

# **Training Practices and their Effectiveness in Non-Government Organizations of Pakistan**

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## ***Abstract***

Training is a vital element in success or breakdown of any organization. Public, private as well as Non-governmental organizations, all invest in human capital in the form of trainings to achieve success. Non-Governmental Organizations (NGOs) are engaged in number of training programs which facilitate Pakistani community in improving its productivity and efficiency in work. NGOs are betrothed in number of training areas which include capacity building, advocacy, environment, youth development, gender development etc. The central purpose of this research is to explore and analyze training programs of NGOs as in-house, on-the-job, and off-the-job training practices and their effectiveness in term of perceived employees' performance. We have developed a questionnaire to conduct survey in different NGOs. The collected data is analyzed by using SPSS software. Regression, correlation and coefficient tools are used to present the findings and finally the recommendations are made. Results of study revealed that in NGOs, generally three types of training practices (On the job, In house and Off the job) are conducted for employees and the effectiveness of these training practices are also significant on perceived employee performance.

## **Introduction**

Pakistan has a very rich tradition of Civil Society Organizations (CSOs). It inherited a bequest of significant amount of ideal civil society organizations at the time of independence in 1947. Pakistan mainly constitutes of Muslim population. At the time of partition, Pakistan's civil society organizations were mostly influenced by the religion. However, these organizations' beneficiaries were not Muslims alone, because Pakistan's civil society organizations were working without differentiating between any creed, color, caste or reflection of religious. Most of the non-Muslim communities were also active in volunteer and welfare activities. A documented evidence of the presence of active civil society organizations in this region was "Indigenous Education in Punjab" the report of Mr. G. W. Leitner (1852), the director public instructions of British Government. In that report, he pointed out that among 29,000 villages of Punjab; there were 29,000 teachers, supported by the community contributions. According to Leitner, every native considered that he had moral duty to teach others.

After the independence, most of the civil society organizations initially focused on charity and rehabilitation of refugees, who had mostly, came from distressed areas of India. However, soon these civil society organizations started addressing major issues of fledgling in Pakistan including women's empowerment, education and labor matters. Post-independence, there was the settlement of the millions of section with the planning board and most of its five years plans starting from the first in 1955, made the provision for working alongside the NGOs for the development of the country.

NGOs are described as private, non-profit citizen organizations working in the capacity of pressure groups and support centers. In Pakistan, NGOs are mainly considered synonymous for the civil society, though "civil society" is a far broader term. This research is based on training practices and their effectiveness in NGOs. The research addresses the

questions such as what are the training practices and how these practices are effective in NGOs of Pakistan. There are three types of NGOs; Grass Root Organizations (GROs), Support organization and Intermediary or mid-level organizations. Intermediary organizations operate for welfare and development of the target segments through grass root organization or directly in community and with the assistance of support organization. NGOs are Organizations that are not managed by beneficiaries themselves but are managed and run by professional staff to provide development related services and resources in their areas of operation. These organizations are subset of citizen sector. Citizen sector is the third sector of society along with first as public and second as the business sector. Intermediary NGOs in particular have envious relations with both public and business organization, because they mobilize resource and motivate staff at low cost and have comparatively small administrative structure.

### **Significance of the study**

The study focuses on the trainings conducted by NGOs that leads to development of staff, community, organizations and the Pakistan itself. This study also notifies the significant role of trainings in curbing down poverty through increasing the skills of workforce, enhancing personality development and bringing betterment at organizational levels. The study also emphasizes the practices that conclude the level of employees' perceived performance and their effectiveness in organizations. This paper contributes to identify how different trainings are planned in NGOs, their impact on perceived employees' performance and how these trainings can best support the strategic plans for organizations.

### **Problem Statement**

There are different training practices that organizations carryout at various levels. Without identification of training needs and willingness of employees, organizations could not improve their performances up to the actual standards. Due to lack of awareness about training programs, most of the employees could not participate, which results in less improvement and productivity.

### **Objective Of The Study**

The research study deals with diverse issues to explore training practices adopted by NGOs operating in Pakistan. It further investigates in house, off the job, and on the job trainings and their effectiveness, concerning employees' perceived performance. The ultimate objective of the study is to identify and analyze various training programs conducted by NGOs in Pakistan.

