

## Impact of Training on Productivity of Employees: A Case Study of Electricity Supply Company in Pakistan

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### Abstract

*To find the relationship of different variables, training, compensation, feedback, and job involvement on productivity of employees in electric supply company in Pakistan. The aim of this research is to find out the impact of variables on employee productivity. The researcher is use the quantitative approach of research. The population for this research are the employees of electricity supply companies of Pakistan. Researcher uses the non-probability sampling technique and random sampling. For this research sample size is 150 employees of electricity supply companies of Pakistan. Researcher uses the survey method for collection of data with instrument of questionnaire. Results indicate that the relationship of various variables is positive impact on employee productivity. Results also indicate that reliability of instrument and variables is creating positive impact on employees of Electricity Supply Company in Pakistan. In order to ensure that employees adopt the training it must be efficient and quick as well as easy to satisfy. The study supports the hypothesis that various factors of training has the most significant and strong impact on employee satisfaction. The study supports the research finding that there is a positive relationship between feedback factors which is associated with the employees of Electricity Supply Company.*

**Key Words:** Training, Feedback, Compensation, Job Involvement, Employee Productivity.

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### Introduction

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees. Training is about

knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development. Some commentators use a similar term for workplace learning to improve performance: "training and development". There are also additional services available online for those who wish to receive training above and beyond that which is offered by their employers. Some examples of these services include career counselling, skill assessment, and supportive services. One can generally categorize such training as on-the-job or off-the-job: On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work. Off-the-job training takes place away from normal work situations implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas.

Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management. The problem is Lack of proper training and its impact on employee productivity. This lack of proper training is relationship of intervention variables of salary and job assignment. This is creating impact on the employee productivity and organizational performance.

The present study is quantitative in nature and researcher uses the survey method for data collection with instrument of questionnaire. For analysis of data researcher will uses the Regression for independent variables and dependent variable with SPSS. The results will interpret with graph and tables and conclusion drawn on the basis of results. Researcher will provide the recommendations for better training of employees of electric supply companies of Pakistan.

### **Background of Problem**

The study intends to investigate the impact of training on employee productivity in electricity supply companies of Pakistan. It has been observed that from last decade electricity supply companies of Pakistan has been the fastest growing sector in Pakistan. In very short span lots of changes occurred in this sector with respect to supply, technological requirements and intensifying competition, which resulted in increasing demand for well trained workforce. Employee Productivity is the log of net sales over total employees - an economic measure of output per unit of input. Employee productivity measures may be examined collectively (across the whole economy) or viewed industry by industry. Training has been an important variable in increasing organizational productivity. Most of researches including Colombo and Stanca (2008), Sepulveda (2005) and Konings & Vanormelingen, (2009), showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. Training design refers to the degree to which the training has been designed and delivered in such a way that provides trainees the ability to transfer learning back to the job. The researcher argues that part of transfer design is the degree to which training instructions match job requirements (Holton, 2000).

### **Problem Statement**

The specific problem statement of the study:

To find the relationship of training on productivity of employees and mediating relationship of compensation, feedback, and job involvement in electric supply company of Pakistan.

## Objectives of Research

The specific objective of this study is:

- 1) To find the relationship of training on productivity of employees in electric supply company in Pakistan.
- 2) To find the relationship of feedback on productivity of employees in electric supply company in Pakistan.
- 3) To find the relationship of compensation on productivity of employees in electric supply company in Pakistan.
- 4) To find the relationship of job involvement on productivity of employees in electric supply company in Pakistan.
- 5) To find the relationship of training on compensation of employees in electric supply company in Pakistan.
- 6) To find the relationship of training on feedback of employees in electric supply company in Pakistan.
- 7) To find the relationship of training on job involvement of employees in electric supply company in Pakistan.
- 8) To provide the recommendations to management of electricity supply companies of Pakistan

