

**EFFECT OF TRAINING ON EMPLOYEE COMMITMENT: MEDIATING ROLE OF JOB SATISFACTION**

**Mr. Saeed Muhammad**

saeek@gmail.com

**Dr. Fahad Khan Afridi**

Assistant Professor, Department of Management Science, Qurtuba University of Science and Technology Email: fafridi449@gmail.com

**Mr. Waqas Ali**

Doctoral Candidate, Limkokwing University of Creative Technology, Cyberjaya, Malaysia  
Waqas.110056108@limkokwing.edu.my

**Mr. Waheed Ullah Shah**

Lecturer, Management Science, Preston University Kohat

**Dr. Imran Ibrahim Alasan**

Lecturer, Centre of Postgraduate Studies  
Limkokwing University of Creative Technology, Malaysia, imran.ibrahim@limkokwing.edu.my

**Abstract**

*Training and relevant capacity is a prerequisite and vital condition for employees' commitment in job. The current research paper primarily focuses to examine the impact of training on employee commitment and to analyze the mediating effect of job satisfaction on the association of these two variables. The objectives of the study are to find out the effect of training on job satisfaction, and organizational commitment. Besides, the study also aims at assessing the mediating effect of job satisfaction between employee training and organizational commitment. The present research study applied a cross sectional and the data was collected from HR, production, procurement, marketing and finance departments of the different companies of Hayatabad Industrial estates. Those companies were listed and having 900 employees from lower, middle and top management. Data was collected through questionnaire from 200 respondents while the selection of respondents was made randomly. The overall response rate of the respondents was 76%. Smart PLS 3.3.2 version was used to test the mediation analysis. The finding revealed that training had a positive association with organizational commitment and job satisfaction while, job satisfaction partly mediated the association of training organizational commitment. It was recommended that a need based training program, associated with strategic plan should be adopted by the organizations.*

**Keywords:** *Training, Plastic Industry, Job satisfaction, Organizational Commitment*

**INTRODUCTION**

Training is considered to be an integral element in organizations for enhancing employee commitment (Allen & Meyer, 1991). It is revealed that due to the advent of globalization and technological era organizations should focus on provision of training to the workforce (Humphrey, 2013). Training plays a significant role on employee commitment (Ashar et al., 2013; Nkosi, 2015; Jahanbazi et al., 2019; Ocen & Angundaru, 2017). Despite of the positive effects some researchers argue that training has no effect with commitment instead other factors such as HR practices lead to commitment (Meyer & Smith, 2000). Training has different effects on employees. Some argued it enhance the capacity of employees for learning certain skills (Vasudevan, 2014). However, some are

of the opinion that it helps the employees for fulfilling their specific goals or objectives (Dabale et al., 2014). Despite of the contrasting views it is argued that training programs increased the level of employee commitment to manifold (Benson, 2006; Jehanzeb et al., 2013, Sahinidis, & Bouris, 2008).

Researchers found that provision of training at times, had contrasting effects (Bennett and Durkin, 2000; Platsidou & Diamantopoulou, 2009) hence a research shall be undertaken to find the effect of training on employee commitment. Literature suggests that training and employee commitment and job satisfaction (Ocen & Angundaru, 2017) should be investigated in other environmental setting. Hence, the present study fills the gap of training, organizational commitment through replicating in other environmental setting and different sector i.e. Plastic manufacturing Industry in Hayatabad Industrial Estate. Besides, it is also aimed to investigate the mediating effecting of Job satisfaction on the association of training and employee commitment.

