

TRAINING AND DEVELOPMENT AND EMPLOYEE CAREER GROWTH: A CASE OF DARAZ. PK

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ABSTRACT

This study is conducted to inspect the training and development practices' influence on the career growth of employees currently being implemented at Daraz. pk. To attain this purpose descriptive research is undertaken and data were collected from 302 middle-level managerial employees of Daraz. pk. Statistical tools including Pearson correlation as well as regression analysis were applied using SPSS version 23. Therefore, the analysis of data reveals that out of five, only one hypothesis got rejected which pertains to Training Environment and Contents. The remaining hypotheses have been accepted. This research proves that training & development helps in improving the career growth of employees with having a positive impact in Daraz. pk as the employees are satisfied with the practice link to the training and development is applied. To achieve a boost in the career growth of employees, a better institutionalizing of all the components of training and development should be implemented.

Keywords: *Training needs assessment, Trainer's competence, Training methods, Training environment and content, Training evaluation, and Employee career growth.*

INTRODUCTION

Background and Significance of Study

In today's dynamic environment, a professional and highly skilled workforce is considered imperative for the success of any organization. Training and Development (T&D) are the most significant activities in Human Resource Management (HRM) that not only help the organization to succeed but also play an important role in developing its employees. Effective training and development can help an organization improve its performance as well as its productivity. Within any organization, it is vital to provide respective training and career development plans for its employees. In the

HRM discipline, T & D is considered to be an integral part of concerning the success of employees as well as the organization. Thus, training is mainly linked to the modification of behavior through learning. These learning capabilities are identified as employees' knowledge as well as skills sets, and abilities along with other aptitudes that can upgrade employees' capacity to perform effectively their current work. Training emphasizes upon individual's current job by broadening their skill set, knowledge, and abilities to perform their job duties effectually (DeCenzo & Robbins, 2007). Therefore, training is viewed as a significant aspect for organizations to not only enhance the success chances for them as well as for employees in a befitting manner. It provides the required skill, knowledge, and an ample amount of confidence to the employees to accomplish their job activities. Training also helps an organization to become competitive with its rival companies by enhancing its productivity, customer care, profitability, and work environment (N. S. Azizi, Khan R. A., Obaid S., 2017).

Training and development are considered to be the most critical discipline of HRM. Previously, it was not the case, it was only an HRM and had the least significance. In the current fast-changing technological modern era, training and development practices have attained preference and significance not only in an organization's accomplishment but in an employee's professional development as well. Many scholars and researchers presently recognize the importance of training and development in the career advancement of employees to meet the demanding challenges of this fast-paced globally competitive environment (Jehanzeb and Bashir, 2013).

Problem Statement

In this exceptionally competitive global business world, companies must upgrade and enhance their employee's capabilities and job-related knowledge to outperform their rivals. Accordingly, appropriate and required training and development opportunities are to be created for employees to modify their behaviors toward the successful accomplishment of their tasks efficiently and effectively. In the E-commerce sector, due consideration is not shed on activities to train and develop employees while a visible problem lies in currently applied training and development efforts. As a result of this critical lapse, employees mostly encounter problems in the smooth progression of their careers. These shortcomings in present training and development activities prompt employees towards dissatisfaction and discouragement

which ultimately reflect a negative impact on their careers. A sincere and vigorous effort was practiced at an appropriate level to dig out the effect of training and development mediations on employees' career development, at Daraz. pk.

Objectives of The Research

Research objectives based on the problem statement include such as to assess the impact of training needs assessment, training environment and training content, trainer's capabilities, training strategies, and training assessment on employee career growth.

Scope of Research

As the research is carried out on Daraz. pk situated in Karachi, so the scope of this research is limited to Karachi only. Middle-level employees of Daraz. pk from various departments was the focal point of this research. The academic qualifications of these employees are generally undergraduate, and graduate, and few have done master's as well with a minimum 1-year working experience. Employees' ages vary in the range between 25 to 45 years. The effect of '5' T&D functions is considered in this research.

LITERATURE REVIEW

Significance of Career Growth

Managing career development is an activity by which employees become more acquainted with the followings:

- Become more analytic about their existing skills, competencies, expertise, strengths, and weaknesses.
- Become more informed about current and future job opportunities within the organization.
- To set up their career goals.
- Getting ready in preparing a strategy to accomplish career development opportunities.

