

## Role of Employee Training: Study of Employee Commitment, Retention, and Performance in NADRA Pakistan

Samina Umer Pathan<sup>1</sup>, Dr. Muhammad Salih Memon<sup>2</sup>, Dr. Mansoor Ahmed Soomro<sup>3\*</sup>

**Abstract--** Employees “Commitment, retention and performance” are the burning and debatable issues of every manufactured and service oriented organizations. In this prospective data has been collected from NADRA employees of Pakistan with the concerned of training. A structured questionnaire was adopted and sends for data collection to the targeted population, analysis techniques namely descriptive statistics, reliability, factor analysis, regression and correlation, were used, and based on the results it was concluded that untrained employees are more committed, retain for long period of time with NADRA and performed better towards the organizational objective, on the other hand employees who availed training facility are less committed, retention rate is lower and not performed well in the organization. It is finally concluded that only training factor without any financial and non-financial benefits is not effective on NADRA employees.

**Keywords:** Employee Training, Employee Commitment, Retention, Performance, NADRA

---

### INTRODUCTION

Training concept is started from England and called as “Direct Instruction” or “Sit-by-me” this is on job training performed at location where someone actually performed that said job and new one learn it. Chinese philosophy regarding training in ancient time is

“If you tell me I will listen  
If you show me, I will see  
But if you let me experience  
I will learn”

Prussians in 1800 used gaming situation for the training of military. However classroom type training in factory was started in some year. For shipyard workers in 1917 new method has been introduced by Charles R. Allen “Shoe, Tell, Do and check” this was procedural instruction for job. The need of training was increased during World War II and “Job Instruction Training” was organized. It is clearly observed from history the people had understood the importance of training, in all field of life even in our social life training is play very important role.

Training is directly impact on the routine work of worker, the productivity of worker is increase after proper training (Ameeq-Ul-Ameeq, 2013). Relevant training and employees performance are connect with each other. Training is learning method through which participant learns about new techniques and approaches that are useful at work place (Algranti, 1998). Effective training is strengthening the skills and capacity of worker, when worker satisfied with job he/she contributes their maximum output for the betterment of firm success (Shelton, 2001). Conclusion of the study of Atif Anis (2011) is after training employee proficiency is develop and he/she produces better result but in long term employee performance is effected as he/she expect financial benefit from firms for his performance reward. Monetary benefits are helpful for the retention of workforces.

---

<sup>1</sup>Researcher, Shah Abdul Latif University, Khairpur

<sup>2</sup>Associate Professor, Institute of Business Administration, Shah Abdul Latif University, Khairpur, Pakistan

<sup>3</sup>Assistant Professor, Department of Business Administration, Mohtarma Benazir Bhutto Shaheed Sindh University Campus, Dadu, Pakistan

Corresponding author Email: [mansoor.soomro@usindh.edu.pk](mailto:mansoor.soomro@usindh.edu.pk)



### **Objectives of Research**

- ✓ To explore the relationship between training and employee commitment, employee retention in NADRA through enhancing the worker efficiency or performance
- ✓ To examine the outcome of training on workers efficiency or performance through highlighting the commitment of worker.

### **Research Question**

- ✓ Is there any relation between training and organizational commitment?
- ✓ How training determine retention?
- ✓ How training is related with performance?
- ✓ What is the impact of organizational commitment on retention?

### **Hypothesis**

- ✓ H1 Employee training is significantly related with employee commitment.
- ✓ H2 Employee training is significantly related with employee retention.
- ✓ H3 Employee training is significantly related with employee Performance.
- ✓ H4 Employee commitment is significantly correlated with employee retention.
- ✓ H5 Employee commitment is significantly correlated with employee performance.

### **Gap in Literature Review**

After go through, available literature on subject topic, I have find that IT selector is ignored in research field of HRM in Pakistan. NADRA is “IT base” Organization and start working in 2000, environment and attitude of NADRA employees was encourage me to select this organization and evaluate the impact of training on employees commitment, rate of retention and performance for covering this gap.

### **Justification of the Research**

- ✓ The development of research field has focused and also highlighted the importance of service sector as a valid and justified field of research in world including in Pakistan.
- ✓ We explore employee’s opinion and visions that represented their feelings about HR activities, and focused on training that influence on workers commitment, rate of retention and performance.

