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**IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE
PERFORMANCE IN BANKING INDUSTRY OF KARACHI**

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Abstract

Employee Performance has always been a subject of concern for the organizations. Thousands of research papers worldwide have been written to explore the impact of Training and Development on Employee Performance, however, no research has so far proved to be a final verdict to this issue. The recent deteriorating trends of Employee Performance are cause of concern for the Banking industry of Karachi, Pakistan. Basic objective of this research is to find out the impact of Job Knowledge, Interpersonal Skills, Communication Skills, Loyalty and Motivation as dimensions of Training and Development on the performance of employee. Banking industry in Karachi City is selected as a geographical boundary for this research. To accomplish the objective, a sample of 101 questionnaires was spread among the bankers to get their perception on the selected questions. Deductive approach and positivism philosophy is applied to this quantitative research. SPSS software version 22 was used to perform the statistical analysis of the data. The Multiple regression model is used to test the hypotheses. It is concluded that out of five hypotheses, four were accepted, whereas, the hypothesis pertaining to Loyalty of employee on performance of the employees was rejected. Motivation has the largest influence on the performance of the employee, followed by Job Knowledge and Communication Skills. Whereas, Interpersonal Skills being the only variable that has negative impact on the performance of employees.

Keywords: *Training and Development, Employee Performance, Job Knowledge, Interpersonal Skills, Communication Skills, Loyalty, Motivation*

Introduction

“Job training empowers people to realize their dreams and improve their lives”, Burwell (n.d). Training and Development has no certain recorded history but it is said that its evolution is as deep-rooted as the education itself. Following the ancient background of education from the prehistoric human beings and their learning about their own survival, followed by the religious beliefs, education established in antiquity, the war and military strategies, to the advanced scientific and technical studies. A significant development was also seen in post-World War-II era, where the leadership advancement and concept of training teams was introduced. The progression continues with training and development of employees, individuals, groups, teams, organizations, communities for a multiple business related reasons Swanson & Torracco (1995), as cited in, Torracco (2016). In the research, Imran & Tanveer (2015) have identified few factors of Training and Development and how they have their direct or indirect significance with Employee Performance. Cobblah & Walt (2016), in their research has identified the importance of Training & Development. They portrayed training and development as a tool prepare future leaders for the organization from the staff within. They have also illuminated that “Inadequate staffing that made it difficult to release staff to participate in training programs”. This is a common issue which majority of banks in Karachi also faces. Seniors do not intend to send their subordinates to trainings and a very low presence is observed in trainings, which eventually adds in deterioration of employee performance and the downfall of organization as a whole.

Arslan & Uzaslan (2017), in their paper conducted a target-oriented training program on Bosch Rexroth Company using the approach of pretest and posttest. In the results, 26% of trained participants depicted better quality of work than untrained employees. Gupta (2018), has inscribed that the now a days jobs in the organizations

involves job knowledge, employee skills, loyalty and commitment towards organization.

He added that these skills can be increased through training and development. Worthington (2008), as cited in, Huang, Strawderman, Reeves, Ahmed, & Salehi (2013), enlightens the importance of communication skills and that specific training needs to be given to the employees thus to enable and enrich them with the modern technology of communications which will enhance their capabilities and ultimately benefit the organization itself. Based on the above discussion the following questions arise and will be answered in this research: How does the Training and Development improves performance of employee? How the Job Knowledge impacts on the performance of the employees?, How does Interpersonal Skills affect Employee Performance?, What are the aspects of Communication Skills that impact on Employee Performance?, What control Loyalty has over Employee Performance?, How is the Employee Performance influenced by Motivation?

“Employee Performance in Banking Industry are declining over the years”, says Mr. Muhammad Munibullah Khan, Deputy Head - Learning & Development, JS Bank Limited. He added that the impact of this has certainly fallen on the overall performance of banking industry, though the results in financials of the sectors has increased over the years, however, the overall satisfaction and motivation level of bank staff specifically from the middle management to the lower staff has reduced. Esha (2016) in her research has defined that the more the employee gets trained their propensity towards performance gets stronger.

Training and development department is almost in every bank but the training selection criteria, frequency, importance and many other factors are different in these banks. Some banks tends to highly regard the training and development culture whereas, other banks seems to be running this department for the sake of regulatory compliance.

Economies are largely depending on services industry, banking industry being the lifeblood of the financial industry. This research is conducted to explore the different aspects of Training and Development on Employee Performance. The only pragmatic remedy that can mitigate the level of anxiety from employees is by training and development. Fresh courses on operational issues, communication skills, interpersonal skills, leadership skills, etc. helps in refreshing the mind and increasing the sense of ownership and loyalty towards the organization. It is now imperative for the banking industry to get their employees trained or the skilled worker get their skills lost at once with a single technological advancement.

Research Objectives

The research was conducted to achieve the following objectives that were supported by the literature of previous authors and researchers who have conducted the research on this topic.

