

Impact of Reward System, Training and Deveopment on Organizational Competitiveness

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ABSTRACT

Keywords:

Strategic Orientation,
Environment Turbulent,
RBV, Contingency Theory,
Export Performance

Reward System and Training and Development importance has achieved the attention of the organizations employers in few years. This study is about the impact of training and development and reward system on organizational competitiveness.

This research was conducted in the banking sector of the Peshawar region. 150 questionnaires were distributed among employees in which male and female are involved in banks of Peshawar region out of which 131 was return which is 87.4 % of the sample. Random sampling is used. Four hypotheses are there in this research the 1st one is that there is positive association between reward system on organizational competitiveness and the second hypothesis is that there is no relation between reward systems on organizational completeness. The 3rd hypothesis was that there is constructive relation between T&D and organizational competitiveness. The 4rth hypothesis is that there is no relation among T&D and organizational competitiveness.

After the result 1st hypothesis was accepted and also 3rd one. It showed that reward system and T&D have constructive influence on organizational completeness. The research is almost quantitative in nature. The data was collected from top 5 banks i.e. Allied Bank Limited, Habib Bank Limited, Bank of Khyber, United Bank Limited, and Muslim Commercial Limited in Peshawar. Regression test was used in SPSS 16.

Maximum of the studies said that fair implementation of human resource practices gives competitive advantage to the organization. They mostly focus the major elements of reward system and training and development

INTRODUCTION

In this Economical era, to stand in the market there is a necessity of identifying the sources that can act as a catalyst tool for the achievement of the firms and organization. Every organization wants to be on top in market or complete advantage on others. Competitive advantage can be defined as complete advantage is a top position against its competitors in providing high quality services and products to the customers which satisfy their needs. The basic issue in competitive advantage of an organization is to perform better than its rivals. The firm has some special type of resources which is not imitable therefore he is enjoying top leadership in competition. These sources may be their human resources, capitals, skill employees on which he investing in every situation also he gains their commitment level.

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The term “Competitive advantage” is also described as the ability achieved through attributes special resources to perform at top or higher level than its competitors in market and industry which he cannot outperform in the same industry. The research is also for attracting the attention of other researchers and businessman towards the same issue of the competition. Organizations that have loftier human resources policies are expected to achieve competitive advantage higher quality of workforce enhances the outcomes and processes of organization and thus add to the success of organization. Nowadays the importance of human resources practices has emerged. It is the practices of human resources, which are adept of making active use of such other resource with a capacity to gain more advantages and minimize risks and threats (Mishra & Choudhary, 2010).

Leading asset or most valuable asset of any enterprise is its People, as all management work, plans, strategy for success enhancement are carried out by its employees or people. In this rapid competitive era, every enterprise or organization want achieving competitive advantage by refining its technology, adopting various plans like – cost reduction, service quality, cost leadership, service quality enhancement etc. But besides, these can enhance the firm operating performance up to some extent. Organization has to mostly focus on most important factor on its employees who work in the organization. An organization can have competitive advantage over other – if it is creating and executing a value creating strategy, plans that is not being applied by its competitors and also the same is not copied by competitors to gain remunerations of the strategy. In human resource practices rewards is one of the best imperative basics to inspire and stimulate workers for donating their best strength to stimulate inventive philosophies that central to enhanced professional work. Further it can increase business performance both financial in form of profits and non-financially in form of productivity.

There are a lot of ways to compensate and reward employees. In which some include the praising the employees from the side of the managers, the opportunity for employees to take them an important tasks and projects, and even leadership skills attention (Dewhurst et al, 2010). Most of the researcher also suggests that power of supervisor related to reward system is positively associated to employee performance and also productivity for an organization and also associated with performance and turnover with employees (Jahangir et.al, 2006). Rewards are of two types extrinsic and intrinsic in nature. Intrinsic rewards are of intangible in nature in appreciation type promotion type and it is associated mostly to psychological satisfaction for employees. While

extrinsic reward is tangible in nature mostly in form of pay, bonuses, medical facilities, remuneration and money type. After best work it is awarded for reward.

