

**Impact of Training on Employee Commitment: Mediating role of job satisfaction**Dr.Fahad Khan Afridi<sup>1</sup>, Dr.Waleed Afridi<sup>2</sup>, Mr.Waheed Ullah<sup>3</sup>**Abstract**

*The study aims to investigate the effect of training on employee commitment with mediating effect of Job satisfaction on the relationship of these two variables. The research study conducted is cross sectional and data was collected form the industrial sector of Hayatabad Industrial Estate Peshawar. Hayes process macro was used to test the mediation analysis. It was found that Training has significant relationship with organizational commitment and job satisfaction while, job satisfaction partially mediated the relationship of training organizational commitment.*

*Key Words: Training, Job satisfaction, Organisational Commitment*

**Introduction**

Training is considered to be an integral element in organisations for enhancing employee commitment (Allen and Meyer, 1991). It is revealed that due to the advent of globalisation and technological era organisations 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 and Smith,2000). Training has different effects on employees. some argue it enhanced the capacity of employees for learning certain skills (Vasudevan, 2014) however, some are of the opininon 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 enhanced the employee commitment (Benson, 2006 ;Jehanzeb *et al.*, 2013, Sahinidis, A. and Bouris, J. (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 relationship of training and employee commitment.

Hayatabad Industrial Estate (HIE) is one of the largest and oldest industrial unit of Khyber Pakhtunkhuwa 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). 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

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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 favour the organizations with some expectations of being favour 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 favourable 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*”. Social exchange theory also explains the job satisfaction of employees due to training. Employees develop perceptions regarding the incentives and favours of organizations such as training and in return organizations receive a positive attitude of job satisfaction by employees (Morrison & Robinson, 1997),

#### *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 (Badillo-Amador & Villaa, 2013). Training has several benefits such as increased performance and productivity (Aguinis & Kraiger, 2009). It is also argued that training is the integral part of skill based industry (Werner & DeSimone, 2012). Some researchers are of the view that situation as every situation demands for separate training method (Alipour, Salehi, & Shahnavaz, 2009).

#### *Employee commitment*

Employee commitment is the employee's behaviour of loyalty with the organisation which it exhibits (Muthuveloo & Rose, 2005). It is proved that employees feel joy when they developed a bond with the organisation (Aghdasi *et al.* (2011). Three facets of the employee commitment has been identified (Awais, 2015) i.e, affective commitment that is the emotional attachment of the employee with the organisation (Mouhamaddou, 2015). The other dimension is continuous commitment which means employee cannot leave the organisation 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 and Tremblay, 2004). More precisely, in the words of Ghosh, *et al.* (2016). “It is employees' internalization of organizational goals and values in such a way that they become committed to their organization”

it is the internalization of organizational goals

#### *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 (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.

*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 and Mitchell, 2005) while it negatively effects continuous commitment due to high bargaining position of skilled employees as do not fear of quitting their jobs (Verhees, 2012)

*H1: Training has a significant positive relationship with employee commitment*

*Employee training and job satisfaction*

Abundant of literature is available which confirms that training leads to higher job satisfaction (Chiang, Back and Canter, 2005; Khoung & Tien, 2013). Hanaysha and Tahir (2016) also confirmed that training has a significant positive relationship between with employee's job satisfaction. Researchers (Rowden & Conine, 2005) that training has positive effect on job satisfaction of employees resultantly they cater the customers' needs.

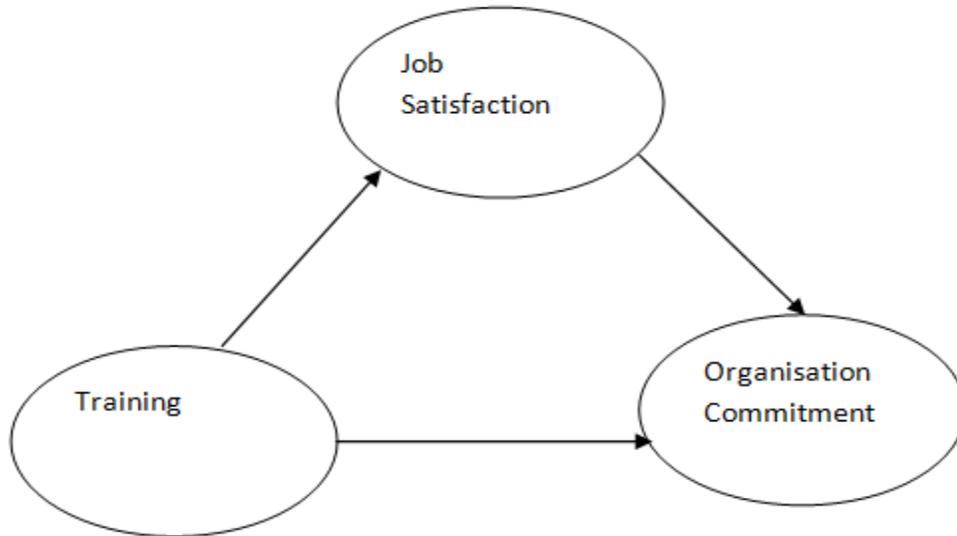
*H2: employee training has a significant relationship with job satisfaction*

