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The Relationship between Employees Training and Job Satisfaction with Moderating role of Organizational Culture. A Case of Banking Sector of KP, Pakistan

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ABSTRACT

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Employee job satisfaction has been widely acknowledged as one of the most important factors in the performance and productivity of the employees working in an organization. There are certain factors that contribute towards the job satisfaction of the employee's and one such widely renowned factor is the training of the employees. The relationship between job satisfaction and the training of employees is further moderated by the organizational culture. This study analyzed the impacts of employees training on the level of their job satisfaction under the moderating effects of the organizational culture. Three different dimensions of satisfaction i.e. satisfaction with Pay, work itself and interpersonal relationship was analyzed in the study. Primary data was collected from as ample of 200 employees from different banks operating in Khyber Pakhtunkhwa, Pakistan. The data was analyzed using descriptive statistics, T-test and regression analysis techniques. The results of the study presented that Hierarchy and Adhocracy culture are the two most dominant cultures prevailing in the banking sector of Pakistan. The results further present that training has significant association with the level of job satisfaction of the employees with their, pay, work itself and interpersonal relationship. The results further established the moderating role of Adhocracy and Hierarchy Culture in determining the relationship between Training and job satisfaction of the employees.



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1. Background of the study

Employee retention is emerged as one of the most important challenge in vague of the national, international and global competition for the companies (Gisbert-Trejo et al., 2019). In this context the employee job satisfaction has been considered as one of the most important determinates of the employee retention and minimizing the employee turnover in the organizations. Wijaya Wijaya, & Carlos (2020), in their study also indicates that a higher level of job

satisfaction results in lower turnover of the employees as a result of the higher productivity and lower absenteeism of the employees working in organizations.

Furthermore, Wijaya Wijaya, & Carlos argue that a high level of job satisfaction is a result of many job related factors such as the incentives of the employees, the supervision, work conditions and colleagues. Alshamey, (2019), appraised the role of individual factors such as gender, race and positions of the individuals as important factors contributing towards the job satisfaction of employees working in organizations. The work environment of the employees in an organization has been highly proved as a major determinant of the job satisfaction and for the same reason the organizational culture has also been gaining significant importance in respect of job satisfaction and employees turnover in an organization. The organizational culture determines the effectiveness of job training of the employees and depending upon the organizational culture the employees may show different degree of satisfaction in an organization. Ameen, & Baharom, (2019), further presents that the organizational culture affects the work outcomes, behaviors and attitudes of the employees which ultimately determines the organizational performance. Many organizations around the world have altered their organizational culture in order to develop a culture of innovation, creativity and that can retain employees for the success of the organization. It can be also noted from the behavior of certain organizations that they have adopted the culture and the strategies of the new successful startups for flourishing creativity and innovations within their organizations. These practices are adopted with the aim that as the organizational culture develops and the company evolves, there will have a large level of job satisfaction for the employees working in these organizations (Abdulla et al., 2011).

In contrast, to developed western markets it has been noted that the Asian emerging markets do not very much prefer proactive employees in their organizations. It has been noted that most of the leadership in the developing Asian markets is charismatic and directive and they are more interested in hierarchical or conservative organizational behavior that results in low level of innovation and creativity in these organization (Junejo, Ashraf, & Shaikh, 2020).. According to Son and Kuchinke, (2015), organizations in Asia are also realizing the role of training in enhancing the level of competency of the employees and also in retaining these employees within the organization. Smagina, (2020) also acknowledges the need for training for employees in order to develop their skills and to retain employees. Likewise, Smagina, (2020) argues that diversity in skills of the employees is much needed in the current context for the satisfaction of the employees, as the employees having diverse skills in order to perform their multiple job assignments will feel much satisfied with their work and will hence result in higher level of job satisfaction for these employees and thus a lower turnover ratio.

According to Tlaissa and Dirani, (2015) there has been limited work regarding the role of the training in enhancing the level of job satisfaction and the role of organizational culture in enhancing the level of effectiveness of training in an organization in Asian markets. In context of Pakistan there has been extensive studies in respect of job satisfaction and its determinates however, little work exist in context of training and organizational culture contributing towards job satisfaction of employees working in these organizations. In this regard, more studies in respect of identifying the role of culture in training and its ultimate impacts on job satisfaction and thereby affecting the turnover of the employees will lead to more significant insights from the Pakistani market.

