

Impact of On Job Training, Training Design and Training Delivery Style on Organizations Performance

Abdul Rauf Kashif

Institute of Southern Punjab, Multan, Pakistan
kashifrauf365@gmail.com

Dr. Muhammad Shafiq

Assistant Professor, Islamia University of Bahawalpur, Pakistan
drshafiqirshad@gmail.com

Abdul Haseeb Tahir

Institute of Southern Punjab, Multan, Pakistan
meet2haseeb@gmail.com

Sumaira Wahid

Allama Iqbal Open University
sumairawahidpk@yahoo.com

&

Shabaz Ahmed

Lecturer, Punjab Group of Colleges Shujabad, Pakistan
shahbaz4076@gmail.com

Abstract

Organizations are struggling hard for the success and attainment of competitiveness utilizing skilled human resource. The particular problem discussed in this research is to determine the influence of training on performance of employee and organization within the education sector of Rawalpindi and Islamabad. For getting the primary data about the concepts of people, a survey through questionnaire comprising of 15 questions was carried out. The questionnaires were sent to 300 people, in Rawalpindi/ Islamabad. To depict a good representative of the study, the sample size was chosen randomly. The replies were collected on paper. The independent variables of the study were three in numbers (On job training, Training design, Delivery Style) and Organizational performance is a dependent variable which is being affected by these independent variables by mediation of employee's performance. The data has been tested on SPSS. To find the importance of these variables and to evaluate the results Cronbach's Alpha, descriptive statistics, correlation, regression and ANOVA were used. The results show that the independent variables training design, delivery style and on the job training has positive and significant relationship with the dependent variable organizational performance by mediating variable employee's performance and clearly depicts the strong variability among variables.

Keywords Training & Development, Job Performance, Human Resource Management, Training Design, Organization Performance.

Introduction

It is a valuable for the organization to be aware of all the important and realistic aspect to keep their resources up to date (Initiative, L.A. 2002). High attention is required by the manager to Human Resource Management functions. This study, precisely, focuses to confer vital basis, amongst many, of human resource that is, training, employ functioning and the way the former influences the latter.

Now a day organization has to accept much more of globalization, variations in technology, political and economic environment (Björkman & Stahl, 2006) and for this purpose firms are encouraged to pay special attention to employees for training as one of the influential ways to make themselves be ready to adjust to boost their capability. Over the last decade, it has been essential to not pass over the existing verification on flourishing of knowledge in the company group. This escalation is not only the result of proficiency nor a collection of resources to producing goods and services but expanded and enhanced efforts put towards the progress of organizational employees caused this much growth. It is, therefore the duty of every firm to extent and improves the performance of employees, undoubtedly mostly firm's required achievement in training and development. It is essential for the employees to participate towards the company objectives for the better performance. Manager is responsible to hire sufficient and skilled staff to increase the performance of organization (ADIK, 2014).

Work force is considered as an inestimable asset of any firm because they can break or make a company's repute and can negatively influence the utility and efficiency of a firm. If there is no proper training for the employees than there will be lack of skills and very low potential of proficiency in their task. Trained employees always provide long term benefits to the organization as compared to untrained employees (Johnston, 1991).

The particular problem discussed in this research is to check out the significance of the training for the lecturers and examine its association amid training and their performance. Though overall goal is to investigate the impact of Training Design, Delivery Style and "On the Job Training" on Organizational Performance through mediation of Employees Performance. Some of the sub-goal set for this study are followings:

1. To achieve the impact of training design on employees' performance.
2. To achieve the impact of delivery style on employees' performance.
3. To achieve the impact of on the job training on employees' performance.
4. To achieve the impact of training design on organizational performance.
5. To achieve the impact of delivery style on organizational performance.
6. To achieve the impact of job training on organizational performance.
7. To achieve the impact of employees' performance on organizational performance.

Training and development helps organization to achieve their goals effectively and efficiently (Garavan et al., 2020). Organization must seek the problem and bottle neck arises in implantation of these. The main purpose of this study is to determine the influence of training on performance of

employee and organization within the educational sector of Rawalpindi and Islamabad. The hypothesis has been developed and validated by assemblage and assessment of quantitative data achieved from related respondents to ascertain the contributory connotation amongst various variables. Performance of employees is very significant for the performance of organization; organization should adopt the certain modes for training their employee that enhance their overall efficiency as well as the productivity of the organization.