Now a days training and development is the utmost significant feature in the business world competition because training and development rises the effectiveness and efficiency of workers, employer and the organization. Employees' performance mostly depends on numerous factors i.e. effective recruitment system, fair performance appraisal, reward system and training development etc. but most of the important and critical factor is training. Training increases the performance level of employees automatically it will increase the performance of organization due to skilled employees (Chris Amisano, 2010). Once the performance of organization it will automatically bring that institution in the completion in the market.

The goal of my research is to discover out the relation and impact of reward system, training and development on organizational competitiveness in private banks. To know the observation of workers whether it is completely connected with the organization competitiveness or not. Workforces interest about these two human sources performs and significance in privatized banks of Peshawar section.

Research Objectives:

To know the impact of training and development of employees on organization competency in private banks of Peshawar.

To know the impact of reward system of employees on organization competency in private banks of Peshawar.

LITERATURE REVIEW

HRM also emphasizes on helpful plans for refining organizational effectiveness, developing talented managerial staff, encouragement policies in areas of knowledge management and making the organization a good area to work (Dessler, 2011). Different research studies are published on factors that are essential for gaining competitive advantage i.e. human resources practices. HR is a source of competitive advantage because it fulfills the criteria of competition in organization as well as in the market (Wright, et al, 1994). Because HR refers to the polices, rules regulation, strategies in which way

company is going, compensation and reward system, recruiting and selection, training and development and many more other practices.

Discussion carries on the view; different approaches have been recommended by many scholars and authors to help reduce workers turnover and make an organization competitive. The main emphasis of this report is to make and improve an understanding amongst establishments about the significance of HR practices. In the next literature dissimilar variables involves that show a vital role in administrative competitiveness i.e. HR practices and many more but we will mainly focus only on Human resource practices.

Reward System

System of reward is basically result oriented and effective technique for motivating employees and also they encourage performing well. It is important for organization to produce and facilitate transparent reward and recognition system in organization. It is a fact of performance to facilitate its employee with a fair reward system (Watson, 1999). It will create a fair climate between employees and organization. Silbert (2005), also argues the same view that reward system will link with performance of employee then it helps retention of talent for organization in future. (Usman, 2010) also concluded the positive impact of reward system to competitive advantage in his research article. Nature of the research is quantitative. He told in his research that reward, recognition is the motivational tool for employees. They work hard when they get these in their job. The methodology he uses in his research is convenience sample method and population taken public and private organization. Data is collected from 200 respondents of Gujranwala city organization.

Organization provide monetary reward in terms of money, cash, salary increment, bonuses and other incentives must be given to employees according to those standards which are set by top management (Tower, 2003). Organization must consider another option of non-monetary rewards like recognition, career development, advancement opportunities,

appreciation of work and task responsibility are important factors of creating a competition climate in an organization and also in the market. Appreciation of work and recognizing the performance of employees also enhances job satisfaction. It will boost the retention factor and decrease turnover and also increase productivity.

Today's world is all about competition and motivation of employees, so an organization has to consider motivational strategies (Roberts, 2004). Due to the changing work environment, it is important for top management to consider the employee's goals in such a way that they align with organizational goals (Beer et al, 1984). They must focus on a relationship of mutual benefits. Most of the well-reported enterprises have gained the top spot by fully following their strategy of business through a well-balanced recognition and reward system for employees. For improving organization performance and productivity, an organization must produce effective tools and a motivational reward system (Deeprouse, 1994). When performance increases, it will automatically bring the organization on top in the market.

The entire process of success of an organization is hidden in that how it keeps its personnel inspired and in which way the organization evaluates their performance for job compensation. Babakus et al. (2003), argues that personnel will work more and more if the reward system is fair and motivating and they get additional recognition. In addition, with this how his/her manager treats their employees and evaluates them, all the factors are considered in this process. The best organization is one who quickly understands and manages their employees' needs and demands. In return of the rewards given to them, staffs would perform by enhancing their promise towards the organization and their work.

