

TRAINING AND DEVELOPMENT A WAY FORWARD FOR SUSTAINABLE DEVELOPMENT: FROM INTERNATIONAL PERSPECTIVE

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**Abstract**

Training and development play an essential role in promoting organizational sustainable development. This study focuses on the banking sector staff in major cities of Afghanistan and identifies two key dimensions of training and development employee productivity and performance as critical factors contributing to sustainable development. The research was conducted using a structured questionnaire distributed among staff members from 10 different banks, with a total sample size of 70 employees. Out of these, 59 completed questionnaires were successfully collected and analyzed. The findings reveal a positive relationship between training and development and both employee productivity and performance. The results validate the proposed study model and support all the research hypotheses, highlighting the importance of training and development initiatives in achieving organizational sustainability within the Afghan banking sector.

**INTRODUCTION**

The effectiveness of employees has a significant impact on the functioning of the organization (Armstrong, 2006). An organization's success and expansion depend heavily on its skilled and trained workforce (Lall, 1999). Therefore, MIS has been established as a supervision tool to handle and expand performance associated concerns in order to overcome the performance related issue (Sharif, 2002).

A number of changes that could enhance the performance system have been proposed, particularly in the banking industry (Downs, Chadbourne, & Hogan, 2000). Sustainable development is complex,

encompassing social, environmental, and economic aspects. It can be characterized as the ways in which company plans and practices can benefit the environment, people, and profit. Performance and productivity are the two components of the profit dimension, which has been used in this study for sustainable development. Performance is the achievement of a constructive activity or the ability to operate successfully and efficiently (Cole, 2002). Performance in an organization may be seen at all levels: organizational, person, and process. When an organization performs well across all of these levels, it

has an advantage for success (Tahir, Yousafzai, Jan, & Hashim, 2014).

According to Gleeson and Husbands (2001), associations find that training and advancement prompts increase profitability while cultivating increasingly motivating mindsets toward benefit direction. This is a sustained growth. According to Tahir et al. (2014), training and development (T & D) enhances work learning for individuals and also aids in connecting with the company's goals.

Training and development is characterized as the arranged learning encounters that show workers how to handle present and future activities. Improvement is the core concerned of training and development to have a sound and rigid understanding over the mechanism one could better perform (Aguinis, & Kraiger, 2009). Better insight could be achieved by providing training and development, so all the resources should be planned and will organized for people to have synergic ability to respond when the required skills have been provided (Tahir et al., 2014). As such, performance plays a vital role in organizational productivity and profitability, special mechanism should be provided to decide about expertise and competences for the one who provide them and ultimately for the workers to equipped with latest education. This area got significant attention that how it impacts the performance of the employees in the banking setting has been explored by the researchers.

In this study, it will be investigated that T & D programs effect on productivity and performance of employee, especially in Afghanistan. This research will provide new insight on T & D, productivity and performance relationship, no study to date has investigated the relationship between these variables.

### 1.1 Problem Statement

Employees are important sector in almost every organization. No organization can exist without employees and to use these employees more effectively and efficient training plays the core role to make way for sustainable development (Gleeson & Husbands, 2001). T & D programs for workers are very decisive. An over view of T & D programs in Afghanistan are remarkable but still there are some barriers. Different steps have been taken to improve the training programs but it remained hostage with favoritism and

bias policies of the organizations or administration side. However, to the extent of reviewed literature, rare work has been done to investigate the impact of T & D in banks sector in Afghanistan. Current study aimed to explore the impact of T & D on workers performance and productivity in banking sectors in Afghanistan. According to Cole (2002) and Hussain (2005) they mentioned that T & D is one of the key issues for organization.

Thus, it is important to investigate the T & D programs in banking sector and determine its effect on employee performance and productivity (Sustainable development). Furthermore, trained and skilled employees are very vital not only for banking sector but also they play role in economic development to revitalize sustainable development (Hashim & Hameed, 2014).

A number of studies have shown impact of T & D on productivity and performance in different organization setting (Aguinis, 2009; Tahir et al., 2014), on other hand T & D and its impact on performance and productivity got very limited literature particularly financial institutions in general and specifically in Kabul Afghanistan.

