

“Impact of Training on Employees Performance”
(Evidence from Pharmaceutical Companies in Karachi,
Pakistan)

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Abstract

Employees are major assets of every organization. The accomplishment of the industry depends on its employee performance. Therefore, upper management knows the significance of expense in training for the advantage of improving employee performance and also places them to get the challenges of the today's competitive business environment. This research also aims to see the “Impact of Training on Employee Performance in Pharmaceutical Industry in Karachi Pakistan”, in which Training consider as independent whereas dependent variable ‘Employee Performance’ having its Performance areas i.e.; demonstrating team work, communication skill, customer service, interpersonal relationship and reduced absenteeism and its Developments areas i.e.; job-satisfaction, employee motivation, new technologies, efficiencies in process and innovation in strategies as its levers. The paper presents a concise summary of the literature on the value of training in improving the performance of the employees. Four pharmaceutical companies are selected. A survey of 356 employees via self

administrated questionnaire with the help of random sampling technique is conducted with the response rate of 96%. Two sets of hypothesis are developed which relate directly to the research questions. SPSS 19 is used to perform reliability, descriptive, correlation and regression analysis. The analysis shows a positive significant relationship between them and the results reveal that the more the employee gets training, the more efficient their level of performance would be. The last section of the paper concludes along with recommendation to give guidelines for future research.

Keywords: Training, Employee Performance, Performance & Developments Areas, Pharmaceutical Industry

1. Introduction

Every single industry is dealing with those activities which are used successfully for attaining their standard. HRM is that part of management practices which creates, develops and manages the human element. At all phases of HR development, the value of training cannot be ruled out. Long ago it had been additionally demonstrated by numerous studies that, there are sound associations amongst Training practices and distinct measures of employee performance. (Abdus Sattar Niazi, 2011) [3]. Based on various viewpoints, training is defined as: “The official and constant learning activities within an organization intended to improve the performance of employees”.

Employee is considered as the major element of every firm and their success and failure mainly based on their performance (Abdul Hameed.2011) [4]. It is thought that winning organizations generally spend more in training in contrast with others because training aids workforce to acquire the information of their employment in a finer way and Individuals gain knowledge from their viable experience, much healthier performs in contrast with academic information.

Current organizations should deal with training necessitates linked up with altering and growing internationalization of industry, diverse national point of view and a varied workforce. So for this purpose individuals are prepared with the right sort of aptitudes, information and capabilities to carry out their allocate responsibilities (Abdus Sattar Niazi, 2011) [3] and therefore Training is considered to have a massive impact on organizational efficiency. It is also noticed that more expense in training has led to more productivity.

The pharmaceutical industry is facing a tremendous changes and challenges nowadays. It has been observed that lack of proficient, talented, capable workforce has enforced organization to be innovative in formulating methods to maintain their priceless workforce. Therefore, it is essential to sustain the pharmaceutical industry from different performance and development areas like technological innovation, building a sense of team work, communication skills of employee, improved customer service, interpersonal relationship, job satisfaction & morale among employees and so on, and due to day by day the competition between the pharmaceutical manufacturer is rising as a result the investment in pharmaceutical industry is growing. So the rising changes in consumer preferences in the pharmaceutical industry need continuous expansion and developments in new and existing products, research and development, scientific productivity etc. The growth of pharma requires developing the talent who are current and valued assets of pharma. The employees of pharma also need to be trained in order to meet the challenges of pharma industry.

So in light of the preceding basis, the study is carried out to examine the “impact of training on employee performance” in improving the performance of the workforce by means of adopting excellent training practices of industry to serve the employees. The training process has always been useful for the pharmaceutical industry; recently there has been a constant impact of training over the organizations showing their culture as being socially responsible

for fulfilling training needs. So from above discussion the objectives of this research are as follows:

- To identify the impact of training on employee's performance in different performance & development areas.

1.1 Research Significance

The research will help human resource professionals in pharmaceutical industry in Karachi Pakistan to understand and know the importance of the impact that training improves employee's performance in different performance & development areas, working in various departments of pharmaceutical companies.

1.2 Research Limitations

- This is a Karachi based survey and due to inadequate Resource and Time issues, we encounter a few limitations.
- This research was intended to utilize questionnaire as an instrument to gather the important data from the respondents.
- A more detail examination will be more significant with the large-scale sample size and also by selecting more companies for conducting the research work.
- There are also different indicators of employee's performance which are not centered in this paper because of time limitation.

