

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE'S CAREER GROWTH IN PAKISTAN TELECOMMUNICATION COMPANY LIMITED (PTCL)

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ABSTRACT

The purpose of this research study is to determine the impact of existing Training & Development (T&D) practices on employee career growth at PTCL. The nature of research is explanatory and quantitative. A well-structured questionnaire was used as research instrument for collection of primary quantitative data. Using SPSS software: Cronbach Alpha, Pearson Correlation, Regression and Co-efficient Correlation tests were applied. Data was collected from middle level managerial employees of PTCL. Target population is 6,000 sample size is 361. The results reveal that there is a positive impact of all T&D components on employee career growth. Out of the five, only one hypothesis that is related to training evaluation is rejected and remaining hypotheses are accepted. Cronbach Alpha of the research instrument is 0.752 and R Square value in regression test is 0.541. This research proves that T&D improves employee's career growth prospects. On the whole it has a great impact on Employees' Career Growth in PTCL because employees are much satisfied with the training and development components being followed in the organization. For proper implementation of T&D and to achieve career growth through this all components of training and development should be taken into consideration properly.

Keywords: Training and Development, Training needs assessment, Training environment, Training content, Trainer's competencies, Training methods, Training program's evaluation, and Employee career growth.

JEL Classification: O15, M53

1. INTRODUCTION

Training and Development (T&D) in these days is considered as such activity that contributes in organizational success as well as in employee's career growth and along with this it also adds value to organization; previously this was not the case. In Human Resource Management (HRM) discipline T&D are most commonly used words and many organizations considered it integral when it comes to their success²⁹. Training is basically related to such efforts of the company that a company plans for its employees to facilitate their job related learning and competencies. These competencies are related to employees KSAOs (Knowledge, Skills, Abilities and Other skills) that can enhance their ability to successfully perform their job today. Whereas, Development means such learning opportunities and activities that an organization plans and designs for their employees in order to grow and move towards career progression.

For an organization to achieve success; it is evident to make employee's contribution prominent in achieving organizational goals and objectives; T&D is required in this regard³⁰. It's been observed in recent years that gradual organizational change and technological developments make it necessary for organizations to continuously invest in improvement of employee's skills and abilities in order to have a mark³¹.

T&D is fundamental to all employees and their career growth; helps them to perform the assigned job using required skills. Successful employees are usually those that receive proper T&D from their organization and effectively contribute towards achieving organizational goals³². When best employees are carefully recruited and selected by the

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²⁹ Edralin (2004) Training: A strategic HRM function. *De La Salle University-College of Business and Economics Notes on Business*, Vol. 7 (4), 1-7.

³⁰ Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of Business and Management*, Vol. 5 (2).

³¹ Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, Vol. 11 (7).

³² Burke & McKeen (1994). Burke, R. J., & McKeen, C. A. (1994). "Training and development activities and career success of managerial and professional women". *Journal of Management Development*, Vol. 13 (5), 53-63.

organization it does not simply guarantee that they will give outstanding performance all the time but they also need to be polished with the passage of time through T&D³³.

There are many different functions of T&D but its main function is to develop and grow the human resource of the company and in return that human resource would help an organization to improve their productivity³⁴. Considering the importance and benefits of T&D many telecom organizations emphasize need for T&D to train organizational employees in a way that they are better able to deal with present as well as future challenges and also to provide effective and efficient services to their organization. The world today has gone through many revolutionary changes and these changes brings people closer to each. This is all because of era of technology and rapid growth of telecom sector. In order to groom the telecommunication sector T&D of employees becomes essential and vital³⁵. Proper and effective T&D is required to strengthen and polish employee competencies and skills. In telecom sector of Pakistan, due attention is not given to training and development and there appears a gap in existing T&D interventions. Due to this gap, employees face difficulties in their smooth career development. Existing deficiencies in training programs lead to employee frustration and demotivation which negatively affects their career growth. Through this study an effort was made to find out impact of existing training and developments interventions on employee career growth, at PTCL.