2. Problem Statement

It has been a widely held phenomenon that employee job satisfaction is one of the most important deterrent of employee turnover intentions in an organization as presented by previous studies such as (Kundu & Gahlawat, 2015). In this regard it is also extensively advocated that the job satisfaction of the employees is very much influenced by the organizational culture (Zhang & Li, 2013). Previously studies such as Masuda et al. (2011) and Green (2010) have concluded that job satisfaction is the main determinant of employee turnover and a higher job satisfaction of the employees has resulted in lower turnover ratios for the organizations. The current research thus focusing on how the organizational culture adds to the effectiveness of training of employees in Pakistan and its ultimate impacts of job satisfaction of the employees will help in filling this gap in the human resource development literature.

Other studies such as (Demirkol, (2020), have presented significant influence of training on job satisfaction of employees working in organizations; other studies such as Rahman, S. M. (2020) suggest correlation between training

and job satisfaction in an organization. Costen and Salazar (2011) has emphasized on the need of training and organizational culture in considerate the job satisfaction and retention of employees working in different organizations. Hosie et al., (2013) presents those previous studies shows that opportunities for developing new and diverse skills of the employees are significantly related to the level of job satisfaction of the employees working in these organizations and also reduces the chances of employee's turnovers.

It has been widely acknowledged that competent and skill workers can help achieving the goals of an organization. It has been also presented by Schmidt, (2007) that opportunities to train and develop will ultimately result in the satisfaction of the employees that is considered as the most beneficial factor for the employer. The need for addressing the role of different organizational cultures and the significant attributes thus exists for explaining its relation with job satisfaction and the turnover of the employees (Yap & Holmes, 2010). In few studies that training contributes to level of job satisfaction however the issues also need to be addressed in context of emerging markets as well (Costen and Salazar, 2011).

3. Research Question

The main questions of the study are as follow,

- What are the characteristics of organizational cultures in Pakistani Banking Industry?
- What is the relationship between job satisfaction and organizational culture in Pakistani Banking Industry?
- What is the relationship between job satisfaction and training in Pakistani banking industry?
- Does organizational culture moderate the relationship between job satisfaction and training? In Pakistani Banking industry?

4. Significance of the Study

This study investigates the relation among job satisfaction, training and organizational culture and will add to the existing knowledge of Human resource development literature around the world. The study will further provide insights into the training strategies, implementation of effective training policies, organizational culture and factor contributing to the job satisfaction of employees in an organization. The practitioners will have significant idea of how training can influence job satisfaction of employees and the role of organizational culture in effecting the impacts of training on job satisfaction in banking industry in Pakistan.

This study offers new insights for Human resource development (HRD), particularly focusing on training for learning at workplace. Therefore, HRD practitioners can learn from considerate training's effect on job satisfaction and can help to promote training in the workplace. Furthermore, this study will help HRD practitioners to implement more actual training activities for workers.

5. Literature Review

5.1 Theory of Work Adjustment (TWA)

This theory was presented by George England, René Dawis and Lofquist in the year 1964. This theory is focused on explaining the relationship among individual behavior and their environment and how the association amid these two variable effects job satisfaction of employees at organizations. This theory states that stronger relationship amid organization demands and individual's abilities (e.g. experience, attitude and expertise) leads to better job performance at organizations. On the other hand, the greater tendency of organization work and incentives to respond to individuals' values (money, recognitions, promotion etc.) leads to greater job satisfaction. Therefore, a strong relationship amid individuals and their works results in greater job performance, satisfaction and tenure. The above explanation of (TWA) indicates that it is important to study that how an individual adjust himself within different organization cultures and environments, as the individual's ability of adaptation affects their job satisfaction.

Employees are expected to meet the organization demands and will be satisfied only if the organization first fulfills their requirements and desires. On the other hand, if the organization is incapable to meet the requirements of their employees, then employees are expected to be unsatisfied and would be less likely to meet the organization demands. Therefore, TWA is focused on the process and outcomes of the association amid individual's satisfactions and organization environment. Recently, (Chen et al., 2015; Lytle, Foley & Cotter, 2015) used TWA to explain that how

individual career growth affect their job satisfaction. They argue that employees career growth is tend to positively affect their job satisfaction. Using TWA, Shamsir and Ismail, (2013) stated that employee's job satisfaction and job performance are positively correlated with each on the other. Furthermore, greater employee's job satisfaction leads to lower employee's turnover in the organization.