2. Literature Review

2.1 Training

The underline literature is describing the merits of training and its positive influence on employee performance & development areas. There has been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one of them (Mahbuba Sultana, 2013) [11].

There are few things that contribute to training effectiveness; including trainer's capabilities, suitability of methods of delivery used by trainers, location of training, training contents and objectives. The individual who is assigned to task for the purpose of conveying the training objectives is called a trainer, and it holds central position in attaining efficiency in the training program. The trainer's role is shifting from a simple role of providing skills to active communicator, who makes an effort in achieving training as well as organizational objectives. Trainer plays an important role in transferring the learning to work. The one of the barriers to convey the training to the employees is "poor training content and delivery style". Thus a good trainer is the one who has the skills to conduct a training program more purposeful by setting an appropriate training objectives and also deliver it in the best way so the employee can easily understand because training objectives is considered as the 'pillar' of training programs and lack of solid objectives leads to failure of training programs

(Silberman, 2006) [18].

While Rohan Singh, Madhumita Mohanty (2012) [14], explained in their research that training is an important tool for the purpose of enhancing the workforce performance and it'll ultimately increase the worth of an organization but organization ought to be balance amongst training worth and training disbursement. The end results revealed that in diverse industry the effect of training are varied.

According to Chris Obisi (2011) [6], in their paper 'employee training and development in Nigerian organization' describe the importance of training program and their evaluation process said that the organization should properly evaluate their training program by seeing that their organization objectives and missions are achieved or not and training cannot only change the ability of workforce not only concerning performing their current job but also aid them in the fulfillment of future expected task so for this reason it's a practice that cannot be discarded form an organizations.

2.2 Employee Performance

The vital resource to any organization is its workforce. They have a regular role to play which comprises of the organization's success which cannot be underestimated. Afshan et al. (2012) [2], define performance as; "The achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers". Many studies conducted earlier revealed that human resource management practices have been strongly and positively related to employee performance and developments areas. There has been a lot of research to support the fact that employee performance can improve through training by building a sense of teamwork among employees (Mary Jane) [12], and to develop specialized financial skills. Also employee's capabilities are enhanced when the organization is started to spend in improving the knowledge and ability of its employee's through training so in return more effective employees are produced and also provides efficacious relationship between employees and the employer (Andy Smith) [5]. The evidence also proposes that training has a significant benefit to employee performance when joint with innovation. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupy a huge part in improving absentee rates at their organizations. (Patricia Lotic, 2014) [13].

Another study on the topic "training the knowledge worker: a descriptive study of training practices in Irish software companies ", gives the findings of a survey of 200 employees across 39 software companies. The study collected the information the types of training and the influence of training on knowledge retention. The end result shows that training narrate positively with the expectations of employee. The good training programs lead to increased employee job satisfaction. Almost one third of respondents believe that that the training provided by their organization does not structure in a way, based on employee feedback on requirements (Thomas Acton, Willie Golden, (2003) [20]. Steven H. Appelbaum, Brenda M.

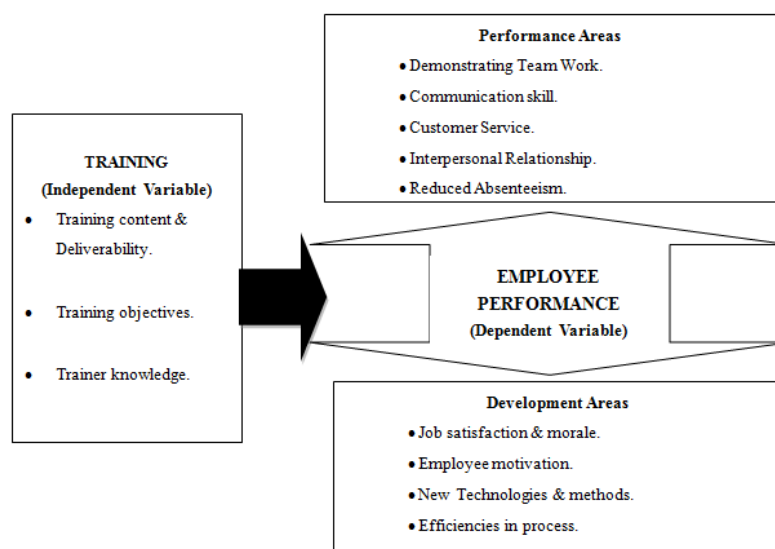
Fewster, (2004) [17], in their article “Safety and customer service: contemporary practices in diversity, organizational development and training and development in the global civil aviation industry”, said that excellent (HRM) expertise is required now in order to lead an internal marketing strategies for the purpose of gaining gain employee loyalty in order to promote fineness in customer service by conducting an audit of 13 executives from their respective firms. Khawaja Fawad Latif et al (2013) [10],said in their study on topic “association of training satisfaction with employee development aspect of job satisfaction” that training giving to employees will results in increasing the level of satisfaction of their current jobs. It underlines the needs of company to concentrate on building employee capability and development to achieve job satisfaction. Different analyses were applied to test the research question.

