

The Effectiveness of training and development on positive career attitude and job outcome

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The main theme of this study is to find out the effectiveness of training and development on positive career attitude and job outcome as the training and development is the only independent variable in this study as the other two variables are dependent variables which are positive career attitude and job outcome. A total number of 12 manufacturing companies are selected to collect from them as the manufacturing sector are selected to collect and complete the research. Total number of 120 respondents' data are collected by the research survey questionnaire and the impact and the effectiveness are also identified on the basis of these 120 respondents. SPSS 25 is used to analyze the data and to perform the correlation and regression analysis

Keywords: Training and development, positive career attitude, job outcome.

Introduction

The effectiveness of the training and development on job outcome and positive career attitude are one of the variables and the impacts that are considered as one of the most vital and important factors, in the past, the training and the development trend was not that effective and does not contain any kind of value in the manage (Abid, 2021). Specifically, the managers are not sure about the training and development results as the resources and the time along with the effort these all things are going into the employee's training and development in the manager's mindset employees are something that have to be trained before joining the organization but the sense of improving and adapting the modern technology. The modern processes with the time are not in the plan of the managers in the past that's why the organization in the past have a high turnover of employees as compared to modern organization turnover (Abubakar et al., n.d.).

Through the training and development, there are a lot of myths and results that show that training and development are a waste of time, resources, and efforts of the organization and the managers, the motivation and skills to learn something new and to consider that learning are the better thing to get more success in life were lacking in the past organizational market as the employees have the mindset that the training will affect their behavior towards the organization or towards the overall employees performances (Alrazehi et al., 2021). The job outcome has the same kind of impact as the training and the devment have the kind of job outcome the mans have to

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predict and wants from their employees are always the thing that employees provides to them but if the manager if providing majority of the time by instructing and the monitoring the employees but at the present times the employees wants the space to work and the present managers does not have to stand behind the each and every employee in the workplace (Ameen & Batool, 2021).

The effectiveness of training and development on the job outcome and the positive career attitude are links with each another very strongly as the training and the development will have the positive or either the negative impact on the job outcome and the positive career attitude of the employees in the organization (Badom & Girigiri, 2021).

The bond between these three variables are very much vital for all the managers out there in the market and managing the whole workplace or the whole organization as the training and the development have become the must need and the best solution to solve out the majority of the workplace problems and the barriers by giving the training to the employees (Bao et al., 2021).

Generally, the managers have built the positive career attitude and the effective job outcome of the employees by arranging the training sessions and the seminars that will help the employees to fight with the problems that they are presently suffering in the workplace as the issues or the problems will emerges the negative behavior and the negative career attitude of the employees, to tackle all these issues the managers and the human resource management team will arranges the training session or the seminars according to the nature of the issues or the problems that the employees are facing in the workplace (Basharat, 2022).

The manufacturing industry or the sector especially in Pakistan plays a vital role as the 12.79 percent contribution has been seen by the manufacturing sector in the total GDP (Gross Domestic Product) and as well as the manufacturing sector also plays a huge role in the employment perspective as the manufacturing sector have provides the 16.1% employment to the local labors to come and be the part of the manufacturing industry or the manufacturing sector (Bibi & Khan, 2021). The manufacturing sector in Pakistan has been considered as one of the most impactful and the vital sector that helps the overall economy of the whole country, the manufacturing industry has been subdivided into the major three parts which are the large scale manufacturing, small scale manufacturing and the last one is known as the slaughtering in Pakistan (Bozec et al., 2021).

Despite having the difference in the boundary region or in the demographics but the main thing is that managing all these kind of manufacturing industry are the problem that not have been properly summarized in the past. The employees related to the manufacturing industry are the employees that are close to the manufacturing of product and the employee's body language will impact the overall organization performance in the market, the employee's mental health and the employee's awareness about the product knowledge in the sense of manufacturing the product due to the increase in the technology and the innovations that are happening in the present time regularly will push the employees do not stick with the same thing for a long time of period as the market (Cabral & Rosa, 2021).

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The following research has been conducted to complete the following objectives:

1. To provide the awareness to the managers about the training and development of the employees.
2. To develop the importance of the training and development of the employees.
3. Describe the tools to the managers that they can use in their workplaces to arrange the training and development.
4. To provide the knowledge about the conduction of the training and development on regular basis.
5. To guide the managers to know how they can develop the positive career attitude among the employees.
6. Managers will have the skills to identify what type of training will be needed in the organization.
7. Develop the hunger and the attention of the employees towards the training and the development programs and seminars.
8. Will provides the results of training and development that the manager can learn and implement into the organization.