1.2 Research Objectives

Following are the research objectives:

- To identify the impact of training needs assessment on employee career growth.
- To analyse the impact of training environment and training content on employee career growth.
- To examine the impact of trainer's competencies on employee's career growth.
- To identify the impact of training methods on employee's career growth.
- To determine the impact of training evaluation on employee's career growth.

2. LITERATURE REVIEW

2.1 Significance of Training and Development

Training and development are considered as planned learning experience by the organizations that help employees to have knowledge about how to perform their current jobs as well as how to prepare oneself for the future competitive jobs³⁶. Training focuses on present jobs while on the other hand development prepares an employee for newly emerging careers and jobs³⁷.

Training is usually for lower-level employees so that they can gain hands-on knowledge, whereas development is for middle-level employees those who needs to focus on their interpersonal, communication and decision making skills. As mentioned by Abbas, it is of no question that most imperative concern for organizations are effective performance by their human resource³⁸. T&D is not a one-time effort organizations have to continuously train their workforce as per need and achieve success in a changing environment. There is a positive relationship between T&D and employee's performance which proves that T&D is an important factor when an organization needs to enhance its employee's performance and it leads them towards career growth³⁹. Like in other business and service sectors T&D also plays an important role in telecomm sector. Researches were conducted in telecomm sector on the topic of T&D and results obtain are positive. Therefore, T&D programs and processes must be designed and adopted keeping in

³³ Noe, R. A. (2002). "Employee training and development". A Handbook.

³⁴ Asfaw, A. M., Argaw, M. D., & Bayissa, L. (2015). The impact of training and development on employee performance and effectiveness: A case study of district five administration office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, Vol. 3 (4), 188.

³⁵ Khan A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A Study of Telecom Sector of Pakistan. *Business Management and Strategy*, Vol. 7 (1), 29–46.

³⁶ Armstrong (2006). Human resource management practice. *London: Kogan Page Limited*.

³⁷ Sims, R. R. (2002). Organizational success through effective human resources management. *Greenwood publishing group*.

³⁸ Abbas, Q., & Yaqoob, S. (2009). Effect of Leadership Development on Employee Performance in Pakistan. *Pakistan Economic and Social Review*, Vol. 47 (2), 269–292.

³⁹ Khan A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of Training

mind their strategic purposes⁴⁰. T&D programs and process when implemented properly allows availing of many advantages. There are some benefits identified by Jehanzeb and Beshir, as follows⁴¹:

- Increases the moral of employees
- Confidence gain by employees leads to job satisfaction and further leads to career growth.
- Employees are able to effectively and efficiently use materials and equipment this avoids waste.
- Makes employees flexible according to new situations thus leads to change management.
- Make individual employees capable of taking effective decisions.
- Employees have a sense of security regarding their job thus reduces turnover and absenteeism.

2.2 Employee Career Growth

Management of career growth is a process due to which employees are aware of following information:

- Get to know that what are their strengths, weaknesses, values, capabilities and interests.
- Become aware of existing and upcoming job opportunities inside the organization.
- Career goals can be identified.
- Prepares oneself and develop an action plan to achieve career growth opportunities.

Career growth and development in an organization is important as it helps an organization to create and maintain continuous learning environment. Along with this, jobs that offers challenges, training opportunities, allows career orientation and helps in management of skills proved to be valuable for employees⁴². Companies that successfully manage training and development program and policies related to employee's career growth achieves good results in terms of business expansion and increased products and services demand⁴³. From employee's perspective, a proper career management plan can create feelings of self-esteem, personal growth, employee feels that he is valued in the company. These feelings motivate an employee and his performance will increase; leads to job satisfaction and commitment⁴⁴.