The study of Raja Abdul Ghafoor et al (2011) [15], showed that there is a positive correlation between the two variables training & employee performance areas. Also, as per the conclusion results of Afshan Sultana et al (2012) [2] which was investigated in the telecom sector of Pakistan resulted in R square of 0.501 meaning that 50.1% of change in the employee performance can only be achieved by proper training sessions. With T-value of 8.58 explaining that training is a good explanatory variable to the employee performance.

While Abdul Hameed (2011) [4], in their research paper related to employee performance and development said that employee is the major element of every firm and their success and failure mainly based on their performance. The above explained literature is describing the merits of training and its positive influence on employee performance. If there is a proper planning for making the training procedures then it will be fruitful for both the employee and for the organization as well.

3. Theoretical Framework

The designed framework of this research is created to illustrate a relationship among training and employee performance as shown below:



2.3 Research Hypothesis

H1: Training has an impact on employee performance areas.

H2: Training has an impact on employee development areas.

4. Research Methodology

The quantitative type of research is applied by using the questioner, testing on a population of pharmaceutical employees to find out the performance of their employees as a result of training provided by their company. But before conducting the actual research, pilot testing is done by taking 15 professional individual for the purpose of checking the reliability of our questioner. Hence, the primary data on dependent and independent variables are collected. First we have obtained the list of pharmaceutical companies in Karachi as per appendix-II, and then select the companies after that we obtained the official list of employee's population and also the list of their names with their respective departments as per appendix –III is provided by HR of selected companies. A random sampling technique [16] is applied on the individuals working in different departments of pharmaceutical companies i.e; finance, HR, marketing, diagnostic, research and development etc. The total number of population which is surveyed from the four pharmaceutical companies is 1,219 employees by computing the population in sample size formula [19]; we obtain a sample size of 293 employees. So we have taken the 30% of the employee population from each company. So 370 questioner were distributed, as shown in table-I. Whole data collection process took 21 days.

Table I.

Company	HC	Field Force / Sales	Back Office (HC-field force/sales)	Sample (30%)
A	1097	606	491	150
B	319	180	139	42
C	988	744	244	74
D	345	0	345	104
Total			1219	370

A self administrated questionnaire is utilized (Appendix –I).The questioner obtain and modified from past research papers by Aidah Nassazi (2013) [1], Joseph Kennedy (2009) [9]. It is comprised of four sections: A and B1, B2a, B2b as shown in table-II. After gathering the data, Returned questionnaires are coded and data entered into SPSS, for the purpose of analyzing & tabularizing the data descriptively, then this information is used to measure agreeableness and disagreeableness level of the employees.

Table II.

	AIM OF QUESTIONERE	QUESTION NO	TYPES OF QUESTION	STATISTIC TECHNIQUES
A	Respondents Information	1-5	Multiple Choice Questions	(%)age
B1	Training	1-8	5-Likert Scale	Reliability, Descriptive, Correlation& Regression
B2	Employee Performance:	A-E	5-Likert Scale	Same as above
B2a	Performance Areas	A-E	5-Likert Scale	Same as above
B2b	Development Areas	A-E	5-Likert Scale	Same as above

4.1 Response Rate

Response rate is the indication of success of a survey-based study, also called return rate [21]. In these study 370 questionnaires are distributed in four pharmaceutical companies and 356 questionnaires were returned back with a total of 96% respond rate as shown in table- III.