According to Nicholson (2020), in the early 1990s Person-Environment Correspondence (PEC) theory was used interchangeably to TWA. He asserts that (PEC) theory is the extended version of TWA and was used in very few studies. Eggerth, (2008) stated that PEC theory explains the effect of individual's personality on the adjustment ability of these individuals, including that how these individuals interact and react inside as well as outside the organization climate. Inkson, (2007) argue that working environment often differs from employee's satisfaction but employees need to adjust themselves according to the environment. Therefore, training plays an important role which improves employee's skills or competencies and encourages employee's adjustment to the working environments. According to McGuire, (2014) non appreciation of adjustment reduces the correspondence amid individuals and working environment. He also asserts that the individual must have the necessary skills to perform a particular job. In addition, an organization must provide an environment which shows that organization encourage creative activities, thus valuing employee's creativity. TWA can evaluate such variables e.g. employee's skills and competencies, abilities, experience and job satisfaction. According to Leung, (2008) different adjustment style leads to different correspondence amid individuals and working environment namely, namely perseverance activeness, reactivates and flexibility. First of all, perseverance refers to the degree of commitment by employees to adjust in a particular environment. Activeness indicates the ability of individuals to change their working environment to reduce the degree of dissatisfaction. Reactivates shows that whether the organization climate is self-adjustable or not to the individual's requirement. At last, flexibility shows the level of tolerance, which indicates the stage in the corresponding process amid individuals and working environment at which dissatisfaction of individuals begins. TWA also displays that once an individual engaged in a specific job then individual characteristic and job demands affect each other reciprocally. Based on TWA employee's satisfaction is a major dependent variable which explains the means through which environmental and personal values interact. According to Leung, (2008) one can predict job satisfaction by analyzing the interaction amid environmental and personal values. Previous studies such as (Dahling & Librizzi, 2014) stated that job satisfaction, dissatisfaction and turnover decisions are the primary variables associated with TWA.

6. Job Satisfaction

Job satisfaction is a subjective notion which is attached with promotions, coworkers, wages, Job itself, workplace environment, supervisor attitude and other factors. Thus, employee's behavior and organization outcomes can be understood by analyzing the job satisfaction (Choi, & Hyun, (2020). Employee's job satisfaction has direct impact on employee's behavior and decisions which in turn influences organization outcomes. Therefore, greater job satisfaction leads to positive employee's behavior and reduces turnover decision which as a result helps the organization to achieve the desired goals (Rowden & Conine, 2005). Recent studies in the field of job satisfaction such as Crocetti, Hawk & Meeus, (2014), have been focused on examining the linkage of job satisfaction, job commitment, job identity, burn out and citizenship behavior. To understand job satisfaction, it is better to review earlier studies conducted in this area covering diverse variables incorporated individual characteristic (e.g. gender, age, role, job experience, employment type and tenure (Huang & Ysai, 2012). Employees job satisfaction is related with role ambiguity, supervisory support, environment, autonomy, peer support and monetary incentives (Patiar, Creed & Davidson, 2015). According to Guzman and Jesus (2010) that interaction with work itself, supervisors and coworkers were the major determinants of job satisfaction. Deshpande and Zhao (2011) assert that job satisfaction related to supervisory support, environment, autonomy, peer support and monetary incentives was significantly attached with employee's job commitment. Organization culture plays an important role in the understanding of job satisfaction through providing norms and standards for employees and affecting the fit amid individual and organizational values (Lund, 2003).

7. Organization Culture

According to Worakamol Wisetsri and Maaz Ud Din (2020), culture is a set of values and beliefs followed by a

specific group of people. They argue that several organizations have made every effort to understand an importance of global culture. It has been shown that a balance between local and organizational culture is essential for the success of an organization (González-Rodríguez et al., 2019). Organizational culture is a collection of different meanings and behaviors in a given organization. According to Adeinat & Abdulfatah, (2019), organizational culture includes distinctive practices and languages. Culture means a set of values and beliefs assimilated by a group of people in a specific context to ensure their survival in the external environment, as well as to solve problems arising from internal integration (Harel, R., Schwartz, D., & Kaufmann, D. 2020).