There are a lot of studies held on reward systems that play an important role in competition. To motivate and retain the best talent in an organization, most of the organizations kept a fair reward and recognition system (Eisenberger and Rhoades, 2002). A struggle is made on workers' creativity in an organization, managers used tactics of extrinsic rewards (e.g. incentives in form of monetary and recognition) to retain and motivate employees. While empirical study has shown that for enhancing individuals' creativity, extrinsic rewards are helpful.

The literature study is divided still when it comes to effects on employees' inventiveness (Bear et al, 2004). Skill employees are helpful when they work with full enthusiasm. They work if they are motivated from the side of the organization, if not they are not helpful. Delaney and Huselid (1996),

states that one of means of the organizations is to use employee motivational and performance based provide performance compensation.

Expectancy theory clearly give the view of reward and compensation, which argues that employees of organization are more projected to be motivated to do well when they realized that there is a strong bond amongst reward receive and their performance (Mendonca, 2002). In other words, we can say that if the employee realizes the fact of reward and performance link, then employee work more and doing job well to give company their output (Kling, 1995). And this relation will bring company reputation well and edge on to the institution.

Although cash rewards and compensation are welcomed by every employees, but managers should not use this tactic all the time for motivation (Nelson & Spitzer, 2002). Because when employees not take reward they will not perform. He states in the research article that use it but little in random moments. Recognition some time work there. For the long run recognition and training and development will be the option use. HR practices work everywhere in organization and gave them performance based result. While another researcher state that those who receive and perceive the reward and recognition in organization they perform well and have a good idea about the work. Because they know how to work and to do the right thing.

Thus, employee should realize the fact if they perform and do well they will be rewarded. While there is a need of today organization employer to make an effort in contributing their roll in showing that management and organization support their employee and also take care for them. They are high valued for the organization in past present and will be in future. Buchanan (1974), give his view in the research that the recognition and reward also contributes a positive affiliation in growing the commitment level of the employee towards the firm performance and its aims. Goodwin & Gremler (1998), asserts that industry of banking is in need of employees who are motivated and satisfied as well as motivated without this, customer satisfaction level will be also be affected.

Adelman et al (1993), suggest that who maintains the interpersonal relationships with bank internal and the customers are a source of big driving force behind realizing that a customer is dissatisfied or satisfied. The association bond recognized among the customers and employees may lead to an increase in values, ideas, perception with regards to the bank's service and products (Reynolds & Beatty, 1999). When a high value of perception is achieved, then customer is highly satisfied, thereby bringing them in more business for the bank.

Training and Development

Every organization is going to invest on employees to prepare them for future challenges. Training and career development is considering a significant factor in HR practices in organization. Commitment and loyalty increases in employees when organization give training during the job (Deery, 2008). On the job training is beneficial for organization as well as for employee. If the quality of training and development is low or worse in any organization, then the chances of turnover will be more. Once employee movement start to other organization than it increases the cost and also suffer productivity. There is considerable amount of impact on organizational competitiveness because performance down (Apospori et al, 2008). It affects the competition in market.

The main focus of training is to overcome the deficiencies in current and new employees and also enhance the skills. It also encourages the performance. Whereas the term development refers to prepare that employee for future need of organization (Balkin & Cardy, Mejai, 2012). Training just fulfill the current skill of employee while development refers to fulfill the future need of organization. When new employees are recruited then training program starts for them (Goldstein's, 2000). Achieving the future and current needs of organization, training and development plays a vital role in that. Training provide them a new knowledge and enhances their skills in the related field. New skills are applied on the job after training. For reducing job stress organization provide trainings and then these skills are used in there on job process (Noe, 2004).

Employees who stay for long time in organization fell in that he is internally associated with that organization. Employee develops more conscious and worried about attaining the administration's goals and its success. This relationship rises in the form of devotion in the personnel and it delivers them the energy to contest faithfully in favor of the business (Gaiduk & Fields, 2009). Many investigators have stated the importance of mental bond and attachment between workers and the organization as a forecaster of retention.

Organizations mostly focus on the employee attachment and this attachment is intensely linked to possible result for the same organization (Riketta & VanDick, 2010). The reasons for low turnover of employees have mentioned are experience and career development independence etc. All these motives and reasons of employees help organizations to align HR practices accordingly and help them with employee retention. Gaurav Bagga, (2013) argues that employees must be able to see a clear path of their success in the organization, only then they will stay for long.