### **LITERATURE REVIEW**

Role of employee training is discussed in different studies and its influence on “commitment level, retention rate, and performance” of employee is evaluated by many researchers. Importance’s of training is clear through different research works. Barney (1991) was point out the successes of any firm is hidden in his internal resources like employee’s ability and efficiency. Researcher has proved that for proper utilization of available resources frequent and related training are necessary. Garavan (1997), differentiate the training and development, employee learns through training and they overcome their job related problem. Training is developing the skills of employee to perform their job with latest and modern methods. Muhammad Irshad (2012) priorities and appreciate the efforts of successful firms that believe and valuing the employees and understand the training as investment for the betterment of the performance of employee and employer. According to Meyer and Allen (1991) improve the preferred talent, knowledge and capability of the worker, to do well on the Job, needs effective training that also effects on employee’s motivation and Commitment. Training is continues processes however it must be relevant with employee job and employer goal, Neelam Tahir (2014) supported that training is increase the efficiency and performance of workers for achieving the goal. Muhammad Zain ul Islam (2015) describe that training is cover the gap between required skills and attained skills of worker that prerequisite by firms.

### **Employees Commitment**

Commitment of employees with organization is very critical and not have single tool to measure it. Those employees who are committed with organization always try to save the assets of business and do their job with loyalty and honesty. Researcher agreed that training is basic tool that enhance the commitment of employee with organization. The researcher Owoywm (2011), working on “Enhancing Employees

Commitment to Organization through Training, they were select staff of financial companies. Effectiveness of the training is measured in number of days for example less than one day training is effective or less than 15 days training is effective. They evaluate that tenure of training is correlated with level of commitment. This paper supported that training levels are effective tool for enhancing the employee's commitment with company. Equal opportunity creates the sense of commitment and employee is willingly stay in same organization for long duration and utilized their polished skills for the betterment of organization (Andreas Dockel, 2006). Commitment with organization or commitment of organization with employee both are correlated, output is depends on input. (Pace, 1991). Committed employees are much more beneficial or productive. When an employer provide proper training to their employee and employee is satisfied with their Job, they would be more committed overall. (D.Jaworski, 2012).

### **Employee Retention**

Training is important for the retention of employee in the organization different researcher were working on this topic and proved. Employee's decision to stay with a company is depends on his satisfaction, the sense of recognition is developed in employee when he/she nomination for training programs (Shelton, 2001). Retention of senior and skilled employee is main issue therefore mostly organization adopted seriously review of the employee related policies and groom their employees through latest trainings. The image of firms will be rise in market when retention rate is decrease due to employee's satisfaction on the basis of training and compensation (Eric Ng Chee Hong, 2012). Chen (2014) research is very much supportive in the field of retention of employee as training creates wisdom of support in employee for simplification in the process of complete their job conversely that logic is rise the ratio of retention. According to (Zeynep Ton, 2008) when experienced worker has left the firm that directly effect on the performance and production of firm however an average employee with less experience is easily accommodate. It is also observed that average workers mostly not play direct role in production and profit, therefore organizations are easily absorbed this gap.

### **Employee Performance**

Dr. Elizabeth (2014) in his study defines that training used as tool for enhancing the performance of employee. Training improves the skills and performance of workers and satisfaction level of worker also increase with confidence of doing job with perfection. Organization performance is increase through the performance of trained employees (Azara Shaheen, 2013). Training is tool for the transfer of data and knowledge from trainer to trainee but related training and usage of training knowledge at work place is important. After the passage of time when worker not use the techniques at work place he /she become zero (Teubes, 2002). After training worker feels responsibility to participate in whole setup as useful tool and utilized their skills and competencies in best possible way (Ulrich, 1998). Human Resources are assets for any firm, to increase the level of assets must be invest on workers in shape of training and development programs, and expect more results from worker in term of performances which lead the firms in business world as successor (Franklin Dang Kum, 2014). According to scholar Asma (2012) research, that training is play effective role on worker retention, commitment and performance, these all factors develop the production and performance of firms. Understanding of employee that firms organized training to facilitate them and familiar them with techniques that useful at their work place play energetic and positive impact on their performance.

### **RESEARCH METHODOLOGY**

Research Methodology is the process that is used for the collection of information and data for proving/supporting the hypothesis. Burns & Grove (2003) describe the research design as "a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings". For proving this relationship the proposal of subject study is as under that represent the effect of training on employees commitment, retention and performance.