- 1- To find what impression Job Knowledge has on the Performance of Employees
- 2- To inspect effects of Interpersonal Skills on Performance of Employees
- 3- To assess the influence of Communication Skills have on Employee Performance
- 4- To investigate the control of Loyalty over Employee Performance
- 5- To ascertain how the Employee Performance gets influenced by Motivation

Research Gap

Esha (2016) in her research has defined that there is a close affiliation of Training & Development with performance of employees. Results of her research also interpreted that the more the employee gets trained their propensity towards performance gets stronger.

The variable mix used in this research are the basis of gap this research offers as there was no research found that comprises the mix of these variables and is applied on the banking industry of Karachi. Training and development department is almost in every bank but the training selection criteria, frequency, importance and many other factors are different in these banks. Some banks tends to highly regard the training and development culture whereas, other banks seems to be running this department for the sake of regulatory compliance.

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Literature Review

In the research, Karve & Gupta (2018) has stated that the respondents were required to provide information, based on which the training need assessments can be done. The interpersonal skills were also assessed so that the concise training may be suggested that covers all the aspects in the organization.

As stated by Sekhar, Patwardhan, & Vyas (2018) in their research, IT industry in India can increase loyalty in the employees by investing in trainings which results in various factors, loyalty being one of them. The concept of Flexible Human Resource Management (FHRM) is also discussed in this research.

Human Capital is the most important asset of an organization, skilled and experienced employees can change the destiny of an organization. Unskilled and demotivated employees can rotten the entire work structure and procedure. Training and development is the key to refine the skills and equip the employees with more power and diversity. The core concept of this research is that training and development cultivates certain factors such as, Job Knowledge, Interpersonal Skills, Communication Skills, Loyalty and Motivation. These components plays vital role towards polishing the performance of the employees.

Training and Development

Siddiqui & Nasir (2018), have stated in their paper that training and development strengthens the attributes and skills, it enhances knowledge base, helps in changing attitudes and behavior of the employee, which ultimately enhances their motivation level and their performance in the organization. The improvement in individual employee

performance leads firmly towards the ultimate business goal, i.e., increase in profitability. It is evident that through increase in quality of training and development, considerable increase in return on investment also increases. It helps in linking the purpose of training with the activities which are advantageous for the organization in longer run. The investment on training and development is undertaken for sharpening and enhancing the skills of the employees which is a part of strategic planning of the organization. Like all the other investments, investment in training and development also generates a reimbursement in the shape of productivity from employee. The performance of organization and its survival is highly dependent upon its workforce, productive, highly charged and proficient workforce is achievable only through training and development programs. The study illuminates cause and effect relationship and is examined through independent variable i.e., training programs and dependent variable i.e., employee performance.

In their findings, Hammond & Churchill (2018) writes about training and development as a discipline which takes into account the activity of the organization that aims to improve the performance of individuals and groups within an organization setup, which ultimately aspires to attain the primary objectives of the organization for longer run. This field is known as Human Resource Development and the human resource is developed within the organization through training and development, this has its own positive effect on the overall performance of the organization. The trainings on one hand helps the organization to become stronger, and on the other hand it develops competitive advantage of having skilled workforce in the organization. Training is a multi-dimensional activity which not only train the employee for their current job but also prepares them for their future roles and responsibilities. Soft skills part of the training works upon the human development area, which strengthens the moral and ethical values of an employee and as a

result the positive mindset of employee begins to work on the positive aspects of the organization. The difference between the employee performance before and after training is measureable and can be easily assessed. Training and development is a way of disseminating the vision, mission and objectives of the organization to the employees and assuring them that they are the most important pillar of the organization.

Aguinis & Kraiger (2009) in their study have closely examined the literature pertaining to training and development. For this reason, they have primarily focused on the advantages of training and development for individuals, groups, teams, companies, societies. They have added their flavor by addressing the different levels, different disciplines and a global aspect thus to portray the benefits that training and development showers on each of these stakeholders.

Job Knowledge

The research of Bravo, Taguba, Calimag, & Abaleta (2018) they focused on the importance of on-the-job training. Special training was part of the curriculum of CICS college, 791 evaluation sheets were analyzed and it resulted that most of the students were good in many qualities including quantity and quality of work, job knowledge, human relations, personality, etc. Job knowledge was also an integral part of the training which was developed and was seen positive in the participants on completion of the curriculum.

Interpersonal Skills

In his findings, Cua (2013) wrote about the four pillars of education as described by UNESCO. He used the central theme and added his comments for curriculum design purpose. He restated that interpersonal skills along with other essential elements adds us as

a change agent and are highly required element in an employee to the employers. He sees it as an essential requirement for the job and survival in the service industry.