## Review of Literature

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (April, 2010). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There exists a positive association between training and employee performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (April, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans & Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, and recognition etc, i.e. something which the trainee desires (Flippo, 1976). There are four prerequisites for learning: Motivation comes first. Cue is the second requirement. The learner can recognize related indicators (cue) and associate them with desired responses with the help of training. Response comes third. Training should be immediately followed by positive reinforcement so that the learner can feel the response. Last is the feedback; it is the information which learner receives and indicates in the quality of his response. This response must be given as quickly as possible to make sure successful learning (Leslie, 1990). Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). Kenney, (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of training in the developed world, studies of issues associated with training in less-developed

countries are rarely found. Job characteristics and firm background were found to play key roles in determining training provision. Workers who received off-the-job training were less likely to receive on-the-job training, while those who received on-the-job training were neither more nor less likely to have received off-the-job training. However, a complementary relationship was found between receiving informal training and receiving on-the-job or off-the-job training. Earnings differentials were not found to correlate with different types of training. Unlike in developed countries, training in China was usually intended to remedy skills deficiencies, rather than enhance productivity (Ying, 2004).

Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment's. More rarely it happens that employees are not fully trained regarding new working and technical techniques and they are unable to deliver to their assignments according to the desire of the organization. Effective training can bring down these flaws, (Robert, 2006). Along with training, worth of response from employees regarding working situations is of highly importance and it can help in drawing the attention of the managers and executives to the factors that are of mammoth importance, (C. Corretz, et al (2008). Feedback not only adds to knowledge of employee and employer but also improves the process of evaluation of employees, (Rosti Jr, 1998). Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Research indicates that investments in training employees in problem-solving, decision-making, teamwork, and interpersonal relations result in beneficial firm level outcomes (Harel, 1999). Training also has a significant effect on employee performance. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Harel 1999). It is observed that investigation directed at building a contingency model of transfer-oriented training intervention design would provide information important for developing training environments more conducive to positive transfer in terms of productivity effectiveness. Identification of training needs, design and implementation of training programmes, transfer of training, and evaluation of programme benefits are key activities (Krishnaveni & Sripirabaa, 2008) in addition to studying general training variables such as types of training, selection of trainees, selection criteria, evaluation instruments etc. The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, development and implementation of an adequate training plan and evaluation (Mirabet, 1997). In conclusion, training, together with other activities positively affects results and is associated with a productivity increase and a staff turnover decrease (Huselid, 1995). Francesconi, and Zoega, (2002) identified conditions under which the salary compression associated with imperfectly competitive labor markets will increase the incentive for firms to finance general or transferable training. In this context, salary compression implies that post-training productivity is increasing in training intensity at a faster rate than salary. Hence, the gap between productivity and salary is increasing in training intensity and, by definition, a firm's profits over some range. But the amount of training provided in equilibrium will be sub-optimal from society's viewpoint. Diverse results have been found in different research works regarding the effect of training on salary. According to Human Capital Theory on the Job Training has positive effect on salary increment because training has the potential to enhance labor productivity (Becker, 1962). Organization's compensation system has foremost impact on transfer of training. When organization analyze the importance of training and reward their newly trained employees, then the workforce will be motivated towards passing on those skills. According to Expectancy Theory, Employee motivation increases when meaningful rewards are given to those employees who effectively transfer training (Vroom, 1964). Training is categorized into different types: for example, on the job training which is known as specific training as well and off the job training, which is also termed as informal training. On the job training works as a catalyst in the increment of salary (Lillard and Tan, 1992). Off the Job Training does not have worthwhile effect on salary (Lynch, 1992 and Veum, 1995). The increase in income from on the job training is approximately 12% to 15 % whereas it is 2 % to 8% increase in case of off the job training (Mincer, 1996). In case of informal training, the increment in salary is about 2 % (Bowers and Swaim, 1994). In manufacturing sector there is 0.9% enhancement in earnings due to on the job training (Xiao,

