

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECTS OF EMPLOYEE PERCEPTIONS ABOUT
TRAINING ON THEIR PERFORMANCES**

MASTER'S THESIS

Huma RAJPUT

**Department of Business
Business Administration Program**

MARCH, 2024

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Thesis Advisor: Assist. Prof. Dr. Burcu İNCİ

MARCH, 2024

APPROVAL PAGE

DECLARATION

I hereby declare with respect that the study “The Effects Of Employee Perceptions About Training On Their Performances”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

Huma RAJPUT

FOREWORD

I feel honored to present this thesis, which explores the employee's perception regarding training on employee performance in the banking industry of region Pakistan. The incorporation of this preface has been a thoughtful decision made collaboratively with my dear thesis advisor: Assist. Prof. Dr. Burcu İNCİ .This thesis significantly contributes in the banking sector Pakistan related to the training. In these pages, I provide brief overview of the thesis conducted and would like to extend a gratitude to all those people who have significantly contributed and assisted to complete my work. I am really thankful. I hope this study contributes a meaningful impact to the training industry in the banking industry.

March 2024

Huma RAJPUT

THE EFFECTS OF EMPLOYEE PERCEPTIONS ABOUT TRAINING ON THEIR PERFORMANCES

ABSTRACT

Global competition has lead organizations to focus on every aspect of their operations, questioning the process of each function and how to achieve strategic goals. Human resource can be considered as the foremost asset of an organization that require investing in that asset to certain their survival and growth.

Additionally, training has become a vital and it is one of the most valuable investment. It plays an essential role in improving employee performance and also helps in organizations' profitability. Employees' perception regarding training activities generates a feeling of social exchange value, this build a relationship and loyalty between the employees and organization. Moreover, the training plays an essential role in the development of employees towards performance improvement.

All organizations require effective training activities in order to update their employee skills and gain competitive edge in market which in turn contributes in organizations' profitability and productivity.

The purpose of this thesis was to determine employee perceptions in terms of training and their impact on employee performance. This study focuses on employees of banking sector in Pakistan.

When it comes to the banking sector of Pakistan the perceptions of employees regarding the training and their impact on potential performance is the area that needs a deeper understanding. The research adopted a quantitative research method. For achieving the object of this research, data were successfully collected from 450 employees who have participated in training activities in the Pakistan's banking sector.

Analyses were carried out from SPSS software, where reliability analysis, correlation analysis, one sample T test, Cronbach Alpha, and multiple regression

analysis were performed.

Keywords: Employee perception, training, employee productivity, employee perceptions on training

ÇALIŞANLARIN MESLEKİ EĞİTİM ALGILARININ PERFORMANSLARI ÜZERİNDEKİ ETKİLERİ

ÖZET

Küresel rekabet, örgütlerin operasyonlarının her boyutuna odaklanmalarına, her fonksiyondaki süreçleri ve stratejik amaçlara nasıl ulaşabileceklerini sorgulamalarına yol açmıştır. İnsan kaynakları, hayatta kalmak ve büyümek için üzerine yatırım yapılması gereken bir varlık olarak bir örgütün en önemli varlığı olarak görülebilir.

Ek olarak, mesleki eğitim çok önemli hale gelmiştir ve en değerli yatırımlardan biridir. Çalışan performansını arttırmada kritik bir rol oynar ve aynı zamanda örgütlerin karlılığının artmasına yardımcı olur. Çalışanların mesleki eğitim faaliyetlerine ilişkin algıları, bir sosyal değişim değeri duygusu yaratmaktadır, bu durum çalışan ve örgüt arasında bir ilişki ve sadakat oluşturur. Dahası, mesleki eğitim, performans artışına yönelik çalışan gelişiminde temel bir rol oynamaktadır.

Tüm örgütler, çalışan yeteneklerini güncellemek ve pazarda rekabet avantajı kazanmak için etkin mesleki eğitim faaliyetlerine ihtiyaç duyar, bu da sonuçta örgütlerin karlılığına ve üretkenliğine katkı verir.

Bu tezin amacı, çalışanların mesleki eğitime ilişkin algılarını ve bu algıların çalışan performansı üzerindeki etkisini belirlemektir. Bu çalışma, Pakistan'daki bankacılık sektörü çalışanlarına odaklanmıştır.

Pakistan'daki bankacılık sektörü düşünüldüğünde, çalışanların mesleki eğitime ilişkin algıları ve bunun çalışanların potansiyel performansı üzerindeki etkisi daha derin anlaşılması gereken bir alandır. Araştırma için kantitatif bir araştırma yöntemi benimsenmiştir. Bu araştırmanın amacına ulaşmak için veriler, Pakistan'da bankacılık sektöründe mesleki eğitim faaliyetlerine katılmış olan 450 çalışandan başarıyla toplanmıştır.

Analizle gvenilirlik analizi, korelasyon analizi, tek gruplu T testi, Cronbach Alpha ve oklu regresyon analizlerini ierecek Őekilde SPSS yazılımını kullanarak gerekleŐtirilmiŐtir.

Anahtar kelimeler: alıŐan algıları, mesleki eĐitim, alıŐan performansı, mesleki eĐitime iliŐkin alıŐan algıları

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I. INTRODUCTION

Training plays an essential role in the development of employees towards performance improvement. Organizations that do not focus on training often end up failing in terms of performance. However, each employee has different perspective of training which they are given in terms of whether the training will yield effective performance or not. Many reduce the training to some no real value exercise. Therefore, the fundamental purpose of this thesis is to explore how employees' perceptions of training impact their job performance in the banking sector of Pakistan.

A. Background of the study

The companies need skilled and modern personnel. Employees are a company's main strength. They play a vital part in a company's success, which cannot be understated. In order to maximize job performance, it is essential to empower these special skills through efficient training. Even though human resource management has been the subject of substantial research, this usually is not considered on behalf of employee training, particularly when it comes to growing economies.

The improvement of employee work performance is a responsibility of any firm, and implementing training and development is undoubtedly one of the key measures that the majority of companies must do to accomplish this.

Employees must be utilized to the fullest extent possible in order to achieve organization's objectives and continue performing well. In order to ensure that there is a sufficient pool of workers who are both technically and socially adept and who have the ability to rise into management positions or specialized divisions, managers must ensure that there is a combination of both (Afshan et. al., 2012: 646).

B. Problem Statement

There is not much information available regarding the issues with human resource development in developing countries and the rising dissatisfaction among company's' regardless of the growing influence that businesses are having on the training of their employees (Debrah and Ofori 2006, 440).staff with the subpar services provided by the banking industry,

The banking industry in Pakistan needs a deeper investigation regarding the employee perceptions related to training on their performances. Despite the prevalence of training programs in the industry, there is limited understanding of how employees in this specific context perceive and value different training methods. Moreover, the potential influence of these perceptions on employee performance within the banking sector in Pakistan remains largely unexplored. Therefore, there is a pressing need to explore the perception of employees in the Pakistan banking sector towards training and examine the subsequent impact on their potential performance.

Gaining insights into the employee perspective on training methods is crucial for banks to develop and implement tailored training initiatives that meet employee preferences and specific requirements. By unraveling the relationship between these perceptions and potential performance, organizations can design targeted interventions to enhance employee productivity, job satisfaction, and overall organizational success in the unique banking environment (Rani, 2014).

Filling these knowledge gaps will contribute to evidence-based training practices in the banking sector of Pakistan and provide valuable insights for banks seeking to optimize their training programs and improve employee performance within this specific geographical context.