Communication Skills

Adhvaryu, Kala, & Nyshadham (2018), mentioned in their study that in and labor market of imperfect competition, the charges of general trainings are shared between the organization and employees. This is a way of making the organizations highly profitable. In the research the theory is tested with evaluation of training of soft skills for garment workers (female) in India randomly. The program enhanced the employees' communication skills, increased women's extraversion and encouraged the workers to increase their skills which is in return highly beneficial for their own tasks. The women undergone through the training proved to be 12 percent more productive than they were before the training. The results showed increase of net return to the organization by 256 percent in 9 months post-training.

Loyalty

In the research of Vi, Vi, Quang (2018), they highlighted the concept of loyalty being directly related to the employee performance which is developed through the Training and Development. They adds that the training and development not only increases the skills and knowledge but also benefits in many other ways, such as bonding among the employees of different departments, develops professionalism in employees, bringing the employees in line with the vision of the company, foster loyalty of employee with the organization. They developed the construct by training and development increases various skills, which then enhances the employee performance. The employee performance then impact the loyalty of the employee/

It was studied by Costen & Salazar (2011) that a remarkable plethora of prose is available to find the impact of loyalty of the employee and how it is determined to enhance the performance of the employee. Recently, HR research focusing on the relationship of different HR elements on employee performance and their outcomes has been observed. The authors of this paper tried to find out the association between training and development, job satisfaction and loyalty. Outcomes of the training and development results shows that the employees who feel that they have opportunity for development of new skills tends to stay in the organization for longer period, on the contrary to those who feel demotivated and does not perceive any development in their skills tends to leave the organization in shorter term.

Motivation

The study of Shuck, Roberts, & Zigrani (2018), has identified problem that the theory of Reinforcement has enthused many kinds of Human Resource ingenuities and notwithstanding their common use, these programs were prepared to regulate the result of human behavior through external compensations. These techniques have proven to be costly and burdensome to handle, yet rate of return on investment is very low. Therefore, pertinent to recognize work environment motivation as well as investigation of more valuable methods of motivation covering both internal and external factors. Self-determination theory (SDT) is related to nonpartisan selection and the intensity to which attitude is affected as self-governed. Foundations of employee motivation are affected by employee visions of the environment at work as well as the outcome their own behavior. The finest motivational forms are supposed to initiate from internal constraints of basic psychological requirements moderately than peripheral way of motivation such as those defined in the reinforcement-focused practice and theory.

Employee Performance

In their research, Jyoti & Dev (2017) stated that complicated and quickly changing corporate culture is forcing the organizations to find out new paradigms and prospects if they require to survive in longer run in this ever changing world. It is the point where the support of Human Resource comes into action as a lifeguard with a lot to explore and implement to ensure the survival of organization for longer tenure. In this very stringent place of flourishing the business where the opportunities are availed before it is common in the market, every organization needs to have a competitive edge over the competitors. Employees are life blood for the business, and appointing and retaining quality staff is one of the basic needs that are expected from the Human Resource Department. Talented employees and specifically the managers are in high demand and in this competitive space it is observed that the need of High Performance Work Systems (HPWS) is one the prerequisites to ensure the corporation's competitive edge over the competitors. This systems enables the employee's flexibility towards the changing business environment, which is highly beneficial factor when it comes to going all out against the competitor. The robust environment as created by Human Resources in the High Performance Work System works through employee empowerment and employee involvement which brings out the highest level of employee performance which subsequently leads to betterment towards the performance of the organization.

As defined in their research, Pradhan & Jena (2017) has identified that there are associated areas which have potential for enhancement of employee performance which results in effective and efficient role of Human Resource practices. To explore more on this area, the researcher interviewed several researchers and business group consultants to

obtain their viewpoint and insight about the importance of performance of employee at office. From the response of these worthy professionals along with the feedback of academicians, a conceptual framework was developed which contained 42 item instrument on performance of employees for realistic authentication. Response on instrument prepared was obtained from industry person for their visionary input on the paradigm of research objectives. The computation displayed Content Validity Ratio (CVR) of the questionnaire resulted in 0.49 along with 75% acceptability. Sample size of 361 was selected from Indian Manufacturing and Services Organizations. Response on the same was obtained from this sample size with 38 items of response regarding the performance scale of the employee. Based on the statistical results, it was proposed that the Human Resources Managers and Organizational Behavior experts must utilize their expertise from the discovered dynamics to develop and maintain a good working environment. The instruments findings were gathered to reach the result that designing organizational related policies shall be developed thus for the betterment of performance of the employees.

In their study Khalif, Dahie, Mohamed, & Eid-Ga'amey (2017) in their study have depicted the employee performance is influenced by many elements which also includes culture of organization that has direct impact on the performance of the employees. Positive culture brings positive impacts on the performance, whereas, the negative aspects of the culture within the organization will bring negativity in the perception of the employee which will result in deteriorating performance of the employee in longer run.

