

# THE IMPACT OF LEADERSHIP STYLES AND TRAINING PRACTICES ON THE EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF JOB SATISFACTION

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## Abstract

The current study contributes to the existing literature on understanding employee performance through a fresh set of variables. In doing so, this study aims to develop a better understanding of the nexus between job satisfaction, training, and leadership in the context of the textile sector in Indonesia. The bond among employees and their leaders leads to loyalty with the company that goes beyond routine professional tasks and responsibilities. The findings of this analysis concerning employees' performance and leadership relationship are found to be in contrast with findings in previous research. Numerous studies that were previously conducted have established an important and positive linkage between management and employee performance in an organization. High rates of work performance indicate effective leadership, which influences the progress of the company and workers. The data was analyzed using the smart PLS software, whereby data screening was done in order to meet the requirement of PLS for generating the structural model and for being able to produce the results of hypotheses-testing through standardized regression weight. After these all efforts, 270 questionnaires are out of the 320 that were self-administrated to the university employees of Indonesia. The findings of the study will help policymakers and researchers in understanding issues related to leadership styles, training practices, job satisfaction, and employee performance.

**Keywords:** Job Satisfaction, Leadership Styles, Training Practices, Employee Performance

## 1.0. Introduction

Nations compete to be more successful than others. In this competitive struggle, individual nations face difficulty as a result demographic changes, globalization, and lack of skilled workforce which may influence employees' job performance, and thus, determine the ability of a nation to sustain its competitive position (Wiersema & Bird, 2017). One of the difficulties that employees face is the workplace dynamism that influences their performance. Their job performance is assessed through different roles and responsibilities and through different styles of leadership (Mullen, Kelloway, & Teed, 2017). Therefore employees' capabilities should

be improved, and outstanding employee performance must continuously be sustained through employee development in accordance with the required skills to ensure that the business has not been witnessing risk or bad luck due to a lack of desirable attitude at global and local levels, and professional degrees and highly educated professionals are not an exception in this scenario (Cotter, 2019). Employee performance is directly linked with organizational performance because it is observed that employee performance has a vital role in the running of a company (Ali & Bashir, 2018). They take part as crucial parameters in the progress and growth of a company by delivering their best performance as they are

considered to be the means for organizational strategies and competitive advantage. To attain the academic goals and objectives of universities, a qualified academic staff is identified as a pre-requisite. This is presumed to be true as attaining the targets of universities depends upon the skills and proficiency of the qualified faculty members. Thus universities' administration tends to be more focused in faculty development as it is one of the most important success factors for an higher education institute (Alghamdi, 2018).

Different factors that were mostly explained and highlighted in definitions are the job environment and characteristics of the job. Anand (2017) Identifies and explores different facets of job satisfaction such as the colleagues, the salary, job progress, leader, the type of task assigned, and promotion. On the other hand, Ketsela (2017) specified seven factors of job satisfaction: the salary, the colleagues, the leader, the project or task assigned, and the reputé of the organization, job progress, and the work environment. In a study by Vieira (2019), authentic evidence regarding a U-shaped relationship between age factor and job satisfaction was provided. In addition, they also clearly presented an example of comparative age, suggesting that an employee's unconfined behavior and mental health is associated with peace of mind, and job satisfaction is also affected by personal factors, i.e., individual circumstances and life phases. Escardíbul and Afcha (2017) stated the two-factor theory for job satisfaction, in which he explained that job dissatisfaction seems apparent when there is an

absence of job hygiene practices (Wang, Gao, & You, 2017). On the contrary, even when healthy practices are common in an organization, complete job satisfaction level may still not be achieved; however, the dissatisfaction regarding the job is certainly reduced (Wang et al., 2017).

