

## Assessing the Impact of Implementing Training, Monitoring and Evaluation on Employee Performance, a Study of Microfinance Firms in Pakistan

**Nabeel Saleem<sup>1</sup>, Shiva Ilkhanizadeh<sup>2</sup>, Aishatu Abdullahi Na’ibi<sup>3</sup>**

<sup>1</sup>*Cyprus International University, Institute of Graduate studies and Research, Lefkosa, Mersin 10, Turkey.*

<sup>2</sup>*Cyprus International University, School of Tourism and Hotel Management, Lefkosa, Mersin 10, Turkey.*

<sup>3</sup>*Department of Hospitality Management, Kaduna Polytechnic-Kaduna-Nigeria.*

**\*Corresponding Author:** Nabeel Saleem, Cyprus International University, Institute of Graduate studies and Research, Lefkosa, Mersin 10, Turkey.

### **ABSTRACT**

**Purpose:** *Training makes an employee more productive, effective and efficient. It is vital for enhancing the capabilities, knowledge and skill development of employees. Assessment of effectiveness of training is very important because it can monitor and evaluate how much the knowledge transferred at workplace.*

**Methodology:** *The study was conducted under the positivism philosophy. A deductive approach, a quantitative methodology was followed to conduct this research. Through 376 questionnaires survey was conducted on training to assess the employee performance. The structure model and implication of hypotheses of the research were tested.*

**Findings:** *The outcomes of the analysis revealed that training and monitoring has positively supported with employee performance. These findings help to policy makers, the government, State Bank of Pakistan and manager to formulate new policies and practices.*

**Originality/Value:** *The findings demonstration the role of Training, Monitoring and evaluation on employee performance in microfinance firms.it is beneficial to enhance the productivity, increase efficiency, the motivation to work more effectively and increase in profitability.*

**Keywords:** *Training, Monitoring and evaluation, employee performance, microfinance firms. Pakistani microfinance banks.*

### **INTRODUCTION**

Training is vital element in boosting firm employee's abilities to enhance the strength company competitive edge and organizational knowledge. (Alavi 2001; Aragon 2003; Tharenou 2007) High commitment with high performance is part of training to adopt best practices Training includes HR policy, employee involvement, and employee remuneration and work design. The talent of employees can be recognizing by their skills knowledge and capabilities that create competitive advantage for the company (McKinsey, 2006). Employee training significantly impact on individual employee, work market, economies and society (Grugulis, 2019)

Managers are going to change the employee's abilities and advance the working atmosphere with Training,to develop the abilities of employs managers Conduct the training programs to provide them required knowledge, services and talents to attain organizational aims (M.Farooq and ASLAM 2011). This effort of management creates the good image and also enhances the employees' performance (Jia-Fang, 2010). Job training is bond to improve well-being interactive relation and reduce employee's turnover (Mellor et al., 2016).

Effective training is constantly changing employee to deliver through modern method and an application. They develop their own skills with up-to-date knowledge and resources

by training. Training helps to reach to firm's goals with knowledge, insight and experience. Training for using new technology tools including communication platforms, project management software and reporting tools are most important for an organization (Krista Brubaker, 2020). Decision on firm's resources makes employee engagement, reward and work design to sustain competitive advantage to increase performance (Delery&Roumpik, 2017; Garavan et al., 2020; Wiklund&Nason, 2018). Training has significantly important to increase employee productivity associate with organizational performance and innovation. (Barry et al. 2020; Dostie, 2018)

Smart goal setting is vital part of employee training for balancing troubles with viability. It motivates and encourage to every individual even teams to complete tasks. Trainings contribute a structure to explore the previous experience of work, to develop effective new skills and inspire other member. According to Devanna, Fombrum and Tichy (1984), training aims to escalation individual performance has positive effect on advanced organizational performance. Although the model recognizes the importance of inspiring and remuneration people, that focus on manage human asset to achieve firm's goal. (Pinnington and Edward, 2000)