### 1.3 Research Objectives

This study investigated the impact of T & D on employee productivity and performance in banking sector of Kabul, the capital city of Afghanistan. The objectives are:

1. To identify perceptions of the employees on how T & D proved to be advantageous to them.
2. To investigate the impact of T & D on workers psychological strength, on productivity and performance (sustainable development).

### 1.4 Research Questions

1. How do employees perceive the relationship between T & D and productivity?
2. How do employees perceive the relationship between performance and T & D?
3. What is the effect of T & D on employee's competency in banking sector?
4. How do T & D contribute to the worker productivity and performance?

## 2 Literature Review

### 2.1 Training overview

The core area of human resource management is its functioning to effectively utilize the human resources and the better way is to train and develop them. These days the important of training is unanimously accept by everyone. To maintain effective performance and economic growth it is crucial to train them. The Importance of training as a focal job of the executives has for some time been perceived by driving scholars. The one commitment a manager is exceptionally expected to make is to give others vision and capacity to perform (Tahir et al., 2014).

### 2.2 Training and development (T & D)

According to Easterly-Smith et al. (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes. Strategically, organizational learning, which makes use of T & D as one of the several responses, deals with the acquisition of understanding, know-how, techniques and practices (Tahir et al., 2014). All the resources of organization should be made possible with the help of people which they could get, utilize and conclude them for the better achievement of organizational objectives (Armstrong, 2006; Cole, 1999).

T & D is planned educational and skills building learning approach with aim to educate workers how best to perform jobs more efficiently and effectively. Sims (2002) accentuates that present and future jobs both are important and T & D prepares workers for both. The major insight of T & D is to develop employee to achieve overall goal of the organization. One of the important aspects of T & D is to overcome the skills gap of the employees. The organization could not find them at the time of recession or uncertain situation, so the best alternative could be

available that to train workers and develop them for the future. The skills gap can be recovered easily without threatens the competitiveness and productivity both in operational and organizational level (Armstrong, 2006).

### 2.3 Sustainable Development

Sustainable development can be defined as a development of organization in such as way to meet its own needs without disturbing the other organization ability to meets their own needs in future (Tahir, Yousafzai, Jan, & Hashim, 2014). Sustainable development can be achieved by educating the society, workers, stakeholders, and to eliminate poverty. T & D play a very important role to maintain the sustainable development (Hashim & Hameed, 2014). Sustainable development is divided into two parts productivity and performance which are the elements of profit.

### 2.3 T & D and Employees' Performance

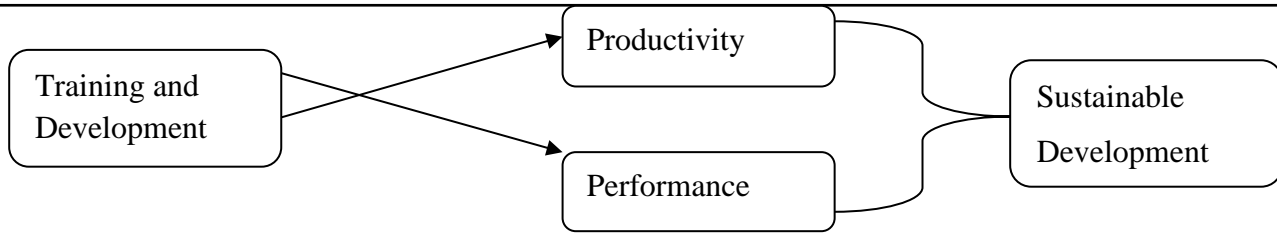
Performance refers to the effectively utilization of the organizational resource to produce maximum output ( Rothwell, 1996). T &D increase employees' performance and efficiency (Tahir , 2014). Training is very important for employees' to develop them and enhance the skills they need to perform a specific task (Neo, 2002).

### 2.4 T & D and Employees' Productivity

Productivity refers to assessment of efficiency of the worker in a given period of time (Tahir et al. 2014). Well established strategies for T & D increase employees' productivity and remain business more competitive in market place (Aguinis, & Kraiger, 2009). Training is very vital for workers productivity to increase total organizational output. (Cambell, 1988; Dearden, Reed & Van, 2006).

### Conceptual Model

On the basis of the literature the study model is:



**Hypotheses**

- 1.T & D has positive relation with sustainable development
- 2.T&D impact productivity positively
- 3.T&D has positive relationship with performance.

