.1%)	146(48.7%)	

#### 4.1 Discussion

Training is extremely imperative for workforce performance in obtaining competencies and assists organization to keep hold of its workers throughout pleasure and inspiration. Worldwide day by day the globe is modernizing and turning quickly and generating numerous challenges for the organizations. Training can conquer and build human resource abilities more competent that can contribute in the efficiency of the bank. However, Al-Lamki and Salma *et al* (2000) affirmed that training is mainly the foremost strategies for organization to help out workers achieves appropriate information and ability requires meeting up the environmental challenges. In this study training need analysis have a significant impact on organizational productivity. **Sing and Mohanty (2012)** argued that the knowledge and skills of an organization’s employees have become increasingly important to their presentation, competitiveness, and progression. Therefore, training to the employees of an organization plays a very important part to convene competition with improved performance. Training need analysis takes note of the efficiency guidelines-workers cost, efficient use of resources, distribution time and production rates. Person analysis recognize our list of skill or knowledge in order to achieve organizational objectives **Sum, 2009 et al** reported that training is typically a customary process applied for preparing as well as support both existing novel employees with obligatory and appropriate know-how & skills mandatory to achieve day-to-day outfitted activities which eventually determine the competitiveness & achievement performance of an

organization. **Kulsrestha Nitish et al (2013)** reported that training possessed its minimum influence on employees' skill, which is a point of interest for banks. The employee's skill is an additional significant factor for the service delivery quality. Employees are to be outfitted with the absolute know-how of own services & products. Skilled employee bears higher confidence level in their attitude and hence they are capable of serving clients better. Public sector banks should focus additionally overdeveloping employee's skills through careful training program. **Sahinidis and Bouris 2007** reported that numerous trainings are accessible to workers within the institute to increase their productivity and reduce the aggravation. For the most part of the time the fewer competent workers have a preference to quit the work as they have be deficient incapability to comprehend the mechanics of the particular job. In this study Design and delivery of training were found with the significant impact on organizational productivity. **Olumuyiw Olusanya Samuel 2012** proposeas well as conclude that T&D is a fundamental process to accomplish organizational efficacy in Sterling-Bank Nigeria Plc & administration training, leadership skills, technical & linguistic skills training, are to be the attention of administration. Training evaluation has a significant impact on organizational productivity. **Gonchkar K. Pramod (2012)** executed experiential (Survey) study deals with merely PSB's operating in India, Bangalore as well as their officers about the T&D impact of officers over their performance. Training in PSB's is customary in attitude and in general concentrates over the enhancement of interpersonal-, operative- & administrative- skills, or an amalgamation of these yes, wonder of wonders, any talk about client or client service is not present. **Dessler (2000)** in one more analysis point out that training refers to the process apply in specified latest or current staff talent they require to execute their job. **Riyaz (2004)**, reiterate that training is "any procedure initiated by an organization to foster learning among

organizational members”. Mathis and. In a related work, **Stone (2002)** sees training as a “typically emphasize immediate improvement in job performance via the procurement of specific skills”.

## 5.CONCLUSIONS

The study exposed an positive and significant relationship between employee training and organization programs and organizational productivity, Training need analysis and organizational productivity, training design & delivery and organizational productivity and training evaluation and organizational productivity so the relationship between independent variables(employees training and development programs, training need analysis, training design and delivery and training evaluation) DV (organizational productivity) support the results.

**Table 5 Hypothesis results:**

Hypothesis	Projected Path	chi square test	Result
H1: Training need analysis → organizational productivity	+	51.439 <sup>a</sup> df 26(p<0.05)	Accepted
H2: Design and Delivery of Training → Organizational Productivity	+	54.403 <sup>a</sup> df 30(p <0.05)	Accepted
H3: Training Evaluation → Organizational productivity	+	31.386 <sup>a</sup> df 18(p<0.05)	Accepted
H4: Training and Development Programs → Organizational productivity	+	40.030 <sup>a</sup> df 30(p<0.05)	Accepted

Training need analysis have a significant impact on organizational productivity. Numerous researchers have supported it. Abdus (2011) stated that training needs analysis, its evaluating tools efficiency is significant, and so association of objectives of training ensured for the organization. Blanchard and Thacker (1999) explained that

well-arranged training need analysis reach its objectives of organization's productivity by making certain that merely those employees included who require training and template of training offer the total details with regard to each learner. Reetesh and Neelima (2013) concluded that training need analysis is the most important steps of training and development program. All these previous findings prove our first hypothesis, which is ***H1: Training need and analysis (task analysis, individual analysis & organizational analysis) has a significant impact on organizational productivity.*** Raja et al (2011) concluded that design and delivery of training has a considerable impact on organizational Productivity. Tsaur and Lin (2004) proved that design and delivery of training acts extremely essential position in the workforce as well as productivity of organization and awful design and delivery of training is not anything but the failure of time and finances. Partlow (1996) proved that organizations that build up a superior design of training in relation to the requirement of the workforce and organization obtains better outcomes forever. Michael (2000) stated that it is extremely essential to cautious design the training for the organization. Training delivery method is a very significant element of Training & Development programs. Ahmad(2012)The design and delivery of training program are thought to put forth vital pressure on trainees' knowledge and transfer outcome, and numerous particular training-characteristics have been projected as influencing training efficiency All these results confirm our 2ndhypothesis which is ***H2: Design and delivery of training(objectives ,contents ,methods& principles) has a significant impact on organizational productivity*** Training evaluation has a significant impact on organizational productivity and various researchers have supported it. Iftikhar and Siraj (2009) concluded that the essential mean of training evaluation is the appraisal of training development program success concerning attainment of stated goals. Abdus (2011) stated that human resource Department must

have the capability of plan formalization for training and development and its association with strategic business attainment and further make evaluation for enlarging productive organization. Ashikhube et al (2013) proved that training evaluation and workforce performance are absolutely and considerably associated. The major purpose of training evaluation is to provide evidence that the training has really trained what projected and to get better the course contents for future prospect use (Goldstein, 1993) All these previous findings prove our 3rd hypothesis, which is ***H3: Training evaluation (criteria and design) has a significant impact on organizational productivity.*** Therefore the results are supporting the findings of Chaudhry and Roomi(2010) that investment in training and development programs by organizations offers higher productivity of employees which in turn increases organizational performance, as optimistic consequence on organization performance, Samuel *et al.*(2012) that “training and development is a vital tool to achieve organizational effectiveness” ,Shaheen, Naqvi and khan(2013) that there is a “significant and positive” relationship in T&D of the employees, Jehanzeb and Bashir(2012) that training and development directed to significant advantage for both employees and organization and these advantages from employees and organizational performance, Abeeha and Bareeha(2012)that there is a positive relationship between employee training and development programs and competitive advantage of the organization and training and employee advancement is related with management “competitive advantage”, Gunu *et al.*(2013) that T&D encompass a considerable impact on performance of organization and it is essential to encourage workers throughout training programs. All above mentioned outcomes confirm fourth hypothesis that is ***H4: Training and development program has a significant impact on organizational productivity.***

## **6. RECOMMENDATIONS**

Purposeful and well-focused hard work to improve the organizational productivity of the banks of Pakistan in the light of up to date training and development programs will surely be the utmost attention of organization. Thus it is suggested for Pakistani banks to intentionally design training and development programs to ensure betterment of the society and improvement of organizational productivity. Though, it is suggested for organization's executive to carry out various training and development programs for employees as a main concern for the purpose to acquire the maximum productivity by personnel plus improving output of institute. Adding together more examination of various study on training and development of workers are recommended to encompass a wider recognition for the significant impact.

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