Microfinance banks are recognize for training & monitoring as vital for repayment performance of loan from client especially in developing countries like Pakistan. Microfinance institute are therefore made-to-order to understand need for financial services but affordable finance for customer. (chiaburu&Tekleab, 2005; Khan et al 2011; Landa, 2018) This study ensures the employee engagement with customer also monitor the activities of microfinance bank. This research aims to investigate the training and monitoring strategy adopt by microfinance banks. It assesses the impact of training and monitoring system on employee performance on microfinance banks. Its aims at establishing strategic model and systems which has result in internal control measure to improve company performance. (Ndamenenu, 2011)

### **The Significance of the Study**

Generally the organization, training programs are mostly deliberated as expense and employer hesitate to avail them. It considered as expense in short term but advantageous and

productive for long term. Employees are assets of the company; training is required to meet the present that lead to future essentials for whole environment. The significance of study is advantage to firm to investing in training to attain standard employee performance. The monitoring and evaluation has significant management tool for the efficiently use of resources. It has significance to learn to improve the performance by planning, service delivery and perfect implementation of resources (Abraham 2015). It gives assistances to firms to be more strength and be transparent in all procedures. It takes measurement on input and output (Bird et al 2005) the advancement in management gave ease to administer through monitoring and evaluation (the world bank 2007).

### **Objective of the Study**

The objects of study are quite clear this research purposes to identify the existing training and development trend and programs in micro finance banks. This paper also asses the relationship between training and development. This propose training investment pattern for the microfinance banks in Pakistan. These variables create link to build conceptual and theoretical framework of the study. The study has broken down area of study into five objectives.

- To identify the existing trends of training and development.
- To assess the relationship between training and employee performance.
- To assess the relationship between monitoring & evaluation and employee performance
- To propose a modernized training pattern for the micro finance banks under study in Pakistan.
- To propose a modernized monitoring pattern for the micro finance banks under study in Pakistan.
- To find out the training practice of microfinance bank.

### **Aim of the Study**

The aim of this study to research the micro finance banks would be able to know all what they need to do to enhance in training and monitoring. The aim of this study is to continuous adaptation, of its own requirement

of training that optimum satisfying the organizational requirements. The training aspect of their region by following the following steps:

- To examine all the impact of training in Pakistan with cost effective manner.
- Investigate the role of training and monitoring with new trends in micro finance banks.
- To determine the challenges facing by microfinance banks in Pakistan on advancing their economy in the area of Training by evolution and monitoring to enhance the employee performance.

### **Research Question**

1. What are the ways in examining all the impact of training in **Pakistan**?
2. What is the role of training on Performance?
3. What kind of relation exists between training and Monitoring?
4. What are the challenges facing by firms in advancing their Performance by using training and evaluation strategies?
5. What is the role of Monitoring on Performance?

### **Hypothesis**

H1-The effects of training of employees have significant positive effect on employee performance and productivity.

H2-The effect of monitoring and evaluation has significant positive effect on employee performance.

### **Limitation of the Study**

Initially this limitation of study is related to the Quantitative analysis. It is used in this study however it was used another method. The limited time and resources employee are chosen only Pakistan.

Qualitative analysis might enhance the understanding of the findings. Same Findings can be validated in other sector as well.

SPSS is utilized for the quantitative analysis. More classy software's (such as AMOSS) or other methods can be utilized or adopt and implemented to find more results.

Another perspective would be to higher level of geographic area study sample size, expanding the study might produce better results.

The comparison result with those from original area studies expanding the study to the other states to conduct a national study which covers the significant important area.

Three variables chosen are significant but study can be developing further adding new relevant variables.

### **LITERATURE REVIEW**

The training of employee deals with attainment of technique and practice to create understanding with knowledge. Training is one of the authoritative and empowers the employee to enhance performance at every level. Individual to organization every level has capacity to take actions and collaborates the learning to increase profitability. The success of a business depends on the quality of Employees performance. The training and monitoring of employees are considered as mainspring for such achievement.

