



## The Dynamics of Training and Development Initiatives: Unraveling their Influence on Organizational Performance

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### Abstract

The research proposed by this study explores the relationship between training and development (T&D) and the organization's performance with special reference to the corporate sector of Karachi. The premise for this research, therefore, lies in the understanding that the subject of employee development has been accepted as a key factor in the promotion of organizational effectiveness and efficiency and the attainment of competitive advantage within the complex business environment of the modern world. The study employed quantitative and qualitative data. The quantitative data is collected through closed ended question questionnaire based on five-point Likert scale the respondent were selected through convenience sample and analysed through SPSS and Smart PLS. The qualitative data is collected from a review of past relevant research papers from repositories and open-access journals, 102 respondents were interviewed during a survey conducted electronically. The study reveals the substantial positive interaction between organizational performance and T&D programs, highlighting the potential for significant improvement and instilling a sense of hope and optimism. According to the study, there is an urgent and compelling need for the corporate sector of Karachi to strategically focus on the training and development of people in order to support organizational growth and development. Training is a powerful tool and opens up several Seiten of learning and development besides increasing motivation and commitment to work that, in turn, has a direct impact on productivity. Further, to confirm the importance of T&D programs in sustainable growth and competitive advantage strategy, this study is quite appropriate through better focus, attention and development of its human capital, which is likely to result in the sustainable growth of the organization in the complex business environment of Karachi and other areas of the world.

## 1 Introduction

One of the most profound features of today's organizational frame reforms is the acknowledgment of training and development, or T&D, as a strategic performance improvement technique in most organizations. The evolving structure of corporations in Karachi, though, is not an unimaginable demand for workforce skills that are refined and flexible to changes, as are those of other global cities. It is quite clear that well-developed

T&D programs are crucial not only for increasing the efficacy and productivity of each worker but also for enhancing the performance levels of organizational systems and processes (Aguinis & Kraiger, 2009).

Training and development refer to the processes of enhancing the employees' skills, knowledge, and abilities for job performance. These measures are needed to respond to a range of gaps in competencies, encourage creativity, and provide staff members with what is needed to succeed in their constantly evolving positions. When organizations seek to improve their performance, the link between sound and effective T&D practice and consequent improvement in organizational performance becomes obvious from one period to the other (Salas et al., 2012).

This research will help to discover the dynamic of training and development programs and their impact on organizational performance in Karachi's corporate sector. It attempts to establish how T&D affects different aspects of organizational performance by using a qualitative approach in the literature review and a quantitative method in the employee survey.

In a competitive business environment, organizations that are committed to learning intend to create a sustainable high performance to realize long-term goals and objectives. This research study is intended to extend the existing knowledge base by identifying and examining the particular effects of T&D initiatives relative to the corporate sector in Karachi. To that end, this research work will be useful both for practitioners and academics engaged in the study of human capital development.

Given increased global market integration and advanced technological advancement, a firm's ability to optimally deploy and capitalize on training and development activities will remain a critical success factor (Kirkpatrick & Kirkpatrick, 2016). The present study, therefore, underlines the importance of T&D within the organization and examines the specific contribution that T&D delivers in creating a workforce capable of meeting the organization's mutative requirements of the future.

A surprising number of the companies in Karachi's corporate landscape that have invested a great deal of time and money into their training and development programs are

unable to adequately quantify the effectiveness of such programs in improving organizational performance. From these, there is still an absence of literature concerning the generic results of T&D programs in this regional environment, so companies face difficulty in claiming their expenses and even in enhancing their procedures. This present research study aims to fill this deficiency by investigating the relationship between T&D initiatives and corporate organizational performance indicators, including the level of productivity, job satisfaction, and turnover rates in the corporate industry in Karachi. This study answers the research question, “What role do the training and development interventions play in determining performance in the corporate sector of Karachi?”