According to Liu, et al., (2019) the culture has a significant impact on organizational change, as the division of labor and functions due to the growth of the organization lead to subcultures for each unit of the organization. Research conducted by Daneshmandnia, (2019). has shown that organizational culture is closely related to employee behavior in the organizational climate. Organizational culture can influence employees' performance, satisfaction and motivation to learn. An environment that provides a culture of support can allow employees to capitalize on new knowledge that can improve the organization's performance. Most organizational cultures are a collection of visible characteristics, such as values, beliefs, beliefs, myths, languages, norms, stories, and rules(Engert, Kaetzler, Kordestani, & MacLean, 2019). A supportive organizational culture can increase employees' loyalty, improve their ability to work, and demonstrate the organization's cultural characteristics. According to Belias and Castellius, (2014) employees prefer a culture that suits their population. Human Resource Development (HRD) professionals agree that certain cultural characteristics can lead an organization to innovation and creativity through organizational development or learning (McLane, 2005). Understanding an organization's culture can help employees meet organizational expectations and behave more positively in a new cultural environment. A strong organization based on culture prefers people who understand the values of the organization, because new employees have to accept these existing organizational values (Werner & Desmond, 2012).

Training refers to a systematic process of enhancing individual's job performance by providing new knowledge, positive attitude learning and skills (Blanchard & Thacker, 2013). In today's world, companies are more focused on creativity and innovation; training has been found the best means to develop new knowledge and expertise which as a result enhances employees' overall performance (Swanson & Holton, 2009). Employee's satisfaction can be enhanced by providing a specific training which helps them to perform their job with improved knowledge and skills. However, Xie, Luong, Hovy,& Le, (2020) argues that irrelevant training for a specific job had a negative impact on employee's job satisfaction and a mismatch amid training and job responsibilities have a strong negative influence on employee's job satisfaction. Training has been found as a most important component of HRD, therefore organizations with superior performance takes training as an effective method to face technological development in a competitive environment. Selecting a proper training media and method is a challenging task as it critical for the success of training itself and also for the overall performance of organization. To determine a proper training programs and activities, organization resources, money, time and trainee characteristic must be take into consideration (Werner & DeSimone, 2012). Training does not only help the individuals to perform the current job but also assists and guide them for future jobs, career changes and developments. Effective training programs and activities can also lead the organization toward greater productivity, quality and productivity (Hendrycks, Lee, & Mazeika, 2019).

According to De Grip and Sauermann (2013) appropriate training programs has a positive association with employee's performance and job satisfaction. Badillo-Amador and Vila (2013) stated that mismatch amid training and job responsibility has a significantly negative impact on job satisfaction. Training programs and activities helps individuals to gain more knowledge and expertise which in turn enable them to perform efficiently and effectively. Accurate training enhances productivity, quality, reputation and profitability, and can reduce cost and employees turnover (Aguinis & Kraiger, 2009). Organization can achieve and maintain high performance by taking training programs seriously, as it improves knowledge and skills. Werner and DeSimone (2012) explains that training programs have a significant impact on employee's attitude and job performance by providing diverse skills, activities, counseling programs and coaching.

8. The Relationship among Training, Organizational Culture and Job Satisfaction

The focused of this study is to examine the theoretical association amid and among job satisfaction, training and organizational culture. Training is a process aims to improve employee's knowledge and skill to perform their responsibilities and employees perform well when they are trained as compared to untrained employees (Manyathi and Niyimbanira, 2014). Various researchers such as Leppel, Brucker, and Cochran (2012), and Yukawa (2014), agreed that training is significant for employing and maintaining qualified workforce. Additionally, they suggest that sufficient training can enhance the job fit and satisfaction of the employees currently working at the organization. Training is an important concern for employees as well as for the employers of an organization, particularly in term of improving job satisfaction. Special attention should be paid to gender treatment in the organization to get better knowledge of the association amid training program and job satisfaction. According to Gegenfurtner, Knogler, & Schwab, (2020) training programs leads to different job attitudes for genders. He suggested that male gender receives greater job satisfaction related to their work compare to female, who are gives more value to interpersonal relationships. Burgard and Görlitz (2011) also concluded different level of job satisfaction for men and women undergone from the same training programs.