The current study is conducted to examine the impact of leadership style and training practices on employee performance in enterprises dealing in textile in Indonesia. The Indonesian **economy** is the largest one in Southeast Asia. It is an emerging upper-middle-income country. It is also the world's 15<sup>th</sup> largest economy according to the nominal gross domestic product (GDP) and the world's 7<sup>th</sup> largest country as per purchasing par parity (Cetkovic, Bauk, & Topler, 2019). Its estimated nominal GDP is \$1.15 trillion in 2021, and GDP (PPP) is \$3.50 trillion in 2021. Indonesia is one of the top 10 textile production economies in the world, contributing significantly to the country's GDP and government revenues. The country is also the world's 12<sup>th</sup> largest textile exporter. Thirty percent of the total textile production is kept for domestic use, while 70 per cent is exported. In 2019, the country's textile and garment exports were valued at US \$13.8 billion. With increasing economic contribution of the textile industry to the Indonesian economy, the government and organizations are now paying more attention to factors that may help improve employee and organizational performance. The volume and revenue of the textile industry in Indonesia show an increasing trend and some statistics depicting this trend are mentioned in Figure 1.

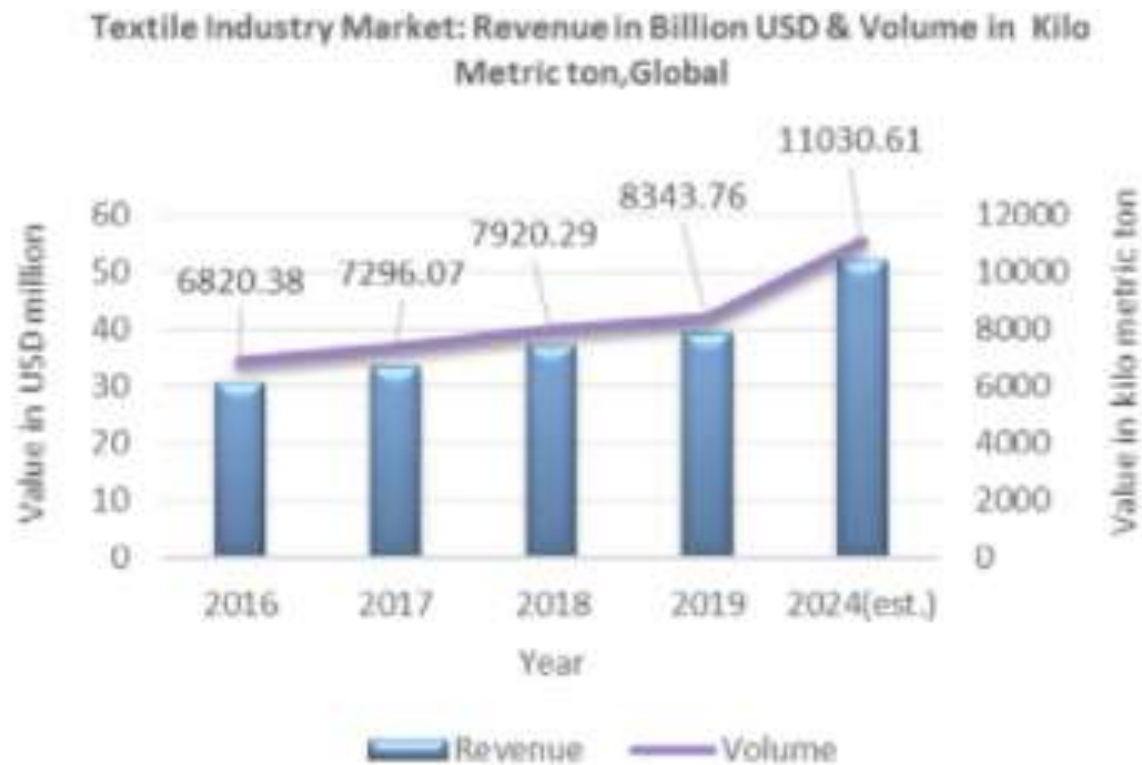


Figure 1: Volume and Revenue of Textile Industry in Indonesia

Pawirosumarto, Sarjana, and Gunawan (2017) explain how one of the most evident symptoms of an organizations' downfall is a low level of job satisfaction which eventually influences the company's growth as it may lead to protests, strikes, absenteeism of employees, work gradualness, delay in projects, and workers leaving the organization. Moreover, it may also be related to poor performance, low standard products, fraudulent activities, complaints regarding workers, and additional problems (Gómez Soler, Bernal Nisperuza, & Herrera Idárraga, 2020). On the other hand, a higher level of job satisfaction results in a lesser number of employees leaving their jobs or in other words, a higher employee retention rate, reduced level of absenteeism, higher availability of specialists available, as well as a high level of workers' satisfaction. According to Gelard and Rezaei (2016), work positivity and its influence at work leads to a higher level of job satisfaction. As a result, a positive nation develops. Aiman, Hasnain, and Abeer (2019) show how different independent factors, including instructive level, age, educational background or qualification level, and personality differences are found to affect job satisfaction level. He shows that job satisfaction starts in order like, high, then it goes off and then improves with time. Akins (2019) report low

employee satisfaction if they were to be associated with a company for a longer period of time, while their satisfaction level improved when they switched from one to the other company.

For any economic industry, it is employees' performance that determines the organizations' performance and fixes its position among the rival businesses in the market. In today's competitive world, employees' performance and relevant factors need to be researched and discussed widely (Ecaterina & Andreica, 2014). To meet this need, our study is aimed at analyzing the impacts of two factors, leadership style, and training, on employee performance. Our study also has a purpose of analyzing the mediating influences of job satisfaction on the association between leadership style and training practices vis-à-vis employee performance. This study is a valuable contribution to the economic-based literature because, in the past literature, very little attention has been given to the simultaneous contribution of the leadership style and training practices with respect to employee performance as well as the mediating influences of job satisfaction.