The employees are the main component of the organization that develops the competitive advantage and the brand image of the organization, the employees have to change their work process and to replace the technology with the modern technology as the market are very tight and to gain the competitive in this specific manufacturing industry are very much tough (Cavallario et al., 2021). The managers have to aware the employees that the training are the compulsory thing that every employee have to get involved into it, by doing the training of the employees the organization will have the better performance, better job outcome and the positive career attitude (Daniëls et al., 2021).

This research has the following research questions:

1. Is there a link between the training and development with the employee's behavior towards work?
2. Does the job outcome and the training have the direct link with each another?
3. Training and development impacts the job outcome in the positive manner?
4. Does the training and development directly impact the job outcome and the positive career attitude of the employees?
5. Does the training and development indirectly impact the job outcome and the positive career attitude of the employees?
6. Is training and development helps the employees to have better job outcome and the positive career attitude?

The employees and the managers must have to know that the manufacturing industry are one of the most important sector of Pakistan, the contribution of the manufacturing industry are providing a large number of employment and also supports the overall economy of the whole country, the employment and the skills that have to be needed among the managers to perform

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better and improves the overall manufacturing industry of the organization (Dhaliwal & Saravanan, 2012).

Literature Review

In the past history, there are numerous case studies and practical studies that describes the effectiveness of training and development in any organization (Göker, 2021). Training and development always facilitate the individual to perform better and can achieve goals efficiently, it is not compulsory what type of organization are in nature but training and development are very crucial and beneficial for the employees (Gowtham & Farzana, 2021). In the early centuries, the organizations are only focused on the growth of the organization and the only mission is to gain profit by selling more products to the customers, all the companies are customer oriented at that time (Habibi et al., 2016).

By the passage of time growing organizations felt that we have to be focused on the employees as well as they are the main reasons and backbone of our organization, after that companies started investing in the employees in the form of training and development (Hariyani & Andayani, 2021). The top-level management identifies the gap in which the employees are facing issues and they don't have knowledge or skills to perform that specific task into the specific time of period (Hilty et al., 2021). Managers with great abilities starts realizing that investing in employees is better than investing in products, in order to fulfill that gap training and development of employees becomes om of the vital and curial factor in all the organization (Hiregoudar & Patil, 2021).

Training is basically defined as the aim to train the employee so that he can contribute and perform better in all aspects along with the vast knowledge about his daily work activities (Jeffries et al., 2021). Training is not helped the employees in only one way but it actually help the employees in numerous ways, untrained employee does not complete his task on time and there will be a lot of chances that he will burnout by monitoring his own performance and the most important aspect is that untrained employees have the higher ratio who do not retained by the organizations, by realizing that most of the employees who does not retained by the organization are those who are untrained and does not have much skills to offer and perform their work effectively (Laing, 2021).

Many researchers have explained the basic concept that how organization can train its employees and how important the training is for the development of organization as well as the development of employees (LÁSZLÓ, n.d.). In organization there are multiple department who are operating to achieve the common goal or mission set by the manager or top-level management but the main problem is that the greatest number of employees are working passively and working in their comfort zone, according to the many surveys employees who are working in their comfort zone do not have the ability to perform their tasks with creativity as they are working passively according to their daily routine (C. Lee et al., 2021).

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Through training managers realized that the employees can perform even better and can get their goals and missions in no time if the employees are trained according to the task that they have to accomplished, employees are always wants to complete their tasks before the deadline but most of the case indicates that the employees are unable to submit or complete their task before the deadline the reason behind that is identified by the mangers that the employees does not have the knowledge and skills to complete their tasks with the passage of time they have to complete their task to fill that gap training of employees is only possible option adopted by the managers (Nguyen, 2021).

Trained employees are like hunters who are always looking for the opportunity to grab same works for the organizational employees that they have to be more proactive and should have vast knowledge to tackle all the possible problems and tasks they have to encounter while working within the organization (Nicolaou et al., 2021). Generally, at the start of this trend of training almost all the employees get demotivated by the concept of training as they felt that they are treated as beginners or that they do not have the knowledge to perform the tasks, in the minds of the employees they are feeling that they are working quite comprehensively and doing their tasks effectively and efficiently but on the other hand managers realized that the employees are doing on average scale and in order to keep the organization on 3eproducts and perform their tasks effectively (Nithan & Ayer, 2021).