9. Research Methodology

Theoretical Framework

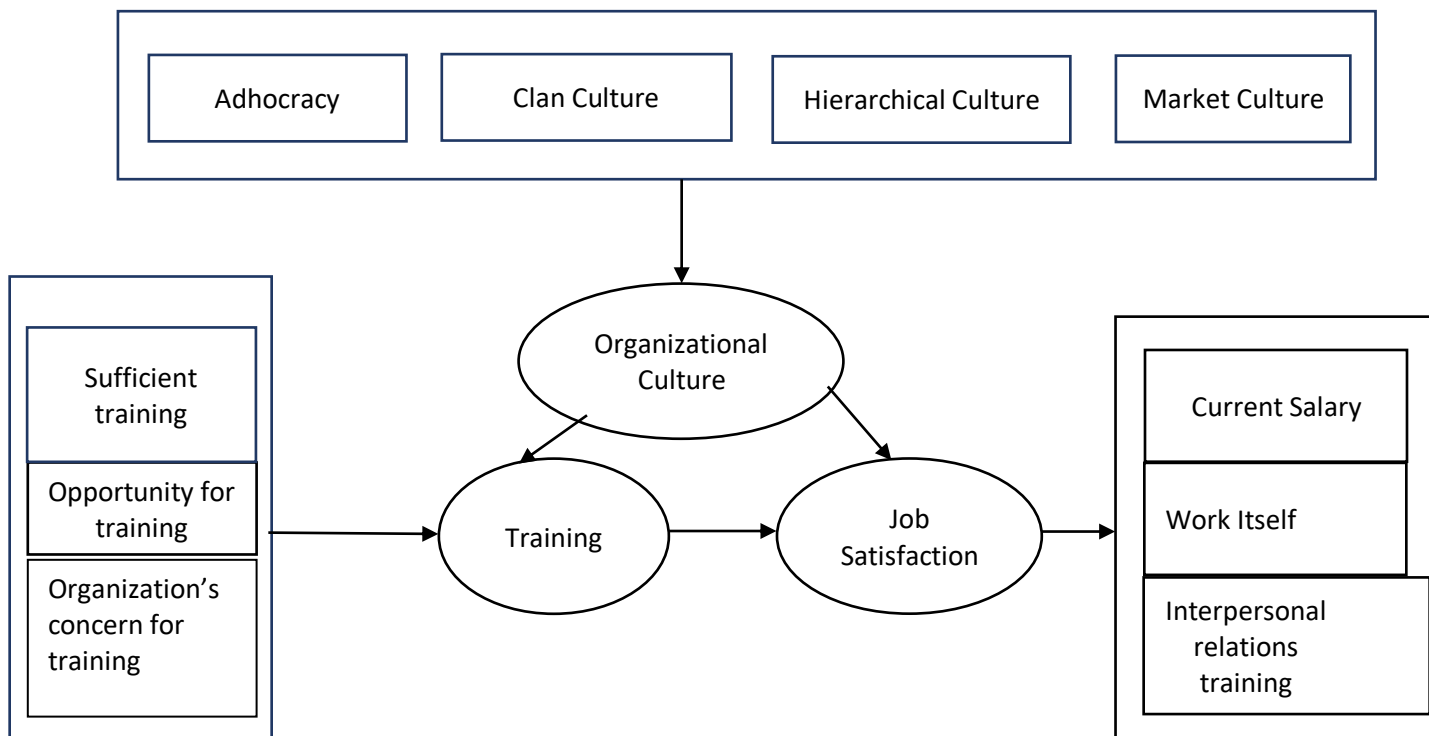


Figure 1: Theoretical Framework

Hypothesis of the Study

Based on the review of the literature and theoretical framework presented above the following hypothesis of the study are developed.

Hypothesis 1: There is a significant association between Adhocracy Culture and job satisfaction of employees in Banking sector in Pakistan

Hypothesis 2: There is a significant relationship between Clan Culture and job satisfaction for employees in banking sector in Pakistan

Hypothesis 3: There is a significant relationship between Market Culture and job satisfaction for employees in banking sector in Pakistan

Hypothesis 4: There is a significant relationship between Hierarchy Culture and job satisfaction for employees in banking sector in Pakistan

Hypothesis 5: There is a significant relationship between sufficient training and job satisfaction for employees in banking sector in Pakistan

Hypothesis 6: There is a significant relationship between Organizational concern for training and job satisfaction for employees in banking sector in Pakistan

Hypothesis 7: There is a significant relationship between training opportunities and job satisfaction for employees in banking sector in Pakistan

Hypothesis 8: The factors of organizational culture moderates the impacts of training on job satisfaction in banking sector in Pakistan

10. Methodology

10.1 Population and Sample

This study analyzes the relationship between the variables in Pakistani Banking sector. For the purpose of the study the focus will be on banking sector employees in Khyber Pakhtunkhwa, Pakistan. There are almost 27 banks operating in Pakistan and has more than 500 branches across KPK. However, keeping in view the accessibility to all these branches this study will focus on banking sector employees in Peshawar Pakistan. There are almost 57 different branches of different banks in Peshawar KPK and all these branches are included in population of the study. In these 57 branches have almost 800 employees working in different designations and operations.

