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Assessing The Role of Ongoing Training Initiatives In Improving Overall Employee Job Performance: A Case of an emerging Economy

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Abstract

This research delves into the pivotal role of ongoing training initiatives in elevating job performance within Mehran University of Engineering & Technology, SZAB Campus, Khairpur Mir's. The objective is to scrutinize the role of ongoing training initiatives on overall job performance of employee through a descriptive research model, utilizing both primary and secondary information. The convenience sampling method is employed in study, 65 participants across three categories: Faculty Members, Officers, and Staff participated in the survey. A structured close-ended likert scale questionnaire serves as the primary tool for data collection. Statistical tools such as regression analysis, Pearson correlation analysis, and analysis of variance (ANOVA) are applied to examine the proposed alternative hypothesis. It was transpired from the results that the hypotheses are tested supported, in result it was known that ongoing training initiatives significantly enhance the employee overall job performance. The results are also encouraging for the organizations to increase the training initiatives to elevate employee performance. In summary, the research indicates that continuous training efforts are crucial in positively impacting the overall job performance of employees at Mehran UET, SZAB Campus, Khairpur Mir's. This underscores the significance of continuous learning and development programs in organizational settings, emphasizing the need for institutions to prioritize such initiatives for enhancing employee performance and organizational success.

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INTRODUCTION

In economic expansion in many emerging countries the human resource has always contribute bigger roll. Many emerging countries like India can incorporate these programs into their emerging economies. No matter how big or small your organization is, you need talented people to run it. Formal teaching systems do not teach job-specific abilities for specific organizational positions. Limited workers have the skills, knowledge, abilities and capabilities they need to work effectively. At end, many companies need extensive training to meet stated needs to help the organization grow. Training refers to the transfer of special skills to perform a specific task, while development deals with strengthening and improving the overall skills and abilities of an individual through conscious and unconscious knowledge. The key goal of training is to improve the capabilities of employees so that the organization can achieve maximum efficiency and effectiveness of its human assets. In his book, Aramstrong (2009) argues that organizations

benefit from training and development by engaging employees, making them identify with the organization, and work harder for them and the organization and clearly states that you can have that. For employees to be flexible and efficient at work, they must possess and enhance the prerequisite education and ability. If you think your work is valued for the organization, you must demonstrate leadership commitment for your career growth and fulfill the educational and professional requirements. Pakistan, being one of the rapidly growing economies in Asia, places great emphasis on continuous development of manpower. The competent personnel are required by the large scale and small-scale businesses as result of increasing number of business, and Pakistani academies perform a vital part in delivering skilled human resource to the both (public and private) sectors. Mehran University of Engineering and Technology, Jamshoro is one of such institution that emphasizes on educational and research areas to contribute to the growth of the country's productivity. It is among the oldest and largest universities in Pakistan, offering academic programs in undergraduate postgraduate across both campuses at main campus and at Khairpur Mir's Campus. Normally, the staff categorized in three categories i.e Faculty, Officers, and Staff.

Although each category has different roll that directly impacts the university's goals. Therefore, manpower expansion should be a considerable focus for enhancing their performance. While Mehran University offers multiple long-range and short-range development programs for its academicians and technical workers, the effectiveness of these programs has not been investigated. To promote Engineering Education in the interior region of the Sindh province and bridge the gap between the supply and demand of engineering professionals, the government established an Engineering College at Khairpur Mir's in the year 2010. Subsequently, the college was upgraded to the status of a campus of Mehran University of Engineering and Technology (MUET), Jamshoro. The campus was further named as Mehran UET, (SZAB) Campus, Khairpur Mir's. Currently, SZAB Campus offers education in six disciplines and accommodates more than 1200 students, including undergraduates and postgraduates (MUET-Prospectus-2022-23). This expansion reflects the commitment to providing quality education and meeting the growing demand for skilled professionals in the field of engineering within the region. Despite recruiting 479 staff from 2010 to 2023, insufficient attention has been paid to manpower development, causing issues with ongoing training initiatives.

This neglect has led to gaps in employee skill development and hindered organizational growth. Enhancing employee performance at SZAB Campus is vital for improving efficiency and achieving institutional goals. However, there's limited research on ongoing training initiatives and their outcomes at SZAB Campus, resulting in a lack of timely training opportunities and potential knowledge gaps among staff. Like other institutions, SZAB Campus needs effective manpower development programs to boost productivity, foster a culture of continuous learning, and ensure the achievement of desired outcomes. Thus, the primary aim of this research is to investigate the impact and relationship of manpower development programs on the productivity and output of all employees, providing valuable insights for organizational improvement.