Hayatabad Industrial Estate (HIE) is one of the largest and oldest industrial unit of Khyber Pakhtunkhwa established in 1963 having groups and clusters of all industrial units (Jan et al., 2010; Khan, 2016). As per available data it has 21200 employees working in small, medium and large scale industries. However, these industries lack proper HR departments which cater the needs of these 21200 employees so far their training is concerned (Habib et al., 2012). Lack of such facilities such as training or career growth leads to Brain drain of skilled worker which leads to skilled workers' flight (Afridi & Baloch, 2015; Afridi & Afridi, 2016). Although, researchers have highlighted the issues of HIE however; those studies aimed to investigated their environmental infrastructural related problems (Khan, 2012; Shah, Gul & Aziz, 2011). Some studies assess the HR practices and training impact on job satisfaction (Habib, Muktar & Malik, 2012, Raza, Afridi & Khan, 2017). The current study is unique as it fill-up the gap through assessing the relationship of training and commitment with the mediating effect of job satisfaction in HIE.

## **LITERATURE REVIEW**

### ***SOCIAL EXCHANGE THEORY***

The theory of Social exchange (Blau, 1964) provides theoretical foundations for this research paper. The theory suggests that employees favor the organizations with some expectations of being favor in future. Hence, a relationship of mutual social exchange is maintained in organizations. The relationship is based on reciprocity. Organizations I provide training to its employees would receive a favorable treatment in return as commitment from employees (Mitlacher, 2008). In the words of (Tyler, 1999) employees "*remain loyal when they feel that their organizations value and appreciate them*".

### ***TRAINING***

Training is considered a practice for enhancing skills of employees with an aim to perform their jobs (Blanchard & Thacker, 2013). Training leads to job satisfaction however, if provided the needs of employees' leads to lack of job satisfaction Moreover; it enhances performance and productivity (Aguinis & Kraiger, 2009; Badillo-Amador & Villaa, 2013). Training increases the abilities of workers hence ultimately leads to work engagement apty and boost up the motivation of employees (Fletcher, 2016). In the present era of technological advancement where corporations are complex and more organized, training, advances the employee job related knowledge and skills resultantly helps to solve complex problems (Elnaga and Imran, 2013; Mital et al., 1999). A recent research confirms that the employee perception regarding work related training draw positive work related behavior (Guan & Frenkel, 2019)

### ***EMPLOYEE COMMITMENT***

Employee commitment is the employee's behavior of loyalty with the organization which it exhibits (Muthueloo & Rose, 2005). Some researchers considered it the degree of employees' involvement in job and their loyalty with the organization (Devananda & Onahring, 2019). It is proved that

employees feel joy when they developed a bond with the origination (Aghdasi et al., 2011). Three facets of the employee commitment has been identified (Awais, 2015) as i.e. affective commitment an emotional relationship of the employees with the organization (Mouhamaddou, 2015). The other dimension is continuous commitment which means employee cannot leave the organization due to the perks and benefits it offers (Chung, 2013) and the third one is Normative commitment which is exhibited by employees because they believe it is good or morally corrected (Pare & Tremblay, 2004). Above all, commitment also helps the employee to be retained within the organization (Rehman, Afridi & Yousafzai, 2020). Organizations ought to offer benefits and perks for ensuring the commitment of their employees (Mehwish et al., 2019).

### **JOB SATISFACTION**

Job satisfaction is described as the pleasurable feelings of an employee towards his/her job when he/ she evaluate the expectations (Locke, 1969; Skaalvik & Skaalvik, 2011). Many researchers termed job satisfaction as a feeling of employees about their work (Togia et al., 2004; Armstrong (2006). Kim and Rowley (2005) was of the view that it was the feelings of employee regarding work place, environment and over all conditions of job place including relationship with peer fellows. The literature is of evidence that employees should be provided with opportunities such as training, skills in order to enhance their satisfaction level (Rehman, Afridi & Yousafzai, 2020)

### **Research objectives**

The research objectives of the current study are below following:

- To find out the effect of training on job satisfaction.
- To find out the effect of employee training on organizational commitment.
- To find out the effect of job satisfaction on organization commitment.
- To analyze the mediating role of job satisfaction on the relationship of employee training and organizational commitment

### **THEORETICAL FRAMEWORK**

#### **EMPLOYEE TRAINING AND EMPLOYEE COMMITMENT**

Training and employee commitment relationship is decade long. Previous researches established a positive relationship between the two elements (Mincer, 1988). Similarly, Benson in 2006 established a significant link between training and employee commitment. The three types of commitment exhibit different relationships with training. Training positively affects affective and normative commitments (Cropanzano & Mitchell, 2005) while it negatively effects continuous commitment (Verhees, 2012)

*H1: Training has a significant positive effect on job satisfaction.*

Abundant of literature is available which confirms that training leads to higher job satisfaction (Chiang, Back & Canter, 2005; Khoung & Tien, 2013). Hanaysha and Tahir (2016) also confirmed that training has a significant positive relationship between with employee's job satisfaction.