C. Research questions

1. How do employees in the banking sector perceive training in Pakistan?
2. How do employees in the banking sector believe that training programs contribute to their potential performance in Pakistan?

D. Research objectives

The key objectives for this research are to examine the employee perception towards training in the banking sector of Pakistan.

This research explores how these perceptions impacts the job performances of employees in Pakistan banking sector. Furthermore, the aim is to enhance the comprehensive effectiveness of training initiatives which leads to improved job performance and leads to the success of banking organizations in Pakistan.

- i. To examine the perception employees have toward the training
- ii. To analyze perceived impact regarding training programs on employees potential performance in the banking industry of Pakistan.
- iii. Provide recommendations for banking organizations in Pakistan to optimize their training strategies based on employee perceptions and potential performance outcomes.
- iv. This will offer insights for organizations to enhance their training practices, thereby improving employee satisfaction, productivity, and overall performance in the banking industry.

E. Rational of the study

The competitive edge for any organization is that their employees have right knowledge and skills. This knowledge and skills come from training. When employees improve themselves by training, it eventually helps them performing better (Rahman and Rahman, 2013).

The significance of this study lies in its potential to improve training practices, enhance employee performance, and contribute to the growth and success of the banking sector. This study explains about the basic goal of training and how to increase knowledge, abilities, and behaviors of an employee around tasks that are connected to the workplace. It provides valuable insights into employee perceptions for training. The study's findings will provide important guidance for banking organizations to optimize their training strategies. By understanding how employees perceive trainings, organizations can tailor their trainings initiatives to meet employee preferences and specific requirements.

This study's results will shed light on the connection between employee perceptions of training and their performance. This research insights will provide valuable information for policymakers and human resource practitioners in the banking sector Pakistan. The findings will provide practical insights that can be applied by banking organizations to create a positive and impactful training environment for their employees.

F. Scope of the study

This research is conducted on banks in Pakistan. This study will focus on understanding the relationships between employee perception and the potential performance in perspective of training.

The study will investigate various factors related to training, including how employees perceive the training they receive, what aspects of training are considered beneficial or hindering, and how these perceptions influence their actual job performances. While the primary focus is on the effects of training perceptions, the research will also explore potential recommendations for optimizing training programs to enhance overall employee performance.

G. Conceptual Framework



Figure 1: Conceptual Framework

II. LITERATURE REVIEW

In this chapter, we will review different literatures on training, perception of employees and their performance in order to have a wide understanding.

A. Training

Training is a process where people learn about skills, attitude, concepts and knowledge in order to achieve goals (Gordon, 1992). According to (Paillard, Noe, Bernard, Dupui and Hazard 2008) training can be defined as planned organizational activities that are important for facilitating the learning of new skills and knowledge to build job specific proficiency and competences that are vital for the development of new product and services and to adapt the changing conditions of market to stay ahead. Training makes employees to acquire new knowledge and skills (Wong, 2016).

Training has an impact on employee performance and an organizational effectiveness, particularly employees' efficacy, innovation, capacity, innovation and creativity, along with their knowledge and skills for optimal performance (Falola, Osibanjo and Ojo, 2014).

The training methods are used in organizations to build talent pipelines. Corporate trainings aim to fill knowledge gaps and raise increase competitiveness and productivity (Dodson, Kitburi and Berge 2015).

B. Employee Perception

The training of success is greatly reliant on perception of employees'. If employees perceives training as a program that will help them to perform proficiently well, the employee will help to impart knowledge and skills to them that he/she learns from training (Rahman and Rahman, 2013).

Strategic trainings have lots of benefits for the company and staff members become aware of these advantages are more enthusiastic to be part of these programs (Karshi, 2014; Ahmad and Bakar, 2003).

When the workers feel that they are being cared by their company then the feeling of loyalty is developed within them (Barrett and O'Connell, 1999).

Involvement and overall of performance of workforce in the learning programs is related to the way staff perceive these leanings (Tharenou, 1997).

For staff members, the recognized advantages regarding sufficient learning activities brings raise of productivity in performance of job and other motivations such as raise in salary, promotion, many more. These impact employees positively which creates a commitment within (Al- Emadi and Marquardt, 2007).

C. Employees Performance

The increase in employee performance is referred to as an upgrade in skills, abilities and knowledge to perform efficiently and which is achieved by mainly training and development activities (Ichniowski et al., 1997).

To enhance employee performance it is critical to have knowledge of skills (Barber, 2004). When organizations facilitates employees' jobs with training programs it creates a useful impact about behaviors of employees and skill s of working, it also increases the productivity and satisfaction with their jobs and this leads to improved job quality (Huselid, 1995). A satisfied employee has greater performance comparatively and is easier to encourage, motivate and will show commitment to accomplishing organizational goals (Elnaga and Imran, 2013).

Performance can be called as the work that is determined on the basis of its quality, the way it is planned, budget, etc. Performance is defined in an employment contract as the execution of a promise in a way that discharges the worker from all obligations outlined in the contract. In addition to competition and production, productivity and efficiency are other components of performance, and training is an approach to strengthen an employee's skills (Masi and Cooke, 2000).

The performance of the employee in understood by the work of employee Kenney et al. (1992).

D. Impact of employee perception related training on employee performance

The success of training is greatly dependent on the employees' perception. If the employees perceive training as a program it will help to be more productive and

effective in their work. (Rahman and Rahman, 2013).

There are perceptions regarding trainings impact on employee performance. Guan and Frenkel, (2018) purpose was to look into the consequences of firm/organization on-job-training of middle level workers/employees in the Chinese manufacturing companies. It is important to know the perception about trainings impact on employee performance. The data was collected from 348 supervisors from two Chinese manufacturing companies. They tested mediating role of work engagement between employee perception on training and employee performance through process macro tool (Hayes). They tested HRM strength as a moderator between employee perception on training and employee performance. Therefore, their goal was to determine the impact be it direct or indirect on relationship of perception of employee relationship. They received the perception about training on job training in response to market change and demand of updated technology, it is necessary to have the regular training, updating the employee's mindset, skills, and knowledge. Social exchange theory states that when businesses invest in the training and development of their staff, the result will be improved performance. This study's time-lag survey design makes it impossible to infer causal links. Practical implications: From an employee's point of view, managers should closely monitor the training and learning process and its context. Hence, their results showed that training enhances task performance.

Human resource is part of organization, which is a key to success. It is the power of the organization, without HR (human resource), organizations are incomplete. (Mohanty and Arka, 2019) to ensure the efficient of employee's performance, it is important for every organization/firm/company to ensure the continuous development in the workforce of the organization, means there should be not a stop in their work, there should regular training. Effectiveness of training and development can be determined based on employee perceptions they know well about that which training programs help them to improve their work attitude and behavior, skills, knowledge. They worked on this agenda by understanding the employee perception of training and development. According to Mohanty and Arka, (2019) human resource capital is a source, a way to achieve the competitive advantage. They done the quantitative research using questionnaire, was utilized to collect the primary data from employees at sail. They analyzed the data using spss 16. Secondary data was used which was collected through magazine, journals and

research articles. Their research was based on descriptive research, their total sample size was 100 convenience sampling was done. Their objective was to understand the employee perception about training and development practices in sail company, to understand employee opinion about training programs held in organization for improving employee performance. They choose various factors such as job promotion, career opportunities and etc. how these factors are impacting employee satisfaction and employee performance with the updated training and development programs. Therefore, their results showed there is important of employee perception regarding training and development programs as its boost the performance and satisfaction level. According to hasan et al., (2013), in the era of today uncertain and highly competitive business world, business leaders prefer the best employees for their companies. They believe that the level of skills, knowledge is important for employees with the changes in era. It is critical for employees to improve their skills, knowledge by their time. Their research objective was to know the perception of staff towards effective training program. How the employees perceived about training and development programs. According to Thang (2009) human resource capital is a basic source to achieve competitive advantage. Human resource capital is neither duplicated nor bought in the market. Through training, human resource skills, knowledge, abilities can be upgraded. They described that 41% of employees leave the company within one year which company have inadequate training and development programs. If employee is committed with benefit of training, tend to be more committed to and willing to participate in the same organization for longer time with the best performance. They recommended that employee perceptions are necessary to take into consideration for training and development for better employee performance.