Training can clearly tell the specialized skills. Therefore, organization provides training to employees for overcoming the deficiencies in skills (Gomez, 2000). Most of time it is beneficial to organization employee performance. Skills which later develop in employees are communication, interpersonal skills, knowledge about technology, solution about problems and basic literacy and also other skills. Training and development increases the overall organizational performance (Jon, Shepard et al, 2003). Training and development basically refers to the practice of transferring and acquiring the knowledge, abilities and skills. Studies are carried out on training and skill development rate up the retention and also benefit the organization employee and their goals rewards (Montgomery J.D, 2006). Good knowledge base firms emphasize nowadays mostly on training and skill development.

In new businesses staffs are retained well informed about all the essential business matters. They are informing and involve in decision making at levels (Strategic, Tactical and Operational), thus successfully using the capacities of the workforces (Hewitt, 2002). If they trust that there is right chance of their future progress, then employees will happily get involved. Recent literature of job participation shows that such contribution in affairs improves the satisfaction of individuals, while at the identical time also growing output for the business (Hall & Lawler, 2001). Low contribution causes employee's dissatisfaction towards association. If the workers' objectives and organizational objectives are connected, the logic of contribution will produce there.

Organizational Competitiveness

Organizational Competitiveness has conquered the tactical horizon of all business mostly in the light of present instability and difficulties in the business area. Competitiveness is currently no longer associated in corporeal possessions and monetary capital. It is through the effective use of human ideas, channeling, effective development and sustainability in business where worker pushes organizations headed for higher capability to acquire (Phusavat et al, 2010; Halawi, 2005). The basic to achievement of an organization is to positively fulfill the demands of its consumer's relative to those organizations who offers comparable services and goods. Now this up and down are called competition. Those organizations got success who understands this game and those who do not understand the same tactics are left behind in the field of competition. Yeh et al, (2006) declares that foremost aspect of organizational competitiveness is the capability of identifying the full latent of its human resources and intellectual assets in taking planned and tactical conclusions. Compelling assumptions about growing efficiency, enlightening quality, cost effectiveness and

appealing employee trustworthiness are significant and vital for organizational competitiveness.

The idea of organization competitiveness is over the accumulation of beliefs and views ascending from organizations internal expansions (Lin, 2007; Halawi et al., 2005). The sustainability and exploitation of these principles carries in valuable practices like knowledge formation and distribution. Which provides rise to learning environment and advance actions that are centered on internal means. Organization valuable assets are people who works for them. The need is to utilize and manage them properly. If organization use them properly and take care of them, employees will attach themselves for years.

The time of worldwide economic crunch, it is imperious for those who run the company to ensure with their activities and attitudes that workers, shareholders and other stakeholders similar trust on their ethical opinion and promise to values to endorse confidence (Harrison; 2010). An organization to achieve competitiveness advantage it is necessary to ensure to follow new approaches for getting things done and innovatively bring new products (Kamblampti, 2006). Through rivalry, enterprises discover new ways to rise their competence level by spreading their network to international markets (Ricupers, 2004).

Organizational results of competitiveness are more but also it blooms through a encouraging climate which promotes the participation and commitment level of all organizational supervisors (Narayan, 2007). Competitiveness is a multidimensional and relative concept. It dimensions changes with time and context (Barney, 2001). A competitive characteristic of any organization refers to the ability that allow a firm to compete efficiently and increase the value of organization. Many researchers support the idea that keeping talented employees and retaining the best cream over the long term, have significant effects on company financial results.

Productivity

As per the literature Productivity is the association amongst output and input, and between the results and sacrifices. The proportion between output and some definite part of the input is called fractional productivity, such as labor output. Labor productivity is the quantity of productivity for each labor unit, or number of labor hours for each product unit (Singh & Mohanty, 2012).

If you want to increase the organization competitiveness you should increase the productivity. Productivity can be increased through dedicated, skillful employees, and experience. With the increase in productivity in organization the profitability factor improves which definitely helps in expansion of the organization and also provide some benefits to the employees. Whereas the

employees retaining for long time it helps in cost cutting strategy and also increasing productivity.