Development and career progression are the key factors in helping an organization produce and upkeep a consistent learning atmosphere. Moreover, the demand for challenging jobs and learning programs guide career development with the aid of the management of skills. Further, the occupations that offer difficulties, prepare openings, permit career

introduction, and help in the administration of abilities ended up being significant for employees (Hanif, 2013). Organizations that effectively deal with the program and strategies link to training and development (T&D) that is to be identified with career development goals of employees which in turn accomplishes great outcomes regarding business extension and expanded items and services request (Charity, 2015). From an employee's point of view, a legitimate career administration design can build in workers such sentiments as confidence, and self-awareness, and the representative feels that he is esteemed in the organization. These emotions persuade a worker and his execution will expand; prompting work fulfillment and responsibility (Kakui, 2016).

Training and Development (T&D)

T & D are termed as the deliberate learning activities arranged that assist its employees to acquire the necessary skills and knowledge about how to execute their present jobs and also to acquaint them with the necessary management exposure required for future job assignments (Armstrong, 2006). Training enables the rendering of current jobs whereas development is a continuous phenomenon in preparing employees for advanced professional career jobs (Sims, 2002). Training is generally designed for lower-level employees with an emphasis on job-related hands-on knowledge. On the other hand, middle-tier employee development is required to seek social as well as management expertise to progress within their career. Employees T & D corresponds to the acquisition of competencies, abilities, expertise, skills, processes, and leadership qualities about the job activity.

Several types of research have been carried out to visualize the significance of Training and Development for individuals and organizations. It improves employees' job-relevant knowledge and confidence in working in the organization with extended work duty and commitment. Training and development increase the employees' level of job satisfaction and is essential in the growth of an employee's career. (Abbas & Yaqoob, 2009) underlined the fact that the most pinching issue for organizations is the non-achievement of the optimum level of performance displayed by employees. T&D is not a one-time activity rather it is the practice required to be applied on regular basis to prepare the workforce according to the needs of an opportunity to learn and make progress in an evolving environment (Bibi & Khan, 2021).

Human asset is the foundation of any firm/organization; without them,

the organization is unable to flourish. For accomplishing corporate, it is imperative to cater to the needs and necessities of the vital human asset of an organization. As per (Khan, Abbasi, Waseem, Ayaz, and Ijaz, 2016), T&D is an integral part of HRM. Numerous organizations have shown their tendency to invest heavy resources in the training and development of their human asset. Human resources are considered the key factor in enhancing the profitability and effectiveness of organizations. (Abbasi, Waseem, Ayaz, and Ijaz, 2016) witnessed the effect of T&D on the performance of employees and identified the positive connection between training and development and employee execution. This implies the fact that training and development is a vital aspect when the prime focus is to improve organizational execution towards employees for betterment. Additionally, it also drives the employees toward their professional development.

Like in different business and service sectors, training and development assume a vital part in the online business segment too. Studies were carried out in the online business sector on training and development and the positive relationships amongst training, development, employee performance, organizational productivity, employee job satisfaction, commitment, and employee career growth. The findings concluded from the number of research about training and development in the online business sector are listed as under:

- Training and development have a profound positive impact on employee performance in the e-commerce sector.
- Training and development helped in boosting the employee's performance and career progression, as individual employee professional and organizational development.
- The provision of T & D is contingent upon the organizational financial position of a (Khan et al., 2016).

When T&D programs are executed appropriately can lead to numerous benefits as (Jehanzeb and Beshir, 2013), identified:

- Trained employees are confident and highly motivated.
- Confidence gain leads to an increased level of job satisfaction and this could further lead to career growth opportunities.
- Lower production cost: Trained employees can use the available resources

as well as equipment effectually, hence minimizing waste.

- Leads to change management: Training helps employees to gain such skills and competencies that are required to make themselves more flexible according to new emerging situations.
- Individual capacity is improved for taking swift decisions, assisting and encouraging themselves for self-development, and enabling them to handle stress, frustration, and conflicts.
- Also improves the quality of human resources and their availability.
- Decreases turnover and absenteeism due to a high sense link to security for their job and the workplace, therefore, leading to a lower turnover rate along with nonattendance at work. Also allows an employee to move ahead toward their career growth.