The goal research is about to better understand the perspectives and attitudes of different staff types at SIBAR auto parts private limited tirupati regarding the upkeep and efficacy of the company's training services. Human resource are the manpower of the company, they are a key driver for the success of the company. It is very sensitive for every venture to have an ongoing learning and growth program in company to have the best employees with their efficient and effective performance. From the research, it was found that training programs were given same to every category of employees in every department. The research objectives were to study the training and development used in the sibar auto parts private limited, tirupati, and

to determine the employee perception regarding training and development. A well-structured questionnaire was used to collect the data. Every department within the firm participated in the survey. This study's research design is primarily descriptive. The researcher can learn more about the population's features thanks to the descriptive study. A targeted sample size was 100. They analyzed the data through percentages and graphical analysis (Bar Charts). Therefore, the findings showed that all updated knowledge, then definitely that organization will grow to a greater height. The overall training and development program organized by SIBAR Auto Parts Private Limited, Tirupati, are good and there is need to conduct some effective training programs to improve employee performance as 32% of the respondents said training and development resulted in higher employee performance. 55% of the respondents were not satisfied with their training programs and suggested that these programs must well planned taking employee perception into consideration. 58% of the participants were dissatisfied with training effectiveness. (Tejaswi and Srinivasan, 2023).

Employee Perception related to training program Pakistan health sector. A study of the city Khyber Pakhtun Khwa done by Wahab et al., (2014). According to these researchers, Training activities is the fundamental functions of any company. In order to understand perceptions of employees about training and development programs. They used KPK for studying about this agenda. In today dynamic world, whether the Organizations are profitable or non – profitable, they have to adopt the new Practices in order to complete successfully to utilize their resources effectively and efficiency. A key factor in both public and commercial organizations' performance is their human resource management. Modern business environments must implement fresh approaches to human resources. Individuals require competencies, or knowledge, skills, and abilities. High levels of skills are necessary for higher quality performance, and these can be obtained through the organization's training and development programs. The purpose of the study was to learn more about training and development initiatives in KPK's health sector and assess the advantages and employee perceptions of these initiatives. Data from the relevant department was gathered using a questionnaire and semi-structured interviews, and SPSS was used for analysis. Secondary data was collected through literature review from various Sources i.e. books, journal articles and websites. Qualitative data was analyzed into simplified text.

Quantitative data was analyzed through SPSS. Thus, they came to the conclusion that the health department's senior management although KPK understands the value and necessity of training, it still does not approach these programs in a planned or methodical manner Truitt (2011). The association between employee performance and training experiences was described in this study. According to Knoke and Kalleberg (1994), any business that makes continuous investments in training and development is successful and will endure in the modern period. Moreover, a number of writers have proposed that the most comprehensive training is only provided in organizations that function in intricate market settings. Analyzing the

connection between employee proficiency and training and development is the research objective. The significance of training and development as well as how it affects employee performance are covered by Cheng and Ho (2001). They claim that employee performance is one of the key metrics that upper management has emphasized, and that employees are more focused on their career advancement than anything else. They proposed that via providing employees with efficient training and development, they would excel in their careers and become more proficient in their jobs. Convenience sampling was used in the study. There were four organizations chosen which were 487 fully been paid off and also other employees that were been paid made up the initial sample. With 237 responses, the response rate was 48.75. Additionally, the findings demonstrated that workers who really believed they had excellent coaching and those who expressed complete agreement that they had received insightful coaching thought their level of job competency had increased.

The goal of Sahinidas and Bouris's 2007 study was to look into how job satisfaction, motivation, and commitment were related to perceived employee training efficacy. Managers understand that employee training is critical in today's global marketplace since highly skilled workers are essential to the success of the company. Employees need to be trained to adapt to the ever- changing world of today, as environmental uncertainty and complexity are on the rise. Numerous academics recommended that businesses boost their training expenditures. Employees may find that by taking advantage of training opportunities, their anxiety or aggravation related to unfamiliar and ineffectively handled work demands can be reduced. The wider the gap there will be between talents and employee work, then

there will be shortage of job performance. The gap between desired and actual performance is due to lack of training. The employee skills, knowledge and behaviors will change by training programs and that will increase the individual performance. These training will enable an individual to achieve the tasks efficiently and effectively. In a survey carried out in a manufacturing company, Bartel (1994) discovered a substantial correlation between worker productivity and formal employee training programs. The aim of the research was to investigate the correlation between job satisfaction and performance and training. A sample of 134 people who attended the training seminars was collected for analysis. The participants were employed by five sizable Greek companies as first-line supervisors and employees. In a questionnaire, the likert scale was used differently for each construct. The computer application Minitab was used to code and process the data. Therefore, the study concluded that perceived training effectiveness have a strong significant on job satisfaction and job performance. The data supported the all three proposed hypothesis. Training has directly and indirectly had a positive effective on job performance. Hence, there an increase in job performance leads to high organization performance. Helina and Rathiha (2014), purpose was to study employee perception towards training on e – banking services. They described that learning has never an end. It's the opportunity to learn all the time. Giving training to the employee at right time and in a proper way is the responsibility of banking industry. The responsibility of banking service is to provide the resources and makes a program that supports the employee career growth. In the current transformation era, banking services are being transformed from traditional banking services to online banking services and many employees will need to be updated, as this is a new invention, the present banking service will have to give the training to employees to get the efficient and effectiveness performance from employees. The research objective was to analyze the perception of bank employees towards training on e –banking services. To analyze the benefits gained from training in e - banking service. To suggest measures to enhance the effectiveness of training and development programs. The study is on primary and secondary data, questionnaire was used to collect the primary data. Stratified random sampling was done. The

Survey was done from public and private banks in kanniyakumari district. 160 employees responded to survey. 80 employees from public bank and rest 80 employees from private bank in kanniyakumari district. The data were analyzed.

Therefore, the study findings are that major of the benefit from training is that it's increased the efficiency of employees means training has effect on job performance. They suggested that effective training programs on going job should be given. Training should be properly carefully planned and according to employee perception so they can get full benefits from them and which will turn in an increase in individual and organization performance. A successful employee training program is essential to any company's long-term success.

According to Tahir et al., (2014) organization performance can be improved through the efficiency employees. Training and development procedures are used to improve the overall performance of the organization because they are advantageous to both the group as a whole and the individuals that comprise it. Training and development defined as a learning process that teach employees to enhance their Job Performance Effectively and Efficiently. The Employees Performance contributes to growth of Organization with the combination of competencies i.e. skills, knowledge and attitudes (KSA) and expertise which can be achieved through training and development. Training and development is not just beneficial for organization but for entity employees as its increase the profitability of the organization and itself. The paper main objective was to explore correspondence between training and development and employee's performance and productivity. To look into the perception of workers on how these programs provide benefits to employees in their performance, career growth. To Identify the employees' competencies i.e. skills, abilities and knowledge. There are 27 Banks in Peshawar region. There are factors such as morale, competency, ability, skills and etc. which can be achieved through Training and development. They have done the quantitative research. Primary data was collected through questionnaire. The likert 5 Rating Scale was used in the questionnaire's construction. Software for statistics has been used to examine the data in order to determine how training and development affect workers' output and performance. Eight UBL branches were particular for this research. 80 questionnaire items were distributed for collecting data. The data was analyzed in the SPSS to see the reliability and consistency.