Conducting research without help from artificial intelligence (AI) Maintains Its great Importance in many disciplines and areas of study. It uses conventional techniques that emphasize human understanding, truth, and credibility as a type of research; experiments, questionnaires, interviews, and observation enable scholars to gain rich insight into multifaceted processes. Human researchers are very careful in dealing with ethical issues and questions concerning informed consent, especially with confidentiality and dealing with bias. Such a cross-functional organizational structure encourages creativity and creates synergies for the best solution provision. Consequently, traditional approaches form the foundation of impactful research for society through the accumulation of knowledge, as well as the formulation of policies. They consider cultural variance and other circumstances, which make them synthesized and appropriate for use in different populations. Quantitative research is further supported by qualitative research, which is more descriptive of human behavior and events. The traditional form of academic research bolsters new information and theories by referencing existing bodies of work, which gives tradition a historical dimension and outlines future research directions. Nevertheless, the present research still importantly requires AI as a supplementary instrument, as well as human intelligence, creativity, and ethical approaches, to provide insights from the global perspective.

This research is justified based on the need to upscale the workforce to ensure organizations remain relevant by fostering sustainable development (Teerikangas et al., 2024). This is surely the case in Karachi’s corporate sector, especially given the fact that the business environment is experiencing highly dynamic technological growth and constantly shifting market needs; the kind of T&D that needs to be implemented in

organizations is urgently needed. This research seeks to establish how exactly T & D impacts organizational performance and identify key areas of value addition when companies are investing in human capital. Analyzing the effects of T&D enables organizations to tailor the delivery in a way that will improve the performance of employees and ultimately promote the success factor of the overall organization.

## **2 Literature Review**

T&D programs are an element of human resource management and are particularly important in improving organizations' effectiveness. The literature review confirms that T&D enhances the skills and morale of employees and, thus, the success of the organization. This review aims to integrate data gleaned from current research to explain the complex association between T&D programs and organizational performance. The effects of T&D initiatives are relative and depend on such factors as the cultural and organizational context.

Kitayama and Salvador's (2024) cultural dimensions approach implies there is a relationship between culture and effectiveness of T&D programs in the organizational context, for instance, power distance, individualism and collectivism, and uncertainty avoidance. It becomes apparent, therefore, that to obtain the maximum effectiveness of their programs, organizations that are situated in global settings have to factor in these cultural differences. However, with globalization deepening, cross-cultural management training has emerged as essential for preparing the workforce for globalization both domestically and internationally (Earley & Peterson, 2004).

As much as this is true, organizations always experience hurdles while implementing efficient T&D plans. Several studies by Burke and Hutchins (2008) reveal the following constraints: access to resources is limited, management support is lacking, and training needs are not fully identified. These challenges are recognized to limit the efficacy of T&D efforts and the possibility of leveraging T&D activity to boost organizational performance. Leadership development is a critical element of T&D interventions that has the greatest impact on organizational outcomes. According to Paschoiotta et al., (2004), organizations with enhanced leadership development are well-armed to deal with change and achieve high-performance results. Another area through which leadership training can be most useful is the decision-making, strategic management and managerial competencies which

form the foundation of organizational performance. Day et al., (2014) also assert that leadership development helps deliver the pool of competent leaders to meet future leadership requirements.

The expanded use of technology in training delivery has been instrumental in enhancing T&D outcomes. Computer-based training, e-learning, and other online delivery systems have thus, in the face of the new development paradigms, appeared as highly effective systems of facilitating continuous education. Bell and Kozlowski (2008) posited that technology-afforded learning could enhance the scalability of T&D and hence allow organizations to develop a highly proficient geographically dispersed workforce. Through this paper, it is evident that training and development activities play a crucial role in addressing and enhancing organizational culture. Schein (2010) opined that T&D programs should have significant functions in transmitting values and norms of organizational learning. When those organizations send a message by investing and implementing constant education, it creates a culture that will foster growth and innovation in an organization. Tsai (2011) also points out that organizational culture strengthened by the efficient T & D system is also effective for increasing organizational commitment/performance.