Table III.

Company	Questioners distributed	Returned questioner	Response%
A	150	150	100
B	42	32	76
C	74	74	100
D	104	100	96
Total	370	356	96

5. Findings and Interpretation

It contains an interpretation of respondent's answers. Responses are analyzed using tables, SPSS to determine reliability, descriptive statistics, and correlation & regression analysis.

5.1 Scale Reliability

It is a procedure in which we check the questioner which we developed is reliable and acceptable by seeing the value of Chronbach's ($\alpha = .7$), which indicate acceptable reliability [22]. Table- IV shows the overall Chronbach's alpha value in which all the variables has ($\alpha > 0.7$), which indicate the questioner used in the study can be regarded to be sound and reliable.

Table- IV

VARIABLES	ITEMS	CRONBACH'S ALPHA
Training	8	.820
Performance areas	5	.766
Development areas	5	.801

5.2 Respondents Profile

Respondents are asked to give answers of the questions related to their personal information. The profile of a respondent shows that in pharmaceutical industry there were more males (62.6%) than female (37.4%) respondents. Majority belongs to the age group (30-40 years). It can be reflected from above data that majority of the answerers employed in pharmaceutical were middle-aged, both male person & female person. The most of them were bound in the marital bond and had completed the master level of their education, as shown in table- V.

Table V.

VARIABLES	CATEGORY	%AGE
Gender	male	62.6
	female	37.4
Age	20-30	29.5
	30-40	43.0
	40-50	20.5
	50-60	7.0
Marital status	Single	32.9
	Married	66.9
	divorce	.3
Education	Bachelor	29.8
	Master	69.1
	intermediate	1.1
Experience	1-15year	75.8
	16-25	16.9
	26-36	5.3
	Above 37	.3

5.3 Descriptive Statistics

This information highlights the level of agreeableness and disagreeableness of the respondents by seeing the value of mean. Also show the value of standard deviation which serves as a fundamental measure of variability. As per the answers of the respondent in Table- VI, the ranking on dependent variable 'demonstrating teamwork' was highest with a mean of 4.00, while communication skills and efficiencies in process was 2nd with the mean of 3.88, While the mean of all other variables also goes toward 4 which shows that majority of the respondent surveyed are agree on the statement that training impact on employee performance &

development areas. The SD of respondents' opinion on reduced absenteeism was the highest with the value of (.926).

Table VI.

Performance Areas		
	Mean	Std.
Training	3.8676	0.45433
Demonstrating Team Work	4	0.626
Communication skills	3.88	0.701
Customer Service	3.87	0.658
Interpersonal Relationship	3.76	0.784
Absenteeism	3.47	0.926
Development Areas		
Job Satisfaction & Morale Among Employees	3.84	0.721
Increased Employee Motivation	3.8	0.742
New Technologies & Methods	3.85	0.713
Efficiencies in process	3.88	0.69
Innovation In Strategies	3.8	0.705

5.4 Pearson Correlation

It is defined as a 'relationship amongst variables, in terms of the strength. Sig (2-Tailed) value shows that the relationships between variables are statistically significant or not [7]. Table- VII shows that the training and all dependent variables has a strong positive correlation in which communication skills shows the highest strongest positive correlation with training (.428**) and job satisfaction & morale stands on 2nd highest strongest positive correlation with a value of (.425**). While the others also have a strong positive correlation with independent variable. It also indicates that there is a statistically significant correlation between training and dependent variables because their Sig (2-Tailed) value is (0.00) which is less than 0.05.

Table VII.

Performance Areas		
	Pearson Correlation	Sig. (2-tailed)
Demonstrating Team Work	.416**	.000
Communication skills	.428**	.000
Customer Service	.316**	.000
Interpersonal Relationship	.365**	.000
Absenteeism	.349**	.000
Development Areas		
Job Satisfaction & Morale Among Employees	.425**	.000
Employee Motivation	.359**	.000
New Technologies & Methods	.353**	.000

Efficiencies in process	.332**	.000
Innovation In Strategies	.389**	.000

5.5 Regression (Study Variables Hypothesis Testing)

Regression analysis is a statistical procedure used for estimating the relationships amongst the independent and dependents variables. In this study we applied linear regression model [8], in which:

X=Training.