Training and development are also referred to as important strategic effort that helps to improve individuals' and organizations' performance. Organizations invest huge capital in human resource development with the hope that it will pay them back in the form of sustainable competitive advantage and let them achieve a better degree of profitability in the world of business (Habib, Zahra, & Mushtaq, 2015). (Nischithaa & Rao, 2014) perceive the importance of T&D as such that some employees have certain professional deficiencies in their attitudes, skills, and capacities. T&D is the requirement of every organization however, its quality, level, and type of training required differs from organization to organization (Punia and Kant, 2013). Human Resource Training and instructional programs of an organization are prepared with an aim to train and develop its employees with such basic abilities and aptitudes that are considered important for personal growth and professional advancement of employees and hierarchical improvement as well. In this regard, (Punia and Kant, 2013) recorded a few elements that urge an organization to embrace the training and development of employees, and additionally, it also affects different hierarchical activities and employee professional development. The relevant factors are listed below:

- Changes in the outside environment, for example, rapid changes in technology influence the T & D.
- The pace of organizational change (change within the organization), for example, hierarchical change, work systems, new procedures, policies, and strategies affect the organization and the employees.

- The necessity of suitable abilities for existing employees of the organization.
- Make existing hierarchical individuals sufficiently adaptable to changes.
- Requirement for the organization to help its employee's professional development and advancement.
- A commitment of Senior administration is viewed as worthy of employee success.
- Management help persuades its employees through motivation to upgrade their work performance.

Organizations gain such definitive outcomes from T&D that lead to greater efficiency, increased performance, and improved customer care. Without any doubt, efficiency is enhanced because employees have attained improved performance due to the proficiency of upgraded skills achieved through various training and development programs. Hence, it becomes obvious that T&D significantly enhances both workers' productivity and organizational performance. T&D projects and procedures must be composed and embraced remembering their strategic purposes (Vemić, 2007).

Workers can make or break the productivity and image of an organization. They also play an important role in accomplishing organizational set objectives (quality of product and services being offered, customer satisfaction) and in their career development as well (Elnaga and Imran, 2013). However, to some extent, a visible gap exists between a worker's performance and organizational objectives that requires to be carefully filled. Lack of skills imprints a negative impact on the performance and profitability of both; hierarchical development and employee career development. Training and development objectives are to cater to the required expertise that will fill in this gap between workers' career development and organizational development.

Factors of T and D

1. Training Needs Assessment (TNA)

For the organization, it has become a problem in terms of not having a proper training need analysis (TNA) to explore the necessity of T&D in the organization. To accomplish the organizational goals a prime focus must be given to TNA to institute the detailed training objective; therefore, TNA's

prime emphasis is on the execution of work (Anderson, 1994). Henceforth, proper execution of TNA can help to identify the deficiencies present among the employees. Before that when assessments were made, trainers were involved in the whole process. But in current practices, both top-level managers and strategic thinkers along with trainers have been involved in the TNA process. Henceforth, (McClelland, 1993) identified three kinds of TNA analysis which includes organizational analysis (training needs along with that at which organizational level is needed via giving answers to question such as is training appropriate to meet the organizational targets? Moreover, will it support the business strategy of the organization? These are primarily identified in this analysis. Secondly, individual (employee) Analysis (training needs are recognized and for whom the training is unequivocally essential, for managers, lower-level employees, etc.). Lastly, task/operational analysis (to sightsee what influence and enhancement training would make relate to the performance of employees, quality aspects, and provide greater services. (Noe, 2002) suggested many methods of training needs assessments such as employee performance assessment, technology (software) use, reading (technical) manuals as well as records, surveys, and questions, and answers (interviews) with subject matter experts.

Above mentioned methods have certain advantages and disadvantages as well. Instead of using them separately, they are preferred to be used in combination with two or more to attain a useful training need assessment. After this evaluation, the gap is established between the desired performance and job actual performance of the employees, and try to eliminate this gap imparting the relevant training and development as it facilitates an organization to fill the gap between the identified factors. In addition to other benefits, it is also helpful in the career growth of an employee (Bibi & Khan, 2021).