*H2: employee training has a significant impact on organizational commitment.*

It is argued that training increased job satisfaction (Aamodt, 2007; Wright & Bonett, 2007). The satisfied employees are committed to the organization through on time arrival and engagement into the activities (Eleswed & Mohammed, 2013). There are few studies in which job satisfaction mediates the relationship between training and organization commitment (Ocen & Angundaru, 2017). Hence, the study attempts to add further to the existing literature by considering job satisfaction as mediating variable. In the light of above discussions following hypothesis have been drawn

*H3: job satisfaction significantly has positive effect on organization commitment.*

*H4: job satisfaction mediates the relationship between employee training and organizational commitment*

**MATERIALS AND METHODS**

**POPULATION, SAMPLE, SAMPLING TECHNIQUE**

The data was collected from HR, production, procurement, marketing and finance departments of Hayatabad Industrial estates. Those companies were listed companies and having 900 employees from lower, middle and top management. A total of 200 questionnaires were randomly distributed among the participants. A volunteer enumerator was assigned from each branch. Voluntary enumerators within the industrial units were assigned the task of data collection from the respondents. The response rate was 76% as out of 200 questionnaires 152 questionnaires were received back which were completed and correctly filled.

**INSTRUMENT RELIABILITY AND VALIDITY**

The scales used for employee training, organization commitment and job satisfaction were adapted and used with necessary modifications as per the cultural requirements.

**Employee training**

The employee training was measured with 5 items and questionnaire adapted from Hanaysha and Tahir (2016) having reliability of 0.748.

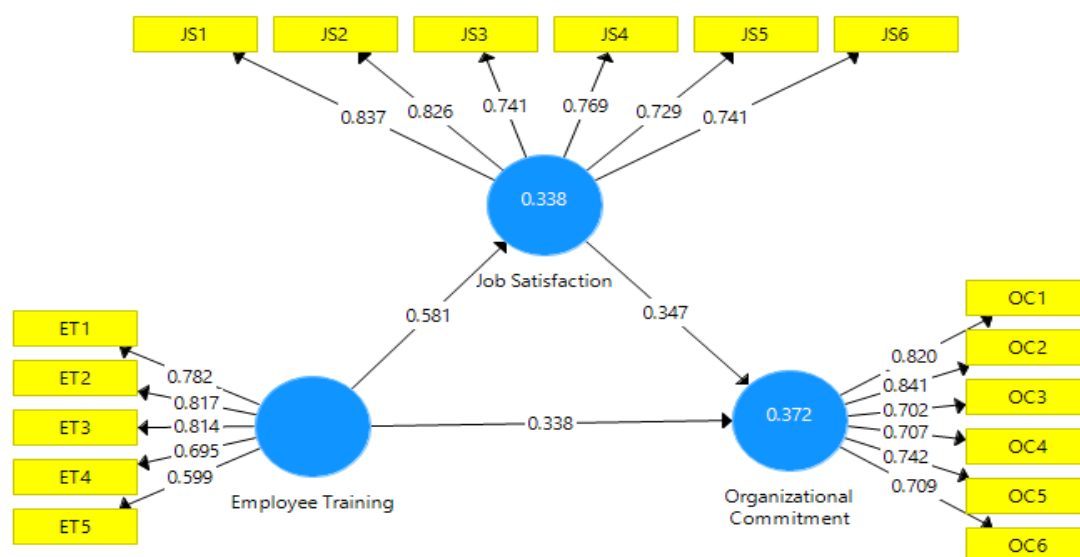
**Organization Commitment (OC)**

The questionnaire for OC was adapted from Marsden, Kalleberg and Cook (1993). Organizational commitment was measured with six indicators. The reliability of the questionnaire was 0.786.