Based on the research Shafiq, Zia-ur-Rehman, & Rashid (2013), it was found that it is a difficult task to implement HR policies and practices without intervention and collaboration of employees. Without implementing the HR strategies, Employee

Performance cannot be gauged. To successfully implement the HR strategies, it is inevitable to include the managers and especially senior managers towards implementation and execution of the policies.

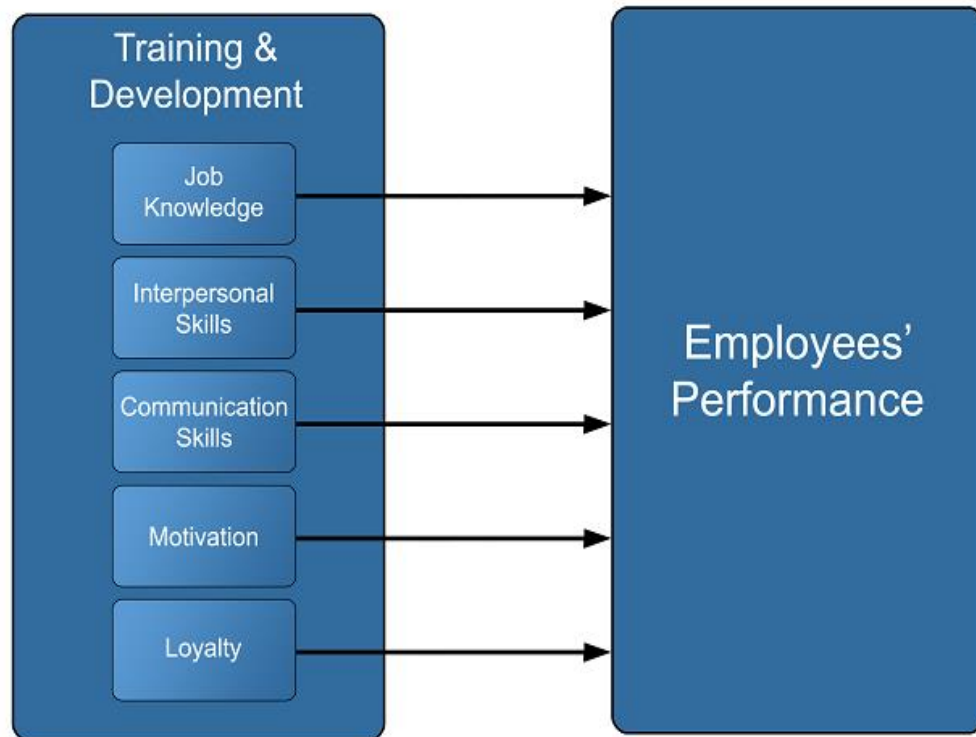
Theoretical Framework / Conceptual Framework

Saunders, Lewis, & Thornhill (2009), have elucidated in their book that the research shall contain Conceptual Framework when there is entirely a new theory developing in the paper. Here no new theory is developed, and the core of the thesis is based on a previously developed theory, therefore, the choice of further development here would be Theoretical Framework.

This research aims to investigate the influence of various components generating from Training & Development which is the Independent Variable. The factors that are actually the sub variables of Training & Development are Job Knowledge (JK), Interpersonal Skills (IS), Communication Skills (CS), Loyalty (LY) and Motivation (MV) and their impact on Employee Performance (EP) will be assessed. The combination of these variables is used as there was no such combination found which comprises of collectivity of these components in the research papers we have gone across.

Following is the Theoretical Framework that is developed for the study in progress:

Theoretical Framework



Job Knowledge and Employee Performance

Based on the literature of Bravo, Taguba, Calimag, & Abaleta (2018) and Gupta (2018), it was developed that Job Knowledge will be tested and Hypothesis shall be developed thus to assess what impact does the Job Knowledge has on the Employee Performance. On the basis of this discussion following hypothesis is developed.

H1: Job Knowledge have significant impact on Employee Performance

Interpersonal Skills and Employee Performance

Based on the review of literature of Karve & Gupta (2018) and Cua (2013), it was constructed that Interpersonal Skills will be assessed and Hypothesis shall be developed

thus to examine the impact of Interpersonal Skills on the Employee Performance. On the basis of this discussion following hypothesis is developed.

H2: Interpersonal Skills have any significant effect over Employee Performance

Communication Skills and Employee Performance

Based on the studies of Adhvaryu, Kala, & Nyshadham (2018) and Worthington (2008), as cited in, Huang, Strawderman, Reeves, Ahmed, & Salehi (2013), it was decided that Communication Skills will be examined and Hypothesis shall be constructed thus to investigate what impact does the Communication Skills has on the Employee Performance. The employees have better options to express their ideas and have improved in their written as well as their verbal communication within the organization as well as outside it. As the discussion progresses, following hypothesis is constructed.

H3: The facets of Communication Skills have significant impact on performance of the employees

Loyalty and Employee Performance

Based on the research of Sekhar, Patwardhan, & Vyas (2018) and Costen & Salazar (2011), it was developed that Loyalty shall be tested and Hypothesis shall be established thus to examine what impact does the Loyalty has on the Employee Performance. On the basis of this discussion following hypothesis is developed.