## 2.0. Hypothesis Development

Employee's performance and job satisfaction share a strong association. It can be established that job satisfaction explains the satisfaction level of employees towards their job, which includes psychological as well as emotional components (Kalawilapathirage, Omisakin, & Zeidan, 2019). It develops intemperate satisfaction level. The link between job performance and job satisfaction level has been discussed more during the last few years, and a few variables have been included to show this link (Ozyilmaz & Cicek, 2017). However, the improved working environment is assumed to lift the satisfaction level among employees (Nurwani, Amal, Adisaputera, & Ridwan, 2020). Latest studies recommend job satisfaction level as a measurement of employees' achievements (Afshar & Doosti, 2016; Alshery, Ahmad, & Al-Swidi, 2015; Brimhall & Barak, 2018; Chandra, 2019). On the other hand, some studies contradict it (Kašpárková, Vaculík, & Schaufeli, 2018; Zefeiti & Mohamad, 2017). They recommend that this relationship needs more research, suggesting that job satisfaction level is one of the factors that impact an employee's achievements and has a positive relationship with employee performance (Matthews & Mokoena, 2020). According to past researchers, employees' job performance is linked with their mental well-being, which employees achieve through different characteristics of their job, and thus, the more satisfied employees result in more buyers, which signifies an increase in their achievements (Ahmed, Vveinhardt, Warraich, & Baloch, 2020). It is perceived that general research on job satisfaction level is an interesting topic of research for scholars. Worker's interest in their tasks and loyal behavior towards a company plays a vital role in the company's progress. Satisfaction at work is a good parameter to encourage employees to reach a company's milestones (Hennekam, 2015; June & Mahmood, 2020). However, a satisfied employee and his/her performance share a close connection. In addition, June and Mahmood (2020), Saragih et al. (2020) also identify and explore different factors which create a strong relationship between the work performance of an employee and job satisfaction.

Scholars identify that the performance of employees and job satisfaction level are correlated variables (Meyer & Hamilton, 2020). The satisfaction level of an employee can be determined by determining how happily workers achieve their tasks; it also requires studying factors like cognitive and emotional aspects of individuals, in particular, how passionate they are. In addition, various studies prove that job satisfaction is significantly associated with employees' performance (Afshar & Doosti, 2016; Alshery et al., 2015; Brimhall & Barak, 2018; Chandra, 2019). Although, a few studies demonstrate this relationship to be an inverse one (Kašpárková et al., 2018; Zefeiti & Mohamad, 2017). This *prima facie* indicates that a relationship has been established; however, it needs additional research and investigation. In light of the foregoing, the first hypothesis is stated as follows:

H1: Job satisfaction has a significant impact on employee performance.

