

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
ONLINE MBA PROGRAMME**

**THE EFFECT OF TRAINING AND DEVELOPMENT ON
EMPLOYEE PERFORMANCE AND ORGANIZATIONAL
EFFECTIVENESS IN TERMINAL PETROL STATIONS**

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ACADEMIC YEAR (2018-2023)

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This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “ **The Effect of Training and Development on Employee Performance and Organizational Effectiveness in Terminal Petrol Stations**” has been accepted by Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The aims of this study are to analyze the effect of training and development on employee performance and to examine the effects of employee performance on organizational effectiveness in Terminal Petrol Stations. Primary data were collected from 145 out of the total 180 employees from Terminal Petrol Stations by using the Yammane formula. Items in this study's questionnaire are measured on a Five-point Likert scale. The respondents were selected using a simple random sampling method. Both descriptive and linear regression methods were used in this study. The findings of the study indicate that off-the-job training and job rotation have positive and significant effect on employee performance. The result also shows that employee performance has a positive and significant effect on organizational effectiveness. Based on the analysis, this study recommends that terminal petrol stations continue to provide training and development practices for on-the-job training. Terminal petrol stations should support training and development programs to improve the employee performance in their organization. All front-line operation staff are also needed to provide more specific on-the-job training.

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LIST OF ABBREVIATIONS

B2B	Business-to-business
B2C	Business-to-customer
B2G	Business to government
HRM	Human Resources Management
HR	Human Resources
OJT	On the Job Training
SSB	Social Security Board
T&D	Training and Development

CHAPTER 1

INTRODUCTION

In the field of human resource management, training and development is the field concerned with organizational activity aimed at improving the performance of individuals and groups in an organizational setting. HRM is a strategic approach to managing people in a company or organization to gain a competitive advantage. It has been known by several names, including employee development, human resource development, and learning and development. This study aimed at examining the effect of training and development on employee performance.

Training and development are one of the major functions of HRM. Training is used in both of proactive and reactive human resources management approaches. Training is a learning experience in that it seeks a relatively permanent change in an individual that improve his or her ability to perform on the job. Training can involve the changing of skills, knowledge, attitudes, or social behavior (Decenzo & Robbins, 2002).

Development is a learning process that is not often related to the current role of an employee in an organization, it rather prepares employees for other positions in organizations by improving their Abilities and responsibilities of the current job (London, 1989). HR professionals are playing important role in creating a culture in organization at where every employee task training activities and development activities.

Training programs are basically categorized into two; on-the-job and off-the-job training. According to on-the-job training is given to organizational employees while conducting their regular work at the same working venues yet off-the-job training is conducted at a site away from the work environment to enable employees concentrate on learning new skills, knowledge and behavior. Such training programs include imparting induction skills in which employees are introduced to company policies and procedures, coaching which involves regular training series where senior employees guide their junior counterparts and job rotation where employees are always moved from one job duty to another at different times. Such programs enhance employee skills and abilities that eventually improve on their performance levels. Employee performance is a multidimensional construct and an extremely vital condition for determining either

organizational success or failure. Employee performance does not only facilitate achievement of organizational objectives but also act as a source of employee satisfaction since it involves accomplishment of tasks. It is also defined as the ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness, cost and speed. Employee performance has also been recognized as the qualitative and quantitative evaluation of employee achievements and the consequences of a particular assigned task. It is widely believed that one of the most important factors that enhance employee performance is training as it enhances the capabilities of employees.

The HR department manage daily employee interactions, including recruitment, onboarding, training, development, pay negotiation, performance assessment, and reinforcing company values, ensuring smooth operations and employee satisfaction. For the effectiveness of training and development practices at Terminal Petrol stations, HR people should evaluate training and development programs. It's important to evaluate training programs to measure their impact and identify areas for improvement. Based on the evaluations result, it can provide valuable information to employees, trainers, and supervisors overseeing the training program in the requirement and benefits of trainings before, during, and after the implementation. Thus, the study aims to investigate the effect of training and development as an HRM practices and its effect on employee performance in the organization Effectiveness in Terminal Petrol Stations.

1.1 Rationale of the Study

The objective of the research is to investigate the perceived effect of training and development towards employee performance. Employees' training and development as prerequisite for the organizational performance. When an employee is performing poorly, it is not purely individual's fault but rather because that person lacks necessary skills, knowledge, and commitment to do the job. Advantages of training and development, into some organizations have failed to integrate training and development into the organization systems. Training and development are very important for an organization to complete especially in today's challenging and changing world. This study starts from the realization of the need to effectively administer the impact of training and development (T&D) on organizational effectiveness.

The success of an organization is dependent on its Human Resources Management. HRM is a strategic approach to managing people in a company or organization to gain a competitive advantage. It related to effective and efficient management of people in an organization. Employees' training plays an important role as it enhances efficiency of an organization and helps employees to boost their performance and that of the organization. The purpose of this research was to investigate the impact of employees' training and development (T&D) practices on organizational performance.

Training and development have become one of the necessary functions in most organizations, because lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015).

In the Terminal Petro Station, human resources knowledge, skills, and expertise are crucial assets that drive productivity and performance. This is because, as a service industry, the service provided by organizations are delivered through its personnel while being consumed by its customers. Thus, the personnel stand for the service and display to the customers the value and quality of the Petrol Station service. Consequently, argues that petrol service station needs exceptional human resources to present their service to customers in a manner that win more customers, keep them, and sustain its profitability. Therefore, training is crucial to any station that seeks to o improve its performance and competence of its employees.

Therefore, every organization strives to give the effective and efficient employees through training and development to drive the organizational goals and targets. To be the effective and efficient employees, the organizations need to have the good strategy of Training and Development program. Most of the companies use the Training and Development programs as strong foundation for sustainable business successes. Training presents a prime opportunity to expand the knowledge base of all employees. Training and Development is major factor in determining long-term profitability of organization.

From the economic perspective, Terminal petrol stations service is one of the largest and growing industries in Myanmar. There is a rational behind its service improvement, it is continuous learning. In today's economy, if any business is not learning human resources development, then these organization are going to fall behind. And a business learns as its people learn.

1.2 Objectives of the Study

In this study, the two research objectives are as follows:

- (1) To analyze the effect of training and development on employee performance in Terminal Petrol Stations.
- (2) To examine the effect of employee performance on organizational effectiveness in Terminal Petrol Stations.

1.3 Scope and Methods of the Study

The study relied on three major determinants of training and development practices: on-the-job training, off-the-job training, and job rotation. The dependent variables that have been used in this research are employee performance and organizational effectiveness. A quantitative research approach to data collection was adopted by using five points Likert-scale questionnaires including 35 questions, and the number of respondents was 145 out of the total 180 employees from Terminal Petrol Stations by using the Yammane formula. Secondary data was obtained from in company reports, training plan, annual reports on personal training records, training, and development reports. Descriptive statistics and linear regression analysis are used to analyze the data.

1.4 Organization of the Study

The research study includes five chapters. Chapter one includes an introduction of study and the training and development practices of on-the-job training, off-the-job training, and job rotation in organizations and Terminal Petrol Stations. In chapter two, it is the theoretical background and literature reviews of training and development are related to employee performance. Chapter three describes profile and training and development provided by Terminal Petrol Stations. Chapter four is the analysis on training and development of Terminal Petrol Stations. Finally, chapter five is the discussion of research findings, conclusions, recommendations, and suggestions with research implications and the need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In this chapter, it presents theoretical background and literature reviews relating to training and development practices. Based on these literatures, researcher develops relevant own compiled study model, which are stated as follows:

2.1 Concept of Training and Development

Training and development are interlinked and interdepend (Vincent, 2020). Training and development ought to be part and parcel of organization's strategic plan. It is an indispensable strategic tool for enhancing employees and organizational performance. Companies that aim at competitive advantage have realized the importance of training, improving employee performance (Afroz, 2018). Indeed, among the most important functions of human resource management, the crucial function is employees' development through proper training and development programs.

Training can be defined as a systematic process of acquiring knowledge, skills, abilities and the right attitudes and behaviors to meet job requirements (Gomez, 2007). Training has been reckoned to help employees do their current jobs or help them meet current performance requirements by focusing on specific skills required for the current organizational needs. The benefits of training employees may extend throughout a person's career and help that person's future responsibilities. This training therefore ought to look at both current and future needs of the organization.

Swart (2005) indicated that an individual's improvement is contingent on the quality of the training program, the motivation of the individual, and the individual's needs. The model of improved organizational performance in general assumes that employees' knowledge, skills, and attitudes change with the adoption of a training program. If the employee believes there is an improvement in their knowledge and skills, there be an increase in the individual's performance, which subsequently leads to improved organizational performance.

Cole (2004) attributed employees training and development as prerequisite for the organizational performance. When an employee is performing poorly, it is not purely

individual's fault but rather because that person lacks necessary skills, knowledge, and commitment to do the job well. However, the employee is not the sole factor but rather there are other myriad factors that attribute to one's performance, such as psychological factors and motivational factors just to mention a few, though from skills perspective, training is the major attribute towards individual performance. Thus, the issue of well trained and competent personnel is paramount for any organization to realize full potential of labour force at work, which ultimately impact on organizational performance.

In spite of these stated advantages of training and development, into some organizations have failed to integrate training and development into the organization systems. As a result, training and development seem to have less significant on the organizational performance. Some organizations meet their needs for training in an ad hoc and haphazard manner, which results into employees' failing to apply their best efforts to achieve organizational goals and show high performance on job. Training and development is very important for an organization to compete especially in today's challenging and changing world.

