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IMPACT OF TRAINING AND DEVELOPMENT, WORKING CONDITIONS AND PERFORMANCE FEEDBACK ON EMPLOYEE PERFORMANCE

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Abstract

This is empirical research to examine how training and development (TD), working condition (WC), and performance feedback (PF) respectively influence employee performance (EP) in banking industry in Pakistan. In quantitative research, analyzing the results of 160 banking experts in Noshero Feroze District was done through the SPSS 27. All the variables were measured using a structured questionnaire (12 items; 5-point Likert scale). The internal consistency was high as accepted by the analysis of reliability (Cronbachs 2 = .896). The results of correlations showed or indicated positive relationships to be significant (p <. 01) with PF-EP showing the highest relationship (r = .871). It was computed that the combination of TD, WC and PF explains 68.7 percent of the variance of EP (Adjusted R 2 =. 782, F (3,156) = 191.568, p<. 001). Out of all of them, Performance Feedback turned out to be the most powerful predictor (beta = .702, p < .001), followed by WC (beta = .135, p = .015) and TD (beta = .127, p = .014). All hypotheses are confirmed and point out the most crucial role of PF in performance improvement. The research promotes the strategic investment in AI-based feedback mechanism, training in line with the cultural ethos (such as Islamic finance course), and redesigning workplace (ergonomics). These evidence-based practices provide deliverable avenues through which banks in emerging economies can establish high-performance work systems (HPWS) and maximize on workforce efficacy.

INTRODUCTION

In the current competitive and dynamic organizational world, there is the need to increase the effectiveness of employees which is in itself a strategic move. The three factors that are important in achieving this are training and development, favorable working conditions and performance feedback mechanisms, which are all interrelated. These elements are becoming noted as significant movers in labor force productivity and organization sustainability. The current body of human resource management (HRM) literature reiterates that employee learning and development is an investment that does not only ameliorate learning and skill acquisition, but also motivates and leading to job satisfaction, and performance improvement (Oda, 2025).

Organizational training development in line with company goals and employee demands boosts efficiency and flexibility in operations very considerably (Bagde & Tekade, 2025). Also, a work atmosphere including physical conditions as well as psychosocial factors is a determining factor in influencing performance. Higher engagement and reduced turnover intentions are shown by employees who work under safe, inclusive, and ergonomically favorable environments (Hathurusinghe et al., 2025).

Constructive, regular feedback is a performance enhancing action. It has also been demonstrated that data-driven responses to accountability positively influence the process of continuous improvement (Rana et al., 2025). Besides, formal loops of performance enhance the growth of employees and make them coordinate their action with the corporate development (Mumtaz et al., 2025).

In the age of digital technologies, the functional range of human resources is changing: the new trend in HR is artificial intelligence-based performance management tools that alter how training and feedback are provided. They do not only help to optimize the workload but prevent burnout and increase job satisfaction, particularly in a hostile environment such as healthcare (Karaferis et al., 2025). In addition, the integration of strategic training, enabling conditions, supportive feedback, which form high-performance work systems (HPWS) demonstrated high mediation between employee profitability and effectiveness (Bokhari & Khan, 2025).

This research will attempt a close investigation on how training and development as well as the working conditions and performance feedback affects their employee's overall performance cut across sectors. This insight could help Human resource consultants and other corporate leaders to make actionable data on how to make sure their workforce has all it takes to be strong and successful.

Research Objectives

1. To know the impact of training and development on employee performance.
2. To know the impact of working conditions on employee performance.
3. To know the impact of performance feedback on employee performance.

Research Questions

1. What is the impact of training and development on employee performance.
2. What is the impact of working conditions on employee performance.
3. What is the impact of performance feedback on employee performance.

Literature Review

Training and Development and Employee Performance

One of the building blocks of human capital improvement is training and development. Current researches show that training of employees is an important factor that enhances personal competence, innovation, and performance results. As Hafeez et al. (2025) point out, strategic green training programs can improve the environment awareness and lead to a general productivity increase in the developing world. In the same vein, Najla, Safani, and Marniati (2025) have focused on how organized safety and development programmes are effective in reducing accidents in workplaces and achieving work efficiency. The modern human resource policies have become more focused on the application of online technologies in the training systems allowing customized and dynamic learning tracks. As demonstrated by Rao and Verma (2025), gamified training portal may be used to raise motivation to learn, as well as develop job-related skills, particularly by creating feedback loops within framework of training lessons.

Sifa, Putro, and Mun Kim (2025) also note the need of compatibility between the training content and ethical, religious values-based cultures like the Islamic financial institutions. In their work, they are able to show that through training in contextual cultural values, the expression of employee commitment and integrity is increased. In general, the contemporary work environment requires not only the growth of technical knowledge, but the flexible and lifelong development models, which could address the evolving job demands.

Working Conditions and Employee Performance

Working conditions have become crucial and this includes physical environment and psychological climate of an employee. Roxo (2025) has examined the influence of ergonomic surveillance-conscious environments on the efficiency of behavior in employees and concludes that employees who perform well work independently in cozy places that do not expose them. Also, as Santoshini and Srujitha (2025) have pointed out, the provision of autonomy and participatory decision-making within the FMCG business boosts the job satisfaction and performance orientation.