Training and monitoring has significantly important for organization but also for individual employee. (Sims R, 2002) It's also improved the profit of organization and creates positive attitude in the direction of improve job knowledge and profit orientation. It's also recognizing the goals of organization to align their performance with company's goal. Training and monitoring of employee help them in decision making to solve the problems, contribute to self-confidence and self-development.

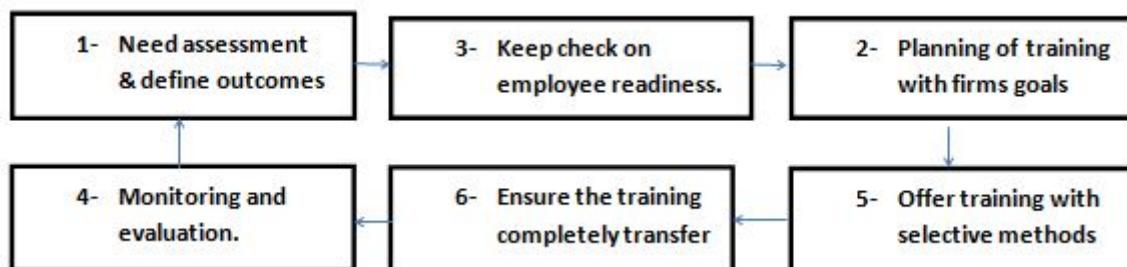
In training they learn how to work on stress management, conflict management and time management. (Ronald R. 2018) They work on communication skills of employees to enhance the customer interaction to satisfy the customer need. Customer satisfaction is most important for micro finance firm to clarify ambiguity and define the terms and condition with proper way. This literature is complete with focused point regarding training and development. T & M also enhances performance of worker in organization to increased work commitment Abbas & yaqoob (2009).

Employees are most valuable asset of firm they can increase the goodwill of the company

and vice versa. They have directly effect on profitability of a company. They are responsible for customer satisfaction and increase the quality of work. A key performance indicator measures the performance of organization and helps to align the performance with organization's goals. (Nadler 1991, Kumpikaite 2011)

Training and development is part human resources development. (Khan & Mahmood, 2012) Skill requirements related with job proficiency from training specialist. (Saleem et al, 2011) Although, training and development has always focuses on use of objective, contribution and practices. Development is more self-directed, it needs for self-motivation to explore for career development. (Neo, 2008)

### Training



Need theories assume that individual need contain of different level the individual strives for accomplishing a higher level need. Adult learning theory focus on explain a tendency to learn gaining experience and solving problem. Information processing theory states learning information processing channel inside brain (Kumpikaite 2011).

This process is systematic and learning through observation and retaining the information stored in memory. These theories learning behavior mention in these help the organization to efficient programs. The element of training and development to those critical considerations that a successful training program. The top management support alignment with cooperate mission & Strategy; they hire the right people at right place.

They put quality at first, manage carefully and consensus, act globally to select partner with best training providers. It integrated into all processes while focusing on the business, to assess learning results and persevere thrives (Armstrong, 2009). There are different types of training. OJT stand for on job training

The concept of training and development means to gain knowledge and skills that helps in meet the requirement of job competencies. (Armstrong, 2009) It is better to have training for the personal development and growth of staff on a job to enhance the skills, training is a continuous process. (Obisi, 1996) Training includes different theories, Reinforcement theory focuses on a desirable behavior through certain motivator.

Social learning theory focuses observing the behavior and practice of some renowned to perceive role models at workplace. Goal setting is that on influence an individual life on work place. Goal orientation theory is having an intention to learn more through training to focuses on performing. The expectancy theory is trying and actual performance, instrumentality and valence.

contains training through practice at the work place. AT stands for Apprenticeship training involves providing training through both classrooms and on job training. JIT stand for job instructions training involve a systematic training process in which training is given on each task in a sequence (Saleem et al, 2011).

LTT stand for Literacy Training technique includes audio and visual training can be animated as well, it's used power point, video conference, audio and video tapes related to the job skills and situation are used to train, uses for different diagram and instruction technique for help at job. Simulation training procedure and costly equipment is given in an artificial environment that is similar to the real scenario.