Therefore, the results were positive and strong. The P value of regression was 0.000 which is less than 0.05 and hence it is acceptable. There is a strong relationship between training and development and employee performance and productivity.

Employee perception on training and development was a purpose for

jayakumar and sulthan (2014). They described that training is a process of learning sequence of behavior, skills and knowledge. Training involved the combination of skills, abilities, knowledge. It gives the employees to learn about company rules and procedures perfectly which can guide to increase their performance on the current job. This study set out to find out how employees felt about the training and development opportunities provided by their industry. Employees are constantly in need of training that will enable them to enhance their abilities in light of the ever-changing corporate environment and quick advancements in technology. Every business sets aside money for a training and development program. Three structural equation models were suggested by the study to extract employee perception. The sample Size was 427. The target sample was employees of manufacturing industry in Trichy. The questionnaire consists the four dimensions i.e. personal demographics, status, effectiveness, value. The value of reliability was consistent as it was greater than 0.7 which enable to test further testing. The data was analyzed through SYSTAT13, IBM SPSS 21, and IBM AMOS 22. The following tests univariate, multivariate and normality tests were done. Three types of SEM (Structural Equation Modelling) models (model nos. 1, 2, and 3) were offered to bring out the Employee perception of training and development in the manufacturing Industry after the reliability and normalcy testing. Consequently, based on the Akaike information criterion and the Schwartz Bayesian information criterion, the study found that the models no. 2 and no. 3 were the best. Therefore, the employee perspective of training and development in the manufacturing business can be measured using any of these models, whether model 2 or model 3. The training and development programs improved job performance and productivity, according to this study.

According to Sultana et al., (2012) for any enterprise to function efficiently and effectively, it is important to train the employees. Human resource is the major component of the company for surviving. Without Human Resource, company is handicapped. And to have the best human resource training is must. Employees are crucial and expensive for the organization. This study looked at the training practices used in Pakistan's telecommunications industry to see how they affected worker performance. Five telecom companies provided primary data, which was gathered based on the questionnaire. This paper investigates the idea that planned design and implementations are essential for any training program to be effective, with a focus on improving employee perception and performance. The involvement of employees

in training programs for effective performance is crucial for sustained growth. To guarantee a sufficient supply of workers who are socially and technically competent and capable of advancing into management roles or specialized areas, training is required. training is the part of total quality management. They said that many managers and upper management have come to the realization that their employees' skills and abilities are crucial to their performance, which means investing time and money in training and development programs on a constant basis is beneficial. 400 questionnaire (based on Five Likert Scale) were distributed in Telecommunication Sector in the region of Rawalpindi/Islamabad, Attock, Hassan Abdal and Taxila. Simple random sampling was done. From 400, response rate was 90%, 360 responses were received. The following tests were done reliability, Pearson correlation, regression analysis. Therefore, the results showed that effect of training on employee performance is positive. They recommended that training is a key element for employee performance and organization performance. Training should be a primary incentive for employees. Study concluded that investing in right type of employee training would be effective to compete the market.

III. METHODOLOGY

This chapter gives a breakdown of the study's methodology. It provides information about the study's setting as well as the processes and techniques employed for data gathering, processing, analysis, and sampling.

A. Research Methodology

The quantitative research method is used in this study; this research is based on figures and information.

B. Hypothesis

H1: There is a significant relationship between employee perceptions about training and their performances.

H2: There is a difference in the relationship between employee perceptions about training and their performances based on gender

H3: There is a difference in the relationship between employee perceptions about training and their performances based on job experience

H4: There is a difference in the relationship between employee perceptions about training and their performances based on job position.

C. Questionnaire

The survey technique is used for this research. The researcher used two scales which covered the three variables of the study. The survey will be based in Pakistan region and survey will be distributed in banks and online. The questionnaire will be designed that will consist three parts and 14 questions. The questionnaire is selected based on a review of previous studies as it corresponds to this study. The questionnaire resources are Ibenu, Mercy Ojotule and Tsegaye Tagesse researches. The Likert scale is used in the questionnaire. As it is one of the most essential methods of scale determination standards and questionnaires, and the five-

dimensional Likert method will be used in this research.

According to this ranking, the items were rated on a likert scale 5-point (1 = totally disagree; 5 = totally agree). The first scale questionnaire part will be demographic data, such as gender, age, income, occupation and education. Demographic items are included in the questionnaire to describe the sample.

D. Study Population

All of the banking employees in Pakistan are the population. The banking industry of Pakistan is the basis for the data gathering source only due to the convenience, easily approach to the respondents. I have used convenience sampling method in this study.

E. Research Instruments

Quantitative research method was used by the researcher. The quantitative method is a systematic way, conversely, is normally directed with a questionnaire and it has emphasis on testing and verification. The quantitative data depends on implication derived from numbers and analysis is performed through statistics (Leena, 2010). Close ended questions are asked and Likert type scale is used.

F. Data Sources

The banking industry of Pakistan is the basis for the data gathering source. Twenty-two commercial banks are included in the State Bank of Pakistan's pool. Seven banks will be used for the research project since the population is dispersed throughout the whole Pakistan region. It will be done utilizing a self-administrative survey that required manually filling out the questionnaires as well as an online data collection format using Google Docs.

IV. DATA ANALYSIS

A. Demographics

The Table depicts the demographics of our respondents which consists of Gender, the respective age of respondents, Job experience of respondents and designation of respondents. These demographics are highly crucial because they are responsible for shaping the research into a significant direction.

The online survey form was generated through adopted questionnaire that was filled by 450 respondents including entry level, mid-level, executive level and top level. The demographic table undertake two main aspects of responses the frequency and as well as the percentage of responses.

Table 1: Demographics

Gender	Frequency	Percentage
Female	202	44.9
Male	245	54.4
Other	3	.7
Total	450	100.0
Age of Respondents		
Below 30	124	27.6
31-40	111	24.7
41-50	95	21.1
51-60	76	16.9
Above 60	44	9.8
Total	450	100.0
Experience		
Less than 1 year	54	12.0
1-5 yrs	93	20.7
6-10 yrs	114	25.3
11-20 yrs	72	16.0
21-30 yrs	76	16.9
Above 30 yrs	41	9.1
Total	450	100.0
Designation		
Entry level: Junior/trainee, Assistant, associate	130	28.9
Mid-level: Specialist, coordinator, Analyst, supervisor	144	32.0
Executive level: Director, Vice president, Senior director, Executive director	117	26.0
Top level: Chief (officer) (e.g, CEO, CFO) President, Managing director	59	13.1
Total	450	100.0

With 202 female respondents, 245 male respondents, and 3 others, the gender

distribution in my sample shows a very balanced representation. The nearly equal number of men and women is helpful in guaranteeing a wide variety of viewpoints in your research. Recognizing the "others" category is crucial since these individuals might have insightful opinions that enhance the overall results. Gender is included as a demographic variable to enable a more comprehensive investigation of potential gender differences in views about training and performance afterward. This may be particularly useful when determining any gender-specific workplace practices or issues that training programs may tackle.