2. Training Environment and Contents

Referring to the environment provided for training is seen to be a prime factor. As it encourages employees to show enthusiasm in attending the training along with the availability of the content needed for learning (Kunche, Puli, Guniganti, and Puli, 2011). In addition to the above, they also expressed that the environment for training should be designed concerning the questions (when, where, what, who) like:

- What is the date and day of the training session?
- Where the session (training) will be held?

- All relevant details concerning the training site are transferred or not?
- What are the transport arrangements required for trainees?
- What kind of resources are required?
- Who will be receiving training? Etc.

Organizations' training and development program content corresponds to their requirements, needs, the ability of learners, emerging market and environmental changes, organization's approaches, and so on. Content (material) of training and development ought to be prepared in the line of basic identified needs that lead to an effective training program. These contemplations had been found by (Goldsmith and McFall, 1975) and are listed below:

- Training content should be aligned with the corporate mission and strategy
- The quality of the training program's content should be given priority
- Easy to understandable content to be conveyed by the trainer.
- The training program's content is designed carefully as per the need of employees.
- The training program's content should also have an essence of some international aspects.
- Pertinent content is to be conveyed through liaison with trainers.
- Integration of T&D content with the approaches.
- Assessment and evaluation of training content.

3. Trainer's Competence

As per different authors, researchers and writers, many competencies are to be possessed by the trainers to impart the training. The trainer's role is well thought-out and essential for the delivery of the T & D program effectually (Analoui, 1994). Feedback is an influential skill (Gauld & Miller, 2004). In addition to this, a trainer should be competent enough to create a conducive learning environment for the participants and should also be a continuous learner. Timely decision-making and solving problems are also key competencies. (Gauld and Miller, 2004) specified that trainers must take into account of few competencies (e.g., fostering a learning environment as well as content delivery, goal setting skills along with the development of lesson plans, TNA and counseling, use of technology, assessment of

training effectiveness, communication, and group learning, encourage group learning, build a relationship between the trainer and participants and having self-awareness and acting with the flexibility to attain the career growth. Cooperative, empathetic, and collaborative communication style.

4. Training Methods

The following T&D methods are described by (Raheja, 2015):

- **On-the-job training**

On-the-job training is a method that is applied for new or inexperienced employees to learn job-related skills, duties, and responsibilities by observing the behavior of their managers and colleagues and trying to practice the learned behavior in the workplace. This training method is very convenient and inexpensive as employees can learn their tasks while being on their job (Tukumimulongo, 2016). Employees can learn better as they are receiving training on the same equipment and with the same standards on which they need to perform later in their careers.

- **Off-the-job training**

Off-the-job training differs from on-the-job training as in this method, training is provided to employees separately from their actual workstations. The main emphasis of this type of training is on learning rather than performing. Employees who are provided training with off-the-job training methods are more flexible and have more freedom of speech. Below mentioned are some of the most commonly used off-the-job training methods:

- **Lectures and conferences**

These are the direct methods in which the trainees are provided with direct instructions. Lectures provided and conferences conducted are the primary and core steps of training as every training program begins with it. The trainers must have a complete command of the subject of training if they are to keep the employees engaged and motivated through these verbal lectures. This is the most commonly used method of training in colleges and universities.

- **Simulation exercises**

In this training method, a situation platform similar to the actual working environment is developed to provide training to employees. Four different

simulation methods are cast off for employee training such as management games, case studies, role-playing, and in-basket training

- **Sensitivity training**

It is also known as T-group/laboratory training. It is given to trainers to make them understand themselves and others logically; this understanding is developed through behavioral flexibility and social sensitivity. It is like empathy in which the ability is developed to sense what others feel and then understand that feeling from their viewpoint. This training is given to extract the information regarding trainee's concerns, emotions, interests, and abilities. The sensitivity training method consists of three steps:

