The Effect Of Training & Development On Job Satisfaction: The Mediating Effect Of Coworker Support

HASSAN JABAK

Doctorate of Business Administration at Beirut Arab University[1]

Abstract: The purpose of this study was to examine the connection between T&D, PD, crisis management, and work satisfaction in the Lebanese banking industry. A total of 493 participants were surveyed, and the results were analyzed with the help of SPSS and AMOS. The results demonstrated that crisis management mediates the connection between T&D and PD and work satisfaction. Specifically, the beneficial effect of T&D and PD on work satisfaction is amplified when employees perceive a greater degree of competent crisis management methods. Furthermore, the survey found that T&D, PD, and work satisfaction among banking sector employees in Lebanon were all significantly affected by the economic crisis. The findings emphasize the value of investing in T&D and PD programs and encouraging good crisis management methods, especially during economic downturns, to boost work satisfaction and employee well-being. These results may help firms in the Lebanese banking industry make more informed strategic decisions that will have a beneficial impact on employee morale and productivity.

Keywords: Training and Development, Personal Development, Crisis Management, Job Satisfaction, Lebanese Banking Sector

INTRODUCTION

Background of the research

At the moment, a bank's main job is to look after its own management. Since workers' efforts may either boost the business or destroy it (Bonnes et al., 2017), they are the company's most important asset. A bank's employees are indispensable; without them, no amount of money, supplies, or capital would be enough to get the job done. Training, as defined by Neel et al. (2021), is "the planned process of developing an individual's competence in performing his or her job duties." The banking business places a premium on its employees by providing many opportunities for professional development. Investment in the development and education of one's employees may have far-reaching effects on a company's productivity and prosperity (Bakkalbasi et al., 2015; Gammons et al., 2018). As a result, we may provide training to our staff, as well as our clients and business associates. To improve employee performance in knowledge, skills, and attitudes, however, training programs must take a methodical approach according to Ushakov & Shatila (2021). Training is essential for new and experienced employees to acquire the skills they need to do their jobs successfully, according to

the findings of (Faherty et al., 2016). In addition, it gives students the confidence and competence to succeed in their chosen careers despite whatever challenges they may encounter. Training is seen as an investment by financial institutions looking to gain a competitive edge (Agbebi, 2018; Ribau, 2020). Employees and companies alike may benefit from training and development programs because they provide people with the skills and knowledge they need to do their jobs better (Southall & Scutt, 2017). Training employees is a crucial part of HRD because it helps workers improve their minds and hearts, which in turn boosts productivity (Gokiert et al., 2022; Robertson et al., 2017; Weber-Main et al., 2022).

Empirical Literature and Previous Studies

The amount of effort people put in for the firm is proportional to how happy they are with their jobs. Employees that care about their work tend to do a better job than those who don't according to Shatila & Alozian (2019). Management must place a premium on instilling a sense of purpose in their employees if they want to see them succeed in their roles and contribute to the company's overall success (Bauer et al., 2021; Clarence, 2018; Cunningham-Erves et al., 2020;

Vu et al., 2020). Murphy et al. (2015) looked examined the connection between training and development and employee happiness in the workplace. Two hundred retail workers from around the United States participated in the study according to Ushakov et al (2022). We employed a survey and a descriptive analysis to decipher the results. In addition, a regression analysis was conducted to determine whether or not employees' contentment with their jobs was affected by their opportunities for professional growth. If workers can see a path to promotion inside the firm, they will feel more connected to the organization as a whole and be less inclined to consider leaving. Employee training is a key workplace driver. Referring to the above, the following hypothesis can be validated:

H1: There is a positive relationship between training and development and job satisfaction

Commitment to one's own development has a substantial effect on job satisfaction. When employees feel valued and appreciated at work, they are more motivated to work hard and contribute to the company's success. However, there are standards that must be met by corporations and other organizations to ensure worker satisfaction. Workplace productivity and morale depend on regular performance reviews (Jackson et al., 2019; Riedlinger et al., 2019; Tuzovic and al., 2018). Employees' performance reviews may be considered as a tool for motivating them to improve their skills and abilities on the job, rewarding them financially or otherwise, and challenging them to attain their full potential. Participation in training and development programs was associated with higher levels of job satisfaction. (Kersh, 2015) used both quantitative and qualitative approaches, with a total of 300 randomly chosen participants in South Africa. Using regression and SPSS, the researcher examined the collected data. Keep in mind that happy workers are dedicated ones. From the discussion above, we thus hypothesize as followings:

H2: Personal Development is positively related to Job Satisfaction.