**Job satisfaction**

The questionnaire for job satisfaction was adapted from Tsui, Egan and O'Reilly (1992). The reliability of questionnaire was 0.783. The total items of the scale were 6.

**Results**



**Figure 1: Path coefficient**

The Figure 1 indicated path coefficient of the theoretical framework. Employee training was measured with five indicators, job satisfaction was measured with six statements and organizational commitment was measured with six items. This figure is given overview of the theoretical framework.

Table 1: Outer Loadings and co linearity

Items	Employee Training	Job Satisfaction	Organizational Commitment	VIF
ET1	0.782			1.587
ET2	0.817			1.935
ET3	0.814			1.929
ET4	0.695			1.535
ET5	0.599			1.298
JS1		0.837		2.266
JS2		0.826		2.207
JS3		0.741		1.820
JS4		0.769		2.022
JS5		0.729		1.831
JS6		0.741		1.684
OC1			0.820	2.326
OC2			0.841	2.906
OC3			0.702	1.834
OC4			0.707	1.578
OC5			0.742	1.927
OC6			0.709	1.781

This Table 1 represents outer loadings and variance inflation factors (multicollinearity). According to Hair Jr, Hult, Ringle, and Sarstedt (2016) the outer loadings values should be >0.708. the reliability and validity results calculated based on outer loadings (Ali, Javaid, Tharwani, Ali, & Saher, 2020). Current study shows some values less than threshold which was not omitted because there were no issues with reliability and validity of the constructs. So, there was no logic to drop these items. Further all those indicators were omitted which were not contributed to the framework (Ali, Saeed & Khan, 2020). Furthermore, this table also shows multicollinearity (VIF). Studies suggested shows that there were two cut off points for the assessment of the multicollinearity. The first threshold was <5 which is known as liberal approach and second one was <3 which indicates conservative approach (Ali, Shakri, & Muhammad, 2019). This study adopted conservative approach for the assessment of the multicollinearity. Conclusively, we found that there was no multicollinearity issue in the framework.

Table 2: Reliability and validity

	Cronbach's Alpha	rho_A	CR	AVE
Employee Training	0.800	0.824	0.861	0.557
Job Satisfaction	0.868	0.886	0.900	0.601
Organizational Commitment	0.848	0.855	0.888	0.571

This table 2 shows reliability and convergent validity of the employees training, job satisfaction and organizational commitment. The threshold of Cronbach's alpha, rho and composite reliability is >0.70 (Hair Jr et al., 2016). Statistics shows that there was no internal consistency issue in the constructs. Moreover, average variance extracted (AVE) presented in this table which shows convergent validity of the constructs. The threshold of the AVE is >0.50. To get the model more and for validity, AVE test was run for required threshold and was more than 0.50 (Farooq, Muhammad, Raju, Kalimuthu, & Qadir, 2019). There was no reliability and validity issue found, so, researcher can move to the next step.

**Table 3: Discriminant Validity**

	Fornell and Larcker			Heterotrait-Monotrait		
	ET	JS	OC	ET	JS	OC
<b>Employee Training</b>	0.746					
<b>Job Satisfaction</b>	0.581	0.775		0.668		
<b>Organizational Commitment</b>	0.540	0.544	0.756	0.633	0.612	

This table 3 indicates Discriminant validity which shows how much constructs are different from each other. There are two methods available for Discriminant validity first one is Fornell and Larcker and second one is Heterotrait-Monotrait ratio. According to Ab Hamid, Sami, and Sidek (2017) the diagonal values of Fornell and Larcker criteria should be larger from horizontally and vertically available values. Results show that the diagonal values are greater than from correlation values. Moreover, Heterotrait-Monotrait ratio is the modern method for the assessment of the Discriminant validity which shows values should be <0.85 or 0.90. Values <0.85 indicated conservative threshold and values <0.90 indicates liberal threshold. This study adopted conservative threshold, which shows there was no Discriminant validity issue in the framework.