2.3 Training and Development Leads an Employee towards Career Growth

Career advancements and promotions are the factors that employees consider as growth and developmental opportunities. Considering this an organization should undertake such T&D programs that lead employees towards career progression and growth. Organizations where career growth and developmental opportunities are regularly communicated and implemented there is a likelihood that these organizations has less turnover because employees are fully satisfied with their jobs⁴⁵. It also helps an employee to properly manage and plan his career as this gives him a guideline to successfully pursue his career and grow in their field of expertise⁴⁶.

Training and development is such an imperative strategic tools that organizations use it for effective individual and organizational performance, and thus in this regard organizations are spending enough money on it with such confidence that it will earn them a competitive advantage and gives them better return on investment in the world of business⁴⁷. It is recognized that importance of T&D in such a way that many employees has weak points considering

⁴⁰ Vemić, J. (2007). Employee training and development and the learning organization. *FACTA UNIVERSITATIS Series: Economics and Organization*, Vol. 4 (2), 209–216.

⁴¹ Jehanzeb, K., & Bashir, N. A. (2013). Training and development

⁴² Hanif, F. (2013). Impact of training on employee's development and performance in hotel industry of Lahore, Pakistan. *Journal of Business Studies Quarterly*, Vol. 4 (4), 68.

⁴³ Charity, B. C. (2015). Effect of training and career development on employee performance: a case of KCB branches in the north rift region, Kenya.

⁴⁴ Kakui, I. M. (2016). Effects of Career Development on Employee Performance in the Public Sector: A Case of National Cereals Produce Board. *Strategic Journal of Business & Change Management*, Vol. 3 (3).

⁴⁵ Campion, M. A., Cheraskin, L., & Stevens, M. J. (1994). Career-Related Antecedents and Outcomes of Job Rotation. *Academy of Management Journal*, Vol. 37 (6), 1518–1542.

⁴⁶ Burke, R. J., Divinagracia, L. A., & Mamo, E. (1998). "Training and development activities and career success among Filipino managerial women". *Career Development International*, Vol. 3 (6), 260–265.

⁴⁷ Habib, S., Zahra, F., & Mushtaq, H. (2015). "Impact of Training and Development on Employees' Performance and Productivity: A Case Study of Pakistan". *European Journal of Business and Social Sciences*, Vol. 4 (8), 326–330.

their skills, competencies and abilities so to overcome this T&D serves as an effective method. Also helps employees to strengthen their already development skills, competencies and abilities⁴⁸.

Some of the factors that encourage an organization to undertake T&D of employees. Following are the factors listed⁴⁹:

- Change in the internal and external environment of the organization.
- The requirement of suitable skills for existing organizational employees.
- Make existing organizational members flexible enough to adopt changes.
- In order to be competitive an organization support employee career growth.

Employees have an ability to make or destroy organization's reputation and profitability. They are also responsible for achieving organizational goals and career growth. Skills gap in employees badly affects productivity and competitiveness of both; the organizational growth and employee career growth. T&D objective is to cater the skill gaps that will serve as a bridge between employee's career growth and overall organizational growth.

2.4 Components of Training and Development

2.4.1 Training Needs Assessment (TNA)

There is a major drawback that many organizations does not carry any Training Needs Assessment (TNA) to find out whether training and development is actually required or not. To find out the specific purpose of training an organization should pay attention on TNA; the main focus of training needs assessment is on job performance. It is important to assess the training needs properly so the lacking in employee's performance can be measured⁵⁰.

Both, trainers and upper-level managers are involved in TNA process. The survey of proposed three types of analysis in order to identify training needs⁵¹. These are:

- **Organizational Analysis:** This analysis identifies the need for training within organization and at what level. Basically, this analysis provides answers of questions like; is training important for our organizational objectives? Does it support's business strategy?
- **Person (Employee) Analysis:** In this stage training needs related to employees should be defined. Management needs to analyse that who should be trained, which group of people creates a difference and for whom the training is more beneficial etc.
- **Task/Operational Analysis:** This analysis focuses on the factors that what difference training makes when employee receives it. Does it improves quality, service or reduces time etc.