The training and development process is vital for the organization. Whether the policy or theory of training and development is great, the implementation process was not taken properly in the workplace. Saleem (2011) explained that training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, training also increases the abilities of employees very effective way by motivating them and converting them in to well organize and well-mannered, that ultimately affects the performance of organization. Training is the learning process that is an indispensable part of human resource development.

Abbas (2014) stated that training is an essential element for an employee's development in companies because some of the employees lack knowledge, skills, and competencies and fail to accomplish tasks on a timely basis. Besides, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task, for example, the need to have efficiency and safety in the operation of machines or equipment, or the need for an effective sales force, to mention but a few (Cole, 2002).

Laing, (2009) argued that training is defined training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. Moreover, he adds one more thing, that is, training extends the production of the organization. In line with this is the believe that training is important mean to improve the employee productivity which ultimately affects the organization performance and effectiveness (Singh & Mohanty, 2012).

Both are sections in human resource management with the aim of increasing an organizational ability to produce a good outcome. It has different names as employee development, human resource development, learning and development (Anwar & Balcioglu, 2016). Training is said to afford a continuous improvement in human abilities, skills, and thus changing their style of thinking and interaction with customers. (Hameed & Anwar, 2018).

Thus, training involving in planning for preparing different learning techniques for the staffs with the aim of increasing their ability to reach the targeted goal. While development is interested in understanding the mechanisms of things, and future issues not only current process as a general, it seeks future demands and it occurs over longer period of time than training which is happening at the present time and deals with every single staff responsibility (Anwar & Ghafoor, 2017).

Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs and its employees to enhance their abilities and competencies that are needed at the workplace, (Jie & Roger, 2005).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take better decision in time and in more productive manner (David, 2006). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue & Guzzo, 2004).

Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work-related practices (Kathiravan, Devadason & Zakkeer, 2006).

Most of the organization faces internal and external factors to decide which strategy or tactic to use for the training process to achieve organizational goals. The external factors include political issues, economic issues, environmental issues, market booming, and market share. The internal factors are policy, procedure and structural change, changing of organizational goals, advanced technique updating and management strategy and so on.

2.2 Methods of Training and Development

A variety of training methods are used in different organizations today to train different individuals of different levels and positions. DeCouza (1996) explained that the most popular training and development methods used by organizations can be broadly classified as either On-the-job or Off-the-job training.

As a general training and development have 2 types of training in business (on the job and off the job) training, these are mentioned by (Anwar, 2017). About on the job training, it's that kind of training that is held by managers and supervisors to improve staff skills and support their own knowledge. Armstrong (1995) stated that on the job training consists of giving lessons to trainees by skilled and experienced staffs given to others that's included in the job, not outside the nature of the job, or organizing it in other ways by preparing seminars or an effective distribution effect of staffs to teach other collectively (Anwar & Abdullah, 2021).

2.2.1 On-the-Job Training (OJT)

Anwar and Abdullah (2021) stated that on the job training is that basic mean of an effective and concentrated training in most areas of dealing with money, administration, being a practical manager and etc. so that the employee is able to receive these lessons and respond to it in a good manner and apply it simultaneously when he is working daily in that area. Armstrong dislikes on the job training because he thinks the lessons may not be so effective and responsive and the teachers or trainers may not be so efficient to give a satisfying coach that's is sufficient for the employee to apply it practically. Also, it may dislike his fellows as trainers and he is bored of the place he is working in it that may affect his ability to understand (Anwar & Abdullah, 2021).

To overcome this problem, trainers must be included in repeated courses of an effective teaching and tip giving (Anwar & Shukur, 2015). Regarding on-the-job training which was present before many years before other types of training here a person or an employee who have experience give instructions and guide other people in the organization in the workplace, the trainer gives specific advises and topics and the one who is receiving training should respond properly and reflected though his actions (Anwar & Zebari, 2015).

On-the-job training (OJT) is a method of giving training to employees when they are at work in their working environment. The purpose of this training is to make the employees get familiar with the normal working circumstances; that is during the training time frame, the workers direct involvement to practice or use machinery, equipment, devices, materials, and so forth in which they are being trained. Additionally, it helps the employees to figure out how to address the difficulties that may occur during the execution of the job, with the new skill or competence. The main idea of this training is learning by doing where the supervisors or the more experienced employees show the trainees how to perform a specific task. The learners (trainees) take on the instructions/directions of the supervisor and perform out the task. In other words, the trainees get the opportunity to practice on the spot.

This training method is highly used by companies to train current and future workers due to its simplicity. On-the-job training includes apprenticeship, couching, internship, job rotation, job instruction, and few others.

On-the-job training (OJT) as an employees' training at a place of work while he or she is performing the actual job. On Job Training as teaching the skills, the knowledge and competencies that are needed by employees to perform a specific job within the workplace and work environment. OJT is usually for jobs that do require large amount of pre-existing knowledge.

Gomez (2001) defined on-the-job training (OJT) as an employees' training at a place of work while he or she is performing the actual job. Armstrong (2014) defined OJT as reaching the skills, the knowledge and competencies that are needed by employees to perform a specific job within the workplace and work environment. OJT is usually for jobs that do require large amount of pre-existing knowledge.

OJT is mostly one-to-one although it might involve several trainers to many trainees as a team, an environment in which the trainees was needed to practice the knowledge and skills being taught on job training. In most cases, a professional trainer or sometimes an experienced employee within the organization or supervisor or manager serves as the trainer/course instructor.

The purpose of this OJT training is to make the employees get familiar with the normal working circumstances, that is during the training time frame, the workers get direct involvement to practice the skill or use machinery, equipment, devices, materials and so forth, in which they are being trained.

There are three common methods that are used in on-the-job training; namely, learning by doing, mentoring/coaching, job rotation/shadowing, and job instruction.

2.2.2 Off-the-Job Training

Anwar and Surarchith (2015) stated, off-the-job training including training away from the field of the job and the working environment, examples include seminars, conferences, performing the training in the worksite in conference rooms, group reaching and discussion. It's away from the job circumstances, but they would learn to get appropriate training just like that of the working place but in a different place, special environment is arranged so that to have a chance of maximum interaction effect on trainers and trainee (Anwar, 2017). This special kind of training is done away from the working environment, special kind of advanced skills and preparations are needed for proper guiding employee in the right way and in the suitable place (Anwar, 2016).

Off-the-job training is another method of training, which is organized at a site, far from the original work environment for a specific period. The purpose of this method of training at a place other than the job area is to give a peaceful domain to the employees where they can focus just on learning. Learning material is provided to the trainees for a complete theoretical knowledge. The trainees can express their perspectives and opinions during these training sessions. Additionally, the trainees can investigate new and innovative ideas. The methods in the off-the-job training are case studies, conferences, audiovisuals, seminars, simulations, role play exercises, and lectures in classroom settings.

One advantage of off-job-training is that it gives employees extended uninterrupted periods of study. Another advantage is that a classroom may be more conducive to learning and retention because it avoids the distractions and interruptions that commonly occur in an OJT environment. However, off-job-training has also disadvantaged. One big disadvantage is that what is learnt in a classroom is not the workplace and the situation simulated in the training may not closely match those encountered on the job. Also, if employees view the off-the job training as an opportunity to enjoy some time away from work, not much learning is likely to take place. Furthermore, off-the-job training is one of the costly training methods and care has to be taken as who goes for training and level of competences desired to be acquired in line with organization training and development policy.

2.2.3 Job Rotation

Job rotation is movement of employees on different job role which enriches their skills, ability to work on different roles and experience. It is a useful HR strategy to create awareness among employees about all types of job performed in their vertical. Job rotation makes for a definite win-win situation. With minimal effort and resources, job rotation can serve the company's interests and give the employee new opportunities – even if it only means a temporary break from their usual job.

Sometimes employees leave without warning, and it can require a lot of time and money to replace them. In addition, chances are that it was taken their replacement a while to get up to speed. A job rotation can avoid all of these hassles. Similarly, if a worker is sick for a while or needs extended leave, somebody who has rotated through their position can take over. There's no need for HR to find a replacement, just for the replacement to be released when the regular employee comes back.

Many leading companies provide job rotation opportunities. Getting the word out that your organization offers an appeal to potential hires who are looking to gain experience and skills as the background for an upwardly mobile career. One of the reasons that employees request a job rotation is that they are just plain bored. Perhaps they have been in the same position for too long, or they are not well suited for it to begin with. Job rotation gives them a chance to try something that might appeal to them so that they stay longer with their employer.

Once the engagement is finished, an employee might like the role so much that they become involved in other activities, like talent development or leadership programs, to increase the possibility of an eventual move. It's often the case that, the further down the hierarchy you are, the more limited your view of the "big picture". But by understanding their fit in the organization, employees can take part in effective problem solving, get to know more people, and have a better feel for how they can support other departments.

The optimal way to implement job rotation is by making it part of a career pathing career management program. The results of a career pathing effort provided a clear guide as to what kinds of jobs the employee should experience.

2.3 Employee Performance

Many researchers have conducted studies to investigate the effect of training and development with related to employee performance, in turn to the organizational effectiveness by means of these HR practices that organization efforts towards its workers who can boost their performance.

Hadaitana and Iqbal (2023) studied research is on job training, off job training, job enrichment and job rotation practices on 105 employees at Private Company in Malaysia. job enrichment is reported to have a significant impact on the employee performance. Yoon and Lim (1999) found that good conduct from an organization towards its workers can boost performance and productivity, while negative behavior can lead to negative outcomes. Rhoades and Eisenberger (2002) found that pleasant treatment of workers, organic organizational national awards, decency, and resource flow are all linked to the appearance of o organizational support. Saks (2006) found that workers who felt supported by their bosses were more likely to carry out their responsibilities to the best of their abilities. Mullen (2006) suggested that trainings, obligation, and information exchange may also negatively influence organizational support's perceived quality. Campbell's occupation performance theory suggests that workers' attitudes influence their colleagues' behavior, which in turn affects the organization's performance. Employee satisfaction, inspiration, and a sense of civic responsibility can reduce employee attrition. Dissatisfied employees who lose their sense of purpose and accountability to their

employers are more likely to leave the company. Organizational inspiration and obligation are often linked to a company's ability to meet its workers' needs.