It is always a harder and difficult task to implement new things into the organization, managers have to tell the employees in an effective manner to convince them that training are not harmful or by offering training to the employees the organizations are not judging the employees' abilities and talent but they main reason behind training is to polish their skills and grow the employees within the organization (Njelita & Franklin, 2021).

Not participate on such level the organization and employees themselves wants to participate in the training. To encounter this issue researchers identifies that training through online portals are more convenient and less expensive (Sbusisiwe & Abiso, 2021).

Online training provides plenty of options to the trainer along with the trainees to participate in the training session as they are not physically present in front of each other they only have to participate through their voices and this specific factor encourages a large number of employees to participate in the training sessions, the basic reason of training is to communicate clearly what the trainer have to train and how does he do it these are the main objectives of the training and this objective is only achieved when all the trainees are contributing into the training session (Tadesse, 2021).

E-portals are the main sources of training now a days specially in the pandemic period where every employee is struggling where organizations was also finding various ways that how they can communicate with their employees and what source they can use to tell the employees how can they do their daily tasks or activities on time, from the start of the organizations history there are no concept based on training employees but now a days every individuals want to get

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training opportunity and most of the employees urges and requests the organizations to arrange training sessions for them (Tasnim, 2021).

The term job outcome is described in the three phases which includes entering, processing and retaining, these three phases describe the main concept and understanding of the variable job outcome (Becer, n.d.). Job outcome always indicates the employee's individual or group performances this is the factor that helps the top-level management that the employee has to be retained or not (Bingöl & Çakir, 2021).

Top level management evaluate the employee's individual performance on the basis of the job outcome as it provides all the valid data that how the employee is working in the past time of span the individual is working for the organization that's why a number of employees urges to make their job outcome always in a positive side (Birtch et al., 2021). As every factor have two sides a positive and a negative one the same implements with this variable as job outcome have the both positive and negative aspects on the employees such as in many cases employees get motivation and encouragement from the top-level management as the performance evaluation officers finds out that this particular employee is working with innovations and putting great creativity into the work (Charles et al., 2021).

Employees may often sometimes feel it as a negative aspect as this kind of employees feels that the evaluation of job outcome is not necessary as they are learning and improving their selves with the time as everything takes time to become effective and efficient (Desroches et al., 2022). Job outcome is basically a result or return an organization is investing its efforts on employees from the start of the interviews organizations starting investing in the employees in various shapes such as they invest efforts, time and money in the employees in order to see or evaluate employees positive job outcome (Chin et al., 2021).

Analyzing the job performance is a positive manner it is always a satisfying and positive factor as most of the organizations top level managers expects from all the employees that their job outcome will be evaluated positively, not only the employees but the organization are also got excited and feels motivated when they see that the organizations employees have the positive outcome (Desroches et al., 2022). Job outcome can also be evaluated in the negative terms as sometimes organizations invest a lot of resources into the employees and after the evaluation of the employee's performance, organizations face a lot of negative and below the average job outcomes of the employees (Gubik, 2021).

Future of the employees are generally decided by the top-level management after the evaluation of the job outcomes, it decided on the basis of the job outcome that which employee is retained or which employees have to leave the organizations these all things are decided on the job outcome (Hava & Koyunlu Ünlü, 2021). Job outcome is always an vital and crucial role in the organizations as starting from the start organizations starts interviewing the participants which takes a lot of time along with the efforts after taking the interview, organizations starts training of the employees in which the financial resources are also used besides that after training companies provides its most secret data to its employees and after using all these resources if company finds

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out that employee is not performing according to the scale set by the organization it is very disappointment for both the employee and for the organization (Hiranrat et al., 2021).

Eventually, sometimes employees feel the same because not only organizations but employees also invest a lot of things into organization, they are working with such as the employees put their efforts and the most important, they give their valuable time for the organization (Jiang et al., 2021).

Sometimes, in case of facing negative job outcome effects the whole organization positively because sometimes an organization hires an employee who is not the right person for this specific job position but he hired and doing the daily activities but in the evaluation of the job outcome it clearly identifies that this man is not capable of doing this job so in that case organization has been saved earlier if the organization does not know about this then it will cost them a lot in terms of organizations image or in terms of financial loss (Kazmi et al., 2021).