Digital twins have become an innovative intervention focused on regulating the thermal comfort and productivity in shared indoor settings on a large-scale (John, 2025). This is because the physical conditions are prepared to meet the need of a specific employee using such technology hence reducing fatigue and frequent absenteeism. Moreover, the presence of fairness, justice, and safe working conditions with adequate tools in the organization structure was found to influence the competency and morale of

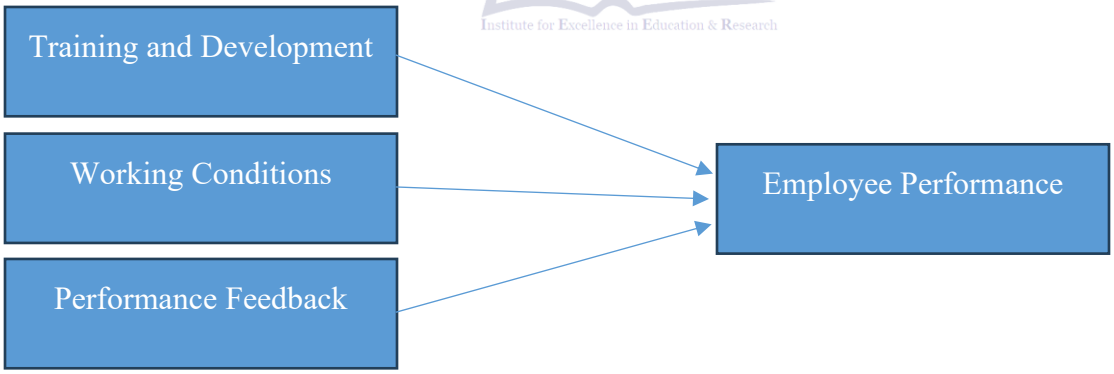
employees positively in a significant way (Qarioul, 2025). These results support the perception that work setting cannot be considered a mere passive environment but lively facilitator of performance supremacy.

Performance Feedback and Employee performance

Feedback is a way of behavioral change and individual development. Postlmayr (2025) claims that real-time feedback provided via machine-learning platforms brings greater accuracy to the performance of the tasks and instills responsibility. The research also indicates that feedback integrated to the digital systems minimizes the potential bias of a manager and promotes transparency. Pekis (2025) promoted the use of formative assessment feedback models in early childhood education and attributed them to increased professional growth in teaching field, where lessons can be applied in the corporate world as well.

In addition, the input of a virtual world, where feedback is live and multi-dimensional, has potential prospects towards health and service industries. Oom (2025) discovered that feedback associated with simulated patients substantially enhanced the results of learning in the field of medicine. This point brings home the advantage of simulated performance reviews or virtual assessment centers in the workplace context to deliver development and assessment. The incorporation of formulated constructive feedback mechanisms will therefore continue to be of the essence in the process of long-term employee development.

Research Model



Research Hypothesis

1. There is positive and significant impact of training and development on employee performance.
2. There is positive and significant impact of working conditions on employee performance.
3. There is positive and significant impact of performance feedback on employee performance.

Research Methodology

This research project involves quantitative research design in exploring how training and development, working conditions and performance feedback affect the employee performance at the banking industry of Noshero Feroze District, Pakistan. The data was only obtained based on the structured questionnaire that was developed with the help of a 5-point Likert scale consisting of categories like Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree and Strongly Agree. The total number of questions used was 12 and each of the four variables used (i.e. training and development, working conditions, performance feedback, and employee performance) was measured with 3 items. The questionnaire was answered by the participants themselves since this helped to be certain about its clear and full answers.

A total of (160) valid responses were collected among the professionals in the banking sectors of different institutions in the district. The sampling strategy that was taken was the non-probability convenience sampling which is suitable to reach respondents in a given sector and geographic region and under a limited period of time. Data analysis was done on the statistical package of Social Sciences (SPSS), version 27.

So as to verify the reliability and internal consistencies of the instrument, the initial, analytical test that was carried out was Cronbach alpha reliability test of each construct. Secondly, Pearson correlation test was carried out in order to measure the direction and the intensity of relationship between the independent variables (training and development, working conditions, performance feedback) and dependent variable (employee performance). Lastly, a linear regression model was fitted to determine the ability of the three independent variables to predict future employee performance as well as their statistical significance. By combining these three statistical procedures, one will have a clear overview of how the study variables are related to each other and what effects there are, which are validating the subject hypotheses and liming the work of gathering conclusions based on data.

Data Analysis

Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.896	12

The table results demonstrate great internal consistency reliability of the scale which is reflected by Cronbach Alpha of.896. With this high rating of the 12 items it implies that the items are strongly consistent in their mapping on the same underlying concept. It is much higher than the conventional value

of .70 which is a sufficient measure of reliability and as such this scale has very good reliability of scores. So, researchers can be very confident in the homogeneity of measurements, received with the help of this 12-item measures.