## **2.1 Theoretical Framework**

This research study will be anchored on the human capital theory and the firm's RBV. Human Capital Theory provides an argument that education and training of employees explicates the Employee Human Capital Theory, which spearheads the presumption that the value of the workforce should be improved. In Becker's words (1964), these investments enhance skills, knowledge, and competencies, thereby enhancing organizational performance. According to the RBV proposed by Barney (1991), human resources were a central and essential factor in creating an incontestable competitive advantage. This paper shows that, by relating human resource development to company performance through the application of training and development programs, organizations can develop distinct, specialized skills and thereby outcompete other firms.

## **2.2 Conceptual Framework**

In this study, the conceptual framework relates the T&D management research domain to the organizational performance outcomes domain. This assumes that proper T&D systems provide accurate and effective training, compulsory promotion in knowledge and

competence, synthesis of enhanced expertise, better execution of tasks, happier employees and high organizational efficiency. All these improvements have implications for organizational performance factors such as profitability and competitive advantage. It also includes mediator factors that can affect the impact of T&D, such as employees' participation and organizational culture. In this framework, therefore, T&D is the independent variable of the study, and organizational performance is the dependent variable.

*H<sub>1</sub>: The training and development activities do influence productivity among the employees in the corporate sector of Karachi.*

## **2.3 Hypotheses Development**

### ***2.3.1 Relationship between Training & Development and Employee Performance***

T&D programs play a crucial role in developing new and improved employee competencies and productivity. Noe (2017) opined that developing structured training programs helps enhance employee productivity due to the skills and knowledge instilled in the learners. In the same way, Salas et al. (2012) state that training also increases both personal and team effectiveness, resulting in better organizational performance.

### ***2.3.2 Organizational Performance and T&D Investment***

Scholars and researchers who have studied this field have agreed that there are large-scale returns on investment in T&D. Tharenou et al. (2007) work revealed that T&D investment has a positive relationship with organizational performance measures, including profitability, productivity and employee turnover. This is supported by the view of Aguinis and Kraiger (2009), who opine that beyond the organizational and individual performance enhancement, T&D has other valuable organizational returns, such as increased innovation and competitive edge.

### ***2.3.3 Employee Engagement and Job Satisfaction literacy Self-Assessment and Peer Assessment***

T&D also has a significant role in increasing the level of engagement as well as the job satisfaction of managers and employees. Self-generated by referencing scholarly articles, Anitha (2014) noticed that if the employees of an organization are convinced that their employer is interested in their career development, they are likely to work harder and be satisfied with their jobs. This is also evident with the help of the evidence provided by

Jehanzeb and Bashir (2013) that proves that by integrating comprehensive T&D programs, employees demonstrate higher levels of motivation and organizational commitment, and the overall turnover decline results.

### ***2.3.4 Training Needs Identification and Its Significance***

Evaluations of training requirements are very important to determine the success or otherwise of T&D programs. As highlighted by Brown (2002), using a training needs analysis, the organization is guaranteed that the training being offered meets organizational needs. It comprises the assessment of imperatives in skill and knowledge among employees and determining the best way of handling these imperatives. Goldstein and Ford (2002) clearly explain that proper needs assessment can greatly improve the efficiency of training since it will ensure that the latter matches the needs of the organization and its employees.

### ***2.3.5 Techniques of Training and Their Efficiency***

Various training techniques have different efficacy levels. Classroom-based training is still widely used, but more and more organizations use other forms of learning, such as e-learning, simulated learning, and learning by doing. In their study, Wisher et al. (2006) established that techniques such as simulated and e-learning make much difference compared to conventional approaches of training in that they improve retention rates as well as the ability to apply skills. The use of blended methods, where students receive both online and face-to-face instructions, has also been found to yield better learning outcomes since students can learn at a pace that best suits them while they learn through an application of theory in practice (Garrison & Kanuka, 2004).