Literature Review

Undoubtedly HRD function was an essential function of HRM and training and development was included in HRM function(Weil & Woodall, 2005). Earlier training was considered as an important research topic and extensively preferred by the researcher for the research as it was a paramount function of HRM (Beardwell & Claydon, 2010).

Training Design

It was mandatory for any organization to design its training program with deep concerns (Michael, 2000). Training program should be designed by focusing the requirement of employees towards the organizations. Organizations that focused the requirement of employees and organizational goals while designing training program then it will be always very beneficial to them.(Partlow, 1996).Lack of effective training design not only leads to the loss of time but also increased the expense of company (Tsaur & Lin, 2004).

For successful training and proficiency in performance of organization, the trainees should be equipped with some skills, the motivation to learn. Since the objective of training was to assist learners to learn and practice at their own pace, it was therefore very obvious that a clear understanding of the ways in which learning theories were applied when designing training programs are explained and demonstrated where possible.

Delivery Style

Delivery style was very relevant to Training and Development. It is much worthy Delivery style made workforce responsive and conversant (Michael, 2000). If a trainer had not delivered in a massive manner and also he was unable to capture the trainees' attention than it clearly depicted that he had wasted his time. Therefore a trainer should adopt the best method to attract the attention of addressees as much as he can. The HR Department must ensure that the session should be able to catch the trainees' interests. The general recommendation was that training should be conducted on a trial basis to identify the requirements regarding training design (Gowri, 2011).

On the Job Training

OJT was the very best technique to enhance the skills of employees (Deming & Edwards, 1982). It helped the employees to learn from their practices by performing their duties on the job in a better way. On the job training was very beneficial both for the employees and organization because it reduced the cost of training and also saved the time of employee and employer (Flynn, Schroeder, & Sakakibara, 1995). On the job training could be beneficial for the employees as well as for the

organization because it not only saved the time of the organization but also reduced the cost (Taylor & Davies, 2004).

Employees Performance

Employee performance was defined as mutual output and addition of effort of employees to achieve the specific goals given by an organization in perspective time (Pigors & Myers, 1969) while performance referred to accomplishment of responsibilities with respect to process, results, relevancy and success. Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (Al-Omari, Alomari, & Aljawarneh, 2020).

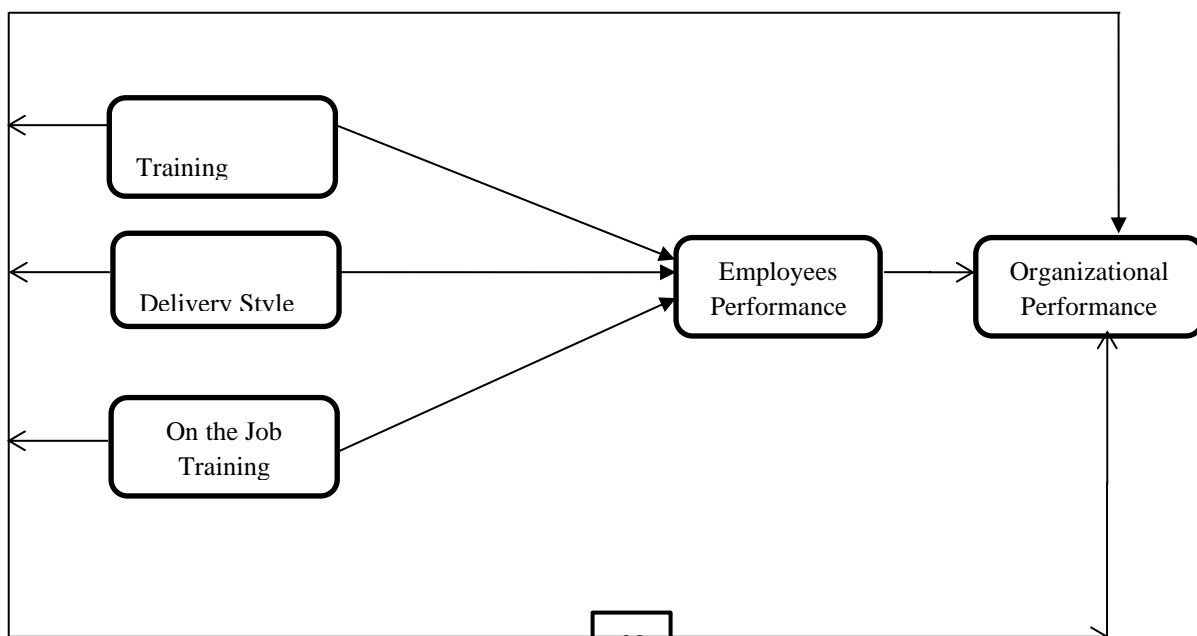
As noted by (Waters, 1992) company managers were responsible in making every effort by the organizations to achieve high performance levels. Manger used to set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan & Badham, 2020).