Correlation Analysis

Correlations					
		TD	WC	PF	EP
TD	Pearson Correlation	1	.651**	.616**	.647**
	Sig. (2-tailed)		.000	.000	.000
	N	160	160	160	160
WC	Pearson Correlation	.651**	1	.674**	.690**
	Sig. (2-tailed)	.000		.000	.000
	N	160	160	160	160
PF	Pearson Correlation	.616**	.674**	1	.871**
	Sig. (2-tailed)	.000	.000		.000
	N	160	160	160	160
EP	Pearson Correlation	.647**	.690**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	160	160	160	160

**. Correlation is significant at the 0.01 level (2-tailed).

According to the sample size of N=160, all four variables (TD, WC, PF, EP) have significantly strong positive correlations with other variables at the p<.01 level. The weakest are the ones about moderately strong (e.g. TD-WC: .651) to very strong (e.g. PF-EP: .871). PF and EP have the highest interconnection and therefore these two variables are related strongly. Correlations are significant and positive in all the cases, which shows co-variation of the constructs being measured.

Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887[a]	.787	.782	.40655
a. Predictors: (Constant), PF, TD, WC				

The regression model based on predictors PF, TD and WC has an exemplary explanatory potential with a value of the multiple correlation coefficient (R) as 0.887. This shows a very strong correlation between the predictors and the 'outcome variable.

The R Square interpretation of .787 indicates that the three predictors shared the 78.7 percent explanation of the variance in dependent variable. Adjusted R Square is strong at .782 (after control of the number of predictors), thus a good fit of the model, and standard error is fairly small at .40655, indicating fairly accurate model.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.990	3	31.663	191.568	.000[b]
	Residual	25.785	156	.165		
	Total	120.775	159			
a. Dependent Variable: EP						
b. Predictors: (Constant), PF, TD, WC						

The ANOVA table indicates that the entire regression model is of high statistical significance (F (3, 156) = 191.568, p < .001). This implies that predictor set (PF, TD, WC) overall contributes substantially to the variance of dependent variable (EP). The insignificance value is so low (p = .000) that it contradicts the null hypothesis in great detail, which implies that the model predicts EP reliably. The high value of the F test also indicates that the proportion of variance that the model can explain is quite high in comparison with the part that variance being unexplained.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.208	.599		-.347	.729
	TD	.159	.064	.127	2.473	.014
	WC	.152	.062	.135	2.457	.015
	PF	.707	.053	.702	13.298	.000
a. Dependent Variable: EP						

All the three predictors (TD, WC, PF) have significant contributions to the model to predict EP (p < .05). The most significant standardized beta is .702 (p < .001) value of PF, showing that it is the strongest predictor. The smaller but significant positive effects are also revealed by TD (127, p =.014) and WC (135, p =.015). This irrelevant constant (p = .729) indicates that the regression line is actually passing through the origin on zero predictor case.

Conclusion

This paper has clearly proved that Training and Development (TD), Working Conditions (WC), and Performance

Feedback (PF) are critical components that propagate Employee Performance (EP) within the banks of Pakistan. These factors together, as it can be seen in the robust regression model (Adjusted R 2 = .782), explain the 78.7 percent of variation in EP, something that should receive much attention as an instrument of change. The most prevailing predictor is Performance Feedback (L[169]702, p < .001), which indicates that effective feedback, which is normally organized and delivered at the appropriate time and occasion, has the most impact on post-performance. It is also important that Training and Development (2 = .127, p = .014) and Working Conditions (2 = .135, p = .015) make a significant contribution, which confirms that the number one and number two priorities are the practice of skill-enhancement programs and the creation of ergonomic and psychologically friendly work environments in order to maximize the productivity.

The extremely narrow correlation between PF and EP (r = .871, p < .01) further complements the fact that feedback mechanisms are the core of performance ecosystems. In the meantime, these constructs have been validated in assessing workforce efficacy by the impressive reliability of the scale as pertaining to Cronbachs 896. Such results can be compared to the modern HR paradigm that proposes High-Performance Work Systems (HPWS), as the synergistic performance increase may be generated by combining AI-powered feedbacks, flexible trainings, and human-centric working environments.

In the case of the banking institutions of even emerging economies such as Pakistan, these insights will require strategic redistribution of resources:

Ensure functions of eight or more main genes (e.g., real-time AI dashboards) to leverage the excessive effect of PF.

Contextualize the training (e.g., gamification of the modules that learn how to align with the principles of the Islamic finance) to fill the skill gap in the sector.

Modify physical and psychosocial working environments by incorporating technologies such as digital twins and lessen fatigue and enhance involvement.

Although this study can provide practical blueprints, a convenience sample of 160 banking professionals cannot be representative of the population of the Noshero Feroze District. The findings are worth approving in the future with the help of research in various domains (e.g., healthcare, manufacturing) and studies of cultural mediators within the performance frameworks. Still, this study clearly demonstrates that the strategic alignment of TD, WC, and PF based on the feedback as a backbone will help organizations develop agile, high-performance workforces that could survive in the competition.

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