### ***2.3.6 Employee Development and Career Advancement***

Promotion-related training programs for employees can have positive effects on the levels of job satisfaction and commitment. As noted it was underscored that an organizational commitment enhances its capacity to acquire and retain its most valued human resources, as the latter would work harder wherever it feels the organization is interested in its development to the next level. Training and development interventions like career management, coaching, and succession planning increase the visibility or framework of career advancement within the organization, hence increasing organizational commitment, decreasing turnover, and improving organizational performance (Allen et al., 2004).

### **3 Research Methodology**

Thus, this research uses exploratory, descriptive, and case studies, which are research strategies that will allow for a combination approach to gathering data on training and development initiatives and their impact on organizational performance. The exploratory component again focuses on the indicators of the migration phenomenon and the connections between them, and the descriptive component presents information on these indicators. The case study approach is applied herein considering the accumulation of details regarding the market background and phenomena at work within the firm environment in Karachi.

#### **3.1 Research Approach**

With this view, a combination of qualitative and quantitative data is collected to comprehensively capture the research problem. Secondary data in the form of qualitative data is collected by a literature search of previous similar theories/formulas. Primary numerical information is obtained through structured interviews using closed-ended questionnaires, thereby providing both depth and scope to the study.

#### **3.2 Population and Sampling**

Population in the context of this study refers to the mother population, which includes employees of corporate organizations residing in Karachi. A total of 102 participants were chosen through the non-probability convenience sampling technique. This method was fulfilling due to the availability of participants and the readiness of participants willing to participate in the study. The object of study is individual employees in the corporate sector of the workplace, particularly in Karachi. To be more precise, it enables the understanding of such initiatives in terms of the changes that occur within the personnel and organizations for which the learning delivery takes place.

#### **3.3 Data Types and Collection Method**

Therefore, this study employs qualitative as well as quantitative research data. The qualitative information is collected from a specialized literature review aimed at the literature on training and development and organizational performance. Quantitative data is collected in the form of structured interviews and closed-ended questionnaires administered



via WhatsApp and email. Google Forms is used when creating the questionnaire to make the process of administering the questionnaires easier.

### **3.4 Questionnaire Design and Distribution**

The self-developed questionnaire is based on a five-point Likert scale that seeks to elicit Strongly Disagree through to Strongly Agree from the respondent. Using this scale, the respondents can express their opinions in terms of agreement or disagreement with the statements regarding training and development programs. The questionnaire is distributed electronically and hence covers a large area of respondents, and the data collection is also efficient. In preparing for the main survey, a pilot study is undertaken to improve the questionnaire and test its reliability and validity. Ten professionals in the field provide opinions, and actions regarding their recommendations are taken accordingly. This one further checks whether the questionnaire's contents are clear, understandable, and complete to capture all the necessary data.

### **3.5 Data Coding**

Data collected through the questionnaire is coded using binary numbers "0" and "1" to facilitate analysis. The questionnaire's reliability is assessed and found to be more than 90%, indicating high internal consistency. Face validity is also checked to ensure that the questionnaire accurately measures its intended purpose.

### **3.6 Statistical Tools and Software**

The data is analyzed using various statistical tools, including Frequency Analysis, Crosstab Analysis, Chi-Square Test, T-test, and Path analysis. These tools examine the relationships between variables and test the study's hypotheses. SPSS software and Smart PLS version 4 were used for data analysis due to their robust analytical capabilities and ease of use. The survey is conducted over one week in January 2024. This timeline is chosen to ensure a timely and efficient data collection process, allowing for the subsequent analysis and interpretation of results.