*Training, Job satisfaction and employee commitment*

It is argued that training enhanced the level of job satisfaction (Aamodt, 2007; Wright and Bonett, 2007 ). The satisfied employees are committed to the organisation through on time arrival and engagement into the activities (Eleswed and Mohammed, 2013). It is further revealed that satisfied employees do not leave the organisation and show their commitment towards the organisation (Gunlu *et al.* (2010),). There are few studies in which job satisfaction mediates the relationship between training and organisation 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 related to organisation commitment*

*H4: job satisfaction mediates the relationship of training and organisation commitment*



**Materials and methods**

**Research design**

The study design was cross sectional

**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 on the questionnaire adopted from Hanaysha & Tahir (2016) with five point Likert scale (1= Strongly Disagree, 5= Strongly Agree). The reliability of the scale was 0.748.

**Organisation Commitment (OC)**

The questionnaire for OC was adopted from Marsden, Kalleberg, & Cook (1993) with five point Likert scale (1= Strongly Disagree, 5= Strongly Agree). Some of the items of the scale are “*I feel proud to work for this organization*” and “*I would take any job to keep working for this organization*”

The reliability of the questionnaire is 0.786. The item 2 i.e, “I feel very little loyalty while working with this organization” was reversed scored.

**Job satisfaction**

The questionnaire for job satisfaction was adopted from Tsui, Egan & O'Reilly (1992) with five point Likert scale (1= Strongly Disagree, 5= Strongly Agree). The reliability of questionnaire was 0.783. The total items of the scale were 6.

**Results**

Table.1 Descriptive statistics

	Mean	Standard Deviation	Alpha	1	2	3
Training	3.78	1.003	0.748	1		
Organization commitment	3.74	.980	0.786	.426**	1	
Job satisfaction	3.67	.774	0.783	.413**	.431**	1

N=152, \*\*p=.001, \*p=.005

Descriptive statistics in table.1 shows that training, OC and JS has positive and significant correlations.

**Validity**

In order to verify the construct validity of the scales , exploratory factor analysis was conducted utilising principal component analysis (PCA) with varimax rotation method (Koh and Nam, 2005; Wee and Quazi, 2005; Dwivedi, Y. K., Choudrie, J., & Brinkman, W. P. (2006).As rule for thumb only those factor with eigenvalues greater than 1 should be considered (Dwivedi, Y. K., Choudrie, J., & Brinkman, W. P. (2006). The Kaiser-Meyer Olkin (KMO) measure confirmed the sampling adequacy for the analysis i.e, The Kaiser-MeyerOlkin Measure verified the sampling adequacy for the analysis, KMO=.914 which is above Kaiser’s recommended value of 0.60 (Kaiser, 1974) or .70 (Field, 2005). Bartlett’s test of sphericity (Bartlett, 1954)was significant at p=.000 and egenvalues of each factor extracted was greater than 1. All those conditions were required for verifying construct validity of the scales (Straub et al., 2004) It also shows that correlations between items of scales are sufficient large for EFA. The table 2 shows KMO and Bartlett’s test of sphericity.

Table.2

	Trng	OC	JS
KMO	0.786	0.804	.810
$\chi^2$	155	231	233
DF	10	15	15
Sig	.000	.000	.000

Table.3

ITEMS	TRAINING	COMMITMENT	JOB SATISFACTION
T1	0.743		
T5	0.727		
T2	0.707		
T3	0.696		
T4	0.693		
OCREV		0.834	
OC1		0.705	
OC3		0.689	
OC4		0.669	
OC6		0.652	
OC5		0.621	
JS1			0.785
JS2			0.740
JS5			0.702
JS6			0.696
JS4			0.654
JS3			0.605

**Common Bias Method**

Common Bias Method is the biasness caused by the instrument when data is collected from same respondents on same time (Podsakoff and Organ, 1986). Harman’s single factor test was used to check common bias method. It was revealed that the variance caused by the single factor was below 50% . Hence, it was confirmed that there was no issue of common bias method.