2.4.2 Methods of Training Needs Assessment (TNA)

Many methods related to training needs assessments are proposed⁵². They are as follows:

- Observing employee's performance
- Use of online technology (software)
- Documentation like reading technical manuals and records
- Questionnaires
- Interviews from SMEs (Subject Matter Experts) and interviews from focus groups.

All methods have some advantages and disadvantages so they are used in combination of two or more to get better need assessment.

2.4.3 Training Environment and Contents

Training environment should be such that is conducive to learning as it ensures the transfer of training. A relaxing training environment makes trainee's feel like that training session has something worthwhile for them and they can

⁴⁸ Nischithaa & Rao (2014). Nischithaa, P., & Rao, M. L. N. (2014). The Importance of Training and Development Programmes in Hotel Industry. *International Journal of Business and Administration Research Review*, Vol. 1 (5), 2348–0653.

⁴⁹ Punia, B. K., & Kant, S. (2013). A review of factors affecting training effectiveness vis-à-vis managerial implications and future research directions. *International Journal of Advanced Research in Management and Social Sciences*, Vol. 2 (1), 151–164.

⁵⁰ Anderson, G. (1994). A Proactive Model for Training Needs Analysis. *Journal of European Industrial Training*, Vol. 18 (3), 23–28.

⁵¹ McClelland, S. B. (1993). Training Needs Assessment: An Open-systems Application. *Journal of European Industrial Training*, Vol. 17 (1).

⁵² Noe (2012)

grasp the training material in a proper way⁵³. They also stated that preparation of training environment should be in context of questions (when, where, what, who) like:

- What is the day and date of the training?
- Where is the training session going to be conducted?
- Proper details regarding the training site communicated or not?
- Transportation arrangements required or trainees can easily manage by themselves?
- What type of resources is required?
- Who will receive training? Etc.

Along with this they also explain about room arrangements that should be given consideration. A training room has an important impact on the training session and transfer of training. While selecting a room consider following points: size of the training room or auditorium, training requirements, convenient access, no hardships pose by location, distraction free room, comfortable seating, adequate and workable lighting and technical equipment available etc.⁵⁴ Organization's training and development program content varies as per their need, requirement, willingness of trainees, market, changing environment, company's policies etc.; it is the subject matter of training program that matters the most. Content of T&D should be designed keeping in mind critical considerations that lead to successful training program. These considerations are mentioned below⁵⁵:

- Training content should be given priority and be aligned with corporate mission and strategy.
- Content should be such that can be easily delivered by the trainer.
- Manage training program's content carefully and with consensus of the people concerned.
- Partner with the best training providers so that the relevant content is delivered.
- Integrate training and development content with the methods being used to deliver the content.
- Assess and evaluate training content.

2.4.4 Trainer's Competencies

The role of trainers is considered as an essential component in effective delivery of training program⁵⁶. According to Gauld and Miller, trainer should include below mentioned competencies to deliver effective training and helps employees to apply the training content to their jobs so they can head towards career growth⁵⁷. Following are competencies:

- Self-aware, flexible, cooperative, empathetic and adopt collaborative communication style
- Goal setting skills, develop lesson plans and builds relationship between trainer and participants
- Ability to deliver the set training content effectively and evaluate the impact of training.
- Use blend of different training techniques along with technology
- Manage learning environment, training content/material and skills for effective training
- Encourage group learning and evaluate participant's performance and level of interest

2.4.5 Methods of Training and Development

Following are the T&D methods defined⁵⁸:

2.4.5.1 On-the-job training

On-the-job (OJT) training is a training method for new or inexperienced employees to learn task related skills, duties, and responsibilities by observing the behavior of their managers and colleagues and try to put in practice learned behavior. These training methods are less expensive and are convenient as employees do not need to go somewhere

⁵³ Kunche, A., Puli, R. K., Guniganti, S., & Puli, D. (2011). Analysis and evaluation of training effectiveness. *Human Resource Management Research*, Vol. 1 (1), 1–7.