Quality

High quality of work environment raises the effectiveness of the business. It also helps in winning consumer gratification and devotion (Antoncic & Bostjan, 2011). Personnel are key actors in accomplishing the internal and external excellence of provision in the organization. They know how to deal the situation in real world.

Cost Effectiveness:

High turnover figure of skillful personnel are dangerous to any industry, because of this skills, training information and knowledge are lost (Chruden, 1980; Testa, 2008). It is required for business to take steps for retaining qualified workers in order to escape important loses for company. Once you train employee for work and then you lose it, it give you major harm because skilled employee you lost (Vasquez, 2014). A cost effective business rests more competitive by utilizing its main capitals on expansion of new plans and assistances in refining the work environment.

Loyalty

Loyalty is the enthusiasm of employee to stay with the institute for long time (Solomon, 1992). For improving the organization competition there must be loyalty between employee and managers. While one another researcher Frederick Reichheld, (2006) argues that for successful loyalty it is imperative to make the workers sense that they are an central part of the organization. There should no biasness in relation; employee loyalty has great impact on the productivity of business as well as growth in market (Antoncic & Bostjan, 2011). With the increase of loyalty between organization and employee trust factor also increases and the more attachment occur between them.

Theoretical Frame Work

Independent Variable

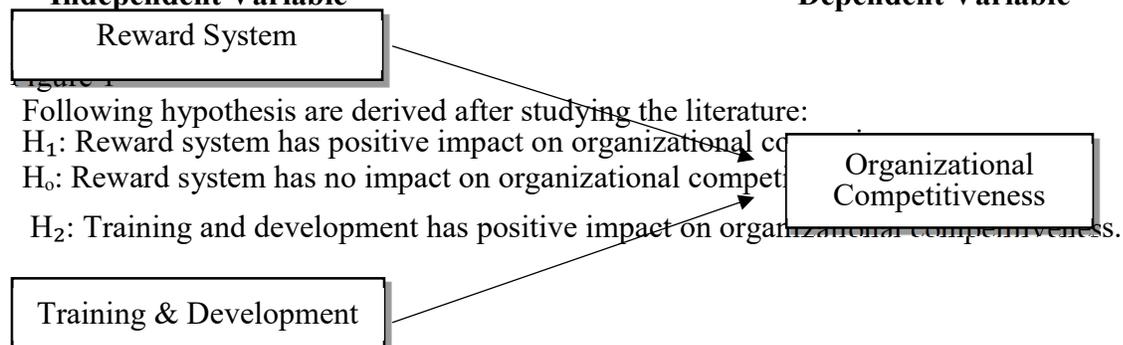
Reward System

Dependent Variable

Organizational Competitiveness

Following hypothesis are derived after studying the literature:
H₁: Reward system has positive impact on organizational competitiveness.
H₀: Reward system has no impact on organizational competitiveness.
H₂: Training and development has positive impact on organizational competitiveness.

Training & Development



H₀: Training and development has no impact on organizational competitiveness.

RESEARCH METHODOLOGY

Population, Sample size, Sampling Technique

Employees of banking sector of distract Peshawar region are taken as population. Total numbers of banks branches in Peshawar are 108. Rate of turnover is 15 percent in the banks. 6 percent is involuntarily while 9 percent is voluntarily. Here we check the impact of reward system, T&D practices on organizational competitiveness.

150 were employee taken as sample size from the population ground, but we pick up 131 persons Data. This was taken from top 5 banks of Peshawar section i.e. Habib bank limited, united bank limited, Muslim Commercial bank, Allied bank limited, Bank of Khyber Data were collected through questionnaire.

Banks were divided in three zones i.e. Cant zone, university road and Hayatabad. Random sampling technique will be used for gathering data. Primary data was gathered through feedback form. Nature of homework is quantitative.