2001). Salary tends to increase as a result of on the job training when the employee remains with the present employer. In case of change of employer, the previous on the job training will have no positive change on earnings (Booth, 1993 and Lynch, 1992). There is an association between mentoring and coaching of employees with the enhancement of salary and earnings (Ok and Tergeist, 2003). Whereas the workforce who do not take training have minimal chances to avail increment in salary. Training of workforce significantly enhances the earnings of financially deprived females as well as of underprivileged males, further studies analyzed that mentoring and coaching do not show noticeable impact on the salary of newly hired employees (Heckman, Lalonde, and Smith, 1999).

Salary has been viewed as an important determinant factor for employee increased performance and have been shown to influence an employee's decision to leave or to stay in the organization (Kline & Hsieh, 2007). Performance based payments have an effective relationship with performance improvements. Every worker wants to earn more so they put extra effort to produce more units. Performance based payments stimulate and motivate workers to be more creative in generating more efforts. Due to performance based payments capable workers earn more than ordinary workers (Lazear, 1999). In case studies of different firms it was found that production increased, when system changed from monthly salary to daily wages. This means that increased wages have direct effect on employee performance (Lazear, 2000). In case of fruit pickers, the progress of workers increased significantly when pay system was shifted from incentive pay (Bandiera, 2005). Managerial performance bonuses have the capability to enhance employee output. As far as posts of higher management are concerned, managers often emphasize on recruiting and retaining capable workers by moving from piece rate to salary. The core purpose of this activity is retaining efficient man power by providing more incentives (Bandiera, 2007).

Job Involvement is a psychosomatic recognition or dedication towards occupation (Kanungo, 1982). There are different levels of every individual of being committed to the assigned tasks (Paullay, 1994). In different studies scholars find out that actually job involvement is based upon internalization of norms and artifacts according to the importance of job assignments (Lodahl and Kejner, 1965). The employees who are very committed to the job assignments suppose that job assignments are essential part of their lives. After their better output they feel satisfaction, this nature of job involvement deemed towards self-esteem (Lodahl and Kejner, 1965). Personnel become highly motivated for doing innovative tasks when they feel high involvement in their jobs (Kanungo, 1982). The construct of job involvement is rather similar to organizational commitment in that they are both concerned with an employee's identification with the work experience but these constructs differ in that job involvement is more closely linked with identification with one's immediate work activities while organizational commitment refers to a person's attachment to the organization. It is likely to be involved in a specific job but not be committed to the organization or vice versa (Brown, 1996). Up to the extent the employees are involved in their jobs will affect the transfer of training to the workplace. Job involvement is the degree to which an individual identifies psychologically with the job and considers his/her perceived performance level important to self-worth (Blau and Boal, 1987). High job involvement is linked with fewer absences and lower turnover rate. Employees are more concerned about their jobs performance, and are constantly looking for ways to improve their effectiveness if they rank high on job involvement. One way to improve employee performance is to efficiently transfer the skills and knowledge acquired during training to the actual job (Blau, 1986). Employees ranking high on job involvement are more motivated to learn and transfer skills to the actual work setting (Noe and Schmitt, 1986). Job involvement is supposed to be a very vital element which plays an important role for human resource as well as for the organization. If employees are whole heartedly involved in all the issues which are directly related to their job assignment, then they try to take initiatives to remove many problems (Lawler, 1986). Job involvement is very healthy for individuals as well as for the organization but still it cannot be concluded that that job involvement has unlimited impact on the performance. Managers observed that the staff members who have high involvement in job assignments produce more efficiently as compared to those employees who do not want to indulge themselves in the assigned tasks (Brown 1996 and Diefendorff et al., 2002) Job involvement directly affects the performance. But some researchers emphasize on this perception that job involvement improves performance but to some extent only (Cron