According to Hawthorne studies, and many other research works on productivity of worker highlighted the fact that employees who are satisfied with their job have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets (Kinicki & Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs.

Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

Leonard (1992), an organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlighted that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney & Huselid, 1996).

Employee performance important for the company to make every effort to help low performers. Performance is classified into five elements: planning, monitoring, developing, rating, and rewarding. In the planning stage, planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Monitoring means continuously measuring performance and providing ongoing feedback to employees and work groups on progress toward reaching their goals. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. During the developing stage, an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. During

planning and monitoring of work, deficiencies in performance become evident and can be addressed.

The rating is to summaries the employee performance. This can be beneficial for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are at the end of the cycle is rewarding stage. This stage is designed to reward and recognize outstanding behavior such as which is better than expected.

2.4 Organizational Effectiveness

Generally, Organizational effectiveness is a well-known word used in the field of research and practice. Regarding the research line, this term is back to the time of industrialization and the age of scientific management. In olden times, organizational effectiveness was recognized as a tool to measure the productivity and/or profits (Abdulla, 2017). Explained that the structural of organizational effectiveness was used to explore the achievement of goals and was sometimes called organizational success and worth. Large number of research articles and publication books were written in the 1960s through the 1980s, but fewer articles were written during the 1990s. Goodman (1983) developed and suggested large empirical studies as indicators in the area of like productivity and safety.

The given suggestion and implementation for the organizational effectiveness terms were due to the lack of agreement of the definition, framework, or assessment method of organizational effectiveness to the researchers and Scientifics (Anwar & Balcioglu, 2016). The characteristic and properties of organizational effectiveness for different organizations, after the proposed development, become a matter of research among researchers Hameed and Anwar, (2018). However, different studies have concentrated on the theoretical concepts of the organizational effectiveness to investigate the capacity, frame, either the multidimensionality from the definition (Answer & Ghafloor, 2017)

Yoon and Lim (1999) found that good conduct from an organization towards its workers can boost organizational effectiveness. Irfan (2023) investigated the impact of organisational context, resourcing, training and development, skills, attitude and behaviour on organisational performance of manufacturing companies in Pakistan. Their

study finds out that organisational performance and all the human resource development practices are found to be a positive association (Irfan, 2023). Kidombo and Gukuu (2012) explained that the objectives of employee training and development is to support them become more effective in their work. Kalu and Akinyokun (2005) conducted a study research relating to training and development. In the result, it finds out of training and development personnel have found to be a substantial effect on the accomplishment of organisations.

Organizational effectiveness is one of the most controversial and difficult issues since the emergence of organizational theory (Rojas, 2000). In the literature, there is still a significant lack of agreement on the definition of this concept. There are wide varieties of approaches that researchers attempted to define Organizational effectiveness as (Federman, 2006) stated, that the concept of Organizational effectiveness concerns to issues such as the organization's ability to access and optimal utilization of resources and consequently achieve its aims. Yuchtman and Seashore (1967) argued that organizational effectiveness is the firm's ability to take advantage of environmental opportunities and acquiring and allocating scarce resources. Organizational effectiveness has not a single model to fit all organizations. Balduck and Buelens (2008), the issue of effectiveness in organizations revolves around four main approaches for measurement of Organizational effectiveness the system resource approach, the goal approach, the strategic constituency approach, and the competing values approach. According to Cameron (1981) stated that the system resource approach focuses on inputs, acquisition of resources and internal processes. The goal approach focuses on the accomplishment of outcomes such as profit, innovation, and quality. The strategic constituency approach focuses on the expectations of powerful stakeholders and their interests which crossover the organization. The competing values approach focuses on internal and external focus, flexibility and, ends vs means concern.

Employees are the core assets of an organization, and the accomplishment, growth, and success of the organization depends on its employee performance. According to Gomes and Cardoso (2003), employee performance consists of indicators such as quality of work, the quantity of work, job knowledge, cooperative, dependability, initiative, and competency. Kehoe and Wright (2013) suggested that implementation of appropriate HRD practices to improve employee performance are likely to express increased affective commitment toward organizational effectiveness.

2.5 Previous Studies

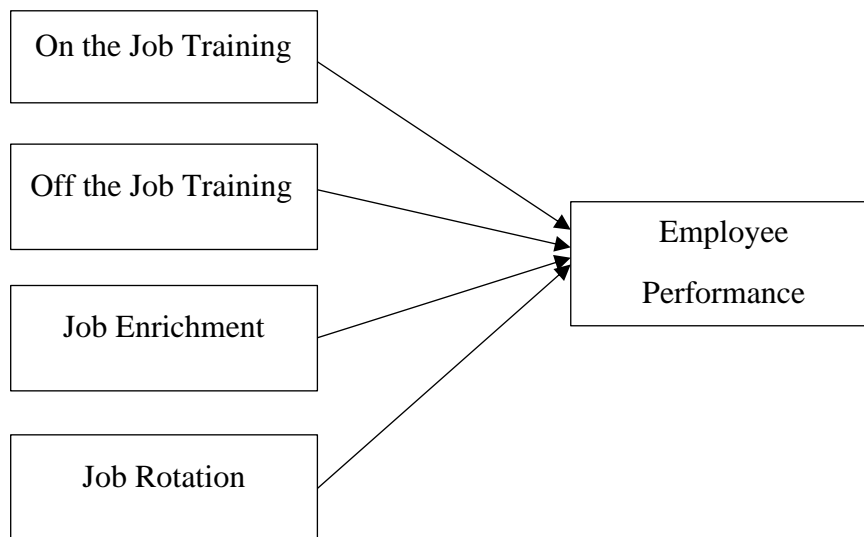
In constructing the conceptual framework of the study, previously conducted papers are analyzed and studied. In this section, the influencing factor for training and development is employee performance. Additionally, the effect of employee performance on organizational effectiveness. The following study examined the moderating effect of training and development on employee performance and organizational effectiveness.

For the first previous study, this paper aims to investigate the effect of training and development on job performance in Private Company, Malaysia. The main role of training and development in the efficiency of the organizations is to experience the worker in the work place. Greatest organisations are mindful of this necessity and invest strength and other sources in the training and development. The study is quantitative research approach to data collection was adopted using a Likert, Scale questionnaire including 25 questions was formed and the number of respondents is 105 employees at Private Company in Malaysia. The research employed descriptive analysis, correlation analysis and regression analysis.

This data was collected by this research and was analyzed by Statistical Package for the Social Sciences. The result shows that all independent variables have an insignificant impact on employee performance except Job enrichment which is reported to have a significant impact on the dependent variable. Future researchers are recommended to focus on other business sectors- and moreover explore the employee performance based on the training and development.

As for results, Training and development give benefits for employees such as better position and better career life and it makes efficiency of the organization enhance. Instead of unskilled employees, skilled employees give a better performance to the employees. The following Figure (2.1) shows the conceptual framework of the study.

Figure (2.1) Conceptual Framework of Shafiq



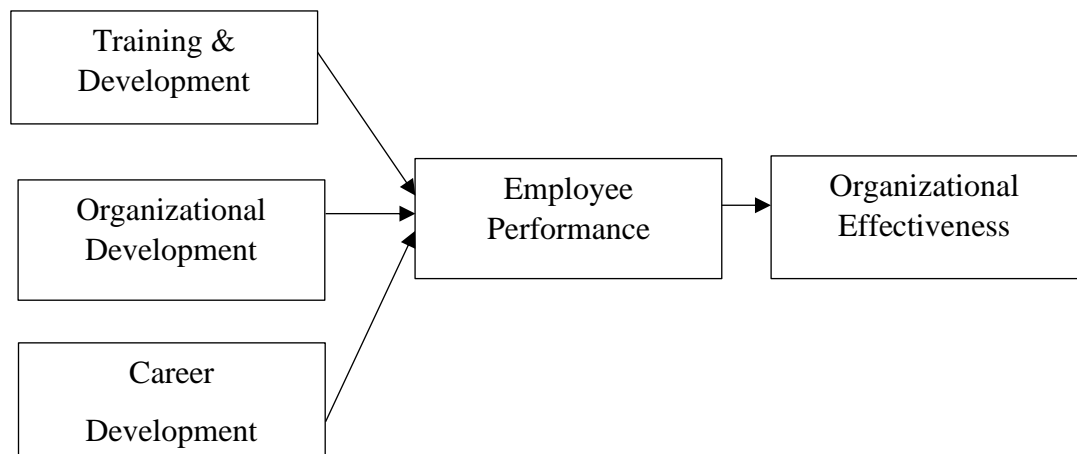
Source: Shafiq, 2017

The conceptual framework of the previous study is make towards the explanation below is, training and development give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees give a better performance to the employees. This paper use questionnaire to get Training and development give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees give a better performance to the employees. The conclusion that we can make towards the explanation below is, training and development give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees give a better performance to the employees.

In another previous study, examined the impacts of employees performance on the enhancement of organizational effectiveness. The studies employed a quantitative design based on the descriptive-analytical method. This study used a survey method to collect primary data. The analysis of data was conducted by using Statistical Package for Social Sciences (SPSS). The summary of results was presented using frequency distribution and percentages, mean and standard deviation were used to determine the percentage of respondents. Pearson's employed to assess the correlations effect off the variables. Regression analysis was used to assess the impact of the independent variables

(HRD) and employee performance on the corresponding dependent variable (Organizational Effectiveness) and to estimate how one variable could explain the other variable. The conceptual framework of the study is presented in Figure (2.2).