Stating in reference to previous research on management and performance, that history depends on various key stages of development and evolution (Cesarec, Mikac, & Spevec, 2020). Initial studies have shown that a person who intends to become a superior leader to others must have natural abilities that would act as the key to success, as quoted by Gao (2017). Although, it is often difficult to recognize these inhabited abilities and characteristics in a person as it may cause arguments and dissatisfaction regarding the underlying research, resulting in the emergence of behavioral theories and born of style leadership theories. Extensive and prolonged research over a long time period has recommended that a leader who follows democratic and participative management is likely to achieve more goals and tasks together with his team and will ultimately become an achiever (Gao, 2017). The initial stages of research in this area have mainly considered and shown interest in comparing and evaluating best leadership styles and the way they are practiced to manage staff and help improve their performance.

However, this research approach has its limitation; that is, it has failed to include situational variables which play a significant role in measuring the efficiency of a skilled leader (Coccia, 2019). Due to these limitations

in their research, a scope of a new research approach developed regarding the studies on leadership; these include “situational” and “contingency” models of leadership (Sousa & Dierendonck, 2017). However, the early-stage research approach to find a best leadership method rule was kept aside after the appearance of these two factors. Therefore, in every case, importance of individual variables can vary as it is completely up to the leader’s efficiency in terms of how he manages the situational variables or how he responds or reacts in accordance to the situation, and whether his actions are timely in the context of that situation (Yulong & Jing, 2020).

The term leadership refers to a process that converts an idea or a thought process into a real product or service in a group’s life. It refers to the collective effort of a group’s brainstorming process that seeks to address and overcome challenges. It is a method through which workable objectives are developed, capital is allocated to these objectives, and execution plans are made to achieve the political group’s objectives and all requirements.

It is a confirmed reality that if a team leader encourages his employees and uses a soft and motivated approach, team members will work more diligently and are more likely to prove to be helpful in achieving the company’s tasks (Coft, 2018). The bond among employees and leaders leads to loyalty with the company that goes beyond everyday tasks and responsibilities. The bond among working staff and among transformational leadership and employees play a critical role in shaping the worker’s performance (Jyoti & Bhau, 2015). According to this study, it is important that there exists a comparatively higher connection between employees’ job performance and transformational leadership than the bond between transactional leadership and workers’ task-related output (Phetkaew, 2015).

Apparently, the latest research on the style of leadership re-examines the one best leadership style concept and compares the concepts of transformational and transactional leadership. Transactional leadership styles are concerned with fluctuating bonds and changing relationships with workers (Bedi, Alpaslan, & Green, 2016). A transformational leader, on the other hand, acts as an idealistic, passionate, and visionary figure for motivating employees.

Earlier studies have shown that leadership studies face serious criticism, with recent studies seeking to gauge the contribution of a successful leader towards the success of a company. Two reputed scholars (Sousa & Dierendonck, 2017) have pointed out the importance of efficient leaders in a company and business. His conclusion is that leader plays a vital role in the success and failure of a company. Ideally, it has also been discussed that in order to eradicate doubts and uncertainty due to external surroundings, a company should train their leaders who could deal with these factors and play their part in the company’s growth (Arrive & Feng, 2018; Sadler, Gibson, & Reysen, 2017).

Hence, most past researches report that the relationship between leadership and performance is unreliable because the facts are still not approved and documented the majority of scholars. Some studies face the additional problem of being over-concentrated, particularly in transformational leaders case which was considered to be a strong influence in achieving goals (Ukaidi, 2016). More and extensive research is required to explore the association between these two factors.