**3 Research Methodology**

This research is based on survey research design. The nature of the data is qualitative as well as quantitative. Cross sectional research used in data collection. Cross sectional research technique is used when the researcher wants to collect the data just for one time and no longitudinal research is involved (Hashim, Khattak & Kee, 2017).

**3.1 Population**

Population is the major area which is to be examined and to be investigated form study sample (Ostle, 1963). The population of research is consisting of 10 banks (Afghanistan Commercial Bank, Ghazanfar Bank, Mai wand Bank, Azizi Bank, Afghan United Bank, Afghanistan International Bank, , Bank-e-Millie Afghan, First Micro Finance Bank-Afghanistan, NKB, and Pashtany Bank) employees.

**3.2 Sample size**

For conducting this research banks are used as sample unit. Responses have gathered from employees in 10 banks in Afghanistan particularly in Kabul. To achieve the objectives of the research 100 questionnaires were collected from 10 employees from each bank. The study is based quantitative data. The Quantitative research tries to explore data by applying analysis techniques and some statistical tools i.e., the data shown in figures and numbers (Taylor, 1998; Patton (2002). Gay, Mills and Airasian (2009) mentioned that quantitative technique enable the researcher to understand the respondent perception and interact them directly.

**3.3 Respondent**

The respondents were approached through established questionnaire and asked to complete them. The age of respondents were average 25 to 45, most of the respondents were graduate (65 graduate, 20 master, 10 under graduate and 5 respondents were M.phil). The service experience average 5 to 10. Majority of the respondents were male. Questionnaire developed by tahir et al., (2014) was in this study to collect data from the respondents.

**4. Findings**

The purpose of the study was to investigate how Training and Development in Afghanistan's banking industry relates to Sustainable Development, Productivity, and Employee Performance. Analysis of data gathered from ten commercial banks showed that the variables in the suggested model had significant and favorable correlations with one another. With an R squared value of 0.72, the results showed a substantial positive correlation between training and development and sustainable development, meaning that training and development initiatives account for 72% of the variance in sustainable development. According to this, T&D is essential to advancing sustainable practices and results in the banking industry. Additionally, it was determined that training and development had a significant impact on productivity, with a p value of 0.05 and an R squared value of 0.57, indicating a moderate but significant influence.

This demonstrates how employee training can improve productivity and operational efficiency. Similar evaluations were conducted on the relationship between employee performance and training and development, and the findings indicated a positive and statistically significant correlation. These results demonstrate that T&D enhances performance outcomes for both individuals and organizations. All the hypotheses of the study are

accepted as shown from the results that training and development has strong impact on all variables. All of the major relationships in the model demonstrated statistical significance and practical relevance, indicating a strong fit overall. The findings lend credence to the idea that, in the context of Afghanistan's banking sector, training and development is an essential tool for promoting sustainable development, raising productivity, and boosting performance results.

## 5. Discussion

This study will provide additional support in the literature in the form of training and development strategies and program for banking sector by including two more variables that is employees' productivity and performance. This study will focus on and open new discussion to see the impact of training and development on employees' productivity and performance. Training and development develops employees' to contribute in the organizational profit and good image. Training programs may not only improve employees efficiency but also important to continue continuous improvement. This study will facilitate not only the management but also practitioners to make rules, policies and mechanism regarding training and development programs to understand the relationship between these variables and to improve them both in productivity and performance.

## Implications

Afghanistan banking sector is facing many problems, such as lack of proper T & D programs for employees, lack of up to date knowledge, professional training mechanism and enhancement tool to improve employees' productivity. Therefore, it is imperative to assess T & D, and its impact on employees' performance and productivity in banking industry in general and particularly in Kabul, Afghanistan. This study will also be helpful for employers as well as for employees practically and economically because efficient and effective worker is an asset for a business and a source for future sustainable growth.

## Future Direction

This study was limited to banks operating in selected provinces of Afghanistan, which may affect the generalizability of the findings. To enhance the applicability of the results across the broader financial sector and beyond, future research should consider including a larger sample size covering more banks as well as institutions from other sectors and regions. Additionally, the current study uses structured questionnaires to collect data in a quantitative way. Although this offered insightful information, further research using qualitative and quantitative techniques, such as focus groups, interviews, or case studies, may provide a more thorough comprehension of the underlying dynamics and enhance the reliability and generalization of the results.

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