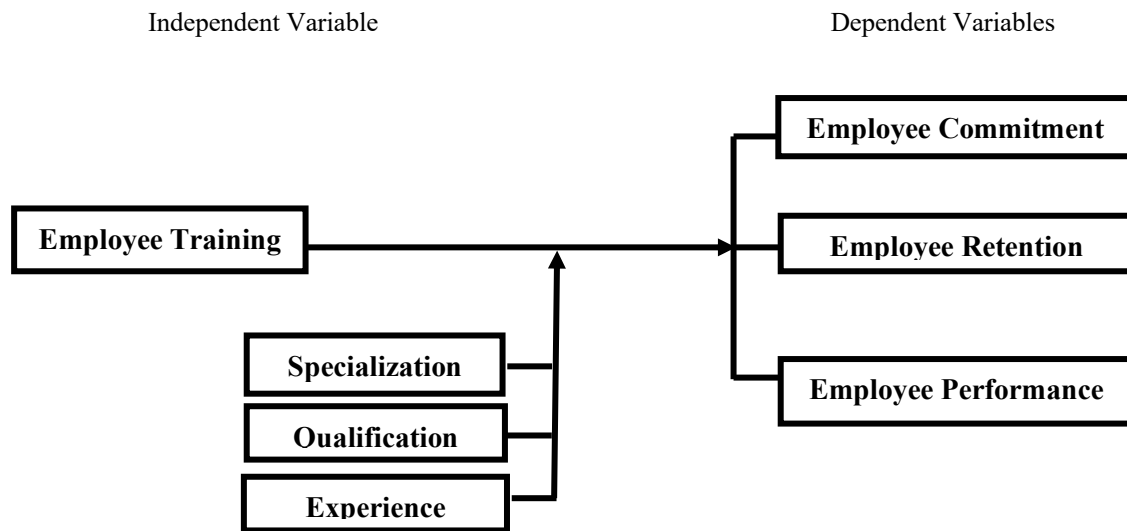


Figure 1. Research Model

### Sample Size Determination /Calculation

Taro Yamane (1967)

$$n = \frac{N}{(1 + N(e)^2)}$$

$$n = \frac{11345}{(1 + 11345(0.05)^2)}$$

$$n = \frac{11345}{29.3625} \quad n = \mathbf{386.377 \text{ or } 386}$$

Sample Size n= 386, However data of 406 employees has been used.

### Instrument

Following instruments were used:-

- (i) Training (Training importance's, its impact and utilization at work place)
- (ii) Commitment (affective and continuance commitment with organizations vision and mission)
- (iii) Retention (pay packages, career opportunity and Job security)
- (iv) Performance (Goal oriented, career orientated)

### Measurement

In subject study impact of training was measure in term of commitment, retention and performance either training improve the skills and knowledge of employee regarding the job. Raja Abdul Ghafoor Khan (2011) express training is important for both employee and employer as the performance of employee is leads the performance of firms.

### Demographic Status

Questionnaire covers enough information regarding gender, age, marital status, academic qualification and training status of employees.

### Analysis and Target Population

National Data Base and Registration Authority (NADRA) Pakistan had been selected for subject research purpose. NADRA is great international level IT base organization of Pakistan, Data Collection Methods.

Asma Mehmood (2012) questionnaire has been used in this research for data collection. Questionnaire was distributing among 500 male and female employees through e-mail and hard copies distributed among those employee.

**Analysis Techniques**

Statistical Package for the Social Science (SPSS 18) is used for data analysis. The available data of questionnaires were entered into the SPSS 18 sheet in coded format. For data analyses following techniques were used:-

- Mean, Standard deviation
- Reliability assessment
- Descriptive Statistics
- Regression
- Correlation Analysis

**Results and Discussions**

Reliability analysis is statistical technique which checks the reliability of the instrument through which we collected the data and represent the present / current theory:-

Reliability Statistics	
Cronbach's Alpha	N of Items
.917	53

**Factor Analysis/ Data Reduction Method**

Results of factor analysis are strongly supportive by both schools of thought that the value of Keiser-Meyer-Olkin (KMO) /Measure sample adequacy is not lesser then .5 or .6, and the value of significance or Bartlett's test is not more then .05, all values are .000 these results are strongly supportive for formation of factors:-

S#	Factor Name	KMO/MSA	Chi-Square Value
a.	Training	.780	.000
b.	Commitment	.634	.000
c.	Retention	.627	.000
d.	Performance	.850	.000

**Regression Analysis**

Regression analysis is defining the relationship between training as independent variable however dependent variables are Commitment, retention and performance. There are five hypothesis in this study for evaluating the relationship between all independent and dependent variable. The best value of R is range from -1 to +1. The absolute value of R shows the strength which point out the scope of relationship. R squared attempt to correct R<sup>2</sup> to more nearly reflect the goodness and fitness of model. Regression test regarding the role of training was scrutinizing through following models:-