EPSS stand for Electronic Performance Support System and included job aid and diversity training uses of different diagrammatic technique and instruction for help and work for in diverse. Lifelong learning meant to train throughout the work life using different aids. Also there are several techniques as well including job enlargement, job rotation, formal education, Temporary

assignment, coaching and mentorship, role plays, behavior, management, in house development exercise and project. (Neo, 2008; Dessler, 2005)

### **Employee Performance**

The performance of employee is a brick of a firm which add value in company's assets. (Hameed & Waheed 2011) the employee performance defines the setoff behavior, reactions of employee and their core competences are matching with job description. (Aguinis 2006) Employee performance defined as contribution of staff to achieve the company's objective the performance an organization has proficient of task measure outcome compare with standards (Afshan et al. 2012; Herbert John & Lee 2000).

Employee performance can improve the productivity, bring new innovative ideas with technology and highly motivated to work (Armstrong 2000, Kenney et al 1992). Performance indicates the productivity of employee with efficiency and effectiveness to ensure the quality of services (Ahuju 1992; Stangastar 2002). Employee performance increase when motivation of worker is high and it will help to achieve the firm's goals (Kreitner 2007).

### **Microfinance**

Microfinance is a general term refer to a microfinance bank offer financial service, usually a microfinance institution provide small financing to its customer. On the other hand, its mean a broad spectrum of financial services that consist on deposits, loans, payment, money transfers, insurance and payment to low micro-enterprises. (Salim, 2013) The development and growth of the micro sector leads to boost the economy.

Sunman 2013 defines the microfinance bank financial service provider to people of low income that exclude from the conventional bank. The most important focus on credit at micro level may provide insurance and money payment transfers savings accounts to provide the low income self-employed customer. They are offering to farmers, families and SME in rural and urban areas. (URT,2017)

H1-The effects of training of employees have significant positive effect on employee performance and productivity.

The contemporary evidence leans towards some significant positive effect training and employees performance that assume the separate impact in shape of official and non-official training are vague (Aragon & valle, 2013; Jones et al 2013, 2019; Garavan 2020; Jayawarna et al., 2007; Kitching & Blackburn, 2002; Kotey & Folker, 2007).

Training has positive effects on job performance. The training increase chances the job promotion, employee got recognize after training. It increase benefit and reward gives performance based promotion that enable to achieve personal satisfaction, increase the pride higher the social status and income (Knowles et al 2005). Training is increasing the work motivation; discipline and productivity ensure that employees are stable (De winne & sel, 2010)

Grugulis The assessment job performance of employee indicates time management with transparency in procedures (Storey, 1996) Job promotion upturns opportunities in a firm for new employees might be new hiring. It is providing new opportunities for employees to create multiple creative innovative for maximization firm's profit (Jones et al., 2013). H2-The effect of monitoring and evaluation has significant positive effect on employee performance.

After training process the key important key element is monitoring and evaluation. This development process is best tool to achieve the goals of organizations. Employees evaluated by new skills with the skills defined by the goals of training program. After evaluation, any divergences are recognized and adjustments create to the training programs to empower the employee to improve performance. The goals of training programs are straying to prevent with timely evaluation (Decenzo and Robin 2005).

Evaluation of trainings based on how well employee can perform after joining the training programs. Evaluation of training programs based on the difference in actual performance with standard performance. Pre post training performance with control group method results with individuals by evaluating training to attain the goals (Herbert, John & Lee 2000). Performance of employee used in organization as asset to attain specific tasks with respect of evaluation process, results, application and success (Afshan et al 2012).

## **RESEARCH METHODOLOGY**

A research is rationality to associate data that collected and draw results from questionnaire. Consequently, it can be considered intricate strategy accomplish through data collection and data analysis. This research engages in quantitative research. This design is deliberated applicable because it empower the scholar create standard data to conclude it by research instrument and detail study concepts of variable.

### **Research Approach**

The Research Approach is used a deductive approach. The Research Strategy is used Survey Method and research Choice is Mono Method.

