Impact of Training and Development and Supervision Support on Organizational Effectiveness

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ARTICLE DETAILS	ABSTRACT
History Revised format: Aug 2020 Available Online: September 2020	The current study explores the effect of training and development and supervisor support on organizational effectiveness. The main focus of the study is to clarify that how effectively telecom sector of Pakistan can achieve its intended outcomes, through training and development and supervisor support. A survey structure was used to gather data from 2017 employees working at the Telecom Center. Both descriptive and inferential statistical methods were the basis for the results. A positive relationship between training and development and organisational support is determined by the results of the study, although similar positive relationships have also been identified between supervisory support and organisational support.
Keywords Training and Development, Supervisory Support, Organizational Effectiveness	
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1. Introduction

Service sector play major role in the development of any country. Especially, telecom sector play a major role in the progress of any country. Similarly, telecom sector play major role in the development of Pakistan economy and equally contributed in the noteworthy amount in Gross Domestic Product (GDP). According to the Pakistan Telecom Authority (PTA) the number of subscriber is enhancing each year and now the subscriber exceeded more than 95 million (Malik, Waheed, Tufail, Zameer, & Hussain, 2012). During the last five years according to survey conducted in telecom sector broken the world record by reaching the maximum number of subscribers (Malik et al., 2012). The main telecom companies in Pakistan are like Warid, Telenor, Ufone, Zong and Mobilink.

The objectives to conduct this research are to find out the issues and problems faced by telecom sector of Pakistan. Keeping in view the tremendous growth in the telecom sector, it is natural that the telecom companies are facing shortage of highly skilled telecom engineers and technician and other non-technical employees. For this purpose organizations design various plan to retain their competent and skill employee and to get competitive advantage (Collins & Clark, 2003). However, a very small number of organization

believe that employee of any organization are the core factor which effect the organizational effectiveness. Therefore, the role of the employees in every organization is very important and organizational effectiveness depends on the efficiency of the employee performance (Demirel & Goc, 2013; Malik, Ghafoor, & Naseer, 2011). Thus, organization wants to retain the high skill and potential employees for the success of the organization and to compete with the competitor (Katz, 1964; Ng'ethe et. al, 2012).

Furthermore, organizations are increasingly paying attention to issues related with organizational effectiveness such as lack of training and development and abuses supervision. As it is argued that proper training and development and adequate support from supervisor are main factors for enhancing organizational commitment and organizational effectiveness (McGunnigle & Jameson, 2000).

Now days , a noteworthy amount of workers are leaving their jobs and organizations for career advancement, due to the rapid growing of market size, the competition in the services industry become more and difficult to compete regardless of size, technology and employee turnover challenges (Sajjad, Ghazanfar, & Ramzan, 2013). Therefore, telecom sector management need to build positive relationship between employee and their supervisor for achieving their goals, compete with competitor, and for the increasing organizational effectiveness. Without the well-motivated telecom sector cannot progress and achieve their target. The focus of this study is to enlighten that how an organization through its employees can achieve success and effectiveness. The purpose of the study is to analyze the impact of training and development and supervisor support on organizational effectiveness.

1.1 Rationale of the Proposed Study

Developing country such as Pakistan needs development of their telecom sector so that country can prosper and progress. In the era of technological development, it has been observed that country with skilled and competent employees will be able to sustain the growth of their economy and society. The reason behind the present study is to ascertain the elements that influence the organizational effectiveness.

Prior studies on training and development and supervisors has been conducted, but these factors have not been analyzed together. Most research has been done on these variables, but on different regions and nations, but there is very little and scarce data available from developing countries, especially Pakistan. These factors need to be known and their impact on organisational effectiveness, especially in the telecommunications sector in KP, Pakistan.

The purpose of the current study to assist managers and human resource department of the telecom sector of KP, Pakistan to develop policies, human resource practices and organizational structure that will help the organization in achieving its goals with the help of staff possessing higher motivational levels.