Figure (2.2) Conceptual Framework of Kareem



Source: Kareem, 2019

Training and development have benefits for employees, such as a better position and a better career life, and it enhance the efficiency of the organization. Instead of unskilled employees, skilled employees give better performance to the employees. The conclusion that we can draw from the explanation below is that training and development have benefits for employees, such as better positions and a better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees are given better performance to the employees. By using descriptive, correlation, and regression to find the significant nexus effect on on-the-job training, off-the-job training, Job enrichment, and job rotation with employee performance. Hence, the study concludes that only Job enrichment is the independent variable which has a significant positive impact on the dependent variable (Employee Performance) while the other independent variables are found to be insignificant drivers in influencing employee performance.

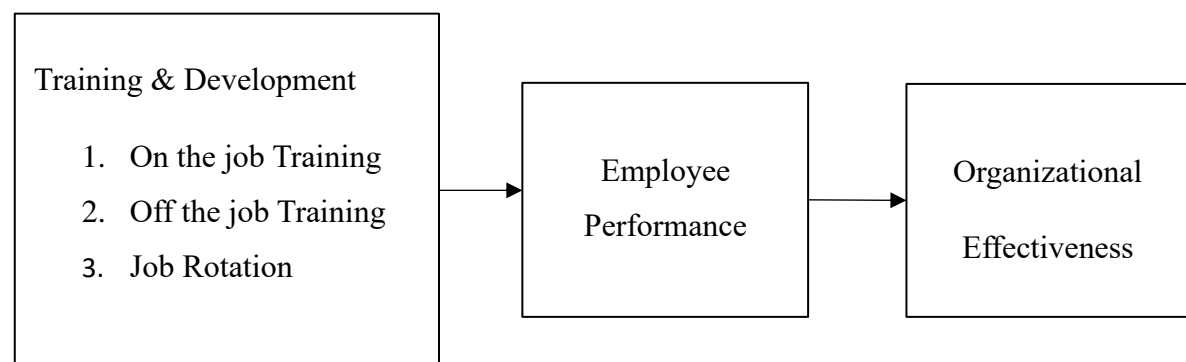
Base on the results, needs to implement progressive HR programs and policies to achieve the goal, build high-performing employees in the organization, and adopt a comfortable workplace where employees have to work and need to work. Moreover, organizations should increase their training and development with technological changes and present education in order to develop proper training. The organization should create a lot of training and development activities to improve the employee's performance by

enhancing knowledge about the company and improved skills among the workers. Besides that, organizations should build an effective communication network among their employees.

2.6 Conceptual Framework of the Study

Based on the previous studies, which reveal a significant relation effect of training and development on employee performance and organizational effectiveness, the following conceptual framework is constructed to examine the effect of training and development practices at Terminal Petrol Stations on employee performance and organizational effectiveness. The conceptual framework of the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, 2023

In this study, the effect of employee performance on organizational effectiveness in Terminal Petrol Stations is examined and the effect of Training and Development on employee performance is analyzed.

Employee training and development programs are crucial for a business to succeed. Employees are not only beneficial for employees who have a chance to improve their skills and develop new ones, but they are also beneficial for managers. Training and development programs enhanced productivity in the employee team and improved organizational effectiveness.

Furthermore, Training and development increased employee retention and lower employee turnover. Training and development are exciting, as employee turnover can be

rather costly, and it is perhaps unsurprising that employees who get regular opportunities to develop, learn, and progress into different roles within an organization are more likely to stay. Development and learning are found to be among the top factors contributing to employees remaining engaged in their roles. Employee training and development programs are widely found to improve an employee performance. Organizations offer many training and development opportunities for their employees, whether it be on-the training, off-the-job training, or job rotation.

CHAPTER 3

PROFILE AND TRAINING AND DEVELOPMENT PROVIDED BY TERMINAL PETROL STATIONS

This chapter explains about the background of Terminal Petrol Stations and organization structure, department functions and functions of Human Resources Department, and training and development process of Terminal Petrol Station.

3.1 Profile of Terminal Petrol Filling Stations

Terminal Petrol Stations are one of the sub business unit of Ayer Shwe Wah Group of Companies. It is privately owned organization. Myanmar economy was underdeveloped from 1962 to 1988 ruled by a socialist government led by the military was formed, along with It reducing foreign influence and expanded the role of the military in Myanmar. In 1990, Myanmar's political and economic history took another turn by military government's introducing a market-oriented economic system in the first half of the 1990s.

End of the year 2019, there are 2,462 filling stations around the Myanmar country according to figures from the Ministry of Electricity and Energy (Thiha, 2019). There are 186 filling stations in Yangon Region. Among them, there are 22 numbers of Terminal Stations in Yangon, Mandalay, Nay Pyi Taw, Bago and in Ayer Waddy division. The Terminal Petrol Stations were established since the year 2008 and now running under the Gold Link Company.

Terminal Petrol station were started in the year of 2008 and now operating by Gold Link Co., Ltd. The "Terminal" has total 22 outlets in Yangon, Mandalay, Nay Pyi Taw, Bago and in Ayer Waddy division, Available products are petrol, Octane 92, Octane 95, Diesel and Premium Diesel. An ISO certified business. It has sound management system which guided by General Manager and his consultant.

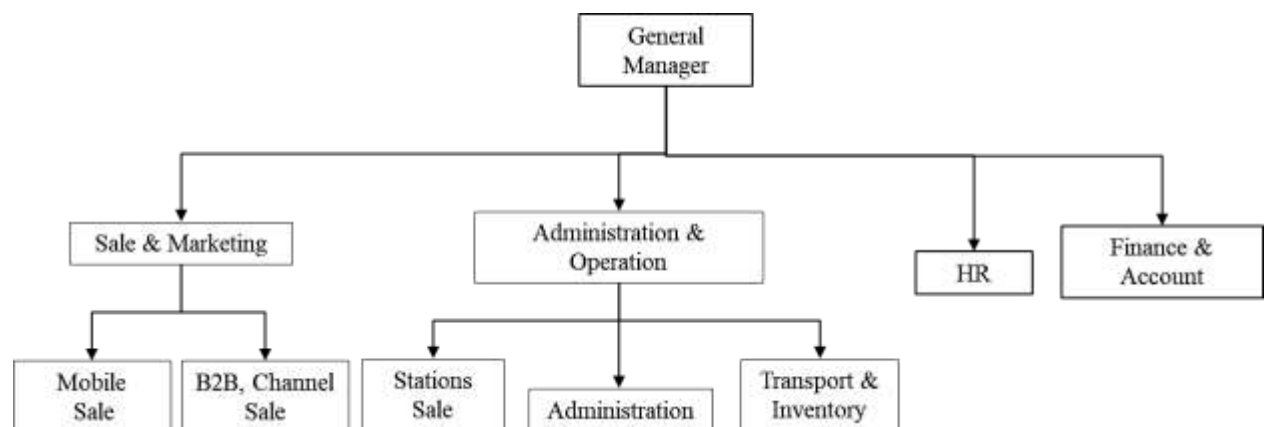
The Vision and Statement are Providing energy products and services that support the economic growth of Myanmar and provide a better quality of life for its citizens.

The values to provide customers is the importance task for all the employees of Terminal Stations. All the employees and management belief the value to customers how much a product or service is worth to a customer. It's a measure of all the costs and benefits associated with a product or service.

3.2 Organization Structure of Terminal Petrol Stations

The organizational structure of Terminal Petrol Stations is shown in Figure (3.1).

Figure (3.1) Organization Structure



Source: Terminal Petrol Stations, 2023

According to Figure (3.1), there are four departments in Terminal Petrol Filling Stations. Terminal Petrol Stations is a well-structured organization, and the Human Resources Department is under direct control of the General Manager, led by a manager who runs with seven employees who are mainly responsible for human resource purposes. The department endures all HR functions of personnel, training and development, compensation and benefits, and occupational health and safety. Management information department and audit department are duty assign by Ayer Shwe Wah corporate culture.

3.2.1 Administration and Operation Department

The general manager is the most responsible person who manages and makes strategic decisions regarding all inventory management, including Yangon and Nay Pyi Taw. The operation manager must obtain licenses (energy license, sales license, burning license, municipal license, etc.). The operation manager makes necessary oil orders for the petrol stations, plans the daily transportation of oil from the depot by bowser cars, checks the daily stock balance, and places emphasis on ensuring that the oil does not cut out. The administration manager must to buy and arrange for necessary computer accessories, stationery items, office equipment, staff uniforms, and building and dispenser maintenance equipment for the entire office.

3.2.2 Finance and Account Department

The finance and account department are one of the important departments at petrol stations. This department is responsible for all financial transactions involving accounts receivable, accounts payable, inventory, cash flow, financial reporting, and taxing. This department analyzes, allocates, and controls financial information to assist day-to-day operations. Finance and account department allocates the required money according to the budget proposed by the operations department. Finance and account department requires assuming production volumes and costs to plan targeted revenues and profits. There is one chief accountant, one senior accountant, two accountants, and one cashier. The chief accountant is also responsible for controlling local and overseas purchases.

3.2.3 Sale and Marketing Department

The sales and marketing department is handling and managing how to increase sale target and maintain loyal customers, how to penetrate the existing market, and the strategy. Marketing cheannel efforts to the social media marketing, face boock and viber group. Then, the marketing team is responsible for the new customer acquisition, such as B2B customers, B2C customers, and B2G customers. The sales department is responsible for the mobile sales team with 1000-gallon Bowser cars.