⁵⁴ Burke (1998)

⁵⁵ Goldsmith, J. B., & McFall, R. M. (1975). Development and evaluation of an interpersonal skill-training program for psychiatric inpatients. *Journal of Abnormal Psychology*, Vol. 84 (1), 51.

⁵⁶ Analoui, F. (1994). Training and development: The role of trainers. *Journal of Management Development*, Vol. 13 (9), 61–72.

⁵⁷ Gauld, D., & Miller, P. (2004). "The qualifications and competencies held by effective workplace trainers". *Journal of European Industrial Training*, Vol. 28 (1), 8–22.

⁵⁸ Raheja K. (2015). Methods of Training and Development. *Innovation Journal of Business and Management*, Vol. 4, 35-41.

to learn, they can learn when on the job⁵⁹. Employees are better able to learn as they are given training on the same machines and working environment. Under OJT, there are a number of methods which include Mentorship, Coaching, Job rotation, and Development.

2.4.5.2 Off-the-job training

Off-the-job training is different from on-the-job training as in this employees are given training separately from the actual working environment. Major focus of this training type is on learning rather than performing. Employees who are provided training considering off-the-job training have more freedom of speech. There are a number of methods used under the off-the Job-training which include, Lectures & conferences, Simulation exercises, Sensitivity training, Transactional training etc.

2.4.6 Training Evaluation

It is the process through which a trainer or an organization collects information that helps them to find out whether training received is effective or not. Before evaluating training there is a need to properly plan an evaluation process that helps to collect information regarding training's effectiveness in terms of what, when, how and whom, that effectiveness improves employees performance and leads to career progression⁶⁰. Training evaluation is beneficial for organization as it helps them to take investment decisions regarding training that whether it provides the results and outcomes desired and require by an organization. Evaluation of training is conducted in following ways:

2.4.6.1 Formative Evaluation

This training evaluation takes place when the training program is in designing and development process. It gathers information about training program's content in qualitative form. This evaluation helps to make sure that whether training program is well designed and organized or not.

2.4.6.2 Summative Evaluation

This training evaluation takes place to find out the changes occurred in the trainees after their participation in the training program. It collects quantitative data in tests form, employee's behavioral ratings, retention and satisfaction level, absenteeism, sales volume etc. It basically evaluates the results of the training and matches those results with the objectives defined in the training program.

2.4.7 Research Hypotheses

H1: There is a positive impact of Training Needs Assessment on Employee Career Growth.

H2: There is a positive impact of Training Environment and Training Content on Employee Career Growth.

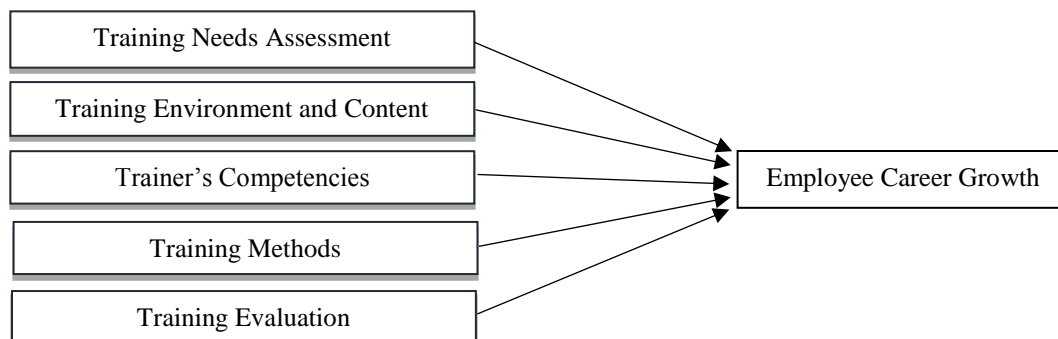
H3: There is a positive impact of Trainer's Competencies on Employee Career Growth.