Job outcome is always linked with many factors like employees training or workplace culture, these all variables work in the shape of cycle for instance a newly hired employee starts the work with full determination and motivation but after sometimes the employee finds out that majority (Kundi et al., 2021).

The employees are not focused on their work tasks and they are not behaving according to the rules and regulations all these things are doing by the senior employees who are working with the organization for the past 10 to 12 years, this will impact directly to the employee's motivation negatively and the employee's performance will face a decline phase (Kundi et al., 2022).

Employee's career is always depended upon the employee's skills and their abilities but most of the it also be seen that the support was not given by the managers to their deserving candidates by which most of the employees made a perception about this thing that the manager does not want develop our career (Altunoğlu et al., 2022). Positive Career attitude leads the employees to work even more harder and bring innovation into the working order to develop their career while working in an organization, it seems more often that the employees have the aim to develop their careers by adopting authentic and ethical factor (Bakaç et al., 2021).

Organization manager have to guide the employees that how can they build their careers in a particular organization, some managers do not provide proper guidance and instructions about the career development so in result of that the employees who joins the organization with the concept of career development that specific employees will leave the organization in no time as the employee is not getting the thing he was working (Bebiroglu et al., 2021).

Positive career attitude is built by the both employee and the manager, this all process works side by side as the employee have the abilities and the skills to perform the organization daily activities on time with efficiency and if the employee is doing this all and the manager is monitoring these then the manager will provide more opportunities to the particular employee that he can be able to develop a positive career attitude as the employee will know that the organization

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manager is coordinating with us and the manager will give a certain boost to the deserving employees career (Bisht et al., 2021).

The managers have to clearly describes the process of career development to the employees as the employees' career is in the hand and the responsibility of the managers, managers motivate and provide such opportunities to the employees that the employees will believe in the organization and the employees have the surety that the organization does not betray with the employees (Bruning & Campion, 2022).

Managers have the responsibility to provide the resources to the employees so that they can easily develop their careers, according to many researches every employee are ambitious about their careers but few of them are actually gain the reorganization and promotion in the organization the reason is that most of the employees have set their aim and the employees who actually built their career are working on their aim (Chaman et al., 2021).

According to the past researches, majority of the employees are not familiar with the term positive career attitude as most of the employees sees this term as the career development but in reality, it is very different from the career development. The positive career development is something that motivates and bring energetic efforts win the employees, many researchers claims that the positive career attitude is a behavior that clearly shows that employee are more focused on the work as the employee have to develop the career in the organization in which the employee is currently working (Chen et al., 2022).

Career attitudes are of two types it can be positive and negative as always, the positive aspects provide the organization a lot of benefits and positive behaviors from the employees but if the employees have the negative career attitude, then the managers will face a lot of difficulties and problems from the employees. Negative career attitude is very harmful for the employees as well as for the organizations, if the employees have the negative career attitude it means that the particular organization are facing a lot of difficulties while managing the employee (Dalal & Akdere, 2021).

Employees with negative career attitude do not have the motivation or believing in organization, this all happens when the organization manager does not have the strong relationship with the employees. Managers have to maintain or build this behavior into the employees because we have seen in the past as well that the most effective and top performer of the organization are directly affected by the negative career attitude, the researchers have found out that the employees with the most negative career attitude while damage or risk the organizations image into the market along with that they can also damage their personal skills and their image (de Wijn et al., 2022).

Most importantly the managers have to build the behavior into the employees that they realize that organization urges to give various opportunities so that the employees can easily develop their careers and enhance their skills. Employees who have built-in positive career attitude works amazingly in the workplace as they bring great creativity and motivation into their work, this not only sustain with themselves as they also encourage their coworkers to work even more

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harder as they all have the common goal to achieve at the end of the day (Dorta-Afonso et al., 2021).

Generally, people with positive career attitude have the most advantage of becoming the next manager as they know their coworkers very well and they also know that how to allocate and take work from the employees, so in short if the employee have positive career attitude this means that the particular employee get the promotion in no time as the organization finds out that the employee is working tremendously throughout his career (Falguera et al., 2021).