An analysis of the age distribution shows that the sample is well-rounded and diversified. There are 124 participants in the age bracket of 31 to 40, which comprises the majority of respondents. The study's findings may be especially applicable to the demographic that is frequently in the mid-career stages, given the popularity of this age group. It is vital to comprehend the disparities in views and performance among several age groups, particularly in light of the distinct requirements and anticipations of workers at different phases of their careers. The incorporation of participants who are older than 60 years old offers significant perspectives into the experiences of more seasoned experts. In order to create training programs that are effective for a variety of age groups, it can be important to investigate whether there are generational disparities in the perception of training and its effect on performance.

With 114 respondents, the group with the greatest percentage of participation (6–10 years) is the focus of the analysis. Nonetheless, a thorough examination of how training perceptions and performance results change throughout the course of a person's career is ensured by include respondents with a range of experience levels, from less than a year to more than thirty years. With the help of this demographic split, trends and patterns may be more easily identified, enabling tailored training strategy recommendations for different experience levels. For example, training programs can be customized to match the requirements of different career stages by taking into account the demands of employees with less than one year of experience versus those with over thirty years.

An organizational structure that is mixed within the sample is revealed by analyzing the data according to job category. With 144 responses, the mid-level classification category stands out and indicates that an important portion of the sample is employed in roles like analyst, supervisor, coordinator, or specialist. An in-

depth investigation of how training perceptions affect performance within this crucial organizational layer is made possible by this specialization. Furthermore, having respondents in positions ranging from entry-level to top-level offers a comprehensive insight of how training is viewed throughout organizational hierarchies. Examining how these classifications differ in terms of perceptions and performance outcomes can provide important information for developing training plans that are specifically tailored to each level's demands and difficulties. For example, knowing how senior executives and entry-level workers view the world can help build training programs that support both individual career paths and company objectives.

B. Descriptive Statistics

Employee perception of training that is an independent variable and employee performance that is a dependent variable both variables whose mean, standard deviation, skewness, and kurtosis are displayed in the above descriptive statistics table. Based on the data in the above table, employee perception of training and employee performance have a positive relationship because the means of the two variables are closer to each other and the standard deviation is closer, indicating high variance. For both variables, the skewness kurtosis statistics are smaller than 1.96 or -1.96. Thus, there isn't an outlier in any construct (Variable).

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EP	450	5.00	25.00	17.0467	4.37853	-.580	.115	.206	.230
EPRTT	450	5.00	25.00	16.7511	4.50837	-.517	.115	.070	.230
Valid N (listwise)	450								

If we see above table in more depth than mean of employee perception related to training is 16.7511 and employee performance is 17.0467 which is the average

number for employee perception of training. This shows the responses' average or central tendency with respect to how employees view training. A higher mean denotes an overall more optimistic view, Standard Deviation: The amount that each response deviates from the mean is shown by the standard deviation, which is 4.50837 of employee perception related to training and 4.37853. A bigger standard deviation suggests that employee opinions of training vary more. The distribution is somewhat skewed to the left, indicating that most respondents have favorable attitudes, while a small percentage hold fewer positive opinion, as indicated by the negative skewness for both variables. In comparison to a normal distribution, the kurtosis values imply that both distributions are relatively flat, with a moderate peak and less heavy tails.

C. Descriptive statistics of mediating variables

Below table shows mean, standard deviation, skewness and kurtosis of mediating variables i.e. gender, experience and designation. If we see the results, gender mean is 1.46, SD is .512, skewness and kurtosis is lying under the given rule i.e -1.96 and +1.96. Overall mediating variables mean is close to each other and standard deviation is under the mean.

Table 3: Descriptive Statistics of mediating variables

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis	Std. Error	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Gender	450	1	3	1.46	.512	.302	.115	-1.551	.230
Experience	450	1	6	3.32	1.497	.178	.115	-.964	.230
Designation	450	1	4	2.23	1.011	.287	.115	-1.037	.230
Valid N (listwise)	450								

D. Reliability Analysis

It is a technique for assessing the constructs validity or dependability. The Cronbach's Alpha is to determine construct reliability. Each of two variables has five entries. Employee perception is 84% reliable whereas employee performance has an 80% dependability rate. We can conclude that our constructs are trustworthy as the reliability of both of the two (2) variables is more than 70%.

Table 4: Summary of Reliability Statistics

Name of variable	Cronbach's Alpha	No. of Items
Employee performance	0.806	5
Employee perception related to training	0.840	5

An excellent level of internal consistency in the measures is indicated by the employee performance reliability coefficient of 80%. This indicates that the questions or items used to evaluate the performance of employees are trustworthy and measure the same underlying concept every time. A reliability value of 80% is generally regarded as strong, indicating that the information gathered about employee performance is trustworthy and that repeated measures are likely to yield consistent results. The validity of any findings derived from the data is enhanced when researchers and practitioners can rely on the instrument used to assess employee performance to be reliable.

Similarly, there is strong internal consistency in the assessment of this variable, as seen by the reliability coefficient of 84% for employee perception of training. Given their high dependability, it is likely that the questions or items used to gauge how employees feel about training will be dependable and produce consistent findings. The instrument utilized to evaluate training perceptions has an 84% reliability coefficient, indicating its dependability and suitability as a measure of the construct. This reliability makes the results of the study more credible when it comes to the effect that employee perceptions have on training, and it also makes it easier to understand the findings with greater assurance and precision. Researchers and professionals can rely on the collected data to give a reliable picture of how employees feel about training.

E. One sample test of Gender

Below table shows the one sample test of gender and employee performance. Here T value of gender is negative -63.671 which shows that the test result is greater than the observed mean. The results are statistically significant and there is very little possibility that this discovery is the result of chance, as indicated by the significance (sig) value of 0.000, which is less than the usual threshold of 0.05. The mean difference of -1.538 for gender shows that this variable departs from the expected mean by this much in a negative direction.

The T-value for employee performance is likewise quite substantial, at

68.054. The observed mean performance is higher than the test result, as indicated by this positive value. The statistical significance of these data is further supported by the sig value of 0.000, which indicates the extremely low likelihood that this extreme outcome would arise in the absence of any difference. The employee performance mean difference of 14.04667 indicates a strong positive effect, with the actual observed mean being 14.04667 units higher than the test value.

In conclusion, there are notable differences between the gender and employee performance One Sample T-test findings and their corresponding test values; the gender difference is negative, while the employee performance difference is positive. These results suggest that, within the parameters of our study, there are significant differences in the relationships between gender and employee performance. It is crucial to remember that although the significant values show how confident we are in these findings, they don't reveal the magnitude of the effect or the causal relationship.

Table 5: One sample test of Gender

One-Sample Test						
Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Gender	-63.671	449	.000	-1.538	-1.59	-1.49
EP	68.054	449	.000	14.04667	13.6410	14.4523

F. Correlation Analysis

Pearson correlation test was used in our research in order to examine relationship between IVs and DV. It was found that the correlation value for Employee performance (EP) and employee perception related to training was 0.731 which indicates a positive and significant relationship. Hence, Independent variable employee perception has a positive and significant relationship with the dependent variable employee performance.