3.2.4 Human Resources Department

The human resources department is responsible for people management, training and development, compensation and benefits, and occupational health and safety. The HR Manager arranges and handles all sections and HR manages one HR executive and two Senior HR staff.

People Management section is to analyze on manpower planning, handle in recruiting, interviewing, testing, and selecting to fill vacant positions and fill needs according to manpower planning. Reviews, updates, and maintains proper filing HR handbook, personal profiles, HR rules and policies and procedure. Provides and administers are responsible recruiting the employees, recording the list of employees and receiving the resignation of the employees.

The training and development section is to arrange and plan an orientation program, on-the-job training, off-the-job training, job rotation and conduct training analysis and training plans. The training analysis of employees depends on their levels, work fields, and actual practices. The training is conducted in collaboration with both external and internal training providers. The data of the employees from the trainee is collected and evaluated for training effectiveness based on feedback. The training and development section reviews, updates, and maintains filing policies and procedures for training and records the training of every employee. Administers performance appraisal programs to ensure effectiveness, compliance, and high performance to get high commitment. It is also responsible for modernizing and smoothing the implementation of the annual performance appraisal.

Recording and daily routines work as attendance and leave records. Calculate payroll for salary, incentive, attendance allowance, professional allowance, overtime allowance, additional allowance, hazardous allowance, SSB, income tax, and without leave. Arrange and distribute the uniforms to employees. Organize and implement social activities, employee welfare, and employer branding.

The training for health and safety includes traffic safety, first aids, maintenance training, road safety training, awareness of the risk area at workplace, providing the personal productive equipment and calculating the accidental rate monthly.

3.3. Training and Development Provided by Terminal Petrol Stations

Training and development section is to arrange and plan orientation program, On the Job Training, off the Job Training and conduct training analysis and training plans. The training analysis of employees depends on their levels, work fields and actual practices. The training is conducted and collaborated with both external and internal training providers. The data of the employees from the trainee is collected and evaluated the training effectiveness from feedback. The training and development section reviews, updates and maintains filing policies and procedure of training and records training of every employee. Administers performance appraisal program is to ensure effectiveness, compliance, high performance to get high commitment. It is also responsible for modernizing & smooth implementation of Annual Performance Appraisal.

3.3.1 On the Job Training

On-the-job training is normally the most effective approach to train employees. On-the-job training, also known as OJT, is teaching the skills, knowledge, and competencies that are needed to perform a specific job within the workplace and work environment. Terminal Petrol Stations draw OJT with detail schedule and OJT is 14 days. Respective employees need to learn product knowledges, dispenser usage, adding the wrong petrol, Overselling the petrol, good communication skills and knowledge from seniors in workplace. Practical Pump Attendant Training is for pump attendant procedure and customer services skills to ensure their skills. It includes the ways of communication message, personal grooming and communication skills to deal with customers. Most of Pump Attendant employees was going to have to learn hands-on the ins and outs of company and its unique practices and processes. As Terminal Petrol Stations was the customers service, on the job training plays the essential part of the organization.

3.3.2 Off the Job Training

After on-the-job training of 14 days, off-the-job training is started by shift assignment. Off-the-job training is necessary for high-risk work because must know how to properly use the dispenser. Off-the-job training is particularly helpful for new employees working in the field. Off-the-job training focuses on preparing for daily work.

3.3.3 Job Rotation

Job rotation is used at the operation level for station managers, station supervisors, and pump attendants. Station managers, station supervisors, and pump attendant employees need to change the station once a year. According to the nature of the work at Terminal Petrol Station, the employees need to do sometimes employees leave without warning, and it can take a lot of time and money to replace them. Job rotation for their incentive allowance and understanding of their job fields.

3.4 Reliability Analysis

In the analysis of the independent determinants of training and development that influence employee performance and organization effectiveness of Terminal Petrol Stations, an empirical research design study is involved, which is a strategy for answering questions by the respondents. In this study, the major factors are on-job training, off-job training, and job rotation, which are related to employee performance and filling stations' organizational effectiveness. Each factor is constructed with survey questions. For the survey's reliability, it needs to be tested. According to Everitt and Skrondal (2010), the ideal range of coefficient alpha value is needed to exceed the value of 0.7. By the use of SPSS 22 software calculation, the coefficients of correlation value for training and development, employee performance, and organization effectiveness are shown in the following Table (3.1).

Table (3.1) Reliability Analysis

Factors	Cronbach's Alpha	No. of Items	Remark
On the Job Training	.795	5	Acceptable reliability
Off the Job Training	.777	5	Acceptable reliability
Job Rotation	.766	5	Acceptable reliability
Employee performance	.861	10	Good reliability
Organizational Effectiveness	.753	10	Acceptable reliability
Overall reliability	.791	35	Acceptable reliability

Source: Survey Data, 2023

According to Table (3.1), it reports that the coefficient value for On job training factor is composed with five statements and its coefficient Cronbach's alpha value is 0.795, off-job training factor is with five statements and alpha value is .777, job rotation factor is composed with five items and its alpha value is .766, employee performance variable is with ten items and its alpha value is .861, job rotation is with ten items and its alpha value is .753, and all over 35 items are tested. By the reliability analysis value, all the overall reliability value is .791. Since all Cronbach's alpha values over 0.7 and indicating that the assessment result of questionnaire reliability is reliability and valid for doing the chosen research study.

CHAPTER 4

ANALYSIS ON EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL EFFECTVNESS IN TERMINAL PETROL STATIONS

This chapter is about the analysis of the data collected from the respondents' replies to the questionnaire on the effect of training and development practices at Terminal petrol stations. In this section, it includes five major sections: the first one is survey design; the second one is demographic profile analysis of respondents; it is followed by descriptive research analysis on training and development practices, employee performance, and organization effectiveness; the fourth section is correlation analysis; and finally, it examines the effect of training and development practices on employee performance by multiple regression analysis.

4.1 Profiles of Respondents

The analysis of the respondents' demographic profiles includes an analysis of the gender, age, marital status, education level, and working experiences of the chosen respondents from Terminal Petrol Stations. Table (4.1) reports on respondents' demographic information regarding samples of Terminal Petrol Station employees, as follows:

Table (4.1) Demographic Profiles of Respondents

Sr. No	Description		Frequency	Percentage
	Total		145	100
1	Department/ Station	Head Office	6	4
		Sale & Marketing	18	12
		T-101	42	29
		T-203	25	17
		T-205	12	8
		T-206	42	29
2	Gender	Male	107	74
		Female	38	26
3	Position	Jr. Staff (Pump Attendance)	72	50
		Staff Level (Jr. Accountant, Cashier, Staff, Driver, Security)	25	17
		Sr. Staff Level (Shift Leader, Sr. Staff, Sr. Cashier, Accountant)	27	19
		Supervisor Level (Supervisor, Sr. Accountant, Executive)	9	6
		Management Level	12	8
4	Education	Undergraduate	83	57
		Graduate	51	35
		Postgraduate	8	6
		Master	3	2
5	Service Years	Less than 1 year	30	21
		1 year ~ 3 years	47	32
		3 years ~ 5 years	8	6
		5 years ~ 7 years	20	14
		More Than 7 Years	40	28
6	Most Motivating Factor	Salary Increase	113	78
		Promotion	7	5
		Skill Development Programs	22	15
		Incentives	3	2

Source: Survey Data, 2023

According to the result of the analysis of demographic information from 145 samples of the total employees, 6 respondents are from the head office, 18 are from the sales and marketing section, 42 are from Terminal Petrol Station No. T-101, 25 are from Terminal Petrol Station No. T-203, 12 are from Terminal Petrol Station No. T-205, and the rest of the respondents are from Terminal Petrol Station No. T-206. In terms of percentage, Terminal Petrol Station No. T-206 and T-101 petrol stations account for 58 Percent with the most participants, followed by Terminal Petrol Station No. T-203 with 17 Percent the Sale & Marketing department with 12 Percent Terminal Petrol Station No. T-205 with 8 Percent and lastly, 4 sample respondents from the head office, respectively.

In the gender composition analysis, the study finds that 107 sample respondents are males, while 38 are females. In terms of percentage, male respondents account for 74 Percent, while female participants account for 26 Percent in choosing samples from the total number of employees of Terminal Petrol Stations.

In the analysis of the position level, study finds out that there are 72 numbers who are in Jr. Staff (Pump Attendance), there are 25 numbers who are in Staff Level (Jr. Accountant, Cashier, Staff, Driver, Security), there are 27 numbers who are working as Sr. Staff Level (Shift Leader, Sr. Staff, Sr. Cashier, Accountant), 9 respondents are supervisory position, and 12 are from management position. In terms of percentage, junior staff level is with 50 Percent with the most, staff level are 17 Percent, Sr. Staff levels are with 19 Percent and supervisor level with Percent, and Management Level are with Percent respectively.

In the analysis of respondents' education level, the survey finds that 83 are under the graduate level of education, 51 are graduate degree holders, 8 are postgraduate level, and 3 are with a master's degree level. In terms of percentage, respondents with undergrad education levels are involved with the most (57 Percent), graduate education level respondents are with 35 Percent with the second most, postgraduate respondents are with 6 Percent, and master's degree holders are with 2 Percent, respectively.

Respondents' service years are also analyzed. By the above table, it shows that 30 respondents are with less than 1 year, 47 are 1 year ~ 3 years working experiences, 8 are 3 years ~ 5 years working experiences, 20 are 5 years ~ 7 years' experience, and 40 are working experience more than 7 years. In terms of percentage, respondents with 1 year ~ 3 years of working experience are involved the most (32 percent), and respondents whose

working experience is more than 7 years are 28 percent, with the second most participants in this study.