- Unfreezing of old values
- Developing new values
- Refreezing of new values

5. Training Evaluation

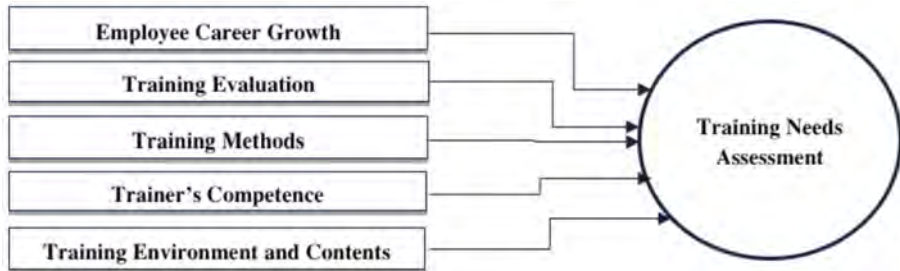
For assessment of training effectiveness, information is collected by an organization to assess the effectiveness of training in terms of what, when, how, and whom, with a prime focus on improvement in employees' performance as well as the progression of their career (Kunche et al., 2011). Henceforth, the effectual assessment of training can aid organizations to decide on training investment, and whether the desired result meets through T & D in terms of having a positive influence on organizational as well as human resource performance rather than just focusing on financial attainments.

As per (Hanif, 2013) training program should be evaluated to avail the following benefits:

- It helps to find out the strengths and weaknesses of the training program and to find out whether the training has created any difference in employee performance or not.
- To assess the training content so that it should be linked and compared with the content required for the job.
- To find out who are the beneficiaries of the training program.
- It helps in cost-benefit analysis to keep the track of costs incurred and benefits achieved from it.
- To make a comparison between different training programs and choose the best one most suited to the interest of the organization and trainees.
- Has transfer of training taking place?

Theoretical Framework

Theoretical framework is shown below in the diagram:



Development of 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 Content on Employee Career Growth.

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

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

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

RESEARCH METHODOLOGY

This research is descriptive and based on quantitative research. The population includes all middle-level managerial staff (managers, assistant managers, middle managers, supervisors, etc.) of Daraz. Pk that includes about 1,450 employees. Middle-level managerial employees are those managers who fall below the top level of management in the organizational hierarchy and are responsible for the functioning of the organization. According to the online table of (Krejci and Morgan, 1970), for a population of 1,450, the sample size should be 302 employees. While convenience sampling was used based on ease. A well-structured questionnaire prepared on 5-point Likert-Scale (Strongly disagree, Disagree, Neutral, Agree, strongly agree) was adopted from two articles – “analysis and evaluation of training effectiveness” (Kunche et al., 2011), and “impact of training on employee's development and performance in the hotel industry of Lahore, Pakistan” (Hanif, 2013). Statistical tools including Pearson Correlation and Regression analysis were

applied to test hypotheses and examine the impact of various components of T&D on the career growth of employees with the help of SPSS version 23.

DATA INTEGRATION AND ANALYSIS

Reliability Test

A reliability test is carried out toward evaluating the questionnaire items. The results are considered valid when the alpha value is > 0.6 . Hence the questionnaire is considered reliable based on the values mentioned in the below table.

Table 4.1: Cronbach Alpha (Reliability) Statistics of Individual Items

S. No	Variables	Alpha Value	No of Items
1	Training Needs Assessment (TNA)	0.883	5
2	Training Environment and Content (TEC)	0.669	5
3	Trainer Competencies (TC)	0.708	4
4	Training Methods (TM)	0.694	5
5	Training Evaluation (TE)	0.744	5
6	Career Growth (CG)	0.702	4

As per table 4.1, the Cronbach Alpha values exceed 0.6, hence the data instrument for this research is authentic and also indicates stable and consistent result values obtained from the questionnaire.