Organizational Performance

Organizations played a very important role in our daily lives as they affect the progress and development of nations and therefore more flourished organizations leads to successful and developed nation (Garavan et al., 2020). Organization also affected the social, economic and political progress of a country. Specifically for this reason, in the last 22 years, those researchers who focused on analysis of different organizations and institutions were awarded with noble prizes almost 6 Nobel prizes had been distributed on this effort.

The most significant variable in management research was organizational performance and possibly the most important indicator. As the performance measurement is different for different sector industry so it was not easy to determine and access the performance of employees and no general definition was so compared to value the degree of performance.

Conceptual Framework



Hypothesis

H2: Delivery style impact significantly on employee's performance.

H3: On the job training has significant impact on employee's performance.

H4: Training design impact significantly on organizational performance.

H5: Delivery style impact significantly on organizational performance.

H6: On the job training has significant impact on organizational performance.

H7: Employees performance has significant impact on organizational performance.

H8: There is a significant impact of training design on organizational performance through mediation of employee's performance.

H9: There is a significant impact of Delivery style on organizational performance through mediation of employee's performance.

H10: There is a significant impact of "On the job training" on organizational performance through mediation of employees' performance.

Research Methodology

A quantitative research was applied on this study. The population of this study was the employees of Indus Group of Colleges, working in Pakistan particularly situated in twin cities of Islamabad and Rawalpindi. Conducting a statistical survey allows researchers to predict some characteristics of the aggregate or the entire population (Eboh, 2009). A survey through questionnaire was carried out and in this research sample size was 300. To depict a good representative of the study, the sample size was chosen randomly. The replies were collected on paper. The independent variables of the study were three in numbers (On job training, Training design, Delivery Style) and Organizational performance is a dependent variable which is being affected by these independent variables by mediation of employee's performance. Similarly, these all variables had calculated by the five-point Likert scale (e.g., Strongly agree=1, agree=2, neutral=3, disagree=4, strongly disagree=5). Where strongly agree was represented by 1 and strongly disagree was represented by 5.

Analysis and Discussion

Reliability Analysis

If we repeat the measurements a number of time, consistent results will achieve, which can be termed as reliable. Such analysis can be called as reliability analysis. In a scale proportion of systematic variation is used to determine the reliability analysis and the scores which we get from various administrations of the scales are helpful in this regard. Hence if reliability analysis shows good relationship, the results of scale will be reliable.

Table 1: Case Processing Summary

		N	%
Cases	Valid	262	100.0
	Excluded ^a	0	.0
	Total	262	100.0

a. List wise deletion based on all variables in the procedure.

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.715	.715	15

Cronbach’s Alpha provides the reliability coefficient for set of different variables. It is a measurement tool of providing interior strength. It is mostly used when we have quite a few questions to choose with in an assessment analysis. Here Cronbach’s alpha had scuttle on a mock-up volume of 262 employees. In the above table, value of Cronbach’s Alpha is 0.715 (15 elements) which shows the sound reliability and consistency.

Regression Analysis

English biometrician, Sir Francis Galton (1822-1911) used the term regression as a phenomenon in which he analyzed the heights of children with their parents. These days, Regression is used in finding a dependence of one variable called dependent variable on one or more variables called independent variables. He has given an equation for the estimation of regression by predicting the average value of the dependent variable from the given values of the independent variable. Independent variable has a fixed value whereas dependent variable is a random variable. Regression relation is a relationship between the foreseeable value of independent variable and dependent variable. In a simple and two variable regressions we study the dependence of one variable on the other one independent variable. When we have one dependent variable and two and more independent variables then their relationship is called multiple regression. Furthermore, when the dependence of variable is demonstrated by a straight line equation then regression is known as linear otherwise nonlinear.

It is valuable to note that the variable of our interest is dependent variable while the variable which is used to analyze the variation in the dependent variable is known as independent variable.

Some more terminology: The dependent variable is also known as response, regressed, explained and predicting variable whereas the independent variable is known as the regression, explanatory and predictor variable.