Table 6: Correlation Analysis

Correlations		EP	EPRTT
EP	Pearson Correlation	1	.731**
	Sig. (2-tailed)		.000
	N	450	450
EPR TT	Pearson Correlation	.731**	1
	Sig. (2-tailed)	.000	
	N	450	450

Employee Performance (EP) and employee perception of training have a substantial positive link, as seen by the Pearson correlation coefficient of 0.731 between these two variables. This strong association implies that there is a rise in reported performance for employees at the same time that their views of training get better. A strong linear relationship is indicated by a correlation coefficient of 0.731, highlighting the significance of employee views regarding training in affecting their performance levels. The correlation's positive direction suggests that greater employee performance reports are correlated with the success of the organization's training programs. This research highlights the interconnectedness of employee training pleasure and recommends that firms investing in training programs that positively impact employee perceptions may experience a comparable improvement in overall performance.

G. Regression Analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731a	.535	.534	2.000

Predictors: (Constant), EPRTT

Above model summary table demonstrates how one (1) independent variable—Employee perception related to training have an impact on the dependent variable, Employee performance. The employee perception of training can account for roughly 53.5% of the variance in employee performance, according to the R-squared value of 0.535. The considerable R-squared value indicates that the model has a moderate to strong explanatory power, implying that employee performance is significantly predicted by employee impression of training. The model is still a strong match and is not unduly complex, as indicated by the adjusted R-squared value of 0.534, which is extremely near to the R-squared value. The Durbin-Watson value of 2.0 is within the permissible range, meaning that the model's residuals do not exhibit any discernible autocorrelation.

Table 8: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4605.704	1	4605.704	515.540	.000b
	Residual	4002.316	448	8.934		
	Total	8608.020	449			

a. Dependent Variable: EP

b. Predictors: (Constant), EPRTT

Variance Analysis Anova is used to assess a model's fitness, and our research model is found to be both completely fit and statistically significant with a significant P-value on F statistic 515 of $0.000 < 0.005$. It illustrates how big of a difference there is. We can categorically rule out the null hypothesis because the model fits the data.

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.147	0.543		9.483	0
EPRTT	0.71	0.031	0.731	22.706	0

b. Dependent Variable: EP

For training-related employee perception, the coefficient of beta (β) is 0.710. According to this figure, assuming a linear relationship, there is a 0.710 unit increase in employee performance for every unit rise in employee perception of training. The statistical significance of this link is further supported by the exceptionally low p-value of 0.000 (less than 0.05) and the corresponding t-value of 22.706, both of which are significantly above the crucial value of 1.96.

In concrete terms, this suggests that employee perception of training and employee performances are positively correlated in a highly substantial way. The results indicate that there is a significant and favorable influence on employees' overall performance in the investigated environment as their perceptions of the efficacy of training rise.

The dependent variable, employee performance, only has a variance that can be explained by the combined effects of gender, designation, and experience, according to the R-squared value of

0.08. It suggests that a significant amount of the variation in employee performance is still not explained by the current model, highlighting the need for more research into other variables or factors that might provide a clearer explanation of the connection between performance and employee perception of training.

Table 9: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.091a	.008	.002	4.37506	1.807

a. Predictors: (Constant), Designation, Gender, Experience
b. Dependent Variable: EP

The ANOVA table in regression analysis indicates that the overall explanatory power of the model may not be statistically significant, with an F-value of 1.237 and a corresponding p-value

of 0.296. F value is extremely low and p statistics is greater than 0.05 which indicates that the chosen mediating variables may not be significant factors in explaining the difference in performance within the parameters of this research. The absence of statistical significance suggests that the factors impacting employee performance based on their perceptions about training are not adequately captured or explained by the model as represented by these mediating variables.

Table 10: ANOVA^a

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	71.060	3	23.687	1.237	.296b
	Residual	8536.960	446	19.141		
1	Total	8608.020	449			

a. Dependent Variable: EP
b. Predictors: (Constant), Designation, Gender, Experience

Within the framework of this study, the regression coefficients for the mediating variables— gender, experience, and designation—offer insights into the magnitude and direction of their influence on the dependent variable, employee performance. Gender's beta score is -0.418, indicating a negative correlation with worker performance. Nonetheless, this association is not statistically significant, as indicated by the related t-value of -1.012 and a significance value of

0.312. This suggests that the gender variable has no consistent and meaningful influence on worker performance according to the existing model.

Experience, on the other hand, has a beta value of 0.125, suggesting a positive correlation with worker performance. However, it appears that this association is not statistically significant based on the t-value of 0.474 and the significance value of 0.636. In this instance, the absence of statistical significance suggests that there is insufficient data to indicate a significant influence on employee performance from the experience variable in the current model. Similarly, the significance value is 0.609, the t-value is 0.512, and the beta value is 0.197 for Designation. All of these findings point to the fact that, in the setting under study, neither gender, experience, nor designation significantly and consistently affect employee performance depending on the chosen mediating variables. Additional examination, maybe investigating substitute mediating factors, could enhance the model's explanatory capability and furnish a more precise comprehension of the correlation between employee perspective regarding training and performance.

Table 11: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.802	.738		22.767	.000
	Gender	-.418	.413	-.049	-1.012	.312
	Experience	.125	.263	.043	.474	.636
	Designation	.197	.385	.046	.512	.609

a. Dependent Variable: EP

Table 12: Mediating effect of gender between employee perception towards training and employee performance

Outcome: Variable							
EP							
Model Summary							
	R	R-sq	MSE	F	df1	Df2	p
	.7319	.5357	8.9413	257.8635	2.0000	447.0000	.0000
Model							
	Coeff	Se	T	P	LLCI	ULCI	
Constant	5.4699	-.6803	8.0399	.0000	4.1329	6.8070	
EPRTT	.7101	.0313	22.6830	.0000	.6485	.7716	
Gender	-.2172	.2755	-.7886	.4308	-.7586	.3241	
Standard coefficients							
	Coeff						
EPRTT	.7311						
Gender	-.0254						

The Analysis was done through PROCESS v4.3 (by Andrew F. Hayes) extension in IBM SPSS

21. The Analysis showed that t – value is -0.7886 (<1.96) and p – value is 0.4308 (>0.05). The Coefficients is -0.0254 which is very indirectly weak. Hence, Hypothesis is rejected that Employee Perception towards Training and Development and Employee Performance based on Gender. There is no effect of Gender Factor between Employee Perception towards Training and Development and Employee Performance.

Table 13: Mediating effect of job designation between employee perception towards training and development and employee performance

Outcome: Variable							
EP							
Model Summary							
	R	R-sq	MSE	F	df1	Df2	p
	.7327	.5368	8.9196	259.0329	2.0000	447.0000	.0000
Model							
	Coeff	Se	T	P	LLCI	ULCI	
Constant	4.7708	-.6138	7.7731	.0000	3.5646	5.9770	
EPRTT	.7085	.0313	22.6831	.0000	.6470	.7700	
Designation	-.1825	.1396	1.3074	.1918	-.0919	.4570	
Standard coefficients							
	Coeff						
EPRTT	.7295						
Designation	.0421						

The Analysis was done through PROCESS v4.3 (by Andrew F. Hayes) extension in IBM SPSS

21. The Analysis showed that t – value is 1.3074 (<1.96) and p – value is 0.1918 (>0.05). The Coefficients is 0.0421 which is very weak. Hence, Hypothesis is rejected that Employee Perception towards Training and Development and Employee Performance based on Designation. There is no effect of Designation Factor between Employee Perception towards Training and Employee Performance.