Correlation test

Table 4.2: Correlation test values

		Correlations					
		1	2	3	4	5	6
TNA (1)	Pearson Correlation	1	.096	.221**	.347**	.245**	.451**
	Sig. (2-tailed)		.097	.000	.000	.000	.000
	N	302	302	302	302	302	302
TEC (2)	Pearson Correlation		1	.193**	.283**	.220**	.276**
	Sig. (2-tailed)			.001	.000	.000	.000
	N		302	302	302	302	302
TC (3)	Pearson Correlation			1	.232**	.306**	.400**
	Sig. (2-tailed)				.000	.000	.000
	N			302	302	302	302
TM (4)	Pearson Correlation				1	.307**	.527**
	Sig. (2-tailed)					.000	.000
	N				302	302	302
TE (5)	Pearson Correlation					1	.545**
	Sig. (2-tailed)						.000
	N					302	302
CG (6)	Pearson Correlation						1
	Sig. (2-tailed)						
	N						302

As per the outcomes of the correlation analysis for TNA, the value of r is 0.451 which specifies a moderate and a positive significant correlation. For Training Environment and Content, the r value is 0.276 which shows a weak

and a positive correlation with the significance level of .000. In the case of Trainer Competencies, the value of r is 0.400 which indicates a moderate and a positively significant correlation. For Training Methods, the value of r is 0.527 which shows a moderate and a positive correlation. In the case of Training Evaluation, the value of r is 0.545 which shows a moderate and a positive correlation with the 0.000 significance level.

Regression Test

A regression test is a test that produces model summary as well as ANOVA, and Coefficient tables as mentioned below.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.522	.514	.69678

The R value is 0.722 as mentioned in the above table which states the proportion of variation in outcome variable determined with the help of regression model. Whereas R square value is 0.522 which reflects that 52.2% of the variation in the employee career growth (dependent variable) is described by all other independent variables. Thus values explain that model fits and favorable facet for this study.

Table 4.4: ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	156.929	5	31.386	64.647	.000 ^b
	Residual	143.707	296	.485		
	Total	300.636	301			

ANOVA is calculated to check how well the model fits with the data. According to above table, at a significance level of 0.000, the value of F is 64.647 which is lesser than the predetermined level of 0.05, hence it explains that all independent variables have done well in explaining their variation with the dependent variable.

Table 4.5: Coefficient Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.437	.197		2.217	.027
	TNA	.179	.035	.226	5.168	.000
	TEC	.056	.036	.067	1.564	.119
	TC	.137	.035	.167	3.863	.000
	TM	.237	.038	.288	6.327	.000
	TE	.310	.041	.335	7.570	.000

a. Dependent Variable: CG

Table 4.5 shows beta and significance values for all independent variables. As per the result, TNA, trainer's competencies, training evaluation and training transfer, and training methods have a p value 0.000 which is lesser than 0.05; this variable is useful and has an influence on employee career growth whereas the training environment, has a p-value greater than 0.05; this variable is not having an impact on employee career growth.

CRITICAL DEBATE

Training Needs Assessment (TNA)

The Independent variable, Training Needs Assessment correlates with the dependent variable, Employee Career Growth because its value in tale 4.2 (Correlation table) is 0.451 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an influence of TNA on employee career growth as its value is below the preset significance level that is 0.05 and this independent variable is useful. Considering this, H_0 is rejected and H_a is accepted with the sample size of 302 respondents. Employees are the most valuable resource of any organization therefore the needs for their development must be carefully analyzed and relevant training should be imparted to them accordingly (Muma, Iravo, & Omondi, 2014). Provision of training as per the identified needs of employees helps them to grow as well as also guides an organization to be more successful (Noe, 2002).

Training Environment and Content (TEC)

Independent variable Training Environment and Content is correlated with the dependent variable, Employee Career Growth. Its value in table 4.2 (Correlation table) is 0.276 which reflects the weak positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.119 which shows that the hypothesis gets rejected and there is no impact of training needs assessment on employee career growth as its value is above the preset significance level that is 0.05 and this independent variable is not useful. Considering this H_0 is accepted and H_a is rejected with the sample size of 302 respondents. As results of this research show no impact of TEC on employee career growth but many previous researches concluded that it has a significant impact on trainees. Learning environment has a great influence on learners and trainees. Practical and successful training environment with effective content delivery persuades trainees to acquire more and when they grasp more they will be able to employ the learned content better which in turn leads them to progress

toward career development (Niazi, 2011; Lippman, 2010).