1984). Job performance can be defined as employees perform their actions according to the requirement of the job (Borman & Motowidlo, 2001). Job involvement results in higher levels of in-role job performance by positively affecting employees' motivation and effort (Brown, 1996). Involvement in the official tasks directly or indirectly influences the employee performance. Effort is an intervening element between the relationship of job involvement and performance (Brown and Leigh 1996). There is a positive relationship between job involvement and performance (Lassak, 2001) a weak connection can exist between job involvement and employee performance due to some other variables. And job involvement is directly and indirectly affected by these variables and performance is automatically affected by the job involvement (Brown and Leigh, 1996). Employees who are committed to their job assignments, they have high level of job involvement and there is a very constructive relationship between job involvement and performance. Research studies show that there is not a compulsion that the workforce who is more committed to the job is also expected to remain in the organization for the long time period. Such type of workforce is more successful and beneficial for the organization as compared to the workforce who is not genuinely committed to the organization and remains in the organization for life. Finally this description ends up on these words that job involvement enhances employee commitment and such type of employees put extra performance. In short, employee commitment works as a catalyst for the relationship of job involvement and performance (Konovsky and Cropanzano, 1991).

### Theoretical Framework

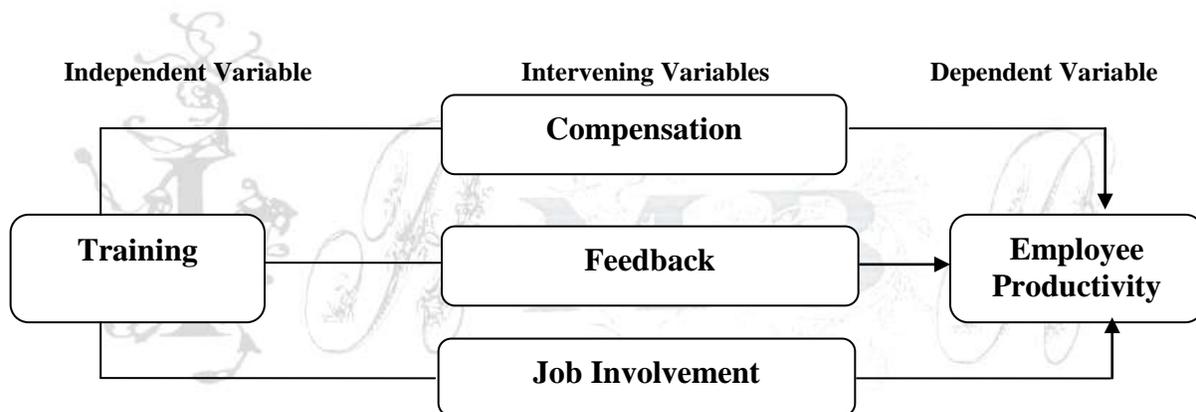


Figure 1 Research Model

In the literature review, it has been observed that training has an impact on different variables like compensation, job involvement and employee productivity. Organizational performance ultimately depends upon employee performance and training is a tool to improve employee performance. The following theoretical framework has been formulated to depict a relationship between training and employee performance, in the presence of intervening variables. Training is creating a positive relationship on employee productivity. Training and feedback are the true compliments of giving a better shape to employees' performance. Training on its behalf tries to overcome the gaps between employees and major contents of their working environment. It may be in the form of learning from seniors, receiving satisfaction, cooperation from peers, and respects and obeying from the subordinates. It enables employees to actively participate in providing supportive suggestion on their behalves and conveying it to concerning management for the betterment of the employees and organization. These aspects of training construct its value in the eyes of those think tanks whose minds revolve around the value generation of organization through proper utilization of all sorts of assets, and the most important out of them are their employees. Organizations around the world who are working with the notion of continuous progress in their employees work and performance, they should arrange such programs those can polish the employees' abilities and can develop their competencies which are required at the workplace, (Jie & Roger, 2005). Training not only

mentally develops the employee but also prepare them to make better their health in order to be with active mind and more productive thought for the organization (David, 2006).