### **3.7 Ethical Considerations**

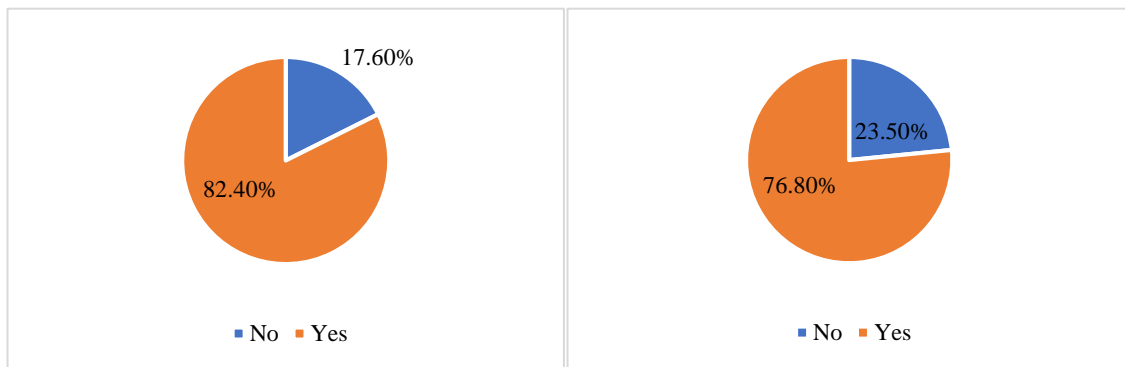
Ethical considerations are rigorously adhered to throughout the study. Informed consent is obtained from all respondents before they participate in the survey, ensuring that they are

fully aware of the purpose of the study and their rights as participants. Confidentiality and anonymity of the respondents are maintained at all times.

## 4 Analysis and Interpretation

Data was collected from 102 respondents with equal proportion of both genders. **Error! Reference source not found.** shows that a substantial majority, 82.40%, of the organizations surveyed have established T&D initiatives, represented by the orange segment. In contrast, a smaller portion, 17.60%, indicated by the blue segment, do not have such programs in place. This distribution underscores the significant emphasis that most organizations place on training and development, reflecting their recognition of the importance of these programs in enhancing organizational performance and employee competencies. Figure 2 shows that 23.50% of organizations report no improvement in performance, and 76.80% report improved performance. This distribution indicates that a significant majority of organizations perceive an enhancement in their performance, underscoring the positive impact of various initiatives, possibly including training and development programs, on organizational outcomes.

**Figure 1 Training & Development and Organizational Performance**



### 4.1 Crosstab Analysis

Table 01 presents the results of a crosstab analysis comparing organizational performance with the presence of training and development (T&D) programs. The table is divided into two main categories: organizations that do not have T&D programs and those that do. Among organizations without T&D programs, 77.8% report no improvement in organizational performance, while 22.2% report improvements. Conversely, among

organizations with T&D programs, 88.1% report improvements in organizational performance, and only 11.9% do not. This distribution highlights a significant association between the presence of T&D programs and improved organizational performance, with the majority of organizations that implement T&D initiatives reporting positive outcomes.

**Table 1 Crosstab Analysis Organizational Performance vs Training and Development**

		Organizational Performance		Total
		No	Yes	
Training & Development	No	77.8%	22.2%	100.0%
	Yes	11.9%	88.1%	100.0%
	Total	23.5%	76.5%	100.0%

**4.1.1 Chi-Square Tests**

Table 02 presents the results of various chi-square tests used to assess the statistical Significance of the association between organizational performance and T&D programs. The Pearson Chi-Square value is 35.75, with a p-value of 0.00, indicating a highly significant relationship between the two variables. The continuity correction, likelihood ratio, and Fisher's exact test also show p-values of 0.00, further confirming the Significance. The linear-by-linear association value of 35.39 with a p-value of 0.00 supports the conclusion that there is a statistically significant linear relationship between T&D initiatives and improved organizational performance. The note indicates that one cell has an expected count of less than 5, but this does not undermine the overall Significance of the results.