H4: Loyalty have any significant control over Employee Performance

Motivation and Employee Performance

Based on the literature of Shuck, Roberts, & Zigarmi (2018) and Arslan & Uzaslan (2017), it was constructed that Motivation shall be investigated and Hypothesis shall be built thus to assess what impact does the Motivation has on the Employee Performance. On the basis of this discussion following hypothesis is developed.

H5: The Employee Performance get significantly influenced by Motivation

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Research Methodology

Research Paradigm

As is it defined in Saunders, Lewis, & Thornhill (2009), this study is based on positivism. As we are testing the hypothesis based on already developed theory.

Research Design

As defined in the paper Derrick & White (2018), Likert scale is used for obtaining answer to ordinal question by forced choice. It contains the degree of measurements as an option in the question. The data collection was performed through primary source of questionnaire, which comprised of 30 enquiries, out of which 7 queries pertains to the respondents' demographics, 22 queries embraces the research domain as per their variables which bifurcates as Job Knowledge (4 queries), Interpersonal Skills (5 queries), Communication Skills (2 interrogations), Loyalty (3 inquiries), Motivation (4 queries) and Employee Performance (4 queries). The queries in the questionnaire other than demographics and comments are founded on Likert scale powered from 5-1 (5- Strongly Agree, 4- Agree, 3- Undecided, 2- Disagree and 1- Strongly Disagree). Last question requires any suggestion or comments the respondent feels to give. This quantitative type thesis contains the collected data through the questionnaire which is adapted. This is a cross-sectional study that covers the time zone of a single era. Total duration of this paper was dispersed into 3 months tenure.

Population

Bank employees of Karachi were the target population of this thesis. No discrimination on the basis of age, bank, gender, education, cadre, experience, however, these demographics are used for segregation of different level with some intermezzos.

Sample Size

Hair, Anderson, Black, & Babin (2016), in their book has inscribed that in most of the papers 50 observations are adequate number as a rule of thumb, however, 100 observations will impose better results. Another rule of thumb is defined in Hair, Anderson, Black, & Babin (2016) that a ratio of observations to variable shall be 5:1, preferably 15:1 and for better results 20:1. Based on these rule of thumbs, 100 responses are obtained for this thesis. The total number of 101 questionnaires were distributed to respondents through online sources, courier service and by hand, all the papers were returned completely filled, which makes the response rate of 100%. Neuman (2005), as quoted in, Saunders, Lewis, & Thornhill (2009) inscribed that mailed surveys have response percentage varying between 10% to 50%, whereas, face-to-face answers results around 90% rate of response. Based on this theory, the response rate of 100% is justified as the questionnaire in this paper comprised of a hybrid strategy of courier / post / mailing and face-to-face responses.

Sampling Technique

Neuman (2011) in his book has defined a Non-Probability Sampling Technique commonly known as Convenient Sampling. The basic purpose of opting this sampling type was that the sample of target population can be available conveniently and can be approached aptly. Moreover, Convenient Sampling was most suitable choice in this thesis as there was obligations of cost effectiveness and time constraints which can be catered amicably by this sampling technique. Contacts were established by using personal references with branches and departments of various banks, then their questionnaires were obtained after ensuring the availability of maximum colleagues and staff.

Research Instrument

Questionnaire used in this paper is formed by using adaptive approach. Initially, questionnaire was obtained from online sources and academic thesis which was then adapted by amending, adding and excluding certain queries as per the requirements of this thesis and the culture of Pakistan. The data was collected from the selected sample of 101 respondents, out of which all the 101 respondents from various banks sent their responses. Hypotheses are developed and tested to assess the significance of the variables towards the dependent variable, i.e., Employee Performance.

Following questions were adopted from the questionnaire of Imran & Tanveer (2015):

Job Knowledge

“6- Training & development session has played a significant role in improving the quality of my work.”

“7- The skills and knowledge gained through Training enable me to deliver quality services to the customers.”

“8- After training, I meet the target quotas and goals more easily than before.”

“9- After attending the training and development program, my speed of achieving targets has increased.”

Interpersonal Skills

“10- Training has improved my skills to work with others at work.”

Communication Skills

“15- After being trained, I clearly express my ideas and information.”

Loyalty

“17- After being trained, I feel much more attachment and professional obligation towards my bank.”

“18- Now, I often tell others that this bank is a great place to work in.”

Motivation

“22- After attending the training and development program, my contribution towards achieving the organization goals has increased.”

“23- I find my job quite interesting and meaningful now.”

Employee Performance

“24- Attending the training & development program has given me a better understanding of my job responsibilities.”

“25- Now, I know very well that what skills are to be used to perform my job tasks.”

Following questions were adopted from the questionnaire of Angela (2014):

Motivation

“20- After undergoing staff training, I now can work on important tasks.”