The study has planned to achieve the following research objectives:

- To explore the relationship between Ongoing Training Initiatives and overall job performance of employee

- To identify the impact of Ongoing Training Initiatives on overall job performance of employee.

The rest of this paper is set up like this: The literature review provides a thorough examination of pertinent literature concerning training initiatives and employee performance. The research methodology section details the study's design, data collection methods, and analytical approaches. The Results section presents empirical findings and analyses derived from the collected data. Discussion encompasses the study's implications, offers recommendations, and proposes directions for future research.

LITERATURE REVIEW

Ongoing Training Initiatives is essential for employees to acquire skills and improve performance so that they can contribute an organization that retains its employees through satisfaction and motivation. Worldwide, the world is dynamically evolving and progressing every day, creating many challenges for organizations. Ongoing Training Initiatives helps in removing inefficiencies of employees, improving efficiency and increasing the productivity of any organization. Zahir Abbas (2014) emphasized that employee development is important component for company growth because some employees lack information & skills and do not complete their activities on time. Samples were taken from employees and staff of National Bank of Pakistan. The study based on descriptive and quantitative research. The research provides practical indication on the aspects that influence employee training and organizational performance.

Types of Ongoing Training Initiatives

Employee training is a critical component of organizational development, playing a pivotal role in enhancing job performance and ensuring the continuous growth of the workforce. In this review, we explore various types of ongoing training initiatives, examining their effectiveness and impact on employee job performance.

Continuous Learning and Development

Continuous learning and development have emerged as critical components in the contemporary workplace, aiming to enhance employee skills, knowledge, and overall job performance. Organizations recognize the dynamic nature of today's business environment and the need for employees to adapt to changing circumstances. This literature review highlights the importance of continuous learning and development its impact on personal and organizational success. Continuous learning is really important for ongoing training programs because it helps employees keep up with what's new in their industry. Marsek and Watkins (1990) talked about how important it is for companies to become "learning organizations" where everyone is always learning.

This means having things like workshops, classes, and online courses regularly so employees can stay updated on what's happening in their job. The fast changes in technology, how the world connects, and how we work have made the skills we used to rely on outdated. To keep up, employees need to keep learning new things all the time. According to Siemens et al. (2019), always learning is really important for dealing with the challenges of today's job world. Studies indicate that when people keep learning new things at work, they tend to do better in their jobs (Raja et al., 2020). Taking part in ongoing training programs helps employees get better at what they already know, which makes them more

productive. When people feel like they're improving and growing in their jobs, it makes them happier and more satisfied with their work. An organization's adaptability is closely related to the continuous learning culture it raises. Organizations that spend in the professional development of their workforce are better able to deal with change, take advantage of opportunities, and overcome challenges (Garvan, Morley, Gnegel, & McGuire, 2016). This highlights the role of continuous learning in enhancing organizational agility. Continuous learning initiatives payback considerably to employee retention. Investing in employees' growth makes them feel more loyal and committed to their company (Noe, 2017). People tend to stick with a company that cares about their progress and offers chances to keep learning.

Digital technologies have changed how we learn. Online learning platforms and virtual training programs are now really important for ongoing learning. These platforms enable employees to learn at their own pace and whenever they choose. The study reveals that ongoing learning and growth yield unique benefits for both individuals and companies. This process can improve individual performance, job contentment, and enable swift adjustment for businesses, all while nurturing employee allegiance. Considering the constant emergence of fresh obstacles in the business realm, prioritizing continual learning isn't merely advantageous—it's essential for maintaining competitiveness and fostering expansion.

On-the-Job Training (OJT)

In the context of improving worker performance, on-the-job training (OJT) has become increasingly significant. A large body of research indicates that it is effective in allowing workers to apply newly learned skills to real-world job situations. On-the-job training (OJT) places a strong emphasis on experience learning, giving staff members the chance to actively participate in tasks to acquire and refine job-specific skills. Through immersion in real-world work environments and practical experiences, people can develop a more comprehensive comprehension of their roles, which in turn improves their competence and self-assurance.

The flexibility of On-the-Job Training (OJT) to meet the unique needs of employees and their respective employers is one of its main benefits. When training is customized to the exact responsibilities of the role, people can get the help they need to improve in areas where they might not be as skilled as they are now. A key component of on-the-job training is the sharing of sensitive information. Experienced workers assist their less experienced colleagues by imparting important knowledge and viewpoints through practical experiences and mentoring. The unofficial exchange of knowledge promotes growth and progress for every individual inside the group.