10.2 Sampling procedure

In order to select the sample this study uses different sampling techniques. In the first phase of the sampling of the study, a sample frame of employees working in different branches of the banks operating in KP (Khyber Pakhtunkhwa) is collected. The study will randomly select a sample of 50 branches from the population of the study using random sampling technique. In the next stage of sampling this study will collect a sample of 200 employees from the sample frame using the simple random sampling technique. These respondents are then used in the study for collection of the data.

11. Reliability of Questionnaire

Sr.No	Variable	Chronbach`s Alpha
1	Job Satisfaction	0.761
2	Clan Culture	0.698
3	Adhocracy and Market Culture	0.82
4	Hierarchy Culture	0.798
5	Professional Regulation Culture	0.713
6	Training	0.841

In the table above it can be observed that chronbach`s alpha value for all the variables of the study are close to or greater than .70, hence imply the reliability of the items of each construct under analysis.

12. Data Analysis

12.1 Descriptive Analysis

Table-1 of the study presents the distribution of male and female participants in the sample of the study and it can be observed from the table that there are a total of participants in the sample of the study which includes 96 females with 48% of the sample, while remaining 52% are male having a frequency of 104.

Table 1: Gender distribution of sample

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	96	48.0	48.0	48.0
	Male	104	52.0	52.0	100.0
	Total	200	100.0	100.0	

Table-2 of the study presents the designation wise distribution of the sample of the study and it can be observed that highest number of participants as per their designation is operation manager having a frequency of 70 and percentage of 35%.

Table 2: Designation

		Designation			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BDO	43	21.5	20.5	21.5
	Tellers	36	18.0	18.0	39.5
	GBO	25	12.5	12.5	52.0
	OM	70	35.0	35.0	87.0
	BM	26	13.0	13.0	100.0
	Total	200	100.0	100.0	

The next highest numbers of participants are Business development officer BDO, with the 21.5% having a frequency of 43. The teller has a percentage of 18% and a frequency of 36. The BM has a frequency of 26 and a percentage of 13% while GBO has a percentage of 12.5% and frequency 25.

In order to analyze the normality of the data distribution this study used the skewness and Kurtosis test and the results of the test are presented in Table-1 of the study.

12.2 Regression Analysis

In order to examine the impacts of training on job satisfaction with mediating effects of organizational culture the study used multiple regression model. The model evaluates the relation between each factor of JS and the training with mediating role of organizational culture using two step regression model.

Table-5 of the study presents the model summary statistics for the impacts of Training with mediating effects of organizational culture on job satisfaction of the employees. In the table it can be observed that the correlation coefficient R value in model 1 is .203 while in model 2 the R value has increased to .43 this suggest that the association increases with the inclusion of the organizational culture in the model and supports the mediating role of organizational culture. The value for R square in the table has increased from .041 to .189 suggesting that the training with mediating effects of organizational culture explains almost 18% of the variation in satisfaction with pay of the employees. The value of adjusted R square also supports the results of the R-square and suggests a greater explanation is provided by training with the inclusion of the mediating variable.

Table 3: Model Summary Impacts on Satisfaction with Pay

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.203 ^a	.041	.026	1.28814	
2	.434 ^b	.189	.163	1.19407	

a. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training

b. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training, Clan Culture, Market Culture, Hierarchy Culture, Adhocracy Culture

The ANOVA table below presents that the F value in the original model is 2.80 however, the F value increased to 7.481 after the inclusion of the mediating variable organizational culture. The results of the F value also suggest that the model is accurately predicting the relationship and the inclusion of the organizational culture enhances the goodness of fitness.