1.2 Organizational Effectiveness

Hannan and Freeman (1977) has defined effectiveness as “the degree of congruence between organizational goals and observed outcomes” (p.12). Organizational effectiveness is organization’s ability to achieve goals and adhere to strategic plans” (Fallon & Brinkerhoff, 1996, p. 14). There is an approach for organisations to achieve effectiveness that should try to improve their employees through a variety of strategies, such as strategic HRM practises (Wang, 2005). Quality change can only be brought through if proper training systems and supportive supervisor support are in placed especially in the case of telecom sector. Research has shown that organizational change varies in form and it can create different results (Palermo, 2011).

The study is intended to determine the factors that increase organizational effectiveness and the relationship of organizational effectiveness with training and development and supervisor support. Different researchers have studied organizational effectiveness in different sectors and different context but it is concluded from literature that very little research have been conducted on organizational effectiveness in telecom sector.

1.3 Training and Development

Designed activities aimed at improving personnel expertise, awareness and expertise are referred to as employee training (Ahmad, Bibi, & Majid, 2017). Training and skill development can be defined as “the focus of organization to provide opportunities to the employees to enhance their skills and abilities to take initiative not only in identifying the problem but also resolving it by changing the work methods without losing their focus on quality” (Pfeffer, 1998). Throughout the literature skill development is determined as an area of high importance. In the same way high performance practice systems can only be developed with training and development program. This can also be useful in up skilling the employees working in the frontline duties.

Similarly, Ahmad, Bibi, and Majid, (2017) and Ahmad, Kura, Bibi, Khalid, & Rahman Jaaffar, (2019) have explained that professional employees are more capable and do their job better than untrained personnel. In a developing country such as Pakistan training and development requires immediate attention and it will increase the effectiveness of telecom sector.

1.4 Supervision Support

Supervisory support is also one of the major tools of HRM practices which effects organizational effectiveness. The supervisory support is assessment and instruction of performance of employees regarding career management, job direction, and expansion of career network of employee (Tan, 2008). Likewise, the provision of such support it is important for motivating, developing and retaining employees (Bigliardi et al, 2005). Better and pleasant associations between managers and subordinates strengthen the employee 's willingness to remain longer in the company (Bibi, Ahmad & Majid, 2018). Supervisor support is likely to enhance organizational effectiveness. Similarly, Silbert (2005) have discussed that talented and skilled employees are very important for any organization and the effective way to retain is providing them friendly environment and supportive and friendly supervisor.

Furthermore, it is necessary to study supervisory support and its impact on organizational effectiveness. As there is little study have been done to find out the supervisory support and its impact on organizational effectiveness in telecom sector in KP, Pakistan.

2. Proposed Research Framework

The current study is focused on organizational effectiveness in telecom sector in Pakistan. Enhancing the organizational effectiveness among the telecom sector is very important. It is indicated from literature review that organizational effectiveness relates to several outcomes. The role of training and development and supervisor support in the development of organizational effectiveness will be examined in this study. On the basis of systematic literature, the following two hypothesis and theoretical framework are proposed:

H1: T&D have positive impact on Organizational Effectiveness

H2: SS have positive impact on Organizational Effectiveness.

The dependent variable is the organization effectiveness and the independent variables are training and development and support from supervisors.

Figure 1 Proposed Framework

3. Methodology

This is a cross sectional study which is consider as low in cost and time saving and provides the panoramic view of research (Shaughnessy & Zechmeister, 1994; Zikmund, 1997). The data was obtained through survey questionnaire. Seven-point Likert scale was used in this study as this is the most commonly used

design of scaling in the research. The Organizational effectiveness was assessed via a widely used 20-item Scale adopted from the study of Taylor & Bowers (1972). Training and development was assessed by 4 items scale adopted from Delery & Doty (1996), whereas supervisor support was measured by scale adopted from London, (1993). A total of 215 questionnaire were distributed among respondents and 207 questionnaire were returned by them. No missing data were found and hence all the questionnaires were included for further analysis.

3.1 Analysis

The Cronbach alpha values shown in Table 1 are greater than 0.70 for all variables and thus the reliability of all variable instruments is justified as being accurate for further study.

Table: 1 Cronbach's Alpha Reliability

Variable	Alpha Reliability
OE*	0.748
T&D**	0.701
SS***	0.819

* Organizational Effectiveness, ** Training and Development, *** Supervisory Support

3.2 Correlation

The findings of the Pearson correlation shown in Table 2 indicates a positive correlation among OE, T & D and SS.