In this study, all the respondents are asked to answer “What is the most motivator of human resources functions”, The study finds that one hundred thirteen respondents' responses to salary increases could be the most motivating factors; 7 respondents responses to promotion make them happy; twenty-two respondents' responses to skill development programs could be the most motivating factors; and three respondents responses to incentives could be the motivating factor. For most of respondents, the majority are pleased with the salary increase, and the skill development programs are the second most preferable to motivate them.

4.2 Perception on Training and Development, Employee Performance, and Organizational Effectiveness

In the analysis of the effect of training and development practices on employee performance, descriptive analysis method was conducted. In this analysis, Five-point Likert scale measure is conducted. The measurements of mean score interpretations as the use of Mohammed, 2016, are presented in follows: 1.0 – 1.80 = Very Low; 1.81- 2.60 is Low; 2.61- 3.40 is Moderate; 3.41- 4.20 is High; and 4.21- 5.00 is very high agreeableness to respective factor. The mean value is a statistical measure of central tendency that represents the average of a set of numbers. It is calculated by adding up all the values in the set and dividing by the total number of values. A high mean value indicates that the values in the set are generally larger than the median and mode, which are other measures of central tendency (Byju's, 2023). All the respondents of Terminal Petrol Stations have to express their options based on the above measurement are as follows:

4.2.1 On the Job Training

The first analysis is relating to employees' options on that of on-the-job training program at Terminal Petrol Stations. The benefit of on-the-job training is a practical way to acquire new competencies and skills which are needed for performing daily job in a real. In the analysis of the respondents' rating on on-the-job training provided by Terminal Petrol Stations, it involves total five statements relating to the effectiveness of

on-job training programs. Table (4.2) reports on that of employees' assessment on that of the effectiveness of on-job training at Terminal Petrol Stations, as follows:

Table (4.2) On the Job Training

Sr. No.	Description	Mean	St.Dev
1	Providing on-the-job training was new employees with the skills and competence they need to perform their jobs.	4.35	0.508
2	On-the-job training having a good mix of theory and practice.	3.97	0.234
3	Supervisors were giving employees the chance to try out their on-the-job training.	3.99	0.117
4	Colleagues were supporting the use of learning on the job.	3.96	0.286
5	Working conditions are safe and satisfactory.	3.77	0.425
	Overall Mean value	4.01	

Source: Survey Data, 2023

According to the result shown in Table (4.2), the highest mean value is 4.35 indicating that providing on-the-job training was new employees with the new skills and enhanced competence especially for new employees who need to perform their job. The second highest mean value is 3.99 which indicates that supervisors were giving employees the chance to try out there on the job training. The lowest mean value is 3.77 and that suggest working conditions are not safe and satisfactory.

The overall mean value of 4.01, which indicates that on-the-job training is an effect of training development. These findings indicate that terminal petrol stations received effective on-the-job training. On-the-job training allows for increased employee performance because it shows the training process. On-the-job training benefits new employees and organizational effectiveness. These could be the most benefits received by the on-the-job trainings provided by management of Terminal Petrol Stations. The management team needs to ensure that working conditions are safe and satisfactory.

4.2.2 Off the Job Training

For the development of employees' skills and knowledge, employees are learning more about their job for advancements in their fields at location away from their workplace. In the analysis of the effectiveness of off-the-job trainings, total five statements are used to asked respondents. Table (4.3) reports on that of the result of the analysis on respondents' rating on effectiveness of off-the-job training program provided by Terminal Petrol Stations, as follows:

Table (4.3) Off-the-Job Training

Sr. No.	Description	Mean	St.Dev
1	Supervisors were helping employees set realistic goals for performing their work as a result of off-the-job training.	3.89	0.314
2	Colleagues were helping workers return to work as needed after on job training.	3.93	0.326
3	Off-the-job training was helping to acquire knowledge and skills on the job.	3.91	0.287
4	Confidence at work was improving after the training.	3.90	0.296
5	Training was giving in a pace that was understandable to employee job.	3.94	0.242
	Overall Mean value	3.91	

Source: Survey Data, 2023

According to the results shown in Table (4.3), the highest mean value is 3.94, indicating that off-the-job training was given at a pace that was understandable to the employee. The second highest mean value is 3.93, which indicates that responsible colleagues were helping workers return to work as needed after off-the-job training. The lowest mean score is 3.89, and this suggests that supervisors needed to provide employees with realistic goals for performing their work as a result of off-the-job training.

The overall mean value of 3.91 for off-the-job training is an effect of training and development. Terminal petrol stations received effective off-the-job training programs

that were understandable to employees, helping them to acquire knowledge and skills on the job, and colleagues were helping workers return to work as needed after off-the-job training.

4.2.3 Job Rotation

The employees who are working in Terminal Petrol Stations have a schedule to rotate to other stations. Major reason includes to keep employees interested into staying with the Terminal Petrol Stations and to relieve stress and to have more flexibility also to improve more knowledge. In the effectiveness of job rotation practices at Terminal Petrol Stations, all the respondents have to answer total five questions. Their replies are reported in the Table (4.4), as follows:

Table (4.4) Job Rotation

Sr. No.	Description	Mean	St.Dev
1	Employees were believing that job rotation had improved job stability.	3.48	0.727
2	Job rotation was requiring good communication from employees.	3.60	0.628
3	Job Rotation is reducing causes of mental stress.	3.32	0.779
4	Job rotation is reducing fraud.	3.66	0.637
5	Job rotation is increasing productivity.	3.68	0.588
	Overall Mean value	3.55	

Source: Survey Data, 2023

According to the results shown in Table (4.4), the highest mean value is 3.68, an indication that job rotation is increasing productivity. The majority respondents agreed that their increase in productivity could be part of job rotation practices. The second highest mean value is 3.66, which indicates that job rotation avoidance leads to fraud. These scores suggest that job rotation practices could lead to fewer frauds than working at the same petrol station for a longer period of years. Respondents agreed that job rotation could improve the communication skills of employees. The lowest mean value is 3.32, which indicates that job rotation cannot reduce mental stress.

The overall mean value is 3.55, which indicates that job rotation increases productivity, avoids fraud, and requires good communication from employees. However, job rotation is an employee's belief in job stability and cannot reduce mental stress. Therefore, the terminal petrol station management team was aware that the reason for job rotation was to ensure job stability and reduce mental stress.

4.2.4 Summary Perception of Training and Development

Table (4.5) reports on that of the summarized analysis result of the training and development practices of On-Job Training, Off-Job Training, and Job Rotation.

Table (4.5) Training and Development

Sr. No.	Description	Mean
1	On the Job Training	4.01
2	Off the Job Training	3.91
3	Job Rotation	3.55
	Training and Development	3.82

Source: Survey Data, 2023

In Table (4.5), the summary perception reports that all the respondents of the employees of Terminal Petrol Stations' ratings on the Training and Development with higher of 3.82. Among them, the On-Job Training is the highest mean value, which is followed by Off-Job Training, and then Job Rotation. Since all the overall mean values of the Training and Development factors fall to the agreeable mean value, according to the mean score interpretation of an mean value range of 3.41 to 4.20, indicating most of the respondents recognize the importance of these training and development on employee performance working in Terminal Petrol Stations.

4.3 Employee Performance

After the analysis of the Training and Development, employees' feelings of employee performance outcome are analyzed based on Five-point Likert Scale measures.

Table (4.6) reports on that of respondents' replies on that of their employee performance outcomes, as follows.

Table (4.6) Employee Performance

Sr. No.	Description	Mean	St.Dev
1	Having had performance increase during the past six months.	3.92	0.276
2	Feeling that training and development enable to use skills and abilities in current role.	3.84	0.420
3	Feeling that employees receive constructive feedback and guidance from their manager and colleagues.	3.87	0.395
4	Feeling satisfied with the job requirements and responsibilities of the role.	3.86	0.425
5	Feeling that employee can be able to use skills and abilities in current role.	3.81	0.486
6	Training has been giving an opportunity to perform learned skills.	3.92	0.276
7	Training and development helping to reduce errors.	3.95	0.215
8	Training is affecting individual work performance.	3.94	0.229
9	Enabling training and development employees to acquire skills, knowledge, attitudes, and new capabilities.	3.93	0.254
10	Self-confidence was building through feedback and positive reinforcement.	3.92	0.293
	Overall mean value	3.90	

Source: Survey Data, 2023

According to the results shown in Table (4.6), the highest mean value is 3.95, indicating that training and development are helping to reduce errors. These indicate that employees can perform their daily activities more easily with the effective training and development programs provided by Human Resource personnel and the management of terminal petrol stations. The second highest mean value is 3.94, indicating that training is affecting individual work performance. The lowest mean value is 3.81, which suggests that employees cannot use skills and abilities in their current role.

The overall mean value of 3.90, the development program enables most employees to promote skills, knowledge, attitude change, and new capabilities for their workplace. A survey reveals that most employees improve their performance through training and development programs.

4.4 Organization Effectiveness

Lastly, the outcome of organization effectiveness by means of improve employee performance is analyzed. Table (4.7) reports on that of descriptive analysis on respondents' rating organizational effectiveness, as follows:

Table (4.7) Organization Effectiveness

Sr. No.	Description	Mean	St.Dev
1	Training and development were helping employees enhance the use of tools and machines and operational safety.	3.98	0.143
2	The training is identifying realistic, useful, and based on the business strategy of the organization.	3.96	0.200
3	Training and development were helping employees to increase organizational effectiveness.	3.94	0.242
4	Training was receiving help to enhance high quality of product/service effectively.	3.90	0.348
5	The training is providing by the organization, employees to improve quantity effectively.	3.97	0.164
6	Helping training and development to reduce frequency of supervision accordingly increases effectiveness.	3.90	0.296
7	Training is helping to reduction in turnover.	3.66	0.626
8	After effective training, it reduces possible accidents.	3.95	0.272
9	Helping training and development to increase job satisfaction accordingly increases effectiveness.	3.94	0.242
10	Training and development were helping increase job satisfaction, which in turn increases effectiveness.	3.98	0.143
	Overall mean value	3.92	

Source: Survey Data, 2023

According to the results shown in Table (4.7), the highest mean value is 3.98, indicating that training and development were helping increase job satisfaction, which in

turn increased effectiveness and enhanced the use of tools, machines, and operational safety. This reflects that most employees of Terminal Petrol Stations believe their organization has strong organizational effectiveness through the improvement of employee performance outcomes. The second highest mean value is 3.97, and this indicates that the organization is providing training to employees to improve quantity effectively. The lowest mean score is 3.6, and that suggests that the training is not helping to reduce turnover.