Model 1 Commitment = a +Training β+U significance

Model 2 Retention = a +Training β +U significance

Model 3 Performance = a +Training β +U significance

**Model 1 Employee Commitment**

Model is poor fit and training itself cannot predict the commitment fully but some how it is positively and significantly related with commitment:-

R <sup>2</sup> =.116 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (Yes)	.341	6.20	.000

Model is some how better than previous one and the employee who would not availed training are more committed. Relationship between training and commitment is high, positive and significant:-

R <sup>2</sup> =.433 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (No)	.658	8.914	.000

**Model 2 Employee Retention**

While measuring retention level of employee with training itself, model is poor fit with the employees who are trained but positive and significant related with retention:-

R <sup>2</sup> =0.091 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (Yes)	.301	5.412	.000

Model moderate fit without training but there is strong progressive and significant relationship between training and retention:-

R <sup>2</sup> =.406 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (No)	.637	8.438	.000

**Model 3 Employee Performance**

Model is average fit but training got strong, positive and significant relationship with performance:-

R <sup>2</sup> =.365 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (Yes)	.605	12.991	.000

Model is moderate with untrained employees however positive and significantly related with performance:-

R <sup>2</sup> =.426 Significance=0.000			
Variable	Beta β	t-stat	Chi-Square Value
Training (No)	.657	8.877	.000

**Correlation**

Commitment is positively significant and highly correlated with retention and commitment is significantly related with employee performance is proved and supportive is as under:-

Correlation		Performance	Commitment	Retention
Performance	Pearson Correlation	1	.639 <sup>**</sup>	.616 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	406	406	406
Commitment	Pearson Correlation		1	.985 <sup>**</sup>
	Sig. (2-tailed)			.000
	N		406	406
Retention	Pearson Correlation			1
	Sig. (2-tailed)			
	N			406

Hypothesis of this research is examined in this portion as per the results of KMO/MSA and Chi square (significance) are proved. Regression analysis is supportive for our hypothesis as define above. Questionnaire item are evaluate the hypothesis about training, commitment, retention and performances. Tabular representation about hypothesis statement is as under:-

S#	Hypothesis	Supported	Not Supported
H1	Employee training is significantly related with employee commitment.	Yes	
H2	Employee training is significantly related with employee retention.	Yes	
H3	Employee training is significantly related with employee Performance.	Yes	
H4	Employee commitment is significantly correlated with employee retention.	Yes	
H5	Employee commitment is significantly correlated with employee performance.	Yes	

**Validation of Results**

Validity of research is directly linked with the credibility of topic therefore this research was validated through available data on subject topic in shape of research Papers, books and seminars:

- ✓ The human resource experts combined on this point that HRM practices are important for employee training, learning and development for getting expected committed workforce and increasing the organizational performance (Hesketh, 2006).



- ✓ According to the results of Simon (2015) it was unearth that training opportunities are associated with employee commitment, retention and performance.
- ✓ For achieving organizational goal training is important tool that increase the level of employee commitment, rate of retention and performance (Dr.Elizabeth Dwomo-Fokuo, 2014).

## CONCLUSION

Curiosity of every organization is to get accomplished their objectives. For that purpose organizations are taking so many decisions regarding the improvement of service structure, customer care, and relationship management. Organizations are improve and grow by implementing required training programs but in the case of NADRA situation are changed, NADRA trained employees are try to be switched and they are less committed and actually not interested to perform as per their skills. However those employees, who are committed, retain and try to perform well in NADRA they are still untrained.

## RECOMMENDATION

Situation of NADRA is totally changed by comparing it with other service-oriented organization, where training is key factor towards the success. In this regard top level management of NADRA not only need to arrange relevant training programs but also focused on job satisfaction of employee, improve working environment, financial and non-financial benefits, Job security and give them career path that based on trainings. These all factors will ultimately increase the level of employee commitment, retention and performance.

## LIMITATIONS

Our study is based on the responses of National Data Base and Registration Authority “NADRA” employees. These results are may not be applicable in all service-based organizations. Furthermore, limited economic conditions and time is another limitation of our research. Results of this research are representing the relationship between “training and employee commitment, retention and performance”.

## REFERENCES

ALGRANTI, C. A. (1998). THE EFFECTS OF TRAINING ON JOB PERFORMANCES: A STUDY OF THE FACTORS AFFECTING THE LEARNING TRANSFER PROCESS.