Along with the ability of mental and physical development of employees' healthy training not only prepares the old age employees to push up their performance, but it also adds effective attributes to the working abilities of young workers (Becci, 2006). The organizations which are producing some physical products for society, they should be very much careful about their employees who work on those products. Keeping the picture in mind regarding customer need they will be able to give a better shape to employee behaviour with them through proper training. Especially companies who market their products through its employees should train their employees according to change in customer need and trend of market (Hollenbeck, Derue and Guzzo, 2004).

In the real life of human being, all the situations are sometime characterized by the actions which happen in routine where the individuals are able to perform different tasks and they receive feedback about their performance and abilities, (Eberlin et al, 2009). All the working areas whether service or production oriented are comprised of necessity of response from their employees about their working environment and its situations, and (Timothy and Clinton, 2005) expressed that marginal increase in production has been achieved through feedback and its proper response.

Feedback is basic source of educating human in the sense of removing barriers they face in propagating their activities towards the targets they are given in their working environment (Watts, 2007). That is why, without proper feedback, the individuals and the organizations are unable to develop the standards which could meet the streamlined objectives. Employees' responses also turn helpful not only in removing undesired practices specific to them but also processing of information received through it can create healthy suggestions relevant to the development of the employees, and preparing them for higher future positions (Van and Geoffrey, 2005). Today future managers are the subordinates of the current managers. They will turn into managers as well as the leaders of the coming days, provided that their way is made clear of unfavorable conditions which can be hindrances in their way to progress towards those positions. Feedback acts as a bridge between employees' non satisfactory conditions and management response to it. In educational institutions students utilize feedback process to clarify their contents and concepts of relevant subjects. Also feedback is provided to the students from their instructors which assures whether their approach regarding a certain topic or study is accurate and relevant or they are deviating from actual concept (Ertmer et al, 2007).

## Hypothesis

On the basis of previous studies the present study hypothesis that:

H<sub>1</sub>: There is a positive relationship of Training and compensation of employees in electricity Supply Company in Pakistan.

H<sub>2</sub>: There is a positive relationship of training and productivity of employees in electricity Supply Company in Pakistan.

H<sub>3</sub>: There is a positive relationship of feedback and productivity of employees in electricity Supply Company in Pakistan.

H<sub>4</sub>: There is a positive relationship of compensation and productivity of employees in electricity Supply Company in Pakistan.

H<sub>5</sub>: There is a positive relationship of job involvement and productivity of employees in electricity Supply Company in Pakistan.

H<sub>6</sub>: There is a positive relationship of training and feedback of employees in electricity Supply Company in Pakistan.

H<sub>7</sub>: There is a positive relationship of training on job involvement of employees in electricity Supply Company in Pakistan.

## Methodology

### Background of the Study: WAPDA

The electricity supply service in Pakistan, initially, was undertaken by different agencies, both in public and private sectors, in different areas. In order to provide for the unified and coordinated development of the water and power resources, Water and Power Development Authority (WAPDA) was created in 1958 through WAPDA Act, 1958. The local areas electricity distribution service was being performed by various Regions of WAPDA. Then the Area Electricity Board (AEB) on the eight AEBs in Pakistan, was established under the scheme of Area Electricity Boards in 1982, in order to provide more autonomy and representation to provincial government, elected representatives, industrialists, agriculturalists and other interest groups in functions of the AEBs. The environment and structure of the power industry throughout the world are undergoing dramatic change. The power sector is moving from monopoly to privatization and from integration to disintegration. To keep pace with this change, the Government of Pakistan approved a Strategic Plan in 1994 as a consequence of which the power wing of WAPDA has been unbundled into 12 Companies for generation, transmission and distribution of electricity.