Table 3: Summary of Regression Analysis

Hypotheses	Independent	Mediating Variable	Dependent Variable	Sig. Value	R Square	Adjusted R	Unstandardized	Standardized coefficients

	Variable			(p)		Squa re	coefficie nts		
							α	β	β
H1	Training Design		Employees Performance	.000	.632	.630	.019	.972	.795
H2	Delivery Style		Employees Performance	.000	.165	.475	.795	.489	.410
H3	On the job Training		Employees Performance	.000	.302	.300	.409	.587	.550
H4	Training Design		Organizational Performance	.000	.632	.630	.019	.972	.795
H5	Delivery Style		Organizational Performance	.000	.168	.165	.795	.489	.410
H6	On the job Training		Organizational Performance	.000	.302	.300	.409	.587	.550
H7	Employees Performance		Organizational Performance	.000	.709	.708	-.037	1.040	.842
H8	Training Design	Employee Performance	Organizational Performance	.000	.837	.835	-.037	1.040	.842
H9	Delivery Style	Employee Performance	Organizational Performance	.000	.713	.710	-.037	1.040	.842
H10	On the job Training	Employee Performance	Organizational Performance	.000	.739	.737	-.037	1.040	.842

H1: Training design impact significantly on employees 'performance.

From the analysis the independent variable studied here which is training design had a positive relationship with dependent variable employee's performance as explained by R of 0.795 which shows that 79.5 % relationship among variables and R² of 0.632 which demonstrates that 63% variability related to its means. The **Coefficients** table indicates the standardized beta which is .795 which demonstrates that .79 units change in dependent variable can be explained for every unit change in

independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H2: Delivery style impact significantly on employee's performance.

From the analysis the independent variable studied here which is delivery style had a positive relationship with dependent variable employee's performance as explained by R of 0.410 which shows that 41% relationship among variables and R^2 of 0.168 which demonstrates that 17% variability related to its means. The **Coefficients** table indicates the standardized beta which is .410 which demonstrates that .41 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H3: On the job training has significant impact on employee's performance.

From the analysis the independent variable studied here which is on the job training had a positive relationship with dependent variable employee's performance as explained by R of 0.550 which shows that 55% relationship among variables and R^2 of 0.302 which demonstrates that 30% variability related to its means. The **Coefficients** table indicates the standardized beta which is .550 which demonstrates that .55 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H4: Training design impact significantly on organizational performance.

From the analysis the independent variable studied here which is training design had a positive relationship with dependent variable organizational performance as explained by R of 0.795 which shows that 80% relationship among variables and R^2 of 0.632 which demonstrates that 63% variability related to its means. The **Coefficients** table indicates the standardized beta which is .795 which demonstrates that .79 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H5: Delivery style impact significantly on organizational performance.

From the analysis the independent variable studied here which is delivery style had a positive relationship with dependent variable organizational performance as explained by R of 0.410 which shows that 41% relationship among variables and R^2 of 0.168 which demonstrates that 17% variability related to its means. The **Coefficients** table indicates the standardized beta which is .410 which demonstrates that .41 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H6: On the job training has significant impact on organizational performance.

From the analysis the independent variable studied here which is on the job training had a positive relationship with dependent variable organizational performance as explained by R of 0.550 which shows that 55% relationship among variables and R^2 of 0.302 which demonstrates that 30% variability

related to its means. The **Coefficients** table indicates the standardized beta which is .55 which demonstrates that .55 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H7: Employees performance has significant impact on organizational performance.

From the analysis the independent variable studied here which is employee's performance had a positive relationship with dependent variable organizational performance as explained by R of 0.842 which shows that 84% relationship among variables and R^2 of 0.709 which demonstrates that 70% variability related to its means. The **Coefficients** table indicates the standardized beta which is .842 which demonstrates that .84 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H8: There is a significant impact of training design on organizational performance through mediation of employee's performance.

From the analysis the independent variable studied here which is training design had a positive relationship with dependent variable organizational performance by mediation of employee's performance as explained by R of 0.915 which shows that .92% relationship among variables and R^2 of 0.837 which demonstrates that 84% variability related to its means. The **Coefficients** table indicates the standardized beta which is .842 which demonstrates that .84 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H9: There is a significant impact of Delivery style on organizational performance through mediation of employee's performance.