### **Research Design**

Analysis are lead over a research design is cross-sectional the data was collect only a once time Snapshot Study. It is used as one of the approaches developed to assimilate varied studies in mandate to confirm the research problem efficiently pontificated. The data is collected and investigation is made that will subsequently associations significance to the research exertion. The research design gives a recommendation to the research exertion which is also the framework for the gathering of data and to evaluate the data. For this research paper, the data collected is drawn from different employees' microfinance banks in Pakistan order to get a reliable result. The data that will be administered are reliable and valid based on the consequence of the results which will be acquired from the right foundation to whole of the research work. This feature of the study offerings steps are taken in directing the research .It include the research population, sampling and sampling technique, method of data collection and analysis.

### **Population of the Study**

The population of this study is going to be the 10 Microfinance banks (under section 18 of the microfinance institution ordinance 2001) and registered each microfinance bank has almost 1600 employee and that can be consider as 16000 employees

### **Sampling and Sampling Techniques**

The sampling technique adopted for the study is purposive Sampling technique in selecting the microfinance banks. Which are the selected employees that can be seen so as to give them questionnaire to fill the number of employees were 16000 so the sample size is 376 taken by Raosoft calculator. In this study ten microfinance banks are representing. The sample size chosen based on recognized sample size required for given population size. The study includes the Chief executive officers, managers, auditors, accountants, cashiers and representatives.

### **Method of Data Collection**

The data for the study will be collected with aid of Self-Administered Questionnaires. The researcher obtained data from primary recourse from population using structured questionnaire. A self-administered structured survey was used to collect the information from employees of microfinance banks. The questionnaire check

### **Method of Data Analysis**

The analysis will be done using quantitative method and multilevel method. Quantitative approach is used so as to get the opinion of the employees so as to evaluate how substantial deception is in the Pakistan's microfinance sector.

Variable	Description	Measurements
Training	This is the guideline to perform the work effectively	Make ensure the training identified the objectives performance gap
Monitoring and evaluation	This is the procedure of assessing the quality of the internal control framework over time.	Frequency of quality and effectiveness of internal control assessed overtime to evaluate
Performance	Ability to operate efficiently, profitable, survive, grow and react to environment opportunities and threats	Will be measurement using relevance of training and relevance job roles.

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### Instrumental Designs

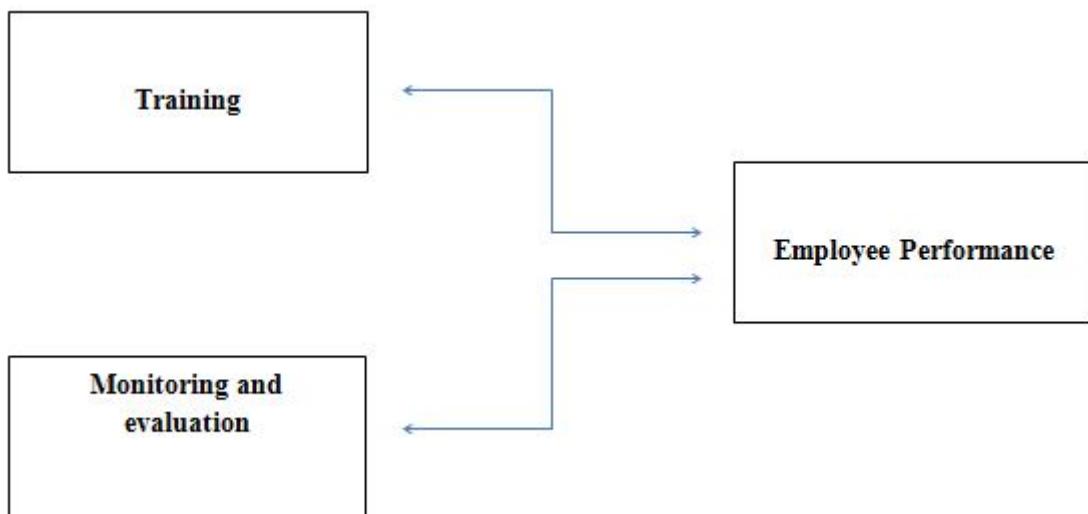
In this research a structure questionnaire was used to collect primary data from the respondent. Structured survey issuitablesince in a questionnaire survey research from this large population size that needed to be accurate, valid and reliable. The questionnaire consist on four sections first part consist on personal information of respondent that include gender, age, educational level, years of existence with bank. Second part includes the training that ensures that objective of