Model Specification

$$OC = \alpha + \beta_1 RS + \beta_2 TD + \beta_3 AG + \beta_4 GEN + \beta_5 TEN$$

α = Constant

OC = Organization competitiveness

RS = Reward System

TD = Training & Development

AG = Age

GEN = Gender

TEN = Tenure

Variable Operationalization

The research consists of single dependent term i.e. organizational competitiveness and two independent variables i.e. Reward system and second one is Training Development. Age, gender, tenure, act as a control terms in this research,

TABLE 1

Variables	Question numbers in Questionnaire
Reward System	Q1,Q2,Q3,Q4,Q5,Q6,Q7
Training & Development	Q8,Q9,Q10,Q11,Q12,Q13,Q14
Organizational Competitiveness	Q15,Q16,Q17,Q18,Q19,Q20,Q21
Control Variables	Age, Gender, Tenure

Research Instrument

The instruments for this report are used for collection of information about persons are questionnaire survey. Which are based on 5 Likert scale. 4 parts involved in this survey. Supportive terms are taken in first part i.e. which are called control variables i.e. gender, age, bank, designation and tenure. Second part is about reward system which was taken from the study of (Malhotra, et al, 2007). Third portion is about training and development and forth section is about organizational competitiveness .

Reliability Analysis

We did a pilot study of 30 persons from the survey to investigate the reliability of the questionnaire which we use for data collection. Took 7 questions of reward system, 7 questions of training and development and 7 questions of organizational competitiveness. Apart from this a trial of Cronabach's Alpha was also functioned on control terms or variables i.e. gender, age, and tenure. We gathered 30 opinions from different banks persons of Habib bank, Muslim, Commercial bank, Allied bank, united bank limited, and Bank Alfalah.

Table 2

Statistics for Reliability		
Cronbach's alpha	Cronbach's alpha Standardized items	N of items
0.837	0.817	21

The consequences of the questionnaire reliability are shown here i.e. 0.837. According to (Shiekh & Newman, 2012) test result occur between 0.5 to 0.7 is acceptably consider reliable and the test shows 0.83. This is more reliable for this study. Therefore, we use this questionnaire for whole study.

Data Analysis

To find out the relationship we choose for this report SPSS 16 software. The key determination of this study is to be sought out the relation among the administration competitiveness, reward system, training and development. Likert scale was used for this entire report surveys. To check the report variable, we must use multiple regression. In this report we have also control variables or moderating variables. Other name of control variable is called dummy variable.

To test the questionnaire reliability pilot test were also done. The value of Cronbach's alpha is 85.4% after running the test. Which means that feedback form is more predictable for this homework. The consequences obtained from the survey is further examined through multiple regressions. Mean of the variable are taken and then split in the different rows and columns. Data is process through and calculate the p-value with the significance level, which is already set for this study. Accepting or rejecting of alternative hypothesis is based on the significance level. Null hypothesis is also based on this significance level, which is set for this study. If this data not meet the level of significance, then null hypotheses will be accepted. Significance level is also called sigma. The significance value set for this study is 0.90 or 90%.

Results of the study is discussed and mentioned here models are available of multiple regression.

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.665 ^a	.442	.442	.44927

1. Predictors: (Constant), RS, Age, TD, Gender, Tenure

Table 4

Model 1	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
Constant	1.225	.300		4.179	.000
Age	-.239	.120	-.133	-.986	.049
Gender	-.285	.067	-.423	-4.237	.000
Tenure	.302	.071	.407	4.234	.000
RS	.157	.090	.137	1.740	.084
TD	.470	.086	.447	5.445	.000

Dependent Variable Organizational Competitiveness

The value come with us of beta during multiple regressions is 0.157 of reward system when converted into percentage than come 15.7%. This value suggests that if 15.7 percent change occur in reward system then there will be change occur in respondent's behavior and chances of the organizational competitiveness increases 15.7 percent which is dependent variable. Similarly, the value of beta for training and development is 0.470 when converted in percentage i.e. 47.0. It means that 47% change occur in training and development than there will change in respondent's behavior through learning possible and also organizational competitiveness increases of any organization 47%.

Model one results of table suggests after multiple regression test i.e. values of p for the reward system is 0.084, which is below the significance level. The value of significance level set for this study i.e. 0.10 or 10%. Due to this value and relationship, substitute hypothesis is recognized, and null hypothesis is excluded. This shows that reward system has positive impact on organizational competitiveness. Organization has fair reward system that will go for competition in market.