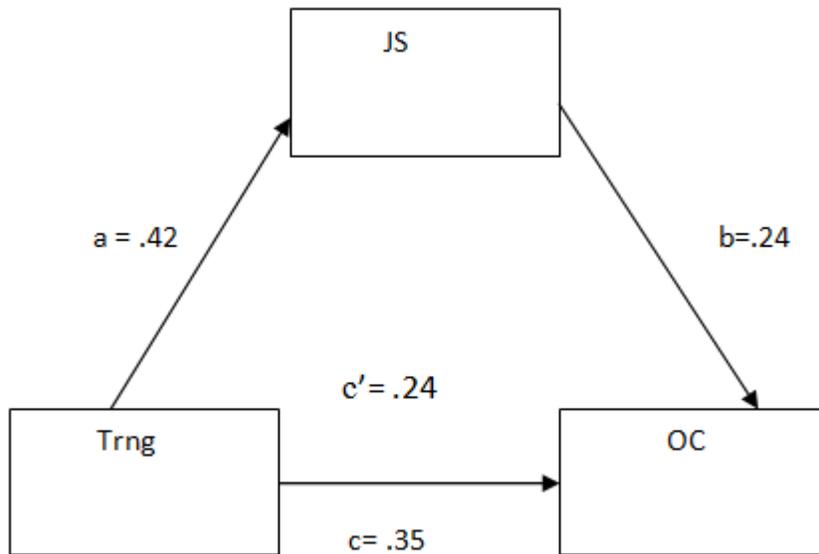
**Regression and Mediation Analysis**

Hayes’s PROCESS 23.0 version was used for mediation analysis. The regression results are shown in table.5. the results suggest that a positive significant relationship exists between Trng and OC (b= .356, p=.000) and R<sup>2</sup>=.181, F=27.02 and p=.000 which prove H1.

Regression and mediation						
	b	SE	t	p	LLCI	ULCI
Trg-JS (a)	.427	.075	5.6	.000	.277	.577
JS-OC (b)	.248	.061	4.04	.0001	.1274	.3702
Trg-JS-OC (c’)	.249	.063	3.92	.0001	.123	.375
Trg-OC (c)	.356	.060	5.85	.000	.235	.476
Indirect Effects (ab)	.106	.032			.042	.184

Moreover, results also show that Trng has significant positive relationship with JS ( $b=.427, p=.000$ ) and  $R^2 = .170, F=31.7, p=.000$  which prove the second hypothesis H2. Besides, JS has a positive significant relationship with OC ( $b= .248, p=.0001$ ) with  $R^2 = .259, F= 27.0, p=.000$  which confirm H3. Furthermore, the results reveal that JS partially mediates between Trng and OC ( $b= .249, p=.0001$ ) which confirm H4. The indirect effect was checked by percentile bootstrap estimation with 4000 samples (Shrout & Bolger, 2002) through PROCESS MACRO 23 version. The results shows that indirect coefficient is significant ( $b=.106, SE=.032, LLCI=.042, ULCI=.184$ ). The Sobel normal theory test is also significant at  $p=.001$

**Path diagram**



The path diagram shows that path (a) is the relationship between Trng and JS, path (b) shows the relationship between JS and OC, path (c) represents the relationship between Trng and OC while path (c') represents mediation between Trng, JS and OC.

### **Discussion**

The results emphasize the significance of training in organizations as it induces the sense of commitment among the employees 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. Training leads to employees commitment with their organizations which resultantly develop and enhance their loyalty with organizations. In this regard provision of training is deemed important by inducing the sense of commitment and loyalty in employees. 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. Hence, from managerial perspective, Human Resource Management should provide need based training to employees as only need based and job related training can develop job satisfaction and commitment among employees.

### **Theoretical implications**

The study adds to the empirical literature on the relationship of training, job satisfaction and organizational commitment. The study endorsed the theory of Social Exchange by considering training as a favour from the organisation and job satisfaction and commitment as return from the employee as reciprocity, resultantly establishment of employee-organisational social exchange relationship.

### **Managerial implications**

So far from managerial view point the research provide cemented ground for HR managers for providing training to employees in order to gain the loyalty and commitment of employees. Moreover, planned measures should be taken for satisfaction of employees at their work place. It can ensured through provision of need based training to employees.

### **Limitations and future direction**

The study aims to provide an insight to the training role in employees commitment however, there are several limitations as well. First, the sample size of the study is relatively small which need be increased for more accurate results hence future researchers may opt for large sample size. Second, the study conducted is cross sectional which cannot completely explain the effects of the phenomenon. Future study should be conducted by using longitudinal data.

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