Within the field of workplace education, on-the-job training is one of the most beneficial ways to develop abilities. Research highlights that effectively executed on-the-job training enables Learning serves as an essential instrument for skill development, with on-the-job training (OJT) highlighted by Salas et al. (2012) as a pivotal method. This approach provides employees with practical, hands-on experiences crucial for acquiring job-relevant skills. Salas et al. (2012) assert that OJT particularly excels in cultivating advanced skills required for certain professions.

Soft Skills and Leadership Development

Nowadays, prioritizing soft skills and leadership development is crucial for optimizing organizational functionality and fostering employee achievement. As businesses change, it's not just about the technical skills you have, but also how well you can communicate with others, understand emotions, and adjust to different situations. Continuous training isn't just about learning technical stuff. It also involves improving things like how you communicate with others and how you lead a team. According to Boyatzis (1982), being good at understanding emotions and getting along with people at work is really important. So, training programs that focus on emotional intelligence, communication, and leadership can help make employees better at working together and leading others. Goleman's (1998) research found that soft skills, like emotional intelligence, are really important for leaders to do well.

Leaders who are good at understanding emotions can handle tricky situations with people, inspire their teams, and adjust to different situations. More and more companies are realizing how important it is to have organized programs that help their employees develop both their technical skills and their people skills. These programs focus on making leaders better at things like talking with others, working in teams, and making good decisions. A study by Collins (2001) found a direct correlation between leaders possessing strong soft skills and enhanced organizational performance. Leaders who excel in communication and relationship-building foster a positive work culture, leading to increased employee engagement and productivity. The concept of leadership is evolving, with a shift towards transformational and servant leadership styles that emphasize empathy and collaboration (Bass & Riggio, 2006). These styles underscore the importance of soft skills in driving organizational success.

CONCEPTUAL FRAMEWORK

Following is the conceptual model of this study

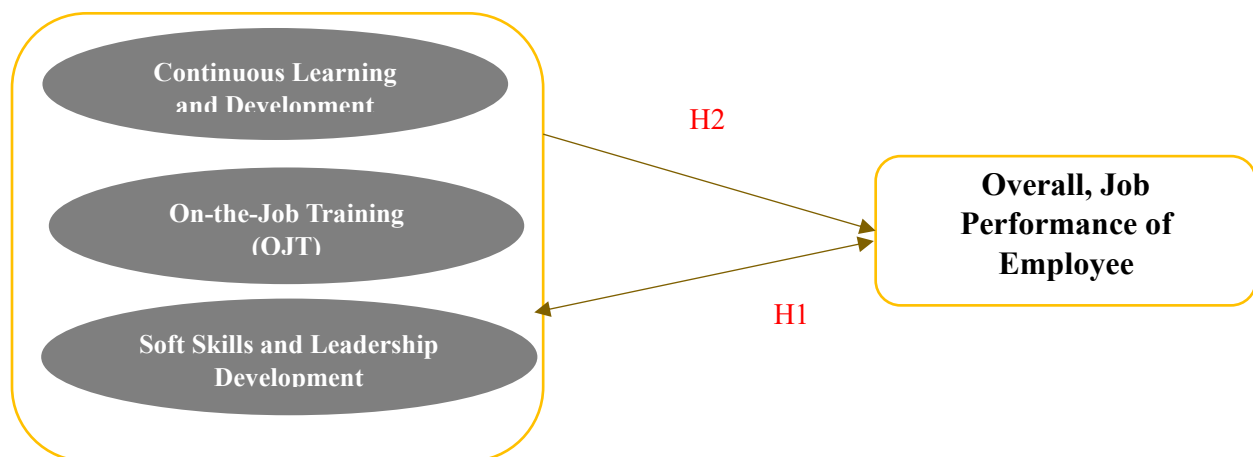


Figure 1.
Research Framework

Conceptual model of the impact and close relationship between Ongoing Training Initiatives (independent Variable) and overall job performance employee (Dependent Variable).