Employees who receive encouragement from the company result in improved employee performance which leads to the formation and development of a personal bond with the company, improving the company’s performance. Additionally, June and Mahmood (2020), Sujianto et al. (2020) also point out that leadership plays a main role in explaining the job performance model. They explain that visual sensation, leadership, abilities, and guidance encourage their workers, which exert influence in a way that they make employees give their more input for desirable outcomes (June & Mahmood, 2020); in addition to this, latest studies prove that leadership styles have a considerable effect on workers output (Kertiriasih & Sujana, 2018). Therefore, the second hypothesis is postulated as follows:

**Hypothesis 2:** Leadership styles have a significant impact on employee performance.

Reviewing the literature indicates enough evidence on Ericsson’s foundational work. The foundational research review in terms of corporate training shows extensive researches concerning the application of training programs within business environments. The literature

includes researches, say by Palwasha, Ahmad, and Majid (2018), which have investigated the effects of training on the profitability of the organization, employees' performance, and retention within the organization.

Environmental uncertainty and rapid changes that are occurring in the business world push the leadership to recognize targets and strategies to meet them (Samwel, 2018). However, companies should make investments in different employee trainings and courses to develop the abilities of workers to face instabilities and uncertainties; this is because training provides confidence to make a decision on time so that they could keep up their achievements in the market. Furthermore, effective training is considered as helpful for the companies in different ways, as they are essential in structuring and maintaining abilities at organizational and individual levels, in order to allow them to take part in the organizational process (Gorondutse & Abdullah, 2018).

Training is considered to link desirable performance and current performance. Training may be provided using methods like teaching and mentoring, teamwork, and the contribution of subordinates. If workers cooperate as a team for the completion of tasks, then the company is more likely to achieve fruitful results and is also more able to easily meet its goals. Different courses and components of training not only help workers perform well but also help the leader of a business to know that how they can utilize their human resources efficiently in order to achieve their key targets. However, it seems necessary for companies to arrange training sessions for the employees' improvement as well as their enhanced job capabilities and outputs, and also to achieve the business goals of the organisation (Wadhwa & Tripathi, 2018).

Basically, training is provided not only to improve employees' skills but to polish worker's mindset and instil creative thinking skills in them as well as use them in a way that the company is able to achieve a competitive advantage (Abbasi, Ayaz, & Ijaz, 2016). In addition to this, it also helps workers to cater to customers in more efficient ways, and as a result, it makes them more capable of handling and solving their complaints on time. Training strengthens self-belief which leads to better job performance (Talwar & Thakur, 2016).

Previous researches have shown the interrelationship among employees' performance and training; training brings changes in workers' behaviors which then influences their performance. For the sake of customers and stakeholders, the firm must focus more on worker's skills and abilities. Supervising frequent training leads to a positive organizational culture that eventually increases motivation among workers which ultimately leads to the achievement of the company's goals. According to Onah and Anikwe (2016), Hakimah et al. (2019), training has been considered a powerful component in accomplishing employees' tasks.

Training creates favorable circumstances for employees in the completion of their tasks, and it is also considered an important component of employees' performance (Garg, 2019). Rapid changes have been taking place in market requirements and organizational mechanisms. Therefore organizations are required to make quick and efficient changes in their policies, for instance, updating employees' capabilities, changes in their training plans, and being innovative (Samwel, 2018). According to Clark, Rudolph, and Zhdanova (2017), efficient planning can be useful in many ways, such as upgrading employee change operations (Clark et al., 2017). In addition, training is considered as one of the components which lead to an increase in workers' performance, which thus results in achieving organizational goals and objectives.

Training upgrades or improves the existing performance to the benchmark level. Therefore, it does not merely improve the worker's abilities and skills but also allows for the effective utilization of the available human resource. June and Mahmood (2020) also identify different determinants for achieving employee performance; these include declarative knowledge (DK), motivation, and procedural knowledge and skills (PKS). They argue that organizations should pay attention to DK and PKS by restructuring employee personalities, personal abilities, improved training, and experience enhancements through using innovative techniques and instruments and job-specific training. Thus, the third hypothesis is stated as follows:

Hypothesis 3: Training has a significant impact on employee performance.