Strongly agree	agree	Neutral	Disagree	strongly disagree
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### Data Preparation and Analysis

The completed semi structured questionnaire is edited coded that move in. The SPSS with version 20 was used for data analysis. This is statistical package for social science to interpreting and analyzing the data. It

### Conceptual Model



## ANALYSIS AND DISCUSSION OF FINDINGS

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	139	54.9	60.2	60.2
	Female	92	36.4	39.8	100.0
	Total	231	91.3	100.0	
Missing	System	22	8.7		
	Total	253	100.0		

Table revealed that 54.9 % of the respondents are male while 36.4 of the respondents are female; this implies that they were more male respondent than female respondents respectively

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 25	32	12.6	13.9	13.9
	26 to 30	22	8.7	9.5	23.4
	31 to 35	43	17.0	18.6	42.0
	36 to 40	37	14.6	16.0	58.0

employees training achieved and ensures that employee skill gaps fulfill by the training. Third part includes information on the internal control systems of listed banks in microfinance bank in Pakistan. The assessment of internal control measures the object of study. There is effective internal and external audit system in the bank. Last section includes the employee performance that leads to firm performance. here below the Likert scale interval rating scale describes that;

represents the descriptive statistic by using mean, median, frequency and analysis of variance, regression and co-efficient. We have 376 research questionnaire were considered reliable and valid practical for the study.

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	41 to 45	36	14.2	15.6	73.6
	46 to 50	21	8.3	9.1	82.7
	More than 50	40	15.8	17.3	100.0
	Total	231	91.3	100.0	
Missing	System	22	8.7		
	Total	253	100.0		

Table 1 revealed that 17.0% of the respondents are within age group of 31-35 years of age, respondents within the age more than 50 years constituted 15.8% of the distribution, respondent within the age group of 36-40 and 41-45 years constituted 14.6% and 14.2% of

the distribution, 12.8% of the respondent represent 20-25years while a least proportion 8.7% of the distribution represents respondents within the age group of 26-30 and 46-50 years.

### Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	16	6.3	6.9	6.9
	Bachelor	93	36.8	40.3	47.2
	Master	115	45.5	49.8	97.0
	PhD	7	2.8	3.0	100.0
	Total	231	91.3	100.0	
Missing	System	22	8.7		
	Total	253	100.0		

Table above depicts that 45.5% of the respondents are master certified; respondents who possessed bachelor cert respectively represent 36.8% and 6.3% of respondents are

intermediate certificate of the distribution. While respondent who are Ph.D certified constituted 2 .8% of the distribution.

### Monthly Salary Range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20,000 to 50,000	68	26.9	29.4	29.4
	51,000 to 100,000	78	30.8	33.8	63.2
	10, 1000 to 150,000	84	33.2	36.4	99.6
	151,000 to above	1	.4	.4	100.0
	Total	231	91.3	100.0	
Missing	System	22	8.7		
	Total	253	100.0		

The table above also predict that 33.2% is respondent with monthly salary 10.1000 to 150,000, respondent with salary 51000 to

100,1000 has 30.8% respondent with 29.9% has salary of 20,000 to50,000 the least with 0.4% has 151,000 to above of respondents.

### Total Experience in Banking/ Micro Financing Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	24	9.5	10.4	10.4
	2 to 3 years	31	12.3	13.4	23.8
	4 to 6 years	10	4.0	4.3	28.1
	7 to 8 Years	44	17.4	19.0	47.2
	9 to 10 Years	40	15.8	17.3	64.5
	More than 10years	82	32.4	35.5	100.0
	Total	231	91.3	100.0	
Missing	System	22	8.7		
	Total	253	100.0		

Table above shows that 32.4% has been working in micro finance for more than 10 years, respondents within 7 to 8 years has

17.4%, the respondents with 12.3% constitute between 2 to 3years, 9.5% is less than 1 year, respondents with 4.0% represent 4 to 6 years.