H4: There is a positive impact of Methods of Training & Development on Employee Career Growth.

H5: There is a positive impact of Training Evaluation on Employee Career Growth.

2.4.8 Conceptual Framework

The diagram mentioned below explains theoretical framework for this thesis:



⁵⁹ Tukunimulongo, J. (2016). Effect of On-The-Job Training on Employee Performance in Kenya: Case of Mumias Sugar Company Limited. *International Journal of Recent Research in Commerce Economics and Management*, Vol. 3 (1), 7-24.

⁶⁰ Kunche (2011)

3. RESEARCH METHODOLOGY

3.1 Research Type

This research is explanatory with respect to nature, based on quantitative data. The focal point of explanatory research is the particular illustration of variable's impact on each other that how training and development components make contribution towards employee's career growth. Quantitative examination is a method used to testify hypotheses and examine relationship between different variables present in the research. A well-structured questionnaire is adopted using 5-point Likert scale so that data can be gathered.

3.2 Sample Size and Sampling technique

The data is collected from middle level managerial employees of PTCL who are 6,000 in numbers. There minimum qualification should be undergraduate and belonging from age group of 25 to 40+. Employees should have experience of at least 1 year. For the population of 6,000, a sample size of 361 employees was calculated. Non-probability, Convenience sampling technique is adopted because participants for this research are selected as per their ease and convenience. Questionnaires are distributed to employees through hard copies and Google.

3.3 Data Treatment

SPSS is used to conduct following tests and analysis: Cronbach Alpha, Pearson Correlation, and Regression. All hypotheses are tested to examine impact of T&D components on career growth of employees and their impact is checked considering the values in Co-efficient correlation table.

4. ANALYSIS

4.1 Test of Reliability

Reliability test is conducted to determine the reliability of a questionnaire. It ensures that whether the results obtain from the questionnaires' variables are consistent or not. The questionnaire results are considered to be reliable when its Cronbach Alpha is greater than 0.6, if its Cronbach is less than 0.6 then results obtain through data instrument are not considered reliable. As per table 4.1, all values of Cronbach Alpha are greater than 0.6, which shows that all constructs are reliable and have internal consistency.

Table 4.1: Reliability Statistics of Individual Items

Variables	Cronbach Alpha	N of Items
Training Needs Assessment	0.721	5
Training Environment and Content	0.784	9
Trainer's Competencies	0.717	4
Training Methods	0.795	5
Training Evaluation	0.722	5
Career Growth	0.842	4

Table 4.2: Correlations

		TNA	TEC	TC	TM	TE	CG
TNA	Pearson Correlation	1					
	Sig. (2-tailed)						
	N						
TEC	Pearson Correlation	.618**	1				
	Sig. (2-tailed)	.000					
	N	361	361				
TC	Pearson Correlation	.511**	.557**	1			
	Sig. (2-tailed)	.000	.000				
	N	361	361	361			
TM	Pearson Correlation	.550**	.650**	.587**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	361	361	361	361		
TE	Pearson Correlation	.200**	.175**	.173**	.251**	1	
	Sig. (2-tailed)	.000	.001	.001	.000		
	N	361	361	361	361	361	
CG	Pearson Correlation	.578**	.653**	.564**	.621**	.236**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	361	361	361	361	361	361

**Correlation is significant at the 0.01 level (2-tailed).

For TNA and Trainer’s Competencies, the r value of are 0.578 and 0.564 respectively which explains a moderate positive correlation. Training Environment and Content and Training Methods, has r values 0.653 and 0.621 respectively which explains a strong positive correlation. Training Evaluation, the r value is 0.236 which explains a weak positive correlation. All variables have a level of significance 0.000.