HYPOTHESIS

H1. Ongoing Training Initiatives has positive relationship with Overall job performance of Employee

H2. There is significant impact of Ongoing Training Initiatives on Performance Employee

METHODOLOGY

Around 90 employees received proper training at Mehran UET, SZAB Campus Khairpur Mir's. The study used convenient sampling, allowing all participants to take part in the survey. The sample size of 70 employees from three cadres (Faculty, Officers, and Staff) was determined using the table provided by Krejcie and Morgan (1970). A five-point Likert scale questionnaire with 15 questions was distributed, with 65 out of 70 questionnaires returned. The questionnaire covered three sections: demographic profile, training initiatives, and employee performance. The questionnaire was adapted from a previous study by Smith, J. D., & Johnson, L. K. (2023). Its reliability was assessed using Cronbach's Alpha test, yielding a value of 0.923. The Likert scale data were analyzed using SPSS software, which facilitated systematic examination. Descriptive statistics, such as frequency distributions, were computed to summarize participant responses. Additionally, inferential statistical techniques, including t-tests, ANOVA, and regression analysis, were employed to explore relationships between variables and test hypotheses. SPSS was chosen for its efficiency in handling large datasets and user-friendly interface, enabling accurate analysis and informed decision-making based on empirical evidence.

Table 1.

Sampling Particulars	
Type of Category	No. of Respondents
Faculty	18
Officers	22
Staff	25
Total	65

RESULTS

Following are the findings of study

Demographic Facts of the respondents (N=65)

Table 2.

(Distribution by Age Group)

Age Distribution	24-30	30-35	35-40	40-45	45-50	50 or above	Total
Frequency	5	7	15	16	17	5	65
Percent	8	11	23	25	26	8	100
Valid Percent	8	11	23	25	26	8	100
Cumulative Percent	8	18	42	66	92	100	

The information shown in the above table regarding the age group participated in the survey conducted from the employees of Mehran UET, (SZAB) Campus, Khairpur Mir's. Majority of employees participated in survey are in between the age group of 35 years to 50 years old.

Table 3.**(Distribution by Trained/ un-trained)**

Ongoing Training Initiatives	Trained	Un-Trained	Total
Frequency	43	22	65
Percent%	66	34	100
Valid Percent%	66	34	100
Cumulative Percent%	66	100	

The information shown in the above table regarding the trained or untrained employees participated in the survey conducted from the employees of Mehran UET, (SZAB) Campus, Khairpur Mir's. Majority of employees participated in survey are trained employees.

Table 4.**(Distribution by Education)**

Education	HSC	Graduation	MPhil	Ph.D.	Other	Total
Frequency	15	18	12	17	3	65
Percent%	23	28	18	26	5	100
Valid Percent%	23	28	18	26	5	100
Cumulative Percent%	23	51	69	95	100	

The information shown in the above table regarding the qualified employees participated in the survey conducted from the employees of Mehran UET, (SZAB) Campus, Khairpur Mir's. Majority of employees participated in survey are qualified.

Table 5.**(Distribution by Experience)**

Experience	01-03 Years	03-06 Years	06-09 Years	09-12 Years	12 or above years	Total
Frequency	4	8	19	18	16	65
Percent	6	12	29	28	25	100
Valid Percent	6	12	29	28	25	100
Cumulative Percent	6	18	48	75	100	

The information shown in the above table regarding the experienced employees participated in the survey conducted from the employees of Mehran UET, (SZAB) Campus, Khairpur Mir's. Majority of employees participated in survey are experienced.

Pearson Correlation Analysis

Table 6.
(Pearson Correlation Analysis)

		Employee Overall job performance	Ongoing Training Initiatives
Pearson Correlation	Overall job performance of Employee	1.000	.778
	Ongoing Training Initiatives	.778	1.000
Sig. (1-tailed)	Overall job performance of Employee		<.001
	Ongoing Training Initiatives	.000	
N	Overall job performance of Employee	65	65
	Ongoing Training Initiatives	65	65

**** Significant at 0.01 level**

The Pearson correlation coefficient of 0.778 at a significance level of 0.01 (2-tailed) indicates a strong positive correlation between Ongoing Training Initiatives and employee performance. The correlation coefficient, being close to 1, suggests that as Ongoing Training Initiatives increases, employee performance tends to increase as well. The statistical significance (p-value of 0.01) strengthens the reliability of this correlation.

Regression Analysis

Table 7.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.599	1.819

a. Predictors: (Constant), Ongoing Training Initiatives

The model summary highlights a moderate relationship between Ongoing Training Initiatives and employee performance, explaining 77.8% of the total variation in employee performance. This percentage signifies the proportion of variability in employee performance that can be attributed to Ongoing Training Initiatives. The positive relationship between the two variables is emphasized, indicating that a substantial portion of the changes in employee performance can be explained by changes in Ongoing Training Initiatives.