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### Testing of Hypothesis

For the testing of hypothesis, correlation and regression analysis were done. Correlation was carried out to determine the extent of

relationship or association between the variables as well its significance. Below is the correlation table

		EMPLOYEE PERFORMANCE	TRAINING	MORNINTORING EVALUATION
Pearson Correlation	EMPLOYEE PERFORMANCE	1.000	.158	-.012
	TRAINING	.158	1.000	-.078
	MORNINTORING EVALUATION	-.012	-.078	1.000
Sig. (1-tailed)	EMPLOYEE PERFORMANCE	.	.008	.425
	TRAINING	.008	.	.120
	MORNINTORING EVALUATION	.425	.120	.
N	EMPLOYEE PERFORMANCE	231	231	231
	TRAINING	231	231	231
	MORNINTORING EVALUATION	231	231	231

\*\*. Correlation is significant at the 0.01 level (1-tailed).

From the above table the correlation between the variables is shown at a 1.000 significance level (1 tailed). Statistically it is shown that between employee's performance and Training monitoring evaluating, there exists a significant relationship between the dual, since p-value (1.00) is less than 0.05 level of

significance at 95% confident limit. With a Pearson correlation value of 0.158. This indicates positive relationship between employee's performance and Training monitoring evaluating, and the correlation between the variables is shown at a 0.05 significance level (1 tailed).

### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.158(a)	.025	.016	.48994	1.382

a Predictors: (Constant), MORNINTORING EVALUATION, TRAINING

b Dependent Variable: EMPLOYEE PERFORMANCE

The R-square in the ColumnThe R square column in the table above explains the percentage of the total variation in the dependent variables (employee performance) that can be explained by the independent variable

(Training). The R square shows that 02.5% of the variations in employee performance can be explained by Training monitoring evaluating.

### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.397	2	.699	2.910	.056(a)
	Residual	54.729	228	.240		
	Total	56.127	230			

a Predictors: (Constant), MORNINTORING EVALUATION, TRAINING

b Dependent Variable: EMPLOYEE PERFORMANCE

The above liner regression and ANOVA table shows a significant value (p-value) of 1.00 which is less than 0.05. These signify that,

there is a significant influence of monitoring evaluating and Training on Employee performance.

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	3.146	.758		4.150	.000		
	TRAINING	.262	.109	.158	2.405	.017	.994	1.006
	MORNINTORING EVALUATION	.000	.131	.000	-.003	.998	.994	1.006

a Dependent Variable: EMPLOYEE PERFORMANCE

Based on the column labeled tit is observed that the p-value of the independent variables coefficients Training monitoring evaluatingare less than 0.05, we therefore conclude that the two components contribute significantly to Employee performance. The table further test presents the multicollinearity statistics, which has variance inflation factor (VIF) that are all less than 10 with a Tolerance less than 0.3, indicating the model has low tolerance thus there is no presences of multicollinearity between the beta's.

### CONCLUSION AND RECOMMENDATIONS

#### Summary of Major Findings

This research aims to summarize findings and outcomes emerge from data analysis present chapter four. The objective of the study is to access the impact of training, monitoring and evaluation on employee performance. It is study on microfinance bank in Pakistan. From the research the following points were noticed.

#### Training, Monitoring and Evaluation on Performance of Employee, its Implementations

There is a gap between training and development in evaluation to determine new policy to manage human resources strategies.

The microfinance bank training policy is not articulate well they need to implement that online training should be on monthly basis to make them align with cooperate culture.

Based on findings the microfinance bank are dividing in long term goals and short terms goals to specify the steps and procedures.

#### Effect of Trainings on Employee's Performance

Training helps employee to work and perform their task. The employees are doing operation with their regular activities after training. The employee engagement commits their active participation during training. A result from the correlation analysis indicates there is

significant relationship between independent and dependent variables.