“21- I now take responsibility for job outcome after being trained.”

Data Analysis

As used in the article of Vardaman, Allen, & Rogers (2017), this research is using SPSS to analyze the data. Software version used for analysis of this paper was SPSS v22.

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Results And Findings

Frequency Analysis:

Gender

Gender	Frequency	Percent
Male	75	74.3
Female	26	25.7
Total	101	100.0

Cadre:

Cadre	Frequency	Percent
Junior Staff / Contractual	4	4.0
Officer Grade	74	73.3
AVP / VP	23	22.8
SVP and Above	0	0
Total	106	100.0

Job Experience With Current Bank:

Job Experience Current Bank	Frequency	Percent
1 – 5 Years	59	58.4
6 – 10 Years	23	22.8
11 – 15 Years	15	14.9
16 – 20 Years	1	1.0
21 – 25 Years	2	2.0
More Than 25 Years	1	1.0
Total	101	100.0

Interpretation

The data was obtained and gender segregation was made so that the respondents can be bifurcated and understood that the data was obtained from the office staff in general without any biasness. Cadres (Grades) were obtained from different respondents to ensure that the response is not obtained from a certain grades of bank employees. Job Experience of respondents was requested to know since how many years the respondent is working with its current bank. Majority of respondents were working in their current bank from less than 5 Years.

Reliability Analysis:

To check the internal consistency of used model, Reliability Analysis is performed. The overall value of Cronbach's Alpha stood at 0.911 which depicts the high reliability of model. Results summary is depicted in **Table 1**

Table 1: Reliability Analysis

	Mean	Std. Deviation	Cronbach's Alpha	Items
Job Knowledge	4.14	0.67	0.83	4
Interpersonal Skills	4.15	0.55	0.78	5
Communication Skills	4.05	0.64	0.77	2
Loyalty	3.85	0.72	0.75	3
Motivation	3.93	0.62	0.77	4
Employee Performance	4.03	0.53	0.75	4

Table-1, above depicts highest reliability in Job Knowledge ($\alpha=0.83$, $M=4.14$, $SD=0.67$), followed by Interpersonal Skills ($\alpha=0.78$, $M=4.15$, $SD=0.55$), Communication Skills ($\alpha=0.77$, $M=4.05$, $SD=0.64$), Motivation ($\alpha=0.77$, $M=3.93$, $SD=0.62$), Employee Performance ($\alpha=0.75$, $M=4.03$, $SD=0.53$) and Loyalty ($\alpha=0.75$, $M=3.85$, $SD=0.72$). As it can be observed that results generated in Cronbach's Alpha are > 0.70 therefore, it can be safely constructed that archetypal used in this thesis have "Good" level of internal consistency.

Descriptive Analysis

Table 2: Descriptive Statistics

	Mean	Std. Deviation	Skewness	Kurtosis
Job Knowledge	4.14	0.67	-1.99	5.09
Interpersonal Skills	4.15	0.55	-1.10	1.51
Communication Skills	4.05	0.64	-0.91	1.73
Loyalty	3.85	0.72	-0.79	0.06
Motivation	3.93	0.62	-1.10	1.31
Employee Performance	4.03	0.53	-0.67	0.54

Table-2, above shows that Job Knowledge (M=4.14, SD=0.67) has highest skewness (-1.99) followed by Motivation (M=3.93, SD=0.62, SK= -1.10), Interpersonal Skills (M=4.15, SD=0.55, SK= -1.10), Communication Skills (M=4.05, SD=0.64, SK= -0.91), Loyalty (M=3.85, SD=0.72, SK= -0.79) and Employee Performance (M=4.03, SD=0.53, SK= -0.67). On the other hand, the highest kurtosis (5.09) is for Job Knowledge (M=4.14, SD=0.67), followed by Communication Skills (M=4.05, SD=0.64, KU=1.73), Interpersonal Skills (M=4.15, SD=0.55, KU=1.51), Motivation (M=3.93, SD=0.62, KU=1.31), Employee Performance (M=4.03, SD=0.53, KU=0.54) and Loyalty (M=3.85, SD=0.72, KU=0.06). The rule of thumb in interpreting the Skewness is that if the data is between the range of -1 to -0.5 or 0.5 to 1.0, then the data is said to be moderately skewed, which means that the data of Communication Skills, Loyalty and Employee Performance are moderately skewed. If the data is less than -1.0 or greater than 1.0, then the data is said to be highly skewed, which means that Job Knowledge, Interpersonal Skills and motivation are highly skewed. Kurtosis is measure against the normal distribution of data, wherein the result equal to zero means the data is normally distributed and is named as Mesokurtic Distribution. In aforesaid cases, the results are greater than zero which are known as Leptokurtic Distribution.