The Table-7 of the study presents the coefficients of the regression model for the relationship of the variables. In the table it can be observed that coefficient for the relationship of organizational concern for training is .104 suggesting a positive association between organization concern for training and satisfaction with Pay. In the table the T value for the coefficient is 2.45 and the P value is .046 suggesting significance of the relationship at $P < .05$. In the table it can be observed that coefficient for the relationship of sufficient training is .135 suggesting a positive association between sufficient training and satisfaction with Pay. In the table the T value for the coefficient is 1.67 and the P value is .096 suggesting significance of the relationship at $P < .10$.

The coefficient for the relationship of sufficient training is .084 suggesting a positive association between opportunities for training and satisfaction with Pay. In the table the T value for the coefficient is 1.76 and the P value is .088 suggesting significance of the relationship at $P < .10$.

Table 4: ANOVA for Impacts on Satisfaction with Pay.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.955	3	4.652	2.803	.041 ^b
	Residual	325.225	196	1.659		
	Total	339.180	199			
2	Regression	64.000	6	10.667	7.481	.000 ^c
	Residual	275.180	193	1.426		
	Total	339.180	199			

a. Dependent Variable: Satisfaction with Current Salary

b. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training

c. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training, Clan Culture, Market Culture, Hierarchy Culture, Adhocracy Culture

The coefficient for the relationship of Hierarchy culture is .051 suggesting a positive association between Hierarchy Culture and satisfaction with Pay. In the table the T value for the coefficient is 2.310 and the P value is .057 suggesting a significance of the relationship at $P < .10$.

In the table it can be observed that coefficient for the relationship of Market Culture is .611 suggesting a positive

association between Market Culture and satisfaction with Pay. In the table the T value for the coefficient is .924 and the P value is .109 suggesting an insignificance of the relationship at $P > .10$.

The coefficient for the relationship of Adhocracy Culture is .211 suggesting a positive association between Adhocracy Culture and satisfaction with Pay. In the table the T value for the coefficient is 5.924 and the P value is .000 suggesting a significance of the relationship at $P < .01$. In the table it can be observed that coefficient for the relationship of clan culture is .087 suggesting a positive association between Clan Culture and satisfaction with Pay. In the table the T value for the coefficient is 1.542 and the P value is .858 suggesting an insignificance of the relationship at $P > .10$.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.228 ^a	.052	.038	1.25973
2	.372 ^b	.139	.112	1.21028

a. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training

b. Predictors: (Constant), Opportunity for training, Organization's concerns for training, Sufficient training, Clan Culture, Market Culture, Hierarchy Culture, Adhocracy Culture

The value for R square in the table has increased from .052 to .139 suggesting that the training with mediating effects of organizational culture explains almost 13% of the variation in satisfaction with work of the employees. The value of adjusted R-square also supports the results of the R square and suggests a greater explanation is provided by training with the inclusion of the mediating variable.

The ANOVA table below presents that the F value in the original model is 3.599 however, the F value increased to 5.174 after the inclusion of the mediating variable organizational culture. The results of the F value also suggest that the model is accurately predicting the relationship and the inclusion of the organizational culture enhances the goodness of fitness of the overall model.

13. Results and Discussion

The study in order to analyze the impacts of training on job satisfaction of employees in banking sector in KP, with mediating role of the organizational culture, used a survey technique for collection of the data. The self-administered questionnaire of the study was distributed among 200 employees in banking sector in KP to collect the primary data from the participants of the sample. The data collected was then analyzed using the descriptive statistics, T tests and the regression analysis technique.

The results presented above suggest that Adhocracy Culture is one of the most dominant organization culture in banking sector in Pakistan accompanied by Hierarchy Culture as the second most dominantly prevailing organizational culture in banking sector in Pakistan. The culture of adhocracy has been seen as one of the most creative and dynamic cultures, as it attaches importance to new challenges, the acquisition of new knowledge, change and the production of unique results and services. Employees with strong characteristics related to flexibility and initiative do better in this type of culture. Hierarchical cultures have different influence on employee's job satisfaction. The organization cultures which is based on better management and control, professionalism and result orientation may lead to higher job satisfaction. organizational culture which encourages measures related to performance recognition leads to higher level of employee's job satisfaction. The results of the regression model of the study presents that all the individual factors of training of the employees has positive association with the satisfaction of the employees with the Pay itself in banking sector in Pakistan and the same is mediated by the Adhocracy and Hierarchy culture in banking sector of Pakistan. Employees' job satisfaction depends on their current salary and higher pay compensation leads to higher level of job satisfaction. Employees pay perception is weakly correlated with job satisfaction. in contrast, pay compensation has a significantly positive association with the job satisfaction of middle level managers in the hotels. The policies related to employee's salary have lesser effect than supervisory relationship on employee's satisfaction.