After discussing leadership behavior in the initial part and job satisfaction in the subsequent part, this part of the study tries to observe experimental proof of job satisfaction and leadership behavior connection. It is a known fact that it is an the leader's obligation to get the things done through their subordinates (Ibrahim, 2019). A successful leader obtains data through interacting with others in the organization (Ahmad & Hassan, 2018). Thus, in order to achieve the final objective, a leader must be fully involved and devoted. Some of the key responsibilities of a leader include becoming a good team counselor to make the employees aware of their true potential as a team, increase their capabilities and recognize their abilities to perform their best.

H4: Leadership styles have a significant impact on job satisfaction.

The team leader should be more like a role model; he/she should look after all the problems faced by the workers because the team leader or founder is considered to be an influencer, and subordinates follow them while doing their tasks (Ahmad & Hassan, 2018). Since every person is unique and belongs to different origins, requirements, educational backgrounds, families, acquaintances, beliefs, localities etc (Ahmad & Hassan, 2018), therefore, a leader must keep in mind all facts and consider the employee's desire, their views and capabilities before collaborating (Ahmad & Hassan, 2018).

H5: Training practices have a significant impact on job satisfaction.

The literature review confirms the existence of a relationship between job satisfaction and leadership. For instance, Gorondutse and Abdullah (2018) show that these two factors, i.e., leadership and job satisfaction, were found to be interlinked; they found a positive relationship between these variables while investigating the cops in Malaysia. Gorondutse and Abdullah (2018) report that job satisfaction and leadership behavior were considered interlinked whereas, job satisfaction and structural leadership behavior had a negative relationship. However, after considering lots of research work, it is found that leadership behavior plays a significant role in the job satisfaction of workers. Alvarez, Afuah, and Gibson (2018), Wiersema and Bird (2017), and

Ahmad and Saidalavi (2018) found no link among these two factors.

H6: Job satisfaction mediates the relationship between leadership styles and employee performance.

Job satisfaction is the extent to which the employees are happy with the organization, its culture & climate, its behaviors, job features, nature of the tasks assigned to them, and salary. Job satisfaction of employees is influenced by the periodical training of employees. During the training, the critical core capabilities such as knowledge, awareness, and skills (cognitive and physical skills) specific to their job duties are inculcated in employees. The training enables the employees to develop analytical thinking, decision-making, and problem-solving skills. Thus, training facilitates employees and makes them mentally satisfied -----. When the employees are satisfied with their organization, its culture, climate, and behaviors, the tasks assigned to them, and the rewards provided to them, they can focus on their duties and perform their functions wholeheartedly and honestly. Thus, their work performance improves. Hence, we can hypothesize that:

H7: Job satisfaction mediates the relationship between training and employee performance.

### 3.0. Methods

In this study, for the purpose of data collection, we have used the simple random sampling. The questionnaire was prepared for the current study in booklet form. The structural equation model (Multivariable analysis by using latent variable) was used in the present study to confirm the hypotheses with reference to the relationships between latent and observed variables (Hair, Hult, & Ringle, 2016). The data was analyzed by using smart PLS, whereby data screening was done to meet the requirement of PLS for generating the structural model and for being able to produce the results of hypotheses through standardized regression weight. After these efforts, 270 questionnaires were returned from the 320 that were self-administrated to the university employees of Indonesia. Therefore, the response rate of the collected questionnaires is 84.37%. However, from 270 responses, only taken 255 responses were used for further



analysis, 15 questionnaires were excluded due to incomplete information.

#### 4.0. Results

The part of the model which explains the relationships among the indicators and latent variables is known as the outer model. We further divide the outer model into two different parts 1) reflective blocks and 2) formative blocks. We can assess the appropriateness of the outer model by checking the reliability of individual items, such as with the help of composite reliability (CR), internal consistency

reliability, and indicator reliability. Secondly, by using the average variance extracted the convergent validity of measures is linked with different constructs. And the third one is the assessment of discriminant validity (DV) which is done by using the outer loadings of indicators and the Fornell-Larcker criterion. At the start, generally, the internal consistency evaluates the results among the similar test items. It checks whether the recommended items which measure the construct are yielding the same results or not (Hair, Matthews, Matthews, & Sarstedt, 2017). Therefore, in the present study, by the examination of CR, we have assessed the internal consistency reliability.