4.3 Regression Test

Regression test explains liner equation’s coefficients. It involves more than one independent variable and predicts the change in dependent variable due to used independent variables in research. Basically it that how much change occurs in the dependent variable when anyone of independent variable changes and other remains fixed. This test generates Model Summary, ANOVA, and Co-efficient correlation tables.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.541	.535	.76808

The table 4.3 has the values of R=0.736, R square value=0.541, Adjusted R Square=0.535 and Std. error of the estimate=0.76808. The value of R is 0.736 which explains the proportion of variation in dependent variable as determine by the regression model. Value of R square is 0.541 which explains that 54.1% of the variation in the dependent variable is explained by all the independent variables. The values obtain from model summary are in favor of this research and it explains that model fits well with the data.

Table 4.4: ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	247.327	5	49.465	83.847	.000 ^b
	Residual	209.432	355	0.590		
	Total	456.759	360			

a. Dependent Variable: Career Growth

b. Predictors: (Constant), Training Evaluation, Trainer Competencies, TNA, Training Methods, Training Environment and Content

This is used to check that how well model fits the data. As per table 4.4, the value of F (frequency) is 83.847 at level of significance 0.000 which is less than predetermine value 0.05, so it explains that independent variables did a good job in explaining the variation in the dependent variable.

Table 4.5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.054	.197		-.273	.785
	TNA	.190	.052	.175	3.630	.000
	Training Environment and Content	.343	.061	.300	5.673	.000
	Trainer’s Competencies	.172	.048	.171	3.627	.000
	Training Method	.228	.055	.214	4.118	.000
	Training Evaluation	.072	.041	.065	1.742	.082

a. Dependent Variable: Career Growth

Table 4.5 explains the relative importance of all the independent variables in order to predict dependent variable. Beta values help to determine that how strongly independent variables are associated with dependent variable. And significance value explains that whether these variables are useful or not at the level of significance (p) 0.05. For TNA, Training Environment and Content, Trainer’s Competencies, and Training Methods p value is 0.000 which is less than

0.05; these variables are useful and has significant impact on Employee Career Growth. Training Evaluation has a p value 0.082 which is greater than 0.05; this variable is not useful and has no impact on Employee Career Growth.

Table 4.6: Summary of Result (Hypotheses Testing)

Hypothesis	Statement	Sig	Result
H1	There is a positive impact of TNA on Employee Career Growth.	0.000	Accepted
H2	There is a positive impact of Training Environment and Content on Employee Career Growth.	0.000	Accepted
H3	There is a positive impact of Trainer's Competencies on Employee Career Growth.	0.000	Accepted
H4	There is a positive impact of Methods of Training and Development on Employee Career Growth.	0.000	Accepted
H5	There is a positive impact of Training Program's Evaluation on Employee Career Growth.	0.082	Rejected

As per table 4.6, all hypotheses have been acted except as their significance values are below significance level 0.05. However, H5 is rejected as its significance value is greater than 0.05.

5. DISCUSSION

Correlation table explains the relationship between variables of research; denoted by "r". Co-efficient table obtain from regression test helps to explain the significance and impact of independent variables over dependent variable at the predetermined level of significance that is 0.05; denoted by "p".

TNA has a moderate positive relationship with the Employee Career Growth because its r value is 0.578 and p value is 0.000 that shows its impact on the dependent variable. TNA has a profound impact on Employee's Commitment and Career Growth. Providing training to employees as per the assessed needs helps an employee to grow and also helps an organization to be more efficient in terms of human resource and their work productivity⁶¹.

Training Environment and Content has r value 0.618 that shows strong positive relationship with the Employee Career Growth and its p value 0.000 explains its impact on the dependent variable. Environment shapes the mind and thinking capability of a learner same is the case with training environment. Effective and successful training environment with the delivery of relevant content encourage trainees to grasp more and to better implement the learned content⁶². When Employees learn properly they will implement it properly and that enhances their performance and so do make them proceed towards career development⁶³.