Hypothesis:

H1 = Training leads to better job outcome

H2 = Development lead to better job outcome

H3 = Training and development lead to better job outcome

H1 = Training leads to better positive career attitude

H2 = Development lead to better positive career attitude

H3 = Training and development lead to better positive career attitude

Research Methodology:

The following section will discuss about the whole procedure that are used to collect the crucial data in order to find the effectiveness of training and development on job outcome and positive career attitude. The exploratory study or research is defined as the research in which the arguments and the impacts of the different variables are not discussed in detail before along with that there is another argument that indicates that the exploratory study describes the research which are not completely researched in past and the queries are not full answered so in order to complete the research and answer all the queries researchers choose this study known as the exploratory study.

Descriptive study is used in those researches where the effects and the cause of those effects are not discussed and the collection of the crucial data are not based on the questions to ask from the population. Descriptive research represents the general and the specific population which share

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the same nature along with the characteristics in this type of research there are no direct causes and effects are included.

Explanatory study includes the research that are based on the limited information along with the limited resources as there are majority of the things are in limits and the result are analyzed and based on this limited information. Explanatory study is also described in a manner that this kind of study mostly includes the causes and effects models and results, as this research is based on the causes and effects of research so the researcher has used the explanatory study in this research.

Correlation study is the type of study in which the relationship between the variables are discussed in detail and there is detail explanation are provided of each variable individually and with the other variables to find the relationship between the two or more variables, the relationship between variables may be positive and negative but it does not count as the main concern of the correlation research is to discuss the relationship between the variables.

Casual study is very similar to the explanatory study as the both type of studies is very much similar in the nature as the both researches explains the cause and effects of the variables, the casual research more includes as it involves the variables and their effects on each and other.

There are two kinds of nature of study available that facilitates the researchers to research about the different issues and find out the relationship between the various variables the first one is known as the qualitative data and the second one is known as the quantitative data. The qualitative data represents the non-numerical data as all the research findings and analysis are based on the non-numerical data as the qualitative data finds the research on the theoretical information or data but at the other hand the quantitative data represents the numerical data and also in this research the quantitative data has been used as all the research are based on the numerical and statistical data.

Generally the time horizon are of two types the first one is called as the longitudinal time horizon as it describes the time horizon which includes the long term researches it basically used in those researches where the research has been completed in longer process such as one year to unlimited time of period but on the other side there is an another time horizon available which is known as the cross sectional time horizon, as the cross sectional time horizon are used in the researches that conducted in very short time of period as the same factor lies with this research as there are limited time and resources available to complete the research.

The time period and the resources are very limited to complete this specific research so the researcher has adopted the cross sectional time horizon to complete this research.

In this research, the researcher has used the cluster sampling technique which allows the researcher to choose and select the groups from the population, as in this research the researcher has made the clusters of groups from the population as the researcher only selected the manufacturing sector to target and make the clusters of groups of the manufacturing industry.

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The researcher has chosen to collect the data from the research survey questionnaire as the researcher adopted a closed ended research survey questionnaire to find out the effectiveness of training and development on the job outcome and the positive research attitude.

The questionnaire has been adopted by the three researches and all the three variables have been selected from three different researches as the training and development, positive career attitude and the job outcome have the various questions as the training and development have 10 questions and the positive career attitude have total 9 questions and the last variable have 12 questions of job outcome.

“IBM SPSS Statistics 25.0” are used to perform the analysis and to find out the results of this research as the data that are collected from the manufacturing industry employees using the help of the questionnaire all that data are analyzed in the SPSS to obtain the results of the data.

Analysis

Table 1: Descriptive Data

	Min	Max	Mean	SD
Training and Development	1.00	5.00	3.7592	.48844
Positive Career Attitude	1.00	5.00	3.5972	.50622
Job Outcome	1.00	5.00	3.4156	.47940

The table 2 shows clearly that the three important variables that the whole research are focused on are training and development, positive career attitude and job outcome. The minimum value of all the three variables are the same which is 1 and the maximum value of the three variables are also same which is 5, the standard deviation of the of training and development is .48844, positive career attitude is .50622 and the job outcome is .47049.

Table 2: Correlation Analysis

The table have the data that represents that how much the questions and scale are of the questions are relevant, the first column shows that the overall reliability test and below that the variables are listed one by one. The second variable represents the source from which the questionnaire is adapted from and after that the third column describes the Cronbach Alpha score. As the overall variable score is .872, according to the Cronbach alpha score over 700 will be

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considered as reliable so this means that this research data is reliable and after the training and development have .809, positive career attitude has .741 and the job outcome have .701.