### Research Design

Research methodology is a systematic process of identifying and formulating by setting objective and method for collecting, editing and tabulating to find solution. And the researcher is use the quantitative approach. The researcher is use the quantitative approach of research. The population for this research are the employees of electricity supply companies of Pakistan. Researcher uses the non-probability sampling technique and random sampling. For this research sample size is 150 employees of electricity supply companies of Pakistan. Researcher uses the survey method for collection of data with instrument of questionnaire. Researcher will use the regression for data analysis with SPSS 16.0. And interpret the results with bar charts and tables.

### Reliability Data Analysis

The collected data is verified for its reliability by calculating the Cronbach's Alpha. According to the alpha value more than 0.6, shows that the scale can be considered reliable. According to the productivity of employee with its determinants has good internal consistency, with a cronbach's alpha coefficient as 0.60. The results show that cronbach's alpha ranges from 0.618 to 0.641 which shows that the scale is reliable. It exceeds the recommended value of 0.6, demonstrating sufficient internal consistency in the scale applied to the research model.

Sr. No	Variables	No of Items	Alpha Reliability
01	Feedback	5	0.640
02	Job Involvement	6	0.621
03	Compensation	5	0.618
04	Training	5	0.641

### Correlation Analysis

Analysis of the correlation matrix indicates that training has a moderately positive relationship with employee productivity  $r=0.064$ , job involvement  $r=0.366$ , feedback  $r=0.025$  and compensation  $r= 0.135$ . The positive result implies that better job involvement leads to improved productivity of employees as training  $r=0.366$ , employee productivity  $r=0.312$ , feedback  $r=0.065$  and compensation  $r= 0.207$ . The results also indicate that there is a strong, positive correlation between the two variables productivity of employees and compensation factor  $r=0.021$ , training  $r=0.135$ , feedback  $r=0.165$  and job involvement  $r= 0.207$ .

## Regression Analysis

In order to test the hypothesis, the study used linear regression analysis to find out the relationship and intensity for each factor of training impact on productivity of employee. The dependent variable and the independent variables are aggregated for data analysis and are entered for regression analysis. The value of R squared (goodness of fit) is 0.168 approximately. The value of R squared shows the portion of independent variable explained by the independent variables. The coefficient of correlation R is 0.384 approximately. The regression coefficients are shown in below table.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 <sup>a</sup>	.168	.145	.38209

a. Predictors: (Constant), Compensation, Training, Feedback, Job Involvement

The results are interpreted as follows:

**Training:** The first hypothesis in this study ( $H_1$ ) is about the impact of training factor on the productivity of employees. The hypothesis is accepted as the results show that training factor has a coefficient value of 0.044 and significance of 0.666, which is consistent with the results of the study done. This leads to the acceptance of the hypothesis as there exists a positive relationship between training and productivity of employees.

**Job Involvement:** The analysis result shows the coefficient value of 0.058 and significance of 0.000. The result shows a strong positive relationship of the variable with productivity of employees. The result confirms the hypothesis ( $H_2$ ) that has found a significant positive relationship between job involvement and productivity.

**Feed Back:** Based on the coefficient value 0.020 and significance level 0.001, it is suggested that feedback is the strongest relationship of productivity of employees among the rest of the variables. Hence, hypothesis ( $H_3$ ) is accepted to be true.

**Compensation:** The result shows coefficients value of 0.043 the statistics is confirms a positive relationship between the independent and dependent variable at a significance level of 0.108. The result leads to the acceptance of our hypothesis ( $H_4$ ) and findings.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.402	.384		14.059	.000
	Training	.019	.044	.035	.433	.666
	Job Involvement	.235	.058	-.335	4.053	.000
	Feedback	.064	.020	.250	3.243	.001
	Compensation	.069	.043	.127	1.616	.108

a. Dependent Variable: Employee Productivity

## Implications of the Study

According to the research findings, certain areas are identified as the most critical while training of employees. These identified areas must be thoroughly considered by the electricity supply company in Pakistani to increase their productivity of employees.