Trainer's Competencies explains moderate positive relationship with Employee Career Growth as its r value is 0.564 and also shows its impact because its p value is 0.000. Trainer plays a significant role in effective transfer of training. Professionalism of trainer should be reflected from the teachings and behavior not only in terms of effective delivery of training content but also in terms of respect, empathy etc. towards the trainees⁶⁴. If trainer possesses such competencies that increase the chances for transfer of training at a larger extent and when content is transferred properly then employees will use it to improve their performance and headed towards career growth⁶⁵.

Training Methods has r value 0.621 shows strong positive relationship with the Employee Career Growth and its p value 0.000 explains its impact dependent variable. Selecting a suitable training method helps trainers to deliver the training content appropriately and creates ease for trainees to receive useful work skills and attributes necessary to

⁶¹ Noe (2002). "Employee training"

M. Muma, A. Iravo, & M. Omondi. 2014. "Effect of training needs assessment on employee commitment in public universities: a case study of Jomo Kenyatta University of agriculture and technology." *International Journal of Academic Research in Business and Social Sciences*, Vol. 4 (9) 233.

⁶² Lippman, P. 2010. "Can the Physical Environment Have an Impact on the Learning Environment?" *CELE Exchange, Centre for Effective Learning Environments*, No. 2010/13, OECD Publishing, Paris,.

⁶³ Niazi, B. R. A. S. 2011. "Training and development strategy and its role in organizational performance." *Journal of Public Administration and Governance*, Vol. 1 (2) 42–57.

⁶⁴ P. J. Anthony, & J. Weide. 2015. "Motivation and career-development training programs: Use of regulatory focus to determine program effectiveness." *Higher Learning Research Communications*, Vol. (2) 24.

⁶⁵ Gauld, D., & Miller, P. (2004). "The qualifications and competencies"

perform effectively at work. The induction of training methods has major contributions in the effective transfer of training that enhances employees' performance and moves an employee towards career growth⁶⁶. Training evaluation has r value 0.236 and p value 0.082 that explains its weak positive relationship with the dependent variable and have no impact. Training evaluation helps an organization to improve its training practices and incorporate such practices for the enhancement of employees' performance. Enhanced performance leads an employee towards career growth⁶⁷. Appropriate evaluation brings in fruitful results for both employees and organization. But by many organizations training evaluation is just considered as the step of training process and nothing more; same is the case with PTCL.

6. CONCLUSION

Research concluded that T&D improves employee's career growth prospects. Employees who receive training have more chances to get promoted in the organization and also acquire such skills and attributes that will help them to increase their efficiency at work and productivity of the organization. Training and development components on the whole have a great impact on Employees' Career Growth in PTCL because out of five four of the independent variables are accepted. Employees are much contented by training process being followed in the organization. Employees are just dissatisfied with the training evaluation because in the organization the evaluation is either not conducted and if it is conducted then not taking forward to cater the future needs.

7. RECOMMENDATIONS

Following are the proposed measures for further improving standards of training interventions:

- PTCL's management should develop a transparent database for deficiencies in employee's skills and share it openly with the respective departments so that they can review and give priority to critical training areas that benefits employees in a given period.
- A two way feedback process should be introduced by PTCL to design better training programs.
- The management of the organization must empower trainees to honestly provide feedback in order to increase the credibility training.
- The management of PTCL have to timely evaluate the success of employee training and development programs.

8. SUGGESTIONS FOR FUTURE RESEARCH

This study identifies the impact of T&D on employee's career growth at Pakistan Telecommunication Company Limited (PTCL). Other researchers in future can conduct same research in different sectors as well like in educational, hospitals etc. Research focus can also be based on gender specification: like whether males are headed towards career growth rapidly just after receiving training or females. In future research can also be conducted considering different independent variables related to training and development and those variables can be used to check the impact on employees' career growth.

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