Model one-table results show that after multiple regression test run on data i.e. value of p for training and development is 0.000, which is below significance level. Level of significance set for this study is 10%. Here also we accept the alternative hypothesis and reject the null hypothesis. This shows that training and development has positive impact on organizational competitiveness. If organization, make available training occasions to their workers will affect their learning and work. As a result, organization will compete in market due to knowledgeable workers and new technology.

Dummy variable is also called control variable. The outcome of control variable also available in model one. In multiple regressions, control variable is also calculated and shown. The controller variables i.e. age, gender, tenure also showed in table 0.049, 0.000, 0.000 respectively with significance digits. It also positive relation with organizational competitiveness.

Discussion

Multiple regression is used for information analysis to achieve the outcome of the study. Consequence shows that there is a constructive relation among independent and dependent variable. Dependent variable is organizational competitiveness while independent variable are reward system and training and development. If company uses fair means of reward system and give opportunities to their employees for training and development than it will give advantage to their company in competition. It means that both the variables play a key role in reaching a competitive advantage for a company. The outcome finding also backing by other investigators (Pahuja.et.al 2017), (Du-Plessis.et.al, 2016), (Akhtar.et.al, 2012), (Batool, 2012).

Performances of the employees increase if they get proper training programs in their respective organizations. Same with the reward system, it is reasonable enough conferring to the ideas of workers they will give their proper yield. Once they give good performance it will benefit the organization in long term. This benefit then turns into competitive advantage for that organization. Which lead them in market.

Conclusion

The study which we conducted is to discover out the relation among reward system in addition training and development with organizational competitiveness in banking sector in Peshawar region. It is all about the fair system of reward and training and development occasions and learning of workforces and career building. In this research we found that impact of both these variables i.e. reward system and training and development has positive relation with dependent variable i.e. organizational competitiveness. If banks provide career path for employee it employees perform better and better for the organization. Due to this performance of the organization increases and commitment level increases. Turnover decrees due to right implementation of the practices of human resource.

Maximum of the studies said that fair implementation of human resource practices gives competitive advantage to the organization. They mostly focus the major elements of reward system and training and development. If they properly handle these two tools for the organization. Employees feel satisfied and they perform more and more for the benefit of the organization. On the job training and off the job training is more beneficial for the employees as well as for the organization. Due to the raining their skills enhance and also understand how to do the work in an appropriate way. More perfection occurs in their work and skills. It will increase their productivity which later on increases organization efficiency.

Recommendations

Throughout this whole study we concluded the following points for recommendations:

2. Training is necessary for every organization employee.
3. Same training is further utilized in the form practical work in the office.
4. For increasing the skills of the employees every organization has to provide training and development opportunities to the employees.
5. They must provide work related training program to their employees.
6. Fair Reward system should be used by the organization to attract the employees.
7. Fair policies of the compensation must be used for the employees.
8. In other reduce turn over in the organization employer must give handsome and attractive salaries to the employees.
9. Use of reward in such a way that intrinsic and extrinsic reward goal are achieved and employees not leave the organization.
10. Organization must implement human resource practices to achieve competitive advantage and give facilities to the employees.
11. Regular base feedback taken from the employees about their problem that they not leave their organization. It will otherwise harm the organization productivity and image.

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2	This organization does provide regular opportunities for personal and career development.					
3	This organization has career development activities to help an employee identify/improve abilities, goals, strengths and weaknesses					
4	The organization has a training and development policy applicable to all employees					
5	The organization has full-fledged training and development department manned with competent professionals					
6	Supervisors support the use of techniques learned in training that employees bring back to their jobs					
7	Employees who use their training are given preference for new assignments.					
Organizational Competitiveness						
1	Your organization has a strategic plan.					
2	The organization plan is known to employees					
3	Your organization uses procedures to track the implementation of plans.					
4	Your senior management is trusted by the subordinates.					
5	Your Management welcomes inputs/ideas from employees.					
6	The organization conducts regular surveys on employees' morale.					
7	Given the opportunity, most people would prefer to continue working here					