Trainer Competencies (TC)

Independent variable, Trainer Competencies is correlated with the dependent variable, Employee Career Growth as its value in tale 4.2 (Correlation table) is 0.400 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted as its value is below the preset significance level which is 0.05 and this independent variable is useful. Considering this H_0 is rejected and H_a is accepted with the sample size of 302 respondents. When trainer is competent enough to impart training content as per wants and requirements then it reflects the level of professionalism. Professionalism of trainer should also be visible in the teaching techniques and conduct of the trainer not in terms of an effective delivery of content (Anthony & Weide, 2015). If the trainer has such skills that tend to upsurge effective delivery of content then employees will exhibit and display positive performance and head in the direction of career growth (Hawkins and Catalano, 2004; Anthony & Weide, 2015).

Training Methods (TM)

The Independent variable, Training Methods correlates with the dependent variable, Employee Career Growth as its value in tale 4.2 (Correlation table) is 0.527 which indicates a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an impact of TM on employee career growth as its value is below the preset significance level that is 0.05 and this independent variable is useful. Considering this H_0 is rejected and H_a is accepted with the sample size of 302 respondents. Suitable training method adopted by the trainer helps in delivering the training content appropriately. It makes it easy for the learners to receive useful and necessary relevant skills and attributes that are required to perform their work effectively. Training method(s) should be chosen according to the need and requirement. The application of appropriate training methods has a major role in the effective transmission of training thus improving performance and leading to career growth among employee (Raheja, 2015).

Training Evaluation (TE)

Independent variable, Training Evaluation correlates with the dependent variable, Employee Career Growth its value in tale 4.2 (Correlation table) is

0.545 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an impact of TE on Employee Career Growth as its value is below the preset significance level of that is 0.05 and this independent variable is useful. Considering this H_0 is rejected and H_a is accepted with the sample size of 302 respondents. The regular assessment brings in desired consequences for both the employees and the organization (Rafiq, 2015). Proper evaluation of training programs and other aspects of training helps an organization toward progressing in training practices. Such improved training practices need to be incorporated for the enhancement of employees' performance and skills and also it will help them to head toward their career growth (Kunche et al., 2011).

CONCLUSION AND RECOMMENDATIONS

Conclusion

The research concluded that Training and Development help in improving the career growth prospects of an employee. Those employees who receive training are likely to develop competencies as well as qualities through training and development opportunities that will aid them in increasing their efficiency and boosting organizational productivity as well. (Patrick & Kumar, 2011).

Overall, the components of training and development included in this research, have a tremendous influence on Employees' Career Growth in Daraz. pk, as 4 independent variables are accepted out of the five. Employees of Daraz. pk is very satisfied and content with the training procedure being practiced in the organization. According to the conclusion of this research, employees of Daraz. pk, are concerned with the training environment and content because either the training environment or content in the organization is not appropriate or there are some other issues due to which employees of the organization are not satisfied with it. Dissatisfaction with the training environment and content jeopardizes the learning capacities of employees subsequently resulting in an undesired hindrance in their career growth.

After receiving the training, the organization provides full support to its employees in suitably applying the acquired knowledge and skills to their jobs and also assigns them new tasks and responsibilities to evaluate their performances. This creates a sense of commitment and motivation in employees to improve their performance which ultimately helps them to excel in their career growth.

Recommendations

Given the analysis, the following is recommended:

- Management of Daraz. pk should concentrate on improving the training environment and content. A positive step in this regard would help in an effective transfer of training and resultantly trainees can grasp more without being affected by training environment and content barriers.
- Also, the aspect of appropriate training content should be considered by the trainers otherwise trainees will not be able to learn and grasp the required skills that can upgrade and elevate their careers.
- Human Resource Management should ensure that a two-way feedback mechanism regarding the training should be promoted to increase the effectiveness of the training program.
- Feedback received from trainers and trainees should be incorporated into future training programs.
- The results of this research also recommend that more research should be conducted on the impact of training and development on career growth considering other different variables.

Future Research Directions

Upcoming researchers may conduct comparable research in other different Pakistani industries like Telecommunication, Educational, FMCGs, etc. In addition, research can also be founded on gender specifications: like whether after receiving training, females are more rapidly inclined toward career growth or males. In the future, research can also be carried out by taking other independent variables related to training and development apart from the independent variables used in this research and this can be considered to assess their influence on the career growth of employees.

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