Bivariate Correlation

Association of internal factors and variable is assessed through bivariate correlation which is generated to establish the hypotheses operated in this paper are unlike and inimitable and also to examine that variables used in this research have any issue of multicollinearity

Table 3: Bivariate correlation

	JK	IS	CS	LY	MV	EP
Job Knowledge	1					
Interpersonal Skills	0.71	1				
Communication Skills	0.61	0.67	1			
Loyalty	0.42	0.57	0.48	1		
Motivation	0.73	0.68	0.70	0.76	1	
Employee Performance	0.69	0.55	0.66	0.62	0.82	1

Table-3, above shows that for that the correlation between Employee Performance (M=4.03, SD=0.53) with Motivation (M=3.93, SD=0.62) the correlation was as high as (R=0.82), and Correlation of Job Knowledge (M=4.14, SD=0.67) with Loyalty (M=3.85, SD=0.72) as low as (R=0.42). Similarly, the rest of the correlation values are < 0.80 and > 0.30 indicating that the hypotheses are distinctive. However, correlation between Employee Performance and Motivation is positive and slightly higher than the acceptable upper bound of 0.80.

Testing Overall Model

To evaluate the impact of sub-independent variables (Job Knowledge, Interpersonal Skills, Communication Skills, Loyalty and Motivation) on Employee Performance,

Multiple Regression Analysis was performed. The summary of results is shown in (Table 4).

Table 4: Multiple Regression

	Unstandardized	Standardized		t	Sig.
	Coefficients	Beta	Beta		
(Constant)	1.155	0.229		5.034	0.000
Job Knowledge	0.228	0.076	0.286	2.989	0.004
Interpersonal Skills	-0.220	0.089	-0.226	-2.459	0.016
Communication Skills	0.177	0.070	0.212	2.534	0.013
Loyalty	0.107	0.069	0.143	1.542	0.126
Motivation	0.435	0.108	0.509	4.046	0.000

Dependent Variable: Employee Performance, $R^2 = 0.719$, $F = 48.70$, $P < 0.05$

The result of this analysis defines that sub-independent variable describes 71.90% of dependent variable, which confirms the fitness of model for the paper. It also identifies from R square value that research gap remains in this model as well, which can be further improved by bringing in more relevant variables.

H1: Job Knowledge have significant impact on Employee Performance

The above table show, t value of Job Knowledge is 2.989 and sig value is .004 which indicate that Job Knowledge has significant positive impact on Employee Performance, hence H1 accepted.

H2: Interpersonal Skills have any significant effect over Employee Performance

The t value of Interpersonal Skills is -2.459 and sig value is .016 which means that Interpersonal Skills has significant negative impact on Employee Performance, hence H2 accepted.

H3: The aspects of Communication Skills have significant impact on Employee Performance

The t value of Communication Skills is 2.534 and sig value is .013 which shows that Communication Skills has significant positive impact on Employee Performance, hence H3 accepted.

H4: Loyalty have any significant control over Employee Performance

For Loyalty, t value of Loyalty is 1.542 and sig value is 0.126 which indicates that Loyalty has no significant impact on Employee Performance, hence H4 rejected.

H5: The Employee Performance get significantly influenced by Motivation

The t value of Motivation is 4.046 and sig value is 0.000 which indicate that Motivation has highly positive significant impact on Employee Performance, hence H5 accepted.

Table 5: R-Squared Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.705	.29010

a. Predictors: (Constant), Motivation, InterpersonalSkills, CommunicationSkills, Loyalty, JobKnowledge

The results shows that the Employee Performacne being the dependent variable is 71.9% defined by the independent variables. Which means that there is place of 28.1% area which can be covered by adding new independent variable or even substitute some variables taken into account in this study.

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Discussion And Conclusion

Discussion

Training and development is a crucial and vital ingredient of an organization which directly impacts on the performance of the employees. It is observed that the employees who are trained and equipped well, delivers better results than those who are remains untrained. Though this is a costly exercise, however, it is always regarded as the most effective tool to polish the skills of the most important element, i.e., human resource of the company. The company also benefits from the skilled employees, and in real world these skilled employees are considered as the actual competitive edge over the competitors as well. It is also observed that companies shall ensure that the employees attend their trainings. Many organizations implements the training and development on their employees by making it a necessary core requirement and also makes it a part of Key Performance Indicator (KPI) for performance evaluation process of the employees.

Conclusion

It was accomplished that four hypotheses out of five were accepted. The hypothesis concerning Loyalty of employee on performance of the employees was rejected. Job Knowledge, Loyalty, Communication Skills and Motivation has positive relationship with Employee Performance. As these all were components of training and development that proves that Training and Development also have significant impact on Employee Performance. However, it was examined that Interpersonal Skills have negative impact on Employee Performance. Motivation has the largest influence on the performance of the employee, followed by Job Knowledge, Communication Skills and Loyalty. Whereas, Interpersonal Skills being the only variable that has negative impact on the performance of employees.