The purpose of training programs is to enhance employee's skills, knowledge and competencies for the better performance. It can be expected that training improves employee's performance which in turn contributes to the overall success of their organization. Training refers to a systematic process which develops individual's skills, attitude, knowledge and expertise related to their jobs.

The results further presents that all the factors in training explains the satisfaction of employees with the work itself under the mediating role of Hierarchy and Adhocracy culture. Individual's satisfaction relies on the nature of work they performing, therefore job characteristics such as skill variety, autonomy and feedback have a significant effect on employee's motivation and satisfaction. Job nature has a strong association with employee's satisfaction as compared to other factors influencing job satisfaction. He suggested that employees can achieve higher level of job satisfaction only when they feel that their job is more attractive and fit to their abilities such as qualification, skills and experience. This as a result enhances employee's motivation and job satisfaction.

Similarly, the training is also found to have significant association with the satisfaction with the interpersonal relationship of the employees in the organization. The better relationship with peers and supervisors have greater effect than other rewards on employee's job satisfaction. It shows the significance of interpersonal relations. The middle level managers in the hotels achieve low level of satisfaction by the mean of establishing strong relationship with the coworker as compared to satisfaction achieve through other rewards. The supportive and friendly relationship with the coworkers and supervisors leads to higher job satisfaction. In contrast, unfriendly relationship with the colleagues and supervisors has a negative impact on employee's job satisfaction. The strong relationship among coworkers has a significant impact on the overall job satisfaction of employees.

14. Conclusion and Recommendations

14.1 Conclusion

It has been widely acknowledged in literature that competent and skill workers can help achieving the goals of an organization. Opportunities to train and develop will ultimately result in the satisfaction of the employees that is considered as the most beneficial factor for the employer. It is also extensively advocated that the job satisfaction of the employees is very much influenced by the organizational culture. The need for addressing the role of different organizational cultures and the significant attributes thus exists for explaining its relation with job satisfaction and the turnover of the employees. There has been limited work regarding the role of the training in enhancing the level of job satisfaction and the role of organizational culture in enhancing the level of effectiveness of training in an organization in Asian markets. In context of Pakistan there has been extensive studies in respect of job satisfaction and its determinates however, little work exist in context of training and organizational culture contributing towards job satisfaction of employees working in these organizations. Identifying the role of culture in training and its ultimate impacts on job satisfaction and thereby affecting the turnover of the employees provided more significant insights from the Pakistani market.

The study analyzed the role of training in determining the job satisfaction of the employees in banking sector in Pakistan with the mediating effects of the organizational culture. A sample of 200 participants from different bank branches in KP, Pakistan was selected. Using the self-administered questionnaire, the study collected primary data for all the variables of the study and was then analyzed using the descriptive statistics, T test and regression analysis technique. The overall results of the study presented that Adhocracy culture and the Hierarchy culture are the two most dominant culture prevailing in the banking sector in Pakistan. The results further suggest that sufficient training, training opportunities and organizational concern for training has significantly positive association with satisfaction of the employees with their Pay, work itself and the interpersonal relation of the employees in banking sector in Pakistan. It is also evident from the results that the organizational culture of Adhocracy and Hierarchy are significant in moderating the relationship between the training and each factor of job satisfaction of the employees in banking sector of Pakistan.

14.2 Recommendations

Based on the review of the literature and the findings the following main recommendations are presented.

- In order to increase the satisfaction level of employees in banking sector the banks have to provide sufficient training to their employees. Skillful employees feel a lot better while performing their duties and can better adjust in their work environment. Additionally, employees view training as an additional fringe benefit of their job and are therefore also satisfied with their pay.
- Opportunities for training should be provided to every employee in the organization based on their respective skill level and job responsibilities. The potential training opportunities to the employees make them feel better and optimistic in terms of their future growth and development and thus results in positive impacts on the level of their job satisfaction.
- Employees perception regarding the organizational concern for developing and improving their skills also establish to them the value organization places in their employees and the tasks assigned to them therefore organizational concern for training also play a positive role in level of satisfaction.
- Organizational culture of Adhocracy and Hierarchy holds important position in moderating the impacts of training on the satisfaction level of the employees and hence need due consideration from the management of the banks.

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