AMEEQ-UL-AMEEQ. (2013). IMPACT OF TRAINING ON EMPLOYEE'S DEVELOPMENT AND PERFORMANCES IN HOTEL INDUSTRY OF LAHORE, PAKISTAN. *JOURNAL OF BUSINESS STUDIES QUARTERLY*, 68-82.

ASMA, M. (2012). *IMPACT OF TRAINING ON COMMITMENT, RETENTION AND PERFORMANCE*. ISLAMABAD.

ATIF ANIS, I.-U.-R. A. (2011). EMPLOYEE RETENTION RELATIONSHIP TO TRAINING AND DEVELOPMENT: A COMPENSATION PERSPECTIVE. *AFRICAN JOURNAL OF BUSINESS MANAGEMENT*, 2679-2685.

AZARA SHAHEEN, S. M. (2013). EMPLOYEES TRAINING AND ORGANIZATIONAL PERFORMANCE: MEDIATION BY EMPLOYEES PERFORMANCES. *INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS*, 490-503.

BARNEY, J. (1991). FIRM RESOURCE AND SUSTAINABLE COMPETITIVE ADVANTAGE. *JOURNAL OF MANAGEMENT*, 99-120.

BARTLETT, K. (2004). TRAINING AND ORGANIZATIONAL COMMITMENT AMONG NURSES IN NEWS ZEALAND AND UNITED STATES PUBLIC HOSPITALS EXPERIENCING INDUSTRY AND ORGANIZATION CHANGE. 383-390.

CHEN, M. (2014). *THE EFFECT OF TRAINING ON EMPLOYEE RETENTION*. FUZHOU: ATLANTIS PRESS.

DR.ELIZABETH DWOMO-FOKUO, J. K. (2014). THE TRAINING AND DEVELOPMENT: A TOOL FOR EMPLOYEE PERFORMANCE IN THE DISTRICT ASSEMBLIES IN GHANA. *INTERNATIONAL JOURNAL OF EDUCATION AND RESEARCH*, 215-522

ERIC NG CHEE HONG, L. Z. (2012). AN EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION IN INSTITUTION OF HIGHER LEARNING:- A REGRESSION ANALYSIS. *INTERNATIONAL JOURNAL OF BUSINESS RESEARCH AND MANAGEMENT (IJBRM)*, 60-79.

GARAVAN .TN. (1997). TRAINING, DEVELOPMENT, EDUCATION AND LEARNING: DIFFERENT OR THE SAME? *J.EUR.IND.TRA*, 39-50.

GROVE, B. &. (2003). UNDERSTANDING OF NURSING RESEARCH. *PHILADELPHIA SAUNDERS COMPANY*, 197.

IRSHAD, M. (2012). FACTORS AFFECTING EMPLOYEE RETENTION: EVIDENCE FROM LITERATURE REVIEW. *ABASYN JOURNAL OF SOCIAL SCIENCES VOL 4 NO.1*, 84-102.

MUHAMMAD ZAIN UL ISLAM, A. B. (2015). IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE: EMPIRICAL STUDY ON TELECOMMUNICATION SECTOR OF PAKISTAN. *JOURNAL OF RESOURCES DEVELOPMENT AND MANAGEMENT AN INTERNATIONAL OEER-REVIEWED JOURNAL*, 26-31.

NEELAM TAHIR, I. K. (2014). THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE AND PRODUCTIVITY: A CASE STUDY OF UNITED BANK LIMITED PESHAWAR CITY KPK PAKISTAN. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS AND SOCIAL SCIENCES*, 86-98.

OWOYEMI, O. A. (2011). ENHANCING EMPLOYEES' COMMITMENT TO ORGANIZATION THROUGH TRAINING. *INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT*, 228-286.

SHELTON, K. (2001, MAY). THE EFFECTS OF EMPLOYEE DEVELOPMENT PROGRAMS ON JOB SATISFACTION AND EMPLOYEE RETENTION. *TRAINING AND DEVELOPMENT*, P. 51.

SIMON MAFIKA NKOSI. (2015). EFFECTS OF TRAINING ON EMPLOYEE COMMITMENT, RETENTION AND PERFORMANCE: A CASE STUDY OF LOCAL MUNICIPALITY IN SOUTH AFRICA. *EUROPEAN JOURNAL OF BUSINESS AND MANAGEMENT*, 104-108.

TEUBES, S. W. (2002). THE EFFECT OF TRAINING PROGRAM ON THE ATTITUDE OF MANAGERS TOWARDS PERFORMANCES MANAGEMENT.