Managerial Implications And Future Research Recommendations

Managerial Implications

It was concluded that Training and Development have significant impact on Employee Performance. Organized and well-designed trainings have good impact and such sessions helps the employees to interact with their colleagues and increase the knowledge sharing and social circle. Organization may implement the trainings as a mandatory requirement and shall embed it with KPIs and promotions so that the employees take keen interest towards developing their skills. Response were obtained at a certain level from the employees which shall again be obtained after considerable time so that the impact of trainings can be assessed on the though process of the employees. Banks in Karachi city shall design trainings that can create some positive impact on the Loyalty and Interpersonal Skills of the employees as both these variables depicted eccentric results.

Future Research Recommendations

Certain future research recommendations are suggested hereunder:

The impact was checked on Employee Performance of Banking Industry in Karachi that how certain factors of Training and Development affects the performance of the employees. As the population was limited to Banking Industry of Karachi, the increase in geographical sphere up to Sindh Region or to the whole country may portray better results. As this paper used cross-sectional type of research, results can be compared with another round of responses obtained from the sample of same population to perform Longitudinal research of two separate time frames.

As the questionnaire used in this paper was close ended and adapted, amendments in the questionnaires and variables can also bring entirely different results. Further, the thesis was performed on quantitative approach, a new theory can also be established and the research can be done on an entire different paradigm of qualitative approach.

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Tables

Table 2: Reliability Analysis

	Mean	Std. Deviation	Cronbach's Alpha	Items
Job Knowledge	4.14	0.67	0.83	4
Interpersonal Skills	4.15	0.55	0.78	5
Communication Skills	4.05	0.64	0.77	2
Loyalty	3.85	0.72	0.75	3
Motivation	3.93	0.62	0.77	4
Employee Performance	4.03	0.53	0.75	4

Table 2: Descriptive Statistics

	Mean	Std. Deviation	Skewness	Kurtosis
Job Knowledge	4.14	0.67	-1.99	5.09
Interpersonal Skills	4.15	0.55	-1.10	1.51
Communication Skills	4.05	0.64	-0.91	1.73
Loyalty	3.85	0.72	-0.79	0.06
Motivation	3.93	0.62	-1.10	1.31
Employee Performance	4.03	0.53	-0.67	0.54

Table 3: Bivariate correlation

	JK	IS	CS	LY	MV	EP
Job Knowledge	1					
Interpersonal Skills	0.71	1				
Communication Skills	0.61	0.67	1			
Loyalty	0.42	0.57	0.48	1		
Motivation	0.73	0.68	0.70	0.76	1	
Employee Performance	0.69	0.55	0.66	0.62	0.82	1

Table 4: Multiple Regression

	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
		Std. Error	Beta		
(Constant)	1.155	0.229		5.034	0.000
Job Knowledge	0.228	0.076	0.286	2.989	0.004
Interpersonal Skills	-0.220	0.089	-0.226	-2.459	0.016
Communication Skills	0.177	0.070	0.212	2.534	0.013
Loyalty	0.107	0.069	0.143	1.542	0.126
Motivation	0.435	0.108	0.509	4.046	0.000

Dependent Variable: Employee Performance, $R^2 = 0.719$, $F = 48.70$, $P < 0.05$

Table 5: R-Squared

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.705	.29010

a. Predictors: (Constant), Motivation, InterpersonalSkills, CommunicationSkills, Loyalty, JobKnowledge

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Annexures

Annexure-I – List of Banks

S.No.	Name of Banks
1	Al Baraka Bank (Pakistan) Limited.
2	Allied Bank Limited.
3	Askari Bank Limited.
4	Bank Alfalah Limited.
5	Bank Al-Habib Limited.
6	BankIslami Pakistan Limited.
7	Burj Bank Limited.
8	Citi Bank N.A.
9	Deutsche Bank A.G.
10	Dubai Islamic Bank Pakistan Limited.
11	Faysal Bank Limited.
12	First Women Bank Limited.
13	Habib Bank Limited.
14	Habib Metropolitan Bank Limited.
15	Industrial and Commercial Bank of China
16	Industrial Development Bank of Pakistan.
17	JS Bank Limited.
18	MCB Bank Limited.
19	MCB Islamic Bank Limited.
20	Meezan Bank Limited.
21	National Bank of Pakistan.
22	NIB Bank Limited.
23	S.M.E. Bank Limited.
24	Samba Bank Limited.
25	Silk Bank Limited.
26	Sindh Bank Limited.
27	Soneri Bank Limited.
28	Standard Chartered Bank (Pakistan) Limited.
29	Summit Bank Limited.
30	The Bank of Khyber.
31	The Bank of Punjab.
32	The Bank of Tokyo-Mitsubishi Limited.
33	The Punjab Provincial Cooperative Bank Limited.
34	United Bank Limited.
35	Zarai Taraqati Bank Limited.

Source: State Bank of Pakistan (<http://www.sbp.org.pk/ecib/members.htm>)