Table 14: Mediating effect of job experience between employee perception towards training and employee performance

Outcome: Variable							
EP							
Model Summary							
	R	R-sq	MSE	F	df1	Df2	p
	.7328	.5370	8.9170	259.1772	2.0000	447.0000	.0000
Model							
	Coeff	Se	T	P	LLCI	ULCI	
Constant	4.7488	-.6163	7.7052	.0000	3.5376	5.9600	
EPRTT	.7088	.0313	22.6580	.0000	.6473	.7702	
Experience	-.1279	.0942	1.3577	.1752	-.0572	.3130	
Standard coefficients							
	Coeff						
EPRTT	.7298						
Experience	.0437						

The Analysis was done through PROCESS v4.3 (by Andrew F. Hayes) extension in IBM SPSS

21. The Analysis showed that t – value is 1.3577 (<1.96) and p – value is 0.1752 (>0.05). The Coefficients is 0.0437 which is very weak. Hence, Hypothesis is rejected that Employee Perception towards Training and Development and Employee Performance based on Experience. There is no effect of Experience Factor between Employee Perception towards Training and Development and Employee Performance.

V. CONCLUSION

A. Discussions on Results of Employee perception related to training

H1: There is Positive and Significant Impact of employee perception related to training on employee performance.

Employee perception is the primary reason that influence employee performance, the analysis of employee perception related to training revealed that null hypothesis is rejected and alternative hypothesis has been accepted. This shows that underlying factors and findings are significant. The beta value of .710, P value depicts significance level and the results were $p=0.00$ which shows good significance.

According to Guan and Frenkel's (2019) study was to look at how middle level workers' and employees' job performance in Chinese manufacturing companies was affected by firm/organization training. Companies compete with one another, and employee performance significantly affects company performance. Understanding how training is perceived to affect employee performance is crucial. A survey employing the time-lag method and data from multiple sources was used to get the information. 348 Supervisors from two Chinese manufacturing companies provided the data that was gathered. Using the process Macro Tool (Hayes), they examined the mediating function of work engagement between employee perception of training and employee performance. They examined HRM strength as a potential modulator of the relationship between employee performance and perceptions of training. Individual performance may increase as a result of training if their work attitude and behavior change. They suggested that training will help employees become more capable and motivated to perform at the highest level inside the company. The perception regarding on-the-job training was given to them. It is essential to provide ongoing training to update employees' knowledge, skills, and mindset in response to changing market conditions and the demand for current technologies. According to the theory of social exchange, when businesses invest in the training and development of their staff, the result will be improved performance.

Other Researches, Jayakumar and Sulthan (2014); Hasan et al. 2013; Truitt, (2011).

B. Discussions on results of mediating effect of gender between employee perception towards training and development and employee performance

H2: There is negative and insignificant Impact of gender between employee perception towards training and development and employee performance.

According to the analysis, the p-value is 0.4308 (>0.05) and the t-value is -0.7886 (<1.96). With a coefficient of -0.0254, the result is extremely weak indirectly. As a result, the hypothesis that links gender to employee performance and perceptions of training and development is rejected. The gender factor has little bearing on how employees perceive their training and development or how well they perform.

Gender has no impact on the association between employee performance and views of training and development, according to additional studies. For instance, the impact of gender stereotypes on supervisor perceptions is examined in "The impact of stereotypes and supervisor perceptions of employee work–family conflict on job performance ratings" by A. Li, J. Bagger, and R. Cropanzano. The lack of significance of these perceptions in their study suggests that gender is not a key factor in their perceptions.

This is consistent with your discovery that the relationship between employee performance and views of training and development is not greatly impacted by gender. Basically, it doesn't seem like gender affects how workers feel about their professional growth or how well they perform. Additionally, potential gender disparities in performance perceptions are highlighted in the study "Gender variations in perceptions of performance appraisal" by P Hind and Y Baruch (1997). Nevertheless, rather than directly affecting performance or perceptions of training, they concentrate on how these beliefs might add to the "glass ceiling" effect.

C. Discussions on results of mediating effect of designation between employee perception related training on employee performance

H3: There is negative and insignificant Impact of designation between employee perception towards training and development and employee performance.

According to the analysis, the p-value is 0.1918 (>0.05) and the t-value is 1.3074 (<1.96). The coefficient, which is 0.0421, is quite low. As a result, the hypothesis that links employee performance based on designation to their perception of training and development is denied. The relationship between employee performance and perceptions of training is unaffected by the designation factor.

The study's findings are in line with those of previous research, indicating that job title has little bearing on how employees view training and development and how well they perform. The research conducted by MA Bhatti, VPK Sundram, and CH Hoe under the title "Gender Stereotypes: Expatriates Job Performance and Gender Perception through Host Country Nationals (HCN's) Perspectives" revealed that a number of variables, including gender, age, and working experience—which implicitly includes job designation—do not notably impact employee performance. This suggests that an employee's position within the company has little bearing on how they view their training and how well they perform as a result.

D. Discussions on results of mediating effect of experience between employee perception related training on employee performance

H4: There is negative and insignificant Impact of experience between employee perception towards training and development and employee performance.

According to the analysis, the p-value is 0.1752 (>0.05) and the t-value is 1.3577 (<1.96). The coefficient, which is 0.0437, is quite low. Therefore, the hypothesis that states that employee perceptions of training and development and experience-based employee performance are denied. The relationship between employee performance and training perceptions of employees is unaffected by the experience factor. In the same way, the study did not discover any evidence of a substantial association between employment experience and employee perceptions of training and performance. The study "The role of gender in the employment, career perception, and research performance of recent PhD graduates from Dutch universities" by CJF Waaijer, H Sonneveld, and SE Buitendijk supports the findings reached by this outcome. Their findings showed that work experience might not be a major factor in determining how available job prospects were seen. This implies that an employee's experience has little bearing on how they view training and, in turn, how well they perform.

E. Research Question One: How do employees in the banking sector perceive training in Pakistan?

Researchers have recently become interested in the way that employees in Pakistan's banking industry see their training. The research subject is thoroughly explored in the article by (A. Riaz, RN Idrees, and A. Imran, 2013) The study sought to investigate how employees' perceptions of training's advantages personal, professional, and job-relate to their impact on organizational commitment in Pakistan's banking industry. The study's empirical analysis, according to the researchers, will help management better understand how to use training programs as a tactical tool to increase employee commitment, especially during the design and implementation phases. This knowledge is especially important during recessions, when employee loyalty and morale have a big influence on the stability and expansion of a company.

F. Research Question Two: How do employees in the banking sector believe that training programs contribute to their potential performance in Pakistan?

Employee perceptions of how training programs affect their potential performance in the context of Pakistan's banking industry are probably influenced by a number of factors. Studies indicate that the degree to which training initiatives are tailored to the unique requirements and needs of the banking sector will determine how effective they are (Choi, 2020). When training programs are designed to improve employees' technical proficiency, regulatory awareness, and customer service skills—all of which are essential in Pakistan's fast-paced, heavily regulated banking industry—employees are likely to view them as beneficial (Choi, 2020; Siddique et al., 2019). According to a Siddique et al. (2019) study, workers in the banking industry in Pakistan who thought training courses were closely related to their jobs performed better and were more satisfied with their jobs. This implies that employees' perceptions of how training content relates to job needs have a major impact on how they view training's potential effects on their performance in the banking industry. Additionally, Hassan et al. (2018) found that key elements impacting employees' evaluations of training efficacy in the banking industry include organizational support and leadership commitment to employee development. Employee perceptions of the possible impact of these programs on their performance are likely to be positively shaped if they witness a sincere commitment from

leadership to their professional development through training (Hassan et al., 2018). Employees may therefore see training programs as essential to staying up to date with industry innovations and improving their abilities to face changing problems in Pakistan's banking sector, where regulatory changes and technology breakthroughs occur often (Siddique et al., 2019). Overall, taking into account the industry-specific contextual factors such as technological advancements, leadership support, and regulatory requirements is necessary to comprehend employees' perceptions of the value of training programs in Pakistan's banking sector (Choi, 2020; Hassan et al., 2018; Siddique et al., 2019)