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### **Literature Review**

More than 63 years had passed since the independence of Pakistan. It has been acknowledged that human capital quality contribution will improve the productivity and have a positive impact in term of effectiveness in any kind of organization because it is human who runs organizational process (Schultz, 1961). Although Non-government organizations (NGOs) are offering number of training programs for communities as well as for their staff, but it depends upon organization's credibility, funds, procedures and policies, which will facilitate

Pakistani community in improving its productivity, efficiency and performance by receiving trainings (Lucas, 1988). Those organizations, which conduct training programs, have proper procedures of monitoring and assessment through an internal expert or through a developed system are aware of the inside of the organization and it is mark of good governance in any organization. Amount of information produced from these assessment output will demonstrate the quality and will indicated the future trainings needs, programs and will also indicate the recommendations (Abiodun 1999). NGOs mostly rely on national and international donors' assistance for funding and take initiatives in the areas of advocacy, policy solutions, and research assistance while also act as resource centers (Van Der Klink and Streumer, 2002).

Training is also a competitive edge for organizations through which management boosts efficiency and effectiveness of employees (Noe, 2002). Training is a continuous and scheduled activity undertaken by organizations to increase the abilities, skills and knowledge of employees.

Training is becoming crucial part of organizations and if the changes occur in market shift in needs of customer and technology than the employees need training to cope with such change in environment. Martel (2003) described that those are the best organizations which invest in their employees through training, compensation benefits and other facilities. Without manpower nothing can be completed even if you have machine, money and resources to start operation (Abiodun, 1999).

In different corporations, either private, public or in Non-government organization, training is considered an important part of any organization. Training plays a vital role in development of organization and employee personal growth (Ulleberg, 2009). Selecting a right employee and providing right training at right time, will provide a payoff to employer in terms of higher productivity and efficiency. Employees will remain loyal and contribute more towards achievement of organizational goals (Booth, 1993). Their level of comfort and job satisfaction will also increase.

There are number of training practices offered by NGOs in Pakistan. The nature and types of training practices provided by NGOs depends on the need analysis and availability of funds and resources (Schneider et al., 2001). In-house trainings are major part of organization, as it is cost effective, more beneficial and productive. In-house trainings have major impact as learner and trainer both can sit and talk in real work condition and as per set objectives of training, employees will achieve departmental as well as their personal goals (Chase, 1997). Generally most of the organizations provide in-house trainings because it can align their departmental goals with employee's personal goals (Dolan, 2002).

Small and Locally based NGOs provide small scale trainings to their employees in close proximity. These NGOs usually get most of their financial support from foreign organizations (Balbis, 2001). Large and financially sound organizations provide trainings on national level. These types of trainings are provided by NGOs serving all over the country. National training programs are well-designed programs and carried out at different places. Usually, NGOs and their donor organizations provide trainings to their staff for better knowledge and exposure (Pasha et al., 2002). Due to limited availability of funds, most of the organizations do not give trainings abroad. International NGOs and donor organizations provide trainings abroad to their employees as incentive and key to retain those (Pasha et al., 2002).

### **Research Methodology**

This research is a mix of exploratory and descriptive analysis. In this research, data is analyzed through regression, correlation, ANOVA, frequencies, averages and other statistical

tools, based on the survey investigation and results.

Questions regarding training practices are covered under descriptive statistics, and training effectiveness in NGOs is the part of exploratory study. Discussions with employees, and management of NGO's, and in-depth reports of NGOs, questionnaires were studied to get a deeper insight of the subject.

The data in this study is obtained from local, national and international NGOs in Pakistan. These NGOs work in different sectors ranging from health to advocacy, community mobilization. The survey questionnaires were distributed and collected with assistance of local, national and international NGOs from different regions including two provinces based on convenient sampling method. The survey questionnaire based on following attributes that covers six key areas; Personal Profile, NGOs profile, Training practices in NGO, In house training as perceived employee performance, On-the job training as perceived employee performance, Off the --job training as perceived employees performance, local, national/international training programs, overall effectiveness of training on perceived employee performance in NGOs.