**Table 2 Crosstab Analysis Organizational Performance vs Training and Development**

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	35.75 <sup>a</sup>	1	0.00		
Continuity Correction	32.18	1	0.00		
Likelihood Ratio	30.91	1	0.00		
Fisher's Exact Test				0.00	0.00
Linear-by-Linear Association	35.39	1	0.00		
N of Valid Cases	102				

a. 1 cells (25.0%) have an expected count of less than 5. The minimum expected count is 4.24.

b. Computed only for a 2x2 table

## 4.2 Descriptive Analysis

Table 03 provides descriptive statistics comparing male and female employees regarding their experiences with T&D programs and perceived organizational performance. For T&D, males have a mean score of 0.80 (standard deviation 0.40) and females 0.84 (standard deviation 0.36). For organizational performance, males report a mean score of 0.84 (standard deviation 0.36), while females report a lower mean score of 0.68 (standard deviation 0.46). The standard errors of the mean are similar across genders, indicating consistent measures within each group. These statistics suggest slight gender differences in perceptions of T&D effectiveness and organizational performance.

**Table 3 Descriptive Analysis**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Training and Development	Male	51	0.80	0.40	0.05
	Female	51	0.84	0.36	0.05
Organizational Performance	Male	51	0.84	0.36	0.05
	Female	51	0.68	0.46	0.06

## 4.3 Independent Samples T -Test

To analyze gender-based differences in Training and Development (T&D) and organizational performance, independent samples t-tests was used. Table 04 presents the results of Levene's Test for Equality of Variances and t-tests for Equality of Means for Training and Development (T&D) and organizational performance across genders. For T&D, Levene's Test reveals no significant difference in variances ( $F = 1.06, p = 0.30$ ), and the t-test confirms no significant difference in mean scores between males and females ( $t = -0.51, df = 100, p = 0.60$ ). In contrast, for organizational performance, Levene's Test indicates a significant difference in variances ( $F = 14.96, p = 0.00$ ). The t-test results ( $t = 1.88, df = 100, p = 0.06$ ) suggest a marginally significant difference in means, with females reporting slightly lower perceptions of organizational performance compared to males.

## 4.4 Table 4 Independent Samples T -Test

Levene's Test for Equality of Variances		t-test for Equality of Means			95% Confidence Interval of the Difference			
F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper

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Training and Development	Equal variances assumed.	1.06	0.30	-0.51	100	0.60	-0.03	0.07	-0.19	0.11
	Equal variances are not assumed.			-0.51	99.24	0.60	-0.03	0.07	-0.19	0.11
Organizational Performance	Equal variances assumed.	14.96	0.00	1.88	100	0.06	0.15	0.08	-0.00	0.32
	Equal variances are not assumed.			1.88	94.59	0.06	0.15	0.08	-0.00	0.32

**4.5 Partial Least Squares Structural Equation Modelling (PLS-SEM)**

**4.5.1 Measurement Model Assessment**

Measurement model assessment evaluates the reliability and validity of the indicators used to measure latent constructs in a research model. The items of this model show internal consistency as the outer loading of all items is above 0.708 exceeding the benchmark value. Moreover, the constructs of the model also have reliability as Cronbach alpha and composite reliability is above 0.7 the benchmark value. The convergent validity of the constructs is also established as AVE is above 0.5 the benchmark value. The VIF values indicate the degree of multicollinearity between variables in the outer model. All values range from 2.561 to 6.800, which are within acceptable limits, meaning multicollinearity is not a significant concern.

**4.5.2 HTMT**

The HTMT value between Training and Development and Organizational Performance is 0.674. This indicates that the two constructs are distinct yet related, and the value is within acceptable limits for discriminant validity.

**Table 5 Reliability and Convergent Validity**

Items	Outer loadings	VIF	Constructs	Cronbach alpha	Composite reliability	Average variance extracted
V10	0.891	3.583	Organizational Performance	0.948	0.960	0.826
V11	0.880	3.658				
V12	0.943	6.800				
V13	0.916	3.983				
V14	0.914	5.457				
V5	0.931	4.852		0.934	0.950	0.792

V6	0.866	3.330	Training and Development
V7	0.851	2.783	
V8	0.943	5.831	
V9	0.855	2.561	

Table 06 shows that the square root of the AVE for Organizational Performance (0.909) is higher than its correlation with Training and Development (0.641), indicating good discriminant validity between the two constructs. Similarly, the square root of the AVE for Training and Development is 0.890.