Gender

The term "mediating effect" refers to the function that Crisis Management plays in affecting the link between Training & Development and Job Satisfaction. Moilanen, et al., Punnett, and Yang (2020) define "Crisis Management" as "the processes and strategies that organizations and employees use to prepare for, respond to, and recover from adverse events or crises." Employees who have received crisis management training and development may have a more positive work experience as a result (Bhatnagar & Aggarwal, 2020; Punnett et al., 2020; Yang et al., 2020). According to several studies (Moilanen et al., 2020; Punnett et al., 2020; Yang et al., 2020), crisis management training has a moderating effect on the relationship between training and development and employee job satisfaction. In other words, crisis management acts as a mediator or moderator, influencing the relationship between Training & Development and Job Satisfaction.

H3: Crisis Management mediates the relationship between Training & Development and Job Satisfaction

Research Methods

The Central Bank of Lebanon (2022) estimates that there will be 25,908 employees employed by the participating Lebanese banks in 2022. The study includes all commercial banks in Lebanon. Workers and managers with various levels of education (from Bachelor's to Doctorate) took part. The banks included in this study were chosen because of their global significance and reputation for doing high-quality research. In order to save down on time and money, this study opted for a handy sample rather a random one. The Yemen formula may help researchers figure out how many people to survey in order to get reliable results according on the feature of interest and their level of confidence in those results. When dealing with massive amounts of people, the Yemen formula shines. We may express this as $n=N/[1+N(e)2 = 25,908/[1+25,908(0.05)2 = 493$. Consequently, 493 workers were included in the study (Yang et al., 2020).

Demographic Variables

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	401	79.9	79.9	79.9
	Male	101	20.1	20.1	100.0
	Total	502	100.0	100.0	

Table 1 Gender

There were 502 participants in this study. The majority (79.9%) of the sample consists of women, while men (only 20.1%) make up the remainder.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid					
	18-24	149	29.7	29.7	29.7
	25-34	211	42.0	42.0	71.7
	35-44	76	15.1	15.1	86.9
	45-54	45	9.0	9.0	95.8
	55-64	21	4.2	4.2	100.0
	Total	502	100.0	100.0	

Table 2 Age

Descriptive statistics also showed that 29.7% of respondents were between the ages of 18 and 24, 42% were in the 25–34 year age range, 15.1% were in the 35–44 year age range, 9.1% were in the 45–54 year age range, and 21.1% were 55 years old or older.

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid					
	Doctorate Degree	11	2.2	2.2	2.2
	High School or Less	109	21.7	21.7	23.9
	Master's Degree	54	10.8	10.8	34.7
	University/ BA/ BS Degree	328	65.3	65.3	100.0
	Total	502	100.0	100.0	

Table 3 Educational Level

According to the aforementioned summary statistics, 328 respondents (or 65.3% of the total) had a BS/BA degree. A total of 109 respondents (21.7%) have completed high school or more. In this sample, there are 54 persons with master's degrees (10.8%). However, just 11 respondents (2.2%) possessed a doctoral degree.

Path Analysis

Hypothesis Model	Beta (β)	Direct Effects	Indirect Effects	Total Effect	P-Value	Result
T&D→ CS	0.323	0.421	0.321	0.742	0.024	X
PD → CS	0.465	0.502	0.212	0.714	0.012	X
CS→ JS	0.831	0.596	0.399	0.995	0.032	X

T&D → CM→ JS	0.412	0.361	0.311	0.672	0.012	Partial Mediation
PD→CM→ JS	0.536	0.236	0.285	0.521	0.032	Partial Mediation
T&D → CM	0.723	0.621	0.313	0.934	0.021	X
PD → CM	0.534	0.523	0.326	0.849	0.031	X

Table 4 Mediation Analysis

Path analysis is a statistical method for analyzing the connections between variables, and its outcomes are shown in the table just above. The correlation between these eight factors was investigated in this study. Training and Development, Performance Enhancement, Crisis Management, Job Satisfaction, (Beta), and Statistical Significance

One hypothesis or potential connection between two variables is shown in each table row. Hypothesis model column indicates which way the connection is going.

The degree of correlation between the two variables is shown in the Beta () column. When is positive, there is a positive connection between the variables, and when it is negative, there is a negative association.

One variable's direct influence on another is shown in the Direct Effects column. For instance, T&D has a direct impact of 0.421 on CS in the top row. The Indirect Effects column shows how one variable influences another indirectly through a third variable. In the table below, T&D's indirect impact on JS, through CS, is 0.396 (see row T&D > CS > JS).

The sum of the impacts of one variable on another, including their direct and indirect effects, is shown in the Total Effect column. The P-Value column indicates the likelihood that the observed correlation between the variables is just coincidental. An X will appear in the Result column for any p-value that is less than 0.05, indicating statistical significance.