The overall mean value of 3.92 for employee performance has effect on organizational effectiveness. Due to organizational effectiveness, most respondents strongly agree that the development program assists most employees to enhance the use of tools and machines, operational safety in handling the dangerous goods of petrol, and also helps them to increase job satisfaction accordingly by increasing effectiveness. As a result of the analysis, the effectiveness of terminal petrol stations depends on reliable training and development programs to enhance the quality of customer service.

4.5 Effect of Training and Development on Employee Performance

To find out the influence of training and development on employee performance outcomes, multiple regression analysis was conducted. Table (4.8) reports on that of the effect of training and development on employee performance, as follows:

Table (4.8) Effect of Training and Development on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.647	.252		2.569	.011		
On the Job Training	.043	.045	.057	.947	.346	.866	1.154
Off the Job Training	.719***	.064	.681	11.197	.000	.848	1.179
Job Rotation	.073**	.030	.139	2.410	.017	.941	1.063
R Value	.747a						
R Square	0.558						
Adjusted R Square	0.549						
Durbin-Watson	1.838						
F Value	59.343**						

Source: Survey Data, 2023

Note: *** Significant at 1% level. **Significant at the 5% level, *Significant at 10% level

According to Table (4.8) reports that the F test value is significant value at 1% ($F=59.343^{**}$, $p<0.01$). The significance of F value indicates that there is a statistically significant difference effect of independent variables and dependent variable. That means, the use of chosen study model of the effect of training and development on employee performance of Terminal Petrol Stations is valid study.

According to the survey result, the R square value is 0.558, and adjusted R square value is 0.549. This means that 54.9 percent of changes of employee job performance is regressed by the effect of on-the-job practices, off-the-job training, and job rotation practices which could improve 54.9 percent of employee performance.

This means that under the observation of three selected training and development practices of Terminal Petrol Stations, two variables namely off-job training and job rotation are showing significant variation in employee performance at these petrol stations. If there is one unit or 100 percent more off the job training, there would have more employee performance by 68.1 percent. If there is one unit or 100 percent more on current off-job-training, there would have more employee performance by 68.1 percent because of its standardized coefficient value of 0.681. If there is one unit or 100 percent more on current job-rotation practices, there would have more employee performance by 13.9 percent for its Standardized Coefficient value of 0.139.

The effect of off-the-job training and employee performance has a positive value and their effect of is a significant value, and their effect of is fairly correlated employee performance ($r=0.719$, $p<0.01$). This means one unit increase of off-the-job training and development could improve 71.9 percent more on employee performance.

The implication of the finding is that people in the organization is valuable assets, and training and development is important for people development in terms of improving their skills and knowledge required for performing their tasks. It is applicable not only to Terminal Petrol Stations, but also for all the organizations.

As the result of regression analysis, the coefficient values of off-job training and job rotation are found to be positively and significant effect on employee performance. On-the job training is not a significant effect on employee performance if there are more on-the-job trainings than current training practices.

Terminal Petrol Stations have a positive effect on training and development practices; off-the-job training and job rotation are continued to be provided to employees. The management team needs to continue to provide on-the-job training. On-the-job training is very important for new employee. New employees use the petrol dispenser and equipment necessary for their standard operation procedure while being guided by experienced supervisors and senior staff during on-the-job training. New employees need to learn how to perform their job at a good or acceptable level during on-the-job training.

4.6 Effect of Employee Performance on Organization Effectiveness

To explore the variation of organizational effectiveness on employee performance, multiple regression analysis was conducted. Table (4.9) reports on that of regression analysis of the effect of employee performance on organization effectiveness, as follows:

Table (4.9) Effect of Employee Performance on Organizational Effectiveness

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.004	.175		11.481	.000		
Employee Performance	.490**	.045	.674	10.903	.000	1.000	1.000
R Value	.674 ^a						
R Square	.454						
Adjusted R Square	.450						
Durbin-Watson	1.969						
F Value	118.872**						

Source: Survey Data, 2023

Note: *** Significant at 1% level. **Significant at the 5% level, *Significant at 10% level

According to the Table (4.9), the F test value is significant at 1 percent level and thus, the effect of has statistically significant difference effect of employee performance and organizational effectiveness at Terminal Petrol Stations.

According to the survey result, the R square value is 0.454, and adjusted R square value is 0.450. This means that there is the variation of 45.4 percent on organization effectiveness by the effect of employee job performance. As the result of regression

analysis, employee performance has positively significant effect on organizational effectiveness at 99 percent confidence interval.

The unstandardized coefficient value of employee performance is statistically significant at 1 percent (r equal 0.490, p less than 0.01). For its significant value, there is statistically significant differences. The standardized coefficient value of 0.674, which means the one unit or 100 percent increase in current employee performance that could improve 67.4 percent more organization effectiveness of Terminal Petrol Stations.

According to the survey results, T&D programs have a strong influence on overall employee performance and it is noted that T&D programs are one of the factors contributing to organizational effectiveness. Terminal petrol stations continue to provide progressive T&D programs and policies to achieve the organizational goal, build the high performance employee in the organization, comfortable workplace. Terminal petrol stations continue to provide progressive T&D programs and policies to achieve the organizational goal, build the highest-performing employee in the organization, and provide a comfortable workplace. Therefore, Terminal petrol stations should be provided a lot of T&D activities to improve the employee performance by enhanced knowledges, improved skills, good attitude among the employees.

CHAPTER 5

CONCLUSION

This chapter concludes the findings from the analysis of employees' perceptions of the training and development practices of Terminal Petrol Stations. The study investigates the impact of these training and development practices on employee performance as well as organizational performance. It also recommends, suggests, and needs further studies, which are stated as follows:

5.1 Findings and Discussions

As a result of the demographic profile analysis, the 145 selected employees are from Terminal Petrol Stations' head office, Terminal Petrol Stations' sales and marketing department, Terminals Station Terminal-101, Terminal-203, Terminal-205, and Terminal-206. There are more participants from Terminal Petrol Stations T-206 and T-101, which account for 58 percent. In the gender composition analysis, the study finds that male respondents have more participation than female participants. In the analysis of the position level, the majority are from the junior staff level, followed by the staff level and the senior staff level, while the supervisory level and management level have the fewest participants. In the analysis of respondents education level, the survey finds that the majority are under the graduate level of education. Respondents' service years also indicate that most respondents have more than 3 years of working experience. The study finds that their most motivating human resources functions are salary increases, and some are demanding skill development programs to motivate them. In the analysis of employee perception on training and development, descriptive analysis based on Five-point Likert Scale was conducted. In the analysis, it focused on three practices of on-job training, off-job training, and job rotation factor. Based on the descriptive analysis result of the on-job training, study finds out that Terminal Petrol Stations has effective on-job training programs.

Terminal Petrol Station has the right choice of training method for their nature of work. Post-test and post-training evaluations are seen in evaluation training. It was also seen that drawing the next training plan based on the analysis of trainings.

Terminal Petrol Station has helped employees acquire new skills, improved their ability to serve customers better and faster, motivated employees, and generally improved employees morale and job satisfaction, all of which are indicators of employees performance. These findings are broadly consistent with prior HR literature on training and development. Furthermore, the results of this study reveal that T&D programs have a strong influence on employees performance, customer satisfaction, and the quality-of-service delivery. The study also establishes that T&D programs have a strong influence on overall employee performance and notes that T&D programs are one of the factors contributing to organizational effectiveness. Other factors, such as employees motivation, use of modern technologies, and marketing, also contribute to organizational performance.

5.2 Suggestions and Recommendations

Also known as OJT, on-the-job training is pretty much exactly what it sounds like: learning how to do the job (or do the job better) while in the role. In Petrol Station, the employees are not felt, and colleagues do not support the use of learning on the job. Training and working conditions are safe and satisfactory. Based on the study, the petrol station needed to provide information on safety and working conditions. Colleagues are needed to support the use of on-the job training. Current on-the-job training is a practical way to acquire new competencies and skills. It is recommended that supervisors provide opportunities for employees to receive on-the-job training. The training is a mix of theory and practice, giving chances for their supervisors to encourage them to attend on-the-job training for new employees, and it is all recommended that there be safe and satisfactory working conditions because of effective on-the-job training programs.

The findings of the analysis of job rotation practice show that job rotation increases productivity and the avoidance of fraud cases. One of the reasons for job rotation is that if an employee has been working at a station for a long time, there may be unnecessary friendships between employees and customers. This effect became a fraud case. Because it is possible to correct slips for customers, connect the pump attendant and cashier, add more petrol, and reduce money when issuing slips. In order to do that job rotation, it is important to emphasize the appointment of district employees. For that significant relationship, it could be recommended that the management of Terminal petrol

Stations should continue the present off-job training practices. It is also recommended that the management of Terminal Petrol Stations could find ways relevant to off-job training. By doing this, there would be more chances for employee performance.