**Table 6**

Training and Development <-> Organizational Performance	0.674
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Table 07 shows the relationship between Organizational Performance and Training and Development. The correlation coefficient between the two variables is 0.641, indicating a strong positive relationship. This suggests that improvements in training and development are associated with enhanced organizational performance.

**Table 7 Correlation**

	Organizational Performance	Training and Development
Organizational Performance	0.909	
Training and Development	0.641	0.890
Organizational Performance	1.000	0.641
Training and Development	0.641	1.000

**4.5.3 Structural Model Assessment**

Structural model assessment evaluates the relationships between latent constructs in a model, examining path coefficients, predictive accuracy, and overall model fit to determine the model's explanatory power and hypothesis testing results. The R-Square value for Organizational Performance is 0.410, meaning that 41% of the variability in organizational performance is explained by training and development. The adjusted R-Square value, which accounts for the number of predictors in the model, is 0.404.

**Table 8 Construct Reliability and Validity**

	R-square	R-square adjusted
Organizational Performance	0.410	0.404

Table 9 provides the path coefficients for the relationship between Training and Development and Organizational Performance. The original sample coefficient is 0.641, with a t-stat of 8.098 and a p-value of 0.000, indicating a significant positive impact of training and development on organizational performance.

**Table 9 Path Coefficients Size and Significance**

	<b>B</b>	<b>Std</b>	<b>T stat</b>	<b>P value</b>
Training and Development -> Organizational Performance	0.641	0.079	8.098	0.000

**4.5.4 Discussion**

As pointed out in Table 11 of path analysis results, T&D works significantly affect organizational performance. Thus, the coefficients obtained by the analysis state that the model is accurate: path coefficient 0.641, T-statistic 8.098, p-value 0.000, and reveal that the connection is not only statistically meaningful but also strong. This shows that as organizations enhance their emphasis on training and development activities, performance improves. The obtained high value of T-statistic shows that this effect cannot be attributed to chance, while the low p-value proves the high dependency of T&D on performance.

The relevance of these findings can be seen in the general framework of organizational management with an emphasis on the costs incurred in developing people as being correlated with enhanced organizational performance. Hypothesis This analysis supports the hypothesis that a formulated T&D program in an organization increases employee skills, knowledge, and attitude, ultimately leading to organizational performance. These findings are in harmony with prior work in the field as it has been established that besides raising productivity, training efforts enhance the morale of the workers, which is vital for the sustained success of the organization.

In similar sentiments, previous research has noted that T&D plays a major role in facilitating the attainment of improved performance. For example, Jehanzeb and Bashir (2013) have studied the banking sector in Pakistan and have shown how different organizations that have incorporated and invested in training programs have noticeable enhancements in their employees’ performance. They also noted that training is not only used to keep the employee abreast of the latest practice in his/her field of specialization but

also as a culture, which enhances employees' productivity and makes them more useful to the organization.

This argument is also supported by Resource Based View (RBV) theory which argues that human resources are critical source of competitive advantage for organizations. As Barney (1991) postulated, central to those organizational skills and competencies, including HRM interventions with the workforce, enhances organizational performance. The findings of this study corroborate this theory whereby T&D initiatives were found to have causally related positive effects on organizational performance. Due to the early training of employees, organizations are able to harness their human resources as a means of competition and a unique selling power.

Human Capital Theory also substantiate these findings. Employer investment in education and training are believed to lead to improved efficiency and increased economic returns for employers; Becker (1964). This theory assumes that an employee is an organization's capital that should be nurtured to achieve improved performance in organizational activities. The present study corroborates the ideas presented in this theory by showing that T&D programs have a large impact on achieving organizational goals and attaining long-term stability in the corporate environment.

