

"Impact of training on retention of employees, A case of
NGOs in Pakistan."



By:

Javairia Masood *01-221122-023*

Supervisor:

Zahid Majeed

A research thesis submitted in partial fulfillment of
the requirement for the degree of MBA

Department of Management Sciences (GS)

Bahria Institute of Management and Computer Sciences
Bahria University Islamabad

2013.

ACKNOWLEDGMENT

First of all I would like to thank Allah Almighty who is most beneficent and merciful, who is the creator of the universe, who made me the super creature, blessed me with the knowledge and bestowed me to complete this work.

I offer my humblest and sincerest words of to Holy prophet Hazrat Muhammad (PBUH) who is forever a torch of guidance and Knowledge for all humanity.

After Allah almighty, I would like to thank my parents who motivated me enough to complete my work and having a trust on me. My father always has been my inspiration to excel in life. My mother and siblings also helped me and motivated me throughout this tenure. Special thanks to my friends who were there to support me in every level and difficulty.

I would like to thank my supervisor Sir Zahid Majeed who helped me a lot in completing my thesis work and guiding me throughout the semester. His precious help of productive suggestion, comments and guidance throughout the thesis work.

I would like to thank the HR persons of different NGOs who provided me with all the helping information and data to achieve my thesis results. Constant support was with me throughout the thesis work. It was not possible without their participation and support.

I would like to thank the research cell team who guided me and provided proper information for the thesis complete.

ABSTRACT

This study is related to the two main variables training & development and talent retention in non-profit organizations. Job training is one of the most important factors in retaining the potential and top talents in the organizations. The dimensions of trainings are taken, on the job training and off the job training. Other independent variable includes the participative management. The purpose of the study is to find out the relationship between training and talent retention in NGOs. Retention of employees has now days become a most challenging task for organizations. When employment is increasing now days, in such situation sticking onto a one suitable employment is heavily based on different factors including training as well. In this era of competitive markets and globalization every organization is seeking to have potential human resource which would in term bring competitive advantage to the company. The research is conducted through the sample of 100 employees working in different NGOs. This is a quantitative study and data was collected through a designed questionnaire. There was a variables type collection of data to have the regression and correlation studies. Results showed the significant positive relation between training, participative management and its impact on retention of employees. The result of the study would help NGOs sector of Islamabad in bringing, attracting and retaining of key talents and potential employees. The results would bring the employees satisfaction and commitment towards the workplace and in return increasing the organization effectiveness.

TABLE OF CONTENTS

1. Chapter 1 Introduction.....	5
1.1. Broad problem area/background research.....	6
1.2. Significance of the study.....	7
1.3. Purpose of the study.....	7
1.4. Rational of the study.....	7
1.5. Problem statement.....	9
1.6. Research contribution.....	9
1.7. Objectives of the study.....	9
1.8. Specific objectives.....	9
1.9. Limitation of the study.....	10
1.10. Research structure.....	10
2. Chapter 2 Literature Review.....	11
2.1. Theoretical framework.....	25
3. Chapter 3 Methodology.....	27
3.1. Respondents.....	27
3.2. Instrument used.....	27
3.3. Sources of data.....	27
3.4. Type of study.....	27
3.5. Sample.....	27
3.6. Sample size.....	28
3.7. Research procedure.....	28
3.8. Research Design:.....	28
4. Chapter 4 Findings.....	31
4.1. Alpha coefficient.....	31
4.2. Regression model.....	31
4.3. Correlation.....	35
4.4. Frequency models.....	37
5. Chapter 5 Conclusion.....	48
5.1. recommendations.....	49

1. INTRODUCTION

Training is defined as human resource practice which is given to the employees to bring out a desired set of unwritten attitudes and behaviors such as retention of employees. In case of improvement in terms of skills or knowledge, training is given to potential employees and to new comers to brief them about the tasks and moulding them according to the culture of the organization. Training is an instrument of behavioural change. Training is provided to the employees in order to fill the gap of actual and expected performance. Training is the organizational output and it can be obtained by increasing the individual performance. On the job training and off the job trainings are the dimensions of the trainings through which employees get trained and bring effectiveness to the organization.

Talent is defined as a potential human resource in the organization which may increase the effectiveness of the organization. Potential employees who are valuable to the company are referred as talent. Talent can be based on specific competencies or level of education for any organization. Retention of employees or potential employees is always a critical issue to the many companies.

Non government organizations are referred to those organizations that are not part of the government and are working not to seek any profit. They are the independent bodies and working for any specific cause to work in the social communities. In Islamabad, NGOs have made it as an industry because of the large number of NGOs working in different specialized fields. They have huge number of human resources to achieve its mission and vision.

This research will check the effects of training on retention of employees in NGOs sector where it is hard and difficult task to retain a human resource with good cause involved. As employees have to work mainly in the fields, sometimes it's hard for organizations to evaluate a trainings needs and then giving them training according to that. This will automatically increase the need of talent retention.