The findings of the analysis of job performance show that training and development have given individuals the opportunity to perform learned skills, which has an effect of individual work performance, the development of skills, knowledge, attitude change, and new capability. Therefore, Terminal Petrol Station must have continuous training and development practices. Off-the-job training and job rotation are found to have positive and significant values for employee performance. On-the-job training is not a significant factor in producing higher employee performance if there are more on-the-job trainings than current training practices. Based on this survey finding, it could be strongly recommended that management of petrol station need to implement the progressive HR practices especially for off-the-job training and more progressive job rotation practices.

The findings imply that people are valuable assets, and training and development are important ways for people to develop in terms of improving the skills and knowledge required for performing their tasks. The findings of the study contribute to previous studies and could be useful not only to Terminal Petrol Stations, but also to all organizations.

To examine the effect of employee performance on organizational effectiveness in Terminal Petrol stations. An increase in current employee performance could improve the effectiveness of Terminal Petrol Stations. Terminal Petrol Station has been in continual searching to improve upon to keep ahead in local Petrol Station Service since 2008. One of the areas for improvement is to be an ISO certified customer transportation service in 2010 where service is defined and to be used as the fundamental objective and aspiration for the service. Based on the findings of the analysis some recommendations and suggestions are made as follows to improve the training and development of Terminal Petrol Station.

In service companies like Terminal Petrol Station, the convenience of customers and their satisfaction appear to be the priorities. The organization should consider giving training and development programs according to employee performance. All front-line operation staff are still needed to provide more specific training regarding grooming,

courtesy, customers relationships, communication skills, and performance improvement so that they can attract customers and provide better service.

5.3 Needs for Further Studies

The following are the reasons to conduct further studies: The study is limited to 145 total employees. For that, further studies should extend to more participants, including employees from terminal filling stations. Among the 22 stations, the study was limited to some stations. And thus, this study finding could not involve all the station members because of the time limitation and random sampling method. Further study should involve a larger number of terminal petroleum stations. There are many petrol stations owned by many companies, like Denko, PT Power, Max, BOC, Regency, Shwe Byain Phyu, and Kyaw San Co., Ltd. This study is only focusing on terminal Petrol Stations. For that, further studies might be focused on other petrol stations and explore opportunities based on different determinants of training and development.

While this study focuses on a few aspects of the factors influencing training and development practices and employment performance, further study on recruitment and selection HR practices, compensation and benefits, awarding and recognition, delegation of authority, and the use of performance can affect employee performance. This study could not find a comparison with the training and development of other petrol stations and needed to evaluate the training and development after six months or a year. Therefore, it may need details for future research to be conduct.

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APPENDIX-I

QUESTIONNAIRE

Dear Sir/Madam,

I am conducting a survey on the “The Effect of Training and Development on Employee Performance and Organizational Effectiveness in Terminal Petrol Stations”. This questionnaire is designed to collect information of how likely employees are perceived on that of influencing variables of training and development practices which effect on organizational effectiveness. It would be kind of you if you could please involve in the survey by answering the questions.

Thank you for sharing the valuable time to fill out this questionnaire.

Section (A) Analysis of the Demographic Profiles of Respondents

(Please tick the box which is suitable to you)

1. Which gender are you?

- ☐ Male
- ☐ Female

2. What is your age?

- ☐ 21 to 30
- ☐ 31 to 40
- ☐ 41 to 50
- ☐ 50 and above

3. Position

- ☐ Management Level
- ☐ Supervisor Level
- ☐ Sr. Staff Level
- ☐ Staff Level

4. Education

- ☐ Undergraduate
- ☐ Graduate
- ☐ Postgraduate
- ☐ Master

5. Service Years

- ☐ Less than 1 year
- ☐ 1 year ~ 3 years
- ☐ 3 years ~ 5 years
- ☐ 5 years ~ 7 years
- ☐ More Than 7 Years

6. Which of the **following factors which motivate you most? Incentives**

- ☐ Salary Increase
- ☐ Promotion
- ☐ Skill Development Programs

Section (B) Training and Development Practices, Employee Performance, and Organizational Effectiveness

Please tick (√) how much you agree with the importance of each of the following factor when you chose international banking services with.

1= strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree

Training and Development Practices						
Sr.No	On the Job Training	Agreeable Level				
1	On Job Training provided new employees the skills, and enhanced competence they need to perform their jobs.	1	2	3	4	5
2	On Job Training had good mix of theory and practical.	1	2	3	4	5
3	Supervisors give employees the chance to tryout their on-the-job training.	1	2	3	4	5
4	Colleagues support the use of learning on the job.	1	2	3	4	5
5	Are your working conditions safe and satisfactory.	1	2	3	4	5

Sr.No	Off the Job Training	Agreeable Level				
1	Supervisors help employees set realistic goals for performing their work as a result after off job training.	1	2	3	4	5
2	Colleagues helps workers return to work as needed after on job training.	1	2	3	4	5
3	Off-the-job training helped me to acquire knowledge and skill on my job.	1	2	3	4	5
4	My confidence at work was improved after the training.	1	2	3	4	5
5	training was given in a pace which was understandable to me.	1	2	3	4	5

Sr.No	Job Rotation	Agreeable Level				
1	I believe that Job Rotation has improved Job Stability.	1	2	3	4	5
2	Job Rotation has good communication between employees.	1	2	3	4	5
3	Job Rotation has reduced mental stress.	1	2	3	4	5
4	Job Rotation leads to avoidance of frauds.	1	2	3	4	5
5	Job Rotation is increasing the productivity.	1	2	3	4	5

Employee Performance

Sr.No	Employee Performance	Agreeable Level				
1	My performance has increased during the past 6 months.	1	2	3	4	5
2	you feel that you are able to use your skills and abilities in your current role.	1	2	3	4	5
3	you feel that you receive constructive feedback and guidance from your manager and colleagues.	1	2	3	4	5

Sr.No	Employee Performance	Agreeable Level				
4	you feel in meet the job requirements and responsibilities of your role.	1	2	3	4	5
5	you feel that you are able to use your skills and abilities in your current role.	1	2	3	4	5
6	trainee has been given an opportunity to perform learned skills.	1	2	3	4	5
7	Training is effect on individual work performance.	1	2	3	4	5
8	I feel the development enables me to improve skills, knowledge, attitude change, new capability.	1	2	3	4	5
9	In my opinion development helps me to reduction in errors	1	2	3	4	5
10	Self-confidence is built through feedback and positive reinforcement.	1	2	3	4	5

Organizational Effectiveness

Sr.No	Organizational Effectiveness	Agreeable Level				
1	In my opinion development helps me to enhance the use of tools and machine, operational safety.	1	2	3	4	5
2	Training needs identified are realistic, useful and based on the business strategy of the organization.	1	2	3	4	5
3	In my opinion training and development help me to increase organizational effectiveness.	1	2	3	4	5
4	Training I received helped me to enhance high quality of product/service effectively.	1	2	3	4	5
5	The training provided by organization helped me to improve quantity effectively.	1	2	3	4	5

Sr.No	Organizational Effectiveness	Agreeable Level				
6	In my opinion training and development helped me to reduce frequency of supervision accordingly increases effectiveness.	1	2	3	4	5
7	In my opinion training helps me to reduction in turnover.	1	2	3	4	5
8	After effective training I feel it reduces possible accidents	1	2	3	4	5
9	In my opinion training and development help me to increase job satisfaction accordingly increases effectiveness.	1	2	3	4	5
10	The training provided by organization helped me to improve quantity effectively.	1	2	3	4	5

Thank You for your participation

APPENDIX-II
SPSS OUTPUTS

Reliability Statistics

Cronbach's Alpha	N of Items
.795	5

Reliability Statistics

Cronbach's Alpha	N of Items
.777	5

Reliability Statistics

Cronbach's Alpha	N of Items
.766	5

Reliability Statistics

Cronbach's Alpha	N of Items
.861	10

Reliability Statistics

Cronbach's Alpha	N of Items
.753	10

Correlations

		EmpPerf	OnJob	OffJob	Jrot
Employee Performance	Pearson Correlation	1	.321**	.732**	.300**
	Sig. (2-tailed)		.000	.000	.000
	N	145	145	145	145
On-Job Training	Pearson Correlation	.321**	1	.353**	.171*
	Sig. (2-tailed)	.000		.000	.039
	N	145	145	145	145
Of the fJob Training	Pearson Correlation	.732**	.353**	1	.223**
	Sig. (2-tailed)	.000	.000		.007
	N	145	145	145	145
Job Rotation	Pearson Correlation	.300**	.171*	.223**	1
	Sig. (2-tailed)	.000	.039	.007	
	N	145	145	145	145

*** Significant at 1% level. **Significant at the 5% level, *Significant at 10% level

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.747 ^a	.558	.549	.1732	1.838

a. Predictors: (Constant), Job Rotation, OnJob Training, OffJob Training

b. Dependent Variable: Employee Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.343	3	1.781	59.343	.000 ^b
Residual	4.232	141	.030		
Total	9.575	144			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Rotation, OnJob Training, OffJob Training

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.647	.252		2.569	.011		
	On Job Training	.043	.045	.057	.947	.346	.866	1.154
	Off Job Training	.719	.064	.681	11.197	.000	.848	1.179
	Job Rotation	.073	.030	.139	2.410	.017	.941	1.063

a. Dependent Variable: Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.674 ^a	.454	.450	.1390	1.969

a. Predictors: (Constant), Employee Performance

b. Dependent Variable: Organizational Effectiveness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.296	1	2.296	118.872	.000 ^b
	Residual	2.763	143	.019		
	Total	5.059	144			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.004	.175		11.481	.000		
	Employee Performance	.490	.045	.674	10.903	.000	1.000	1.000

a. Dependent Variable: Organizational Effectiveness