The path analysis also supports the proposition that training and development are significant sources of organizational performance. Such financial correlations as T&D and its impact on performance have been shown to be significantly positive, indicating that management should consider human capital development as imperative for strategic business. These suggestions are corroborated by prior assumptions of the Resource-Based View and Human Capital Theory, supporting the function of T&D in improving organizational performance. Thus, the study can predict that organizations, where T&D is viewed as a priority, will observe increased and consistent enhancement of the company's performance due to competitive advantages in the industries in which they operate.

## **5 Conclusion**

The analysis of the research results undertaken in this study unequivocally indicates that training and development (T&D) programs and activities enhance organizational performance in the Karachi corporate sector. The Path analysis shows that the chances of



enhanced performance within organizations that provide T&D programs are significant; it proves that these programs are important for enhancing productivity and success rates.

These findings, as with any general investigation of the effectiveness of training in enhancing employee performance, are fairly comparable to this or the same research. Studies carried out by Moore et al (2007) and Jehanzeb and Bashir (2013) have found that, indeed, investment in the development of employee strength has a positive relationship with job performance and organizational results. The Resource-Based View (RBV) and Human Capital Theory provide antecedent to these findings relating to strategic human resource management and the value proposition.

## **5.1 Recommendations**

Organizations should continually invest in training and development to increase the effectiveness of their human capital training and development. This investment will enable the organization's members to work effectively and thrive in a dynamic business world. Design training that encompasses every aspect and need of the employees at the specific departments. Onsite training guarantees that the subjects delivered to human resources meet their working standards, boosting performance. Offer training courses online using Internet education technologies to provide reliable, flexible, and convenient training. Online sessions and virtual training should complement traditional training sessions such as face-to-face training sessions, seminars and workshops. Definite performance specifications are necessary to assess the efficiency of training. Continuously obtain feedback from the employees to enhance these activities and implement practical and effective company and seller initiatives. Develop programs that will address leadership capacity building within this organization. Management development can effectively improve strategic planning skills, critical decision-making and general managerial proficiency, which are vital for success in any organization. Maintain a culture that supports and fosters ongoing learning and empowerment. Encouraging professional development training promotes the idea of lifelong learning and rewards employees who engage in it. This could be done through collaborations with universities, colleges and other training professional bodies to obtain improved resources and skills. These collaborations can still afford the employees the chance to earn new qualifications and certifications. Adequate capitalization must be realized in your organization's training and development programs. Financial investment is

mandatory for these programs to be implemented effectively and sustainably. Before, during, and after the training programs, the impact of the training and the readiness to change the training activities should be evaluated based on organizational and employee needs and preferences. Regular updates are important so that the training activities are still significant and valuable. It is necessary to provide employees at all hierarchy levels and new employees with access to training activities. PC: Focused training ensures that all individuals in an organization receive provisions that will improve their performance and consequently help the organization.

## 5.2 Limitations of Research

Despite its findings, this research has the following limitations, given its methodological approach, which was used for exploring the impact of training and development on organizational performance of the corporate sector in Karachi. Firstly, Karachi is focused; thus, the findings of this study may not generalize to other regions with perhaps different economic, cultural or industrial settings. Secondly, the sample size of 102, while it is larger than thirty-five and is representative, can still be argued to represent a sample within the total population of the corporate sector. This could raise concerns about the generalization of the results identified. Thirdly, the selection of participants using the convenience sampling method means that a sample selected is biased since it is made up of individuals willing and available to participate in the exercise. Also, the method employed to collect most of the data is questionnaires, which can lead to response bias, such as socially desirable responses. Finally, the cross-sectional findings provide only one snapshot view of the phenomenon under investigation so that the before and after causal relationship cannot be ascertained. The mentioned limitations should be addressed during future research by employing longitudinal study designs, larger sizes, more diverse participants, and more efficient random sampling methods.

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