### Research Hypothesis

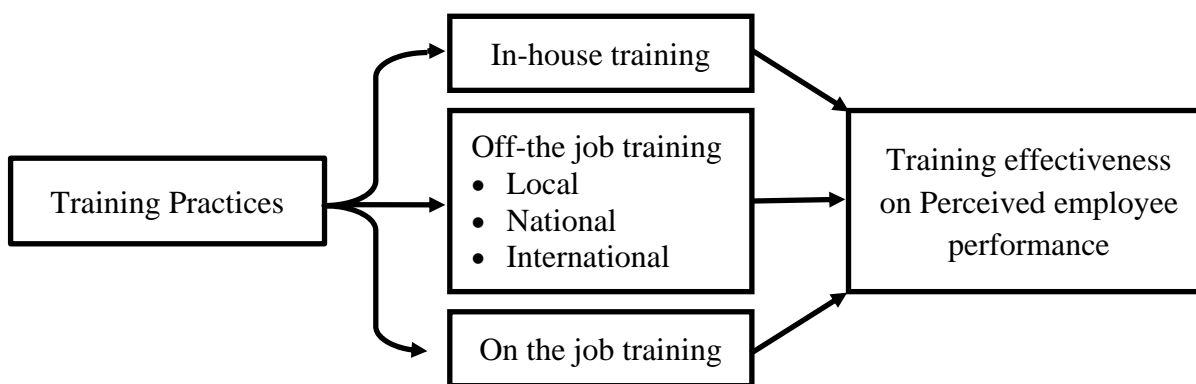
H1: In-house training has positive impact on training effectiveness in terms of perceived employee performance.

H2: On-the Job Training has positive impact on training effectiveness in terms of perceived employee performance.

H3: Off-the job training has positive impact on training effectiveness in terms of perceived employee performance.

### Study variables

This study contains three independent variables that are (a) In house trainings, (b) Off the job trainings, and (c) On the job training, which are tested to show their impact on one dependent variable that is training effectiveness.



### Target population

The target population for this research is NGOs in Pakistan. The rationale behind selecting this population is that NGOs exist in thousands, are convenient to approach and their network are widely spread across Pakistan. Further, there is a myth about NGOs that they offer fewer numbers of trainings.