From the analysis the independent variable studied here which is delivery style had a positive relationship with dependent variable organizational performance by mediation of employee's performance as explained by R of 0.844 which shows that .84% relationship among variables and R^2 of 0.713 which demonstrates that 71% variability related to its means. The **Coefficients** table indicates the standardized beta which is .842 which demonstrates that .84 units change in dependent variable can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

H10: There is a significant impact of "On the job training" on organizational performance through mediation of employees' performance.

In the above table on the job training is an independent variable which has significant impact on organizational performance that is dependent variable by mediation of employee's performance. From the analysis the independent variable studied here which is on the job training had a positive relationship with dependent variable organizational performance by mediation of employee's performance as explained by R of 0.860 which shows that .86% relationship among variables and R^2 of 0.739 which demonstrates that 73% variability related to its means. The **Coefficients** table indicates the standardized beta which is .842 which demonstrates that .84 units change in dependent variable

can be explained for every unit change in independent variable. Here, $p < 0.05$, and indicates that, on the whole regression model statistically significantly, predicts the resultant variable.

Conclusion and Recommendations

Findings

The findings reported in this study suggest that training and development have an impact on the performance of employees with regards to their jobs.

- Training design has a positive relationship with employee's performance which shows that that 63% variability in independent variable training design is explained by the dependent variable employee's performance. The relationship between training design and employee's performance is highly significant.
- Delivery Style has a positive relationship with employee's performance which shows that that 16% variability in independent variable delivery style is explained by the dependent variable employee's performance. The relationship between training design and employee's performance is highly significant.
- On the job training has a positive relationship with employee's performance which shows that that 30% variability in independent variable on the job training is explained by the dependent variable employee's performance. The relationship between training design and employee's performance is highly significant.
- Training design has a positive relationship with organizational performance which shows that that 63% variability in independent variable training design is explained by the dependent variable organizational performance. The relationship between training design and organizational performance is highly significant.
- Delivery style has a positive relationship with organizational performance which shows that that 16% variability in independent variable delivery style is explained by the dependent variable organizational performance. The relationship between training design and organizational performance is highly significant.
- On the job training has a positive relationship with organizational performance which shows that that 30% variability in independent variable on the job training is explained by the dependent variable organizational performance. The relationship between on the job training and organizational performance is highly significant.
- Employee's performance has a positive relationship with organizational performance which shows that that 70% variability in independent variable on the employee's performance is explained by the dependent variable organizational performance. The relationship between employee's performance and organizational performance is highly significant.
- Training design has a positive relationship with organizational performance through mediation of employee's performance which shows that that 83% variation in employee's performance is explained by the dependent variable organizational performance.
- Delivery style has a positive relationship with organizational performance through mediation of employee's performance which shows that that 71% variation in employee's performance is explained by the dependent variable organizational performance.

- On the job training has a positive relationship with organizational performance through mediation of employee's performance which shows that that 73% variation in employee's performance is explained by the dependent variable organizational performance.

Conclusion

In any sort of employment training has distinct impact on employees. If we want to get best performance from our employees, we can't ignore training. The more carefully and dedicatedly training will be designed, it will produce more distinctive and long-lasting effect. No doubt training is the very first milestone that has to be achieved by organization if they want to get desired results from their employees. More well designed or carefully delivered trainings depicts the level of expectation employees do have from employees. On the hand for employees, training and workshops have always been helping tool for them training increase skill. Training is like an icing on the cake of knowledge and skill so in this factor should not be ignored.

The objective of the study was to examine the impact of training and development on organizational performance by mediation of employee's performance in context of Indus Group of Colleges, Rawalpindi Pakistan. The data has been collected from different campuses of IGC. There were 262 respondents that answered the questionnaire. The survey questionnaire was consisting of 5 Likert scale. Thus, it is concluded that training and development imposes large impact on employee for performance for Indus Group of Colleges, Rawalpindi.

Recommendations

The study recommends that trainings should be designed and delivered on international standards. There should be particular pattern of training depending on nature of organization. Since this task has to be performed by HR department so they should have been observation on what they'll achieve and how they'll. If we quote education department as an example. So if training will be organized in such a way it will be more effective so at very initial stage trainings should be ensembles properly depending upon their style and nature.

It truly is realized that it is very necessary to conduct teachers training programs for the improvement of skills, capabilities, understanding, career journey and efficiencies of the teachers at work. Training increases the motivation level of employees for their job. If an organization hired untrained employees, then they will not increase the efficiency as compared to trained employees.

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