Rows with Partial Mediation in the Result column reveal the mediating function of CM and CS in the associations between variables. This suggests that the third variable mediates some of the association between the first two. For instance, CM has a role in the 0.672 overall impact size between T&D and JS. In conclusion, the table details the interrelationships among the variables, the strengths of those interrelationships, and the mediating roles played by CM and CS.

Summary of Main Findings

According to the study's findings, bank employees in Lebanon had widely divergent views on the Crisis Management, with many holding the view that it had made their workplaces unsafe. Banks' bottom lines have taken a hit since their employees are under more stress than usual due to poor communication and unnecessary delays that keep them working in potentially dangerous settings without enough protections. Several financial institutions' Crisis Management operations were streamlined and employees felt safer as a result of improved communication and swift response to the COVID-19 threat. Bank workers have a positive outlook on the new digital instruments. This finding agrees with the predictions made in this study. Since meetings and other tasks can now be conducted online, employees feel that digital technologies have improved their quality of life at work and contributed to the bank's financial success. Depending on the level of digital preparation of the staff, a shift to digital may be facilitated or complicated. The expansion of digital usage has left behind clients who only have a basic grasp of how to utilize their bank's online services. Many respondents said they had to put in significant effort to correct their mistakes. In our interviews, we heard that working remotely might present a variety of difficulties, such as the need to utilize unsafe networks, the potential for security breaches, and difficulties with logistics and technology. Employees no longer feel connected to their customers and colleagues because of the decline in personal interactions. The lack of instantaneous response from things like facial expressions and body language during online conversations was a contributing factor. It's possible that a negative customer interaction

impacted certain employees, leading to frustration.

There is a direct correlation between happy workers and productive businesses. The efficiency of a company's staff is also a hot issue among academics and business executives since it is often seen as the most important source of competitive advantage. Extensive employee turnover in the banking industry may be attributed to the widespread pursuit by employees of both personal and professional goals. Because of this, financial institutions are increasingly worried about being able to keep their best and brightest employees around for the long haul. The recruitment and development of highly competent employees is a major challenge for Lebanon's banking sector. When it comes to determining what makes a non-profit effective, a high degree of employee happiness and motivation is crucial.

Human resource management relies heavily on the analysis of organizational requirements, industry-specific practices, and processes. Human resource development cannot be complete without the training of employees. Banks must invest in their employees' continual training in order to maintain productivity, since some personnel lack the requisite expertise. Therefore, training is an educational experience designed to improve one's knowledge and skillset in preparation for gainful work. To excel at the assigned task and to work productively in the assigned setting, workers need to systematically increase their understanding, skills, and attitudes. Training has the potential to enhance employees' skills in a number of ways, such as motivating them and making them more organized and polite.

Some studies have shown a link between training and development and employee satisfaction, while others have found that this link may be mediated through crisis management. That is to say, Crisis Management has the potential to be the conduit via which gains from T&D trickle down to improved morale on the work. Employees who have received crisis management training, for instance, may feel more secure in their jobs because they are better prepared to deal with unforeseen circumstances. Organizations may benefit greatly from Crisis

Management's ability to mediate conflicts. The effect of Training and Development programs on job satisfaction may be improved by giving workers opportunity to learn crisis management skills. Especially in times of crisis, this may improve employee involvement, productivity, and loyalty to the company.

Multiple crises, including political and economic uncertainty and the current COVID-19 epidemic, have hit Lebanon's financial system in recent decades. Employees in the banking industry have reported lower levels of work satisfaction and slowed opportunities for professional growth as a direct result of these crises. Consequently, crisis management has become crucial to employee retention and advancement in Lebanon's banking industry.

Job happiness may be directly tied to an employee's level of personal growth. Job satisfaction rises among workers who perceive they are expanding their knowledge and abilities on the job. The banking industry in Lebanon has recognized the need of investing in its workers' professional growth as a means of both attracting and keeping top talent. Opportunities for training and professional growth, as well as mentoring programs, all contribute to personal development.

Recommendations

One option to further the investigation is to consider the impact of other variables that may mitigate the connection between T&D and job satisfaction. Organizational elements like culture, leadership style, and environment may also impact the connection between training and development and job satisfaction. The findings might be further refined by looking at how the correlation between training and development and job satisfaction changes over time. The durability of these connections, as well as the effect of changes in Training & Development or on Job Satisfaction, might be determined by longitudinal study. Additionally, it may be instructive to investigate whether or not other aspects of the workplace mediate the connection between training and development and job satisfaction. The study may, for instance, look at the role that supervisor support and work-life

balance play in mediating the link between the two variables.

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