Table 8.
(ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	319.849	1	319.849	96.621	<.001 ^b
	Residual	208.551	63	3.310		
	Total	528.400	64			

a. Dependent Variable: Overall job performance of Employee

b. Predictors: (Constant), Ongoing Training Initiatives

The ANOVA table reports an F-value of 96.621 with a p-value of 0.000. The low p-value suggests that the variance in the model is statistically significant. This indicates that there is a significant difference in the means of employee performance across different levels of Ongoing Training Initiatives. The rejection of the null hypothesis in ANOVA reinforces

the idea that Ongoing Training Initiatives has a significant impact on employee performance.

Table 9.
(Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.160	3.633		.319	.751
	Ongoing Training Initiatives	1.316	.134	.778	9.830	<.001

The coefficient of regression, with an unstandardized value of 1.316 and a t-value of 9.830 (p-value of 0.000), further supports the positive relationship between Ongoing Training Initiatives and Overall job performance of Employee. A high T value indicates that the coefficient is significantly different from zero, which strengthens the significance of the relationship. Acceptance of the alternative hypothesis indicates that the variable "continuing training initiatives" is a significant predictor of employee performance. In conclusion, the results provide overall strong evidence of a strong and positive relationship between continuous training initiatives and Overall job performance of Employee. Regression modeling, ANOVA, and coefficient analysis consistently support the view that ongoing training initiatives contribute significantly to explaining and predicting changes in Overall job performance of Employee. This information is very important to companies that want to improve their ongoing training initiatives to achieve better results for their employees.

HYPOTHESIS AND RESULTS

H1. Ongoing Training Initiatives has positive relationship with Overall job performance of Employee.

The Pearson correlation coefficient of 0.778, the average relationship explained by the regression model (77.8% of the total variance), and the coefficient analysis with the unstandardized positive coefficient of 1.316, all consistently found a positive relationship between continuous education initiatives and performance. Employees show. The acceptance of the alternative hypothesis in the coefficient analysis further confirms that there is a significant positive effect on employee performance as continuous training initiatives increase.

H2. There is significant impact of Ongoing Training Initiatives on Overall job performance of Employee. The ANOVA results, with a high F-value of 96.621 and a very low p-value of 0.000, indicate that the variance in the model is statistically significant. This supports the hypothesis that there is a significant impact of Ongoing Training Initiatives on Overall job performance of Employee. The rejection of the null hypothesis in ANOVA suggests that the means of employee performance across different levels of Ongoing Training Initiatives are not equal, emphasizing the importance of Ongoing Training Initiatives in influencing performance outcomes. In conclusion, both hypotheses are strongly supported by the analysis. The findings provide empirical evidence that not only is there a positive relationship between Ongoing Training Initiatives and Overall job performance

of Employee, but the impact of Ongoing Training Initiatives on performance is statistically significant. These results emphasize the need of dedicating resources to comprehensive and ongoing training programs targeted at enhancing employee job performance generally, which has important practical consequences for organizations.

LIMITATIONS

Because workplace dynamics and demographics differ, the study's conclusions could not hold true for all industries, businesses, or employee cohorts. Depending on the situation, unaccounted variables like motivation, experience, and job responsibilities may have varying effects on training participation and job effectiveness. Furthermore, people may overstate their accomplishments or degree of training engagement if self-reported data is the only source used to assess job performance and training involvement. Although the study shows a favorable link between performance and training, it is unable to prove that training causes performance. Furthermore, because it uses a cross-sectional methodology that evaluates data at a single time point, it is unable to properly understand the long-term impacts of training and follow changes over time.

CONCLUSION AND FUTURE IMPLICATIONS

In summary, the research highlights the strong association between worker development and total job performance at Mehran University of Engineering & Technology's SZAB Campus in Khairpur Mir. The importance of dedicating resources to continual development initiatives is highlighted by the observable positive impact that continuous training programs have on staff performance. Employers who place a high priority on developing workers' competencies through these programs stand to benefit from increased productivity, improved retention rates, and increased human resource efficacy. It's obvious that advancing employees' skill sets on a constant basis is essential to improve their job effectiveness in the future. Organizations need to understand how important it is to regularly execute employee development programs. Employees who aren't given the chance to receive continuous training may find it harder to achieve performance standards, which may ultimately hurt the production and success of the institution. Therefore, in order to guarantee long-term growth and competitiveness, administrations should implement policies that give priority to ongoing workforce development procedures. In addition, companies that promote a culture of continuous employee growth not only improve internal efficiency but also build a favorable company image. By making employee competency development a top priority, businesses demonstrate their commitment to both the growth of their workforce and the success of the company as a whole, making them desirable employers and champions of long-term sustainability.

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