G. Conclusion

All the results we obtained supports our research, the effects of employee perception about training on their performance was conducted in Pakistan. The research was carried by conducting a survey from 450 people and we used statistical method to analyze the data. Our research is based on primary data which is collected from the people from all around Pakistan. All the results of hypothesis show that employee perception related to training can be said as a constructive in other words we can positive and have a consequential association with employee work behavior or performance. Hence, this study has shed important light on the complex association in between perception of work and their training and their performance in the future. A thorough examination of the data indicated a strong positive association between these two crucial factors, indicating that employees' job performance improves in tandem with their perception of training activities. Regression research confirmed the relevance of this link by demonstrating that differences in employees' views of the efficacy of training accounted for a sizable percentage of the variance in employee performance. Good attitudes about regarding training have a great effect on the performance employee, as evidenced by high coefficient of beta for employee performance connected to training and a statistically significant t-value. The findings of this study imply that while companies continue to spend in staff development through training programs, they can reap real benefits in the form of enhanced performance results by paying attention to the qualitative parts of these initiatives, such as perceived efficacy. The results support a comprehensive approach to employee training, acknowledging perceptions between job performance. Order to optimize the effects; companies want to think about customizing training curricula to

cater to the unique requirements and inclinations of staff members, cultivating a favorable impression that ultimately leads to a workforce that is more effective and productive. In the end, the findings of this study lend credibility to the idea that employee perceptions of training are crucial in determining workplace performance and need to be a key area of emphasis for corporate training and development initiatives.

H. Limitations

- Cultural variations may limit the generality of findings to other locations or industries with diverse cultural origins, as the study is centered on the circumstances of Pakistan.
- In our study only 1 independent variable is explored, other researchers can explore more than two or three variables such as job satisfaction, motivation etc.
- It is difficult to connect improvements exclusively to training activities because factors outside the purview of the study, like economic swings or industry-specific obstacles, may have an impact on employee views as well as performance.
- The relationship between employee views of training and performance may not be as consistent as it could be if organizational structures, rules, and practices vary among Pakistan's several sectors.
- Our sample size is 450; other researchers can take more to explore broader aspect of employee perceptions about training on their performances.

I. Recommendation on results

- 1. Customized Training Programs:** Create and carry out training initiatives that are not only in line with company goals but also carefully consider the preferences and requirements of staff members. Customized, interesting, and pertinent training experiences have been shown to considerably improve employee performance, as seen by the favorable association between employee perception of training and performance. To

make sure that training efforts are seen as beneficial and successful, think about performing needs assessments and asking staff members for their opinions.

2. **Communicate:** Emphasize open and honest communication regarding the goals and advantages of training initiatives. Clearly state the objectives and anticipated results to increase employee comprehension and buy-in. Openness can have a beneficial effect on how people view the value and impact of training, which can lead to a more optimistic outlook on development programs. Communicate the organization's dedication to staff development on a regular basis to foster a good attitude that may have a favorable impact on performance results.
3. **Feedback:** Establish regular feedback channels to get an idea of how employees feel about the efficacy of the training they get. Gathering feedback shows a dedication to ongoing improvement based on employee input, in addition to offering insightful information for program improvement. In order to keep training programs relevant and in line with company objectives, it can be quite helpful to monitor employee needs and preferences through regular surveys, focus groups, or one-on-one feedback sessions.
4. **Appreciation:** Employees that actively participate in and perform well in training programs should be acknowledged and rewarded. Rewarding workers for their accomplishments and efforts in skill development might help them have a favorable opinion of the training process. In order to promote a culture that encourages and celebrates ongoing learning, this recognition can be both intrinsic—such as appreciation during team meetings—and extrinsic—such as certificates or minor rewards.
5. **Leadership Support and Modeling:** Make sure that organizational leadership openly supports training programs. Leaders that actively participate in and support training initiatives convey a strong message about the organization's dedication to growth and learning. Employee impressions/perception can be positively impacted by leadership support, which can foster a culture that prioritizes continuous skill development and career advancement.

- 1. Extended Observation and Assessment:** Establish a strong framework for the extended observation and assessment of the training's effect on output. Evaluate performance measures on a regular basis and compare them with perceived effectiveness to spot any changing patterns or potential improvement areas. This continuous assessment guarantees that the company may adjust training tactics in response to evolving employee needs.

J. Managerial Implications

The research's conclusions have important managerial ramifications for companies looking to maximize worker performance through deliberate training programs. Employee impression/perception of training and actual performance have a high positive association, which emphasizes the value of funding well-designed training initiatives that also strike a chord with staff members. These findings suggest that managers should place a high priority on developing a culture where employees view training as important, pertinent, and crucial to their professional growth. This calls for a change in perspective from seeing training as only a required activity to seeing it as a strategic instrument to increase staff productivity as a whole.

Managers should actively convey the goals and advantages of training programs since they have a significant influence on how employees view training. Clear communication helps dispel any resistance or suspicion and promote a favorable view. Organizations should make sure that leaders actively support and participate in training programs because they understand the influence that leadership has on shaping these attitudes. Support from the leadership is a strong incentive since it lets workers know that training is not only valued but also essential to the success of the company. Managers may foster a workforce those values learning opportunities and converts them into enhanced performance on the job by fostering a supportive and communicative culture surrounding training.

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APPENDIX

Appendix A: Questionnaire for employees

The aim of this study is to investigate the impact of employees' perceptions regarding training on their job performances in the banking sector. All responses will be kept confidential. Your input will be greatly appreciated. Thank you for your participation. Thank You.

Demographic Information	
1. Gender	●Male ● Female ● Other
2. Age	●Below 30- 31- 40 ● 41-50 ● 51-60 ● Above 60
3. Experience	●Less than 1 year ● 1-5 years ● 6-10 years ● 11- 20 years ● 21-30 years ● Above 30 years
4. Designation	●Entry Level: Junior/Trainee, Assistant, Associate ●Mid-Level: Specialist, Coordinator, Analyst, Supervisor ●Executive Level: Director, Vice President, Senior Director, ●Executive Director ●Top-Level: Chief [Officer] (e.g., CEO, CFO), President, Managing Director

For the below questions, tick the appropriate box to indicate your answer i.e.

1= Totally disagree 2=Disagree 3=Neither agree nor disagree 4= Agree 5=Totally agree

No.	Question	Answer				
Part II: Questions on Employee Perception on Training		5	4	3	2	1
1	Training is part of the organizational strategy in my bank					
2	Employees receive adequate training and development relevant to their jobs					
3	Training and development help employees achieve organizational goals					
4	Participating in training programs has a positive impact on my future employment prospects					
5	Overall, I am satisfied with the amount of training I receive on the job.					
Part III: Questions on Impact of Training on Employee		5	4	3	2	1

Performance					
6	The training and development provided by the company helped me to perform my work quickly and efficiently				
7	Because of the knowledge, skills, and attitudes that received from the training and development, I can accomplish activities effectively				
8	The training and development provided helped my company to ensure its success with client satisfaction				
9	Since the culture of the company is good enough to provide training and development on time, I am so specialized in the services that will be delivered to the clients				
10	Employees' performance greatly depends on Training				

RESUME

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