Table 2: Correlations

	OE	T&D	SS
OE	1	.534**	.633**
T&D		1	.769**
SS			1

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

To further enquire the strength of the relationship between T& D and OE, SS and OE, regression tools was applied. The results of the Model Summary, ANOVA and Coefficients for both hypothesis 1 and 2 are depicted in the Table 3 given below.

Table 3: Results of Regression Analysis

	Hypothesis 1 Dependent Variable: OE Predictor (Constant): T&D	Hypothesis 2 Dependent Variable: OE Predictor (Constant): SS
R value	0.769	0.633
R Square value	0.282	0.401
Beta value	0.534	0.633
T value	9.045	11.711
F value	81.811	137.150
Sig.	0.000	0.000

Table 3 above shows that the square R - squared value of 0.282 predicts that T&D represents 28.2% of the variability in the OE score ($\beta = .534$, $t = 9.045$, $p < 0.01$) and hence our first hypothesis is found true and confirmed. In addition, the regression results for Hypothesis 2 are also shown in Table 3, which shows that Hypothesis 2 is Valid with a R - squared value of 0.401, which predicts a variability of 40.1% in the OE Score ($\beta = .633$, $t = 11.711$, $p < 0.01$).

4. Discussion

The main objective of this study was to evaluate the relationship of training and growth and supervisor support on the organizational effectiveness of the telecommunications sector in Pakistan. The outcome of the current study suggests an indispensable correlation between SS and organizational effectiveness. The results

are similar to the findings of prior studies (Bigliardi et al, 2005; Tan, 2008). This indicates that if workers have obtained adequate encouragement from superiors, employees would display constructive actions towards their company in return. As a consequence, management support is one of the key factors that affect organisational effectiveness. SET also supports verdicts that, if workers obtain help from the company as a result, they feel empowered and increase their degree of dedication to their company (Newman et al., 2011).

The results also confirmed existence of imperative association between the training and development and organizational effectiveness. The findings of the present study are consistent with Bashir and Long (2015). Similar vein, Ahmad et al . (2019) have pointed out that, in today's rapidly changing global economy, no company can refute the value of training as it strengthens organizational effectiveness and the capacity to address potential challenges.

The association between training and development and organizational effectiveness is also clarified by the theory of SET (Blau, 1964), which suggests that when employees are provided with proper training and adequate support from supervisor , they are more committed with the organization. As a result, the outcome showed that when companies pay sufficient attention to providing effective development preparation and adequate support from the employer, the employee is more dedicated to the company. The telecommunications sector should therefore ensure the provision of sufficient training for growth and provide adequate supervisor support in order to improve organizational effectiveness.

5. Implications

The results set out the basis for some theoretical and practical implications related to training and development, supervisors support and organisational effectiveness. As such, it contributes to the literature on training and development, support from supervisors and organisational effectiveness. The research was planned to find clarification over the previous ambiguous result of the research and more attempts were made by the current researcher to address the shortcomings illustrated in the previous research.

The results of the analysis confirmed the notion that training and development, and support from supervisor, are of the prime importance in increasing organisational effectiveness, which includes the practical importance of the study for policy makers and practitioners. In addition, the HR department should also consider the relationship between training, support from supervisors and organisational effectiveness. It indicates that when employee receives adequate support from supervisor and as well received proper training, it will help to enhance the organizational effectiveness.

6. Limitations and Suggestions for Future Research

The limitations of this research are: first, the sample used in this study comprises only of the telecommunications sector in KP, Pakistan. Future study can therefore be applied to other areas of Pakistan. Second, the present analysis considered cross-section method. The future research will therefore consider a longitudinal process. Third, only the admin staffs were respondents to this report, thus, non-administration staff could be included in the survey for future studies. Further research is also proposed in other fields, such as manufacturing and banking. Finally, this review only dealt with two problems (i.e. supervisor support and training and development) in order to study organizational effectiveness. More study is therefore needed to shed light in the future on many other factors that also have an impact on organizational efficiency, since organizational effectiveness is attributed to several factors, which are not only limited to supervisor support and training in the telecommunications sector, particularly in KP, Pakistan, such as performance appraisal, promotional opportunities and environment.

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