Y= Employee Performance: performance & development areas.

Table VIII.

HYPOTHESIS	R²	β	f	t	p	SUPPROTED
H1: Training & Performance Areas	.264	.606	126.704	11.256	.000a	Yes
H2: Training & Development Areas	.248	.585	116.973	10.815	.000a	Yes

H1: Training & Employee Performance Areas:

As per the table VIII, the value of R-square is (.264) or, which shows that 26.4% contribution done by the training on performance areas of employees .while the value of Beta (standardized coefficient) indicates that the contribution of independent variable toward it dependent variable, the value of β shows that by increasing 1 unit of training the performance areas increases by (.606) times. The P-value shows the significant conclusion as the significance of the model exists because the p-value < 0.05. The value of f which shows the dependency of independent variable, the f-value is (126.704) i.e; ($f > 7.0$) which indicates the significance of the whole model. On the other hand the t value is (11.256.) i.e; ($t > 2.5$), which indicate that our hypothesis 1 is accepted.

H2: Training & Employee Development Areas:

As per the table VIII, the value of R-square is (.248) or, which shows that 24.8% contribution done by the training on development areas of employees. while the value of Beta (standardized coefficient) indicates that the contribution of independent variable toward it dependent variable, the value of β shows that by increasing 1 unit of training the development areas increases by (.585) times. The p-value shows the significant conclusion as the significance of the model exists because the P-value < 0.05. The value of f which shows the dependency of independent variable, the f-value is (116.973) i.e; ($f > 7.0$) which indicates the significance of the whole model. On the other hand the t value is (10.815) i.e; ($t > 2.5$), which indicate that our hypothesis 2 is accepted.

6. Discussions

This paper inspect that ‘training’ prolong the growth of workforce, which eventually increased the performance of the employees in various performance & development areas as it levers. Employees are the main assets of an industry. Training can assist employees to understand how their effort fits into their companies. Hence, the employees training are essential in maintaining the industry on path. From the read literature, we have determined training is the key variables that lead to performance of the employees and it’s evidently shows that due to industrialization, the pharmaceutical industry is going through tremendous changes and challenges right now so for this reason now companies, thinks that better training would enhance their employee’s performance.

Hence In light of the above, the focus of current study is to understand the “impact of training on employee performance.” The study is conducted on a sample scale of 356 from pharmaceutical sector including four pharma companies. A survey of 356 employees via self administrated questionnaire with the help of random sampling technique is conducted with the response rate of 96%. The profile of a respondent shows that pharma preferred experienced, mature, educated and knowledgeable persons in their organization because the experienced one has more passionately deal with client in the pharma sector on day-to-day basis and has more understanding about their work. Our major key independent variable ‘Training’: training content/deliverability, training objectives and trainers knowledge are considered to provide an indicator of training, while dependent variable ‘Employee Performance’ having ‘performance areas’ i.e.; demonstrating team work, communication skills, customer service, interpersonal relationship and reduced absenteeism and ‘development i.e.; job satisfaction & morale, motivation, new technologies & methods, efficiencies in process and innovation in strategies as it levers, as it evidently shows that well-trained human resources are more progressive and training particularly for team can assist to get things on path to improve work quality. Team work beat hurdles, assist to discover new opportunities, teamwork satisfies a need for socialization, helps people grow as they learn from each other and develop important skills. Employees who are properly equipped with the knowledge, ability, and competencies necessary to raise the level of customer satisfaction and are able to answer the queries of clients which build better customer services through training(Steven H. Appelbaum, Brenda M. Fewster,2004) [17]. As it considered that employee relations are an important part of any industry and guarantee that employees are pleased; and dealing each other in a polite and respectful manner, so for this reason the ‘employee relations training’ ensures employees show respectful behavior towards one another (Andy Smith) [5]. Absenteeism is considered cost to the organizations; researchers suggest that ‘management training’ can improve the condition. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupy a huge part in improving absentee rates at their organizations (Patricia Lotic, 2014) [13]. According to a variety of researches training has been found in connection with increasing job satisfaction and morale. It supposes to be individuals have more power over their jobs, it indicates that training leads to increased job satisfaction and morale among employees (Thomas Acton, Willie Golden, (2003) [20]. Training can aid employees to be

aware of how their effort fits into their organization therefore, employees turn out to be further motivated as they know how and what they do for the success of their organization. New technologies, services create jobs and rejuvenate industries. With the invention of a new technology & methods, the need to trained employees is vital and a companies now focus to switched to utilizing training program so that their employees with equipped with latest technology to solve troubles faced them in a competitive world brought about through advancements. Training also helps employees to develop specialized financial skills (Mary Jane) [12]. Training gives skills to: Utilize small business management software to manage workplace financials. Hence if an organization wants to increase profitability, commit to more employees training. Innovation is a driver of growth and well-being. A various study shows that initiate innovation can encourage employee productivity growth, although its returns are increased by the presence of training.