### Sample size

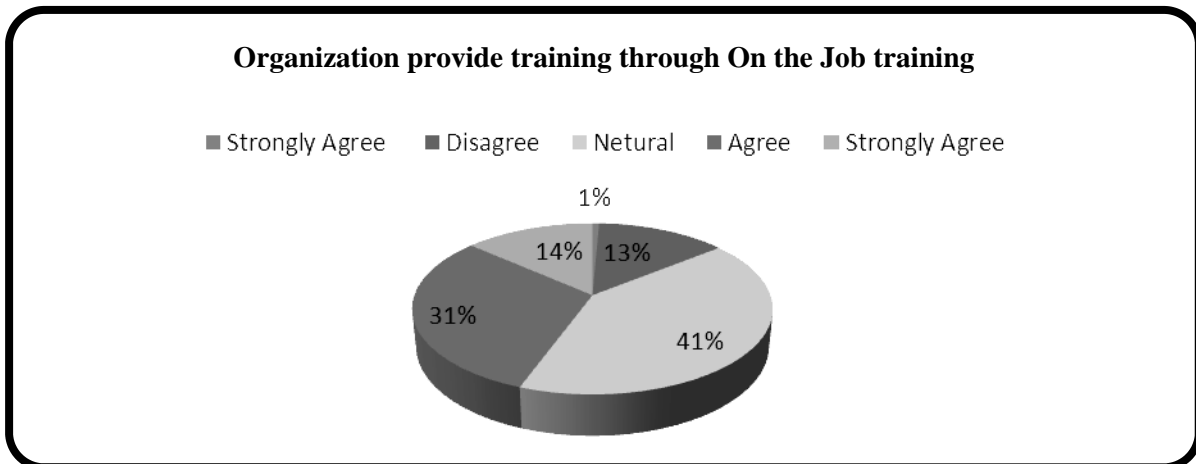
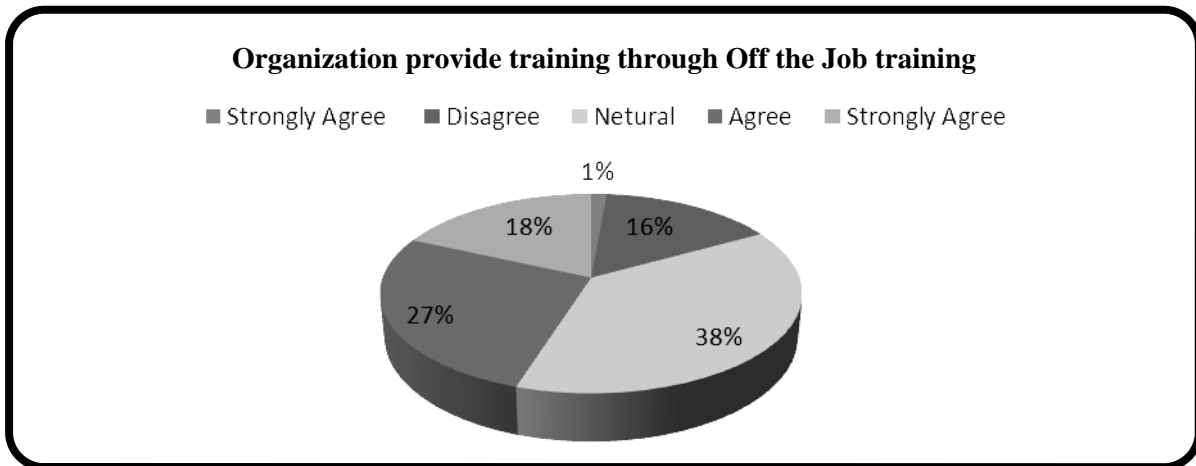
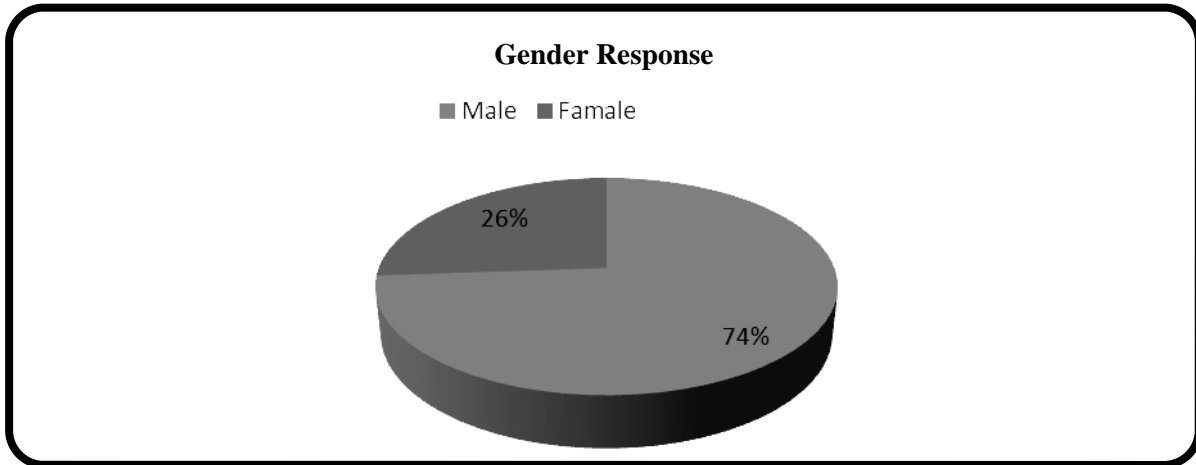
For data collection purpose, a total of four hundred questionnaires were distributed in 50 organizations operating within the provinces of Sindh and Balochistan. This study employed

convenient sampling method due to limited resource and approach to respective organizations.