The coefficient of variable indicates that the variable have different magnitude with dependent variable has positively correlation which means, well implemented training management has high influence on employee day to day work activities.

Also depend on the result employee are performing well depend on existing HR management policies of the firm. Moreover when banking sector employs good HR management system every outcome leads to have and achieve the states the objective of the bank.

#### Conclusions

This researchpaper has discussed the training monitoring and evaluation on employee performance in microfinance banking sector. This is based on the responses of the sample population interpretation and their findings the researcher presenting the following conclusion. Based on the findings even if micro finance bank conduct the need identifies the difference between it is not good as to fill the gap between actual performance and desired performance, also current skills on job and desired abilities fulfill by training and monitoring. There is a responsibility HR department for employee on training, monitoring and evaluation of the employees to organize them. The microfinance bank and employee performance and their capabilities needed to align with firms goals. The response gained on training on employee performance shows positive results on independent variable which is training and dependent variable is performance. Consequently, this shows that a trainee can learn to uphold the performance at high level to satisfy on time. The Micro financing is follow online job training and on/off job training. This indicates bank requires active practices, immediate feedback, high motivation, and high potential to perform

work. The participant of performance can be measure after the taking training sessions that will helps to firms to identify the behavioral change. The post training performance method will be overstating the training benefits. The training is based on an identified of the latest requirement, priorities and plans of the participant and inform about use of new technology to try filled by training, monitoring and evaluation.

### **Recommendation**

The based on the findings and conclusion the researcher recommends on training, monitoring and evaluation on employee. The following which helpful for the microfinance bank. The microfinance bank should clearly specify its training, monitoring and evaluation policy and must be responsible for the improvement in firm's income through employee performance. An Organization needs to usual the standard format for employment submission for education and trains them according the firms requirement and keep monitoring on employee. The training rehearsal at microfinance bank should be reserved under constant review. It is vital to identify the imperative training of the firm. It help the organization to known employee are comfortable with workplace and as the employee happy with workplace they will earn profit by providing quality services. The management of the company should try as much as possible to adopt good and positive motivational technique to increase the moral the employee performance. The firm should seek for improving employees, performance effect, problems associated with training to resolve the problems, finding effects causes. Management of HR should require to focuses on employee effective training system that is to foster employee identification with organizational success and satisfaction of employee. Performance assessment system should improve skills or knowledge that can be remedied by training. Data management system should training management to tendency of giving training to same employee. The training and monitoring analysis design policy indicates every design should have learning features, instructional strategies, and training from job. The effective training techniques are that enhance the degree of acceptance by the selection of best trainer.

Trainer should be well qualified, having good understanding of management philosophy and company objectives, with good communication skills. The training and monitoring system should ensure the training purposes are achieved properly and constantly. It would create positive results from training, monitoring and evaluation closely effective by ensuring all means. However the training evaluation and monitoring system used by microfinance banks is a good indication to measure immediate training response on staff and rectify the gaps in behavior and performance on job. Henceforth it is highly recommended the bank apply training, monitoring and evaluation that have positive impact in order to assess the variables and their effectiveness. The training program can be measure the trainee's performance before training and after training.

### **LIMITATION**

The limitation faced initially of study is related to the Quantitative analysis. It is used in this study however it was used another method. The limited time, conducted this research with limiting the subject area, generalization of the study and resources employee are chosen only Pakistan. The researcher have biasness is selecting sample. Qualitative analysis might enhance the understanding of the findings. Same Findings can be validated in other sector as well. SPSS is utilized for the quantitative analysis. More classy software's (such as AMOSS) or other methods can be utilized or adopt and implemented to find more results. It may require need in depth level of study with satisfactory funds. Only specific factors are included in this research. Another perspective would be to higher level of geographic area study sample size, expanding the study might produce better results. The comparison result with those from original area studies expanding the study to the other states to conduct a national study which covers the significant important area. Three variables chosen are significant but study can be developing further adding new relevant variables. Initially this limitation of study is related to the Quantitative analysis. It is used in this study however it was used another method. The limited time and resources employee are chosen only Pakistan.

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