		1	2	3
1	T&D	.809		
2	PCA	.728**	.741	
3	JO	.606**	.658**	.701

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

The table 9 shows the relationship between the various variables that are used in this research as the relationship between the first two variables' which is training and development and positive career attitude have a positive and the increasing relationship as the PCA is .728**, $p < 0.01$ this indicates that training and development increases than the positive career attitude will also increases.

The second relationship between the positive career attitude and the job outcome is also positive and the healthy relationship between them as the JC is .606**, $p < 0.01$ this number indicates that if the positive career attitude increases then the job outcome will also increase with the positive career attitude. The relationship between the training and development with job outcome is also in the increasing manner as the JC is .658**, $p < 0.01$ it clearly indicates that training and development have the healthy relationship with the job outcome.

.7.1 Impact of Training & Development on Positive Career Attitude:

R	R Square	Adjusted R Square	Std. Error of the Estimate
.728 ^a	.530	.526	.34842

a. Predictors: (Constant), Training Development

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Coefficients

	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	.760	.248		3.067	.003
Training and Development	.755	.065	.728	11.542	.000

a. Dependent Variable: Positive Career

The above table shows the regression analysis between the independent and the dependent variable, specifically in this table training and development with the positive career attitude this means that if there will be a 1 unit change in the training and development which is the independent variable the automatically there will be a .728 change in the positive career attitude which is the dependent variable in this research. With the increase in the independent variable the dependent variable will also increases.

PCA = .760 + .728 (T&D)

4.7.2 Impact of T&D on JO

R	R Square	Adjusted R Square	Std. Error of the Estimate
.606 ^a	.368	.362	.38278

a. Predictors: (Constant), Training Development

Coefficients

	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		

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(Constant)	1.178	.272		4.326.000
Training and Development	.595	.072	.606	8.286.000

a. Dependent Variable: Job Outcome

The above table shows the regression analysis between the independent and the dependent variable, specifically in this table training and development with the job outcome this means that if there will be a 1 unit change in the training and development which is the independent variable the automatically there will be a .606 change in the job outcome which is the dependent variable in this research. With the increase in the independent variable the dependent variable will also increases.

$$JO = 1.178 + .606 (T\&D)$$

Conclusion

Starting from the introduction to end on the future research direction, all this process has provided a wide range of knowledge about the variable's and the relationship between these variables' which are the training and development, positive career attitude and job outcome. Relating to the findings of this research it is very much clear that the training and development have the direct and the effective link with the positive career attitude and job outcome, the training and development works in which a way with both of these variables that if the training and development increases then the positive career attitude and the job outcome will also increase with it.

This specific research represents that the managers and their organizations have to adopt this research findings and results which can be very beneficial for the managers and their organizations to develop the effective and the strong relationship with their employees. Through the literature review the understanding of the variables and the link between these variables are obtained and in the introduction the main objective and the problem statement of this research are also presents the significance and importance of this research.

In the methodology the data collection process can easily be understood as the each and every detail have been mentioned by which methods the data are collected. The analysis of the data is also explained in the very easy and in very effective manner so that the results can be easy to understand, to conclude this research the effectiveness of the training and development on the positive career attitude and job outcome. The manufacturing sector can take the advantage and can learn a plenty of new relationship between the variables that are used in this research.

To complete this research there are plenty of limitations which are:

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- 1) This research represents the findings and the results for the manufacturing industry except the manufacturing industry this research does not represents other sectors.
- 2) This research is also conducted in the boundaries of Lahore and it also not represents other cities and countries.
- 3) To complete this research, the data are also collected from the limited manufacturing companies and industries and it also not represents all the manufacturing companies or industry.
- 4) The results and findings of this research are based on the sample size of 120 and the results may vary according to the sample sizes.

The literature of this research have been completed with the help of the similar past researches.

Future Directions

The future research direction of this research is that this researcher can be conducted on the vast level as this specific research conducted in Lahore. So the future researches can easily conducted this research on the entire country and can increase the sample size to find the results and it can be more effective and useful for the organizations. This same research can also be conducted on the other sectors to know to effectiveness of training and development on positive career attitude and job outcome. This research is based on cross sectional and in future it can be studied on longitudinal research. This research can be further studied with job performance and quality management systems in order to identify more effective and efficient results.

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