**Table 4: Direct and indirect effect**

	Path	Std. dev	T Statistics	P Values
<b>ET -&gt; JS</b>	0.581	0.054	10.830	0.000
<b>ET -&gt; OC</b>	0.338	0.074	4.552	0.000
<b>JS -&gt; OC</b>	0.347	0.065	5.335	0.000
<b>ET -&gt; JS -&gt; OC</b>	0.202	0.039	5.184	0.000
<b>Coefficient of Determination</b>	R <sup>2</sup>	Adjusted R <sup>2</sup>	-	-
<b>JS</b>	0.338	0.335	-	-
<b>OC</b>	0.372	0.365	-	-

This table 4 shows that the direct and indirect effect of exogenous constructs on endogenous constructs. Study found that employee training has significant impact on Job satisfaction and organizational commitment respectively (path=0.581, p=0.000) and (path=0.338, p=0.000). Furthermore, significant effect of job satisfaction on organizational commitment has been found (path=0.347, p=0.000). Moreover, employee training has significant effect on organizational commitment in the presence of job satisfaction (path=0.202, p=0.000). Coefficient of determination also has been described.

## **DISCUSSION**

The results emphasize the significance of training in organizations as it induces the sense of commitment among the employees of plastic industry, to aptly accomplish their tasks. Training helps them to acquire those skills necessary for their professional competencies. Hence, it should be provided in a planned manner on regular basis. In this regard managers are suggested to develop a proper Training and Development system which assesses their needs and then provide accordingly. Such trainings when provided to employees create a sense of care and belongingness from employers to employees which helps in enhancing their commitment to the organization (Hassan & Mahmood, 2016; Francis & Angundaru, 2017). These findings support the past studies conducted in Pakistani and other contexts (Hassan & Mahmood, 2016; Dias & Silva, 2016, Ijigu, 2015, Ocen, Francis & Angundaru, 2017). The study also reveals that training also leads to job satisfaction which in turn enhances the organizational commitment of employees. As employees with proper skills would feel satisfaction in their workplaces resultantly show their commitment with the organizations. It also implies that satisfied employees are more committed towards their organizations as training improve their skills and capabilities to perform their day to day tasks. The findings are supported by literature (Raza, Afridi, Khan, 2017) which states that training has positive effect on job satisfaction.

It is suggested that there should be a proper training and development system in the form of T&D department which assess the needs of the employees and on the bases of these training needs proper training may be provided to the employees. Besides, management should link these trainings with the strategic planning as well so that relevant and desired trainings may be provided to the employees.

## **THEORETICAL & MANAGERIAL IMPLICATIONS**

The study adds to the empirical literature on the association of training, job satisfaction and organizational commitment. The present research endorsed the theory of Social Exchange by considering training as a favor from the organization and job satisfaction and commitment as return from the employee as reciprocity, resultantly establishment of employee-organizational social exchange relationship. So far from managerial view point the research provides concrete grounds for HR managers for providing training to employees in order to gain the loyalty and commitment of employees. There should be a proper strategic plan for the employees training. Besides, Training Needs Assessment should also be adopted that will help the organization in not only enhancing its employee's satisfaction and commitment level rather helps in retaining its talented worker.

## **CONCLUSION**

The study aims to analyze the effect of training on job satisfaction, and organizational commitment. Moreover, it also aims to find out the effect of job satisfaction on organizational commitment. Besides, it assesses the mediating effect of job satisfaction between employee training and organizational commitment. Study found that employee training has significant impact on Job satisfaction and organizational commitment respectively. Furthermore, significant effect of job satisfaction on organizational commitment has been found. Moreover, employee training has significant effect on organizational commitment in the presence of job satisfaction. It is also concluded that commitment can be enhanced among employees through proper training and managers should focus on their training needs.

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