The overall results of our hypothesis shows that employees in pharmaceutical industry are satisfied with training content and deliverability provided to them as it demonstrate that the pharmaceutical companies conducted area wise training program to their employees for the sake of improving their performance in different performance and development areas through constructing a sense of teamwork having a joint performance goals. Majority of the respondents agreed that training provided to them results in improved communication and customer service skills as a result of decrease in the degree of complaints from their customers. Responses also shows that training leads to increased job satisfaction and morale among employees so that employee feels more power over their jobs and become motivated. Similarly training provided to them resulted in improved interpersonal relationship amongst employees, as a result of which employees are pleased; and dealing each other in a polite and respectful manner, so training leads to healthier management of employee relationship and also the attainment of innovative skills to deal with amendment in the inside and outside work setting. And build a progressive, competent, highly equipped technology workforce in order to solve troubles faced them in a competitive world. Responses also indicates that training done innovation in companies' strategies which can improve employee productivity and performance, that's why committing to more employees training will increase in efficiencies in process results in company's financial performance, all this can only be done with the presence of training. Therefore training has significant Impact and positive relationship with employee performance and developments areas. This would be helpful for human resources professionals in pharmaceutical industry in Karachi Pakistan to understand and knows the importance of the impact that Training improves employee's performance in different performance & development areas, working in various departments of pharmaceutical companies in Karachi. Hence from the above discussion it considered as most important practice that cannot be discarded form an organizations.

7. Conclusion

It was an excellent learning session for me during in writing the research paper "impact of training on employee performance. In Pakistan, many industries are not fulfilling the demands

of the employee with respect to training; so the interdependence of training and performance are poorly distressed. Employees who are committed in their jobs, profession and careers want to know more about their company and industry and to learning those skills that will improve their performance.

The central principal of this is to explore the relationship between training and employee performance in different performance & development areas .The paper was based on two sets of hypotheses. The principal hypothesis states ‘training has an impact on employee performance. Findings and discussion of all the results proves our hypotheses. The regression results showed that, the training give to employees to a greater extent it will contribute in different ‘performance and ‘development areas” of employees working in pharmaceutical industry. On the basis of respondent’s answers of pharmaceutical industry we can make the conclusion that training cannot be discarded from the industry; and the companies has to set up and implement an advanced roadmap for training as it enhancing employee performance, as it built a skilled and motivated employees that directed to a superior performance. The fundamental beliefs therefore, the pharmaceutical companies recognize and admit that training is one of the performance-based strategies exercised to enhance employee performance in different performance & development Areas because an organization victory & letdown enormously depend on their performance.

8. Recommendations

In an industries employee training is one of the first ranks in the list to get cut because it is considered as an expense but in our view this is a biggest mistake for companies, we should always remember that employees are assets not an expense, and by spending them you will facilitate your company to develop and expand. In the light of above findings and discussion we came up with the suggestion that the companies ought to offer Training to their employees. So my recommendations are:

- To suggest pharmaceutical companies to conducting “management training program” on regular basis.
- To suggest companies to ‘evaluate training programs’, to guarantee that they are meeting employee desires because it is of crucial worth as it aid in guarantee the success of the training course.
- It is suggested for the managers that: ‘training need analyses ought to be done so the companies can completely attain training objectives.
- For the purpose of future research it is suggested that similar study could be directed on a ‘bigger sample size’ and on ‘different sectors of Pakistan’ and alongside with these and some more ‘performance’ & ‘development areas’ might be incorporated in order to raise the scope of the research.

Don’t stay, execute a training program now. A skilled employee in your corporation can aid you face tomorrow’s challenges direct with self-confidence and passion. Train today your employees for better Employee Performance.

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