### Analysis of data

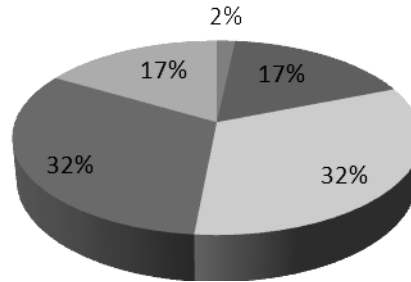
The research model was tested through regression analysis by using SPSS 15.0 software. Regression is a wide-ranging approach to check the sensitivity among the different variables. The statistical approaches include frequency distribution, descriptive statistics and linear regression into a theoretical model for analysis of the variables.

### Results of Questions asked from respondents:



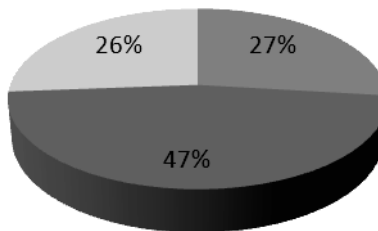
**Organization provide training through In House Training**

■ Strongly Agree ■ Disagree ■ Netural ■ Agree ■ Strongly Agree



**Organization provides training more to:**

■ Top Management ■ Middle Management ■ Entry Level



**Quantitative analysis**

**Model Summary (b)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.712 (a)	.508	.502	.34718	1.717

Predictors: (Constant), Off-the-Job Training, In-House Training, On-the-Job Training  
 B Dependent Variable: Effectiveness (Perceived employee performance)

**Interpretation**

In the above table, adjusted R Square is 50.2% which shows the significance of the set of independent variables which we have designed for our study, remaining explanation of 49.8% is from other external factors which are not included in this study.

**ANOVA (b)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.027	3	12.009	99.631	.000 (a)
	Residual	34.956	290	.121		
	Total	70.983	293			

Predictors: (Constant), Off-Job-Training, In-House Training, On-the-Job Training  
 B Dependent Variable: Effectiveness

ANOVAs Significance describes the overall fitness of the model and it must be less than .05 on 95% of confidence interval. And .000 reflects that the model is highly significant and fit as per results.

**Coefficients (a)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	1.540	.117		13.150	.000		
	In-House-Training	.178	.030	.303	5.921	.000	.647	1.546
	On-the-Job Training	.218	.040	.331	5.390	.000	.452	2.215
	Off-Job Training	.155	.032	.247	4.818	.000	.644	1.553

A Dependent Variable: Effectiveness

Basically, co-efficient shows the relationship of individual independent variable with the dependent variable. Beta of In-house-training is .303, which means that change of 1 unit in independent variable that is In-house training will leads to increase of 30.3% in effectiveness with .000 significance level. Similarly, the coefficient of On-the-job training is .331 which means change of 1 unit in On-the-job training will results in the increase of % 33.1 in effectiveness with .000 level of significance. Beta of Off-the-job training is .247 which means change of 1 unit in independent variable will leads to increase of 24.7% in dependent variable with .000 significance level. Above table shows that all the independent variables are significant with the dependent variable at 95% of confidence interval. The constant figure reflects that if we eliminate all training practices from the organizational procedures, even then 1.54 effectiveness will be there.

**Conclusion**

It can be concluded from this study that organizations carry out three types of training practices which include on-the-job, off-the- job, and in-house trainings. Through the analysis of data gathered from questionnaire and from the results of regression model, it can conclude that training has positive impact on perceived employee performance and NGO effectiveness. NGOs training practices and their effectiveness in Pakistan region are satisfactory.

**Suggestions/Recommendations**

NGOs should develop a framework that facilitates their employees towards getting more trainings. Government of Pakistan should facilitate them by encouraging foreign NGOs to provide financial assistance to NGOs in Pakistan. NGOs should develop an institution by collaboration among themselves to provide training and development to their staff. This collaboration will facilitate an interchange of information, resource, and knowledge within their respective boundaries. There is a need of proper management model and its principles with effective human resource management practice implementations.

**Recommendations for future research**

During this research, a number of areas are not taken into consideration from research point of view as these were beyond the scope of this study. In order to generate knowledge for the NGOs, there is a room for further research in the area of comparative study of training

practices in public, private and Non-Government Organizations. Specially, how beneficial and productive trainings can be for NGOs in Pakistani context and the impact of training methods on employee efficiency and turnover.

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