- ✓ Improvement of training enables the employees to increase the productivity in the electricity supply company.
- ✓ The degree of productivity of employees done by the organization periodically motivates employees with compensation, as it using versatility in its training techniques.
- ✓ Sophisticated job structure should be developed in order to ensure reliable and timely provision of feedback of employees.

## Conclusion

The results of the study suggest that Electricity Supply Company has a bright future in Pakistan. Management has taken steps to build up policy for the enhancement of employee productivity. Therefore, it is crucial at this stage to create impact of training on employee's productivity. A key finding of the research is that training is an impact on productivity of employees in Electricity Supply Company of Pakistan. Therefore, it can be concluded that it is vital for the Electricity Supply Company. The findings also indicate that training, job involvement, feedback, compensation are the factors which is enhancing the productivity of employees. In order to ensure that employees adopt the training it must be efficient and quick as well as easy to satisfy. The study supports the hypothesis that various factors of training has the most significant and strong impact on employee satisfaction. Relative advantage of various factors and the degree of employee productivity significantly contribute to the factors for the variance. The practical implication of Electricity Supply Company depicts that there is a positive relationship between various factors and employee productivity. Results show a positive relationship between various factors and productivity of employees. Furthermore, the type of compensation making is the most contributing factor in bringing change in the dependent variable. Research findings shows that there is a positive relationship between feedback factors which is associated with the employees of Electricity Supply Company.

## Recommendations

Electricity Supply Company is key organization in Pakistan in electricity supply. The researcher proposes the following recommendations:

- ✓ Further research should be conducted in this area to explore the impact of training and other factors on employee productivity.
- ✓ There is a need to explore more independent variables that can have an impact on employee productivity.

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### **Impact of Training on Productivity of Employees: A Case Study of Electricity Supply Company in Pakistan**

I am a student of Management Sciences at COMSATS Institute Information Technology Sahiwal, and conducting a research of "Impact of Training on Productivity of Employees". And I have developed the questionnaire for employees. Tick the appropriate option.

<b>Employee Information</b>						
1	What is your age?	Below 20	21-25	26-30	31-35	36-40 or Above
2	Gender	Male	Female			
3	Level of Education	Matric	Inter	Bachelor	Masters	Above Masters
4	How long time you are an employee this organization	Less than a year	1-5 year	6-10 year	10 or Above	

	<b>Training</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Electricity Supply Company is using the training need analysis for identification of specific job performance skills needed					
2	Electricity Supply Company is using training to improve employee performance					
3	Electricity Supply Company is using the distance and internet based training					
4	Electricity Supply Company is using the action learning and job rotation training methods					
5	Electricity Supply Company is using motivation theories for training of employees					
	<b>Job Involvement</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Electricity Supply Company is using five contractual areas identified by Job satisfaction					
2	Electricity Supply Company is using four dimension of alienation at work					
3	Electricity Supply Company employees are feeling to recognized for job satisfaction					
4	Tension and frustration and is one of the major adverse influences on job satisfaction					
5	Work performance productivity, absenteeism and low turnover due to job description					
6	Managers should have clear objectives, forward plan carefully, define priorities and actions					

	<b>Feedback</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Employees are satisfied with workload					
2	Electricity Supply Company is using feedback for different variety of tasks of job					
3	Feedback is providing information regarding flexibility of work hours					
4	Management is obtaining feedback about working conditions from co-workers					
5	Working conditions is providing the feedback about the opportunity to perform different job functions					

	<b>Compensation</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Electricity Supply Company is giving top priority to compensation of employees					
2	Financial motivation is affecting on Electricity Supply Company productivity					
3	Electricity Supply Company is using performance report writing for compensation different times in a year					
4	Rewards awarding on the biases of performance report at Electricity Supply Company					
5	Electricity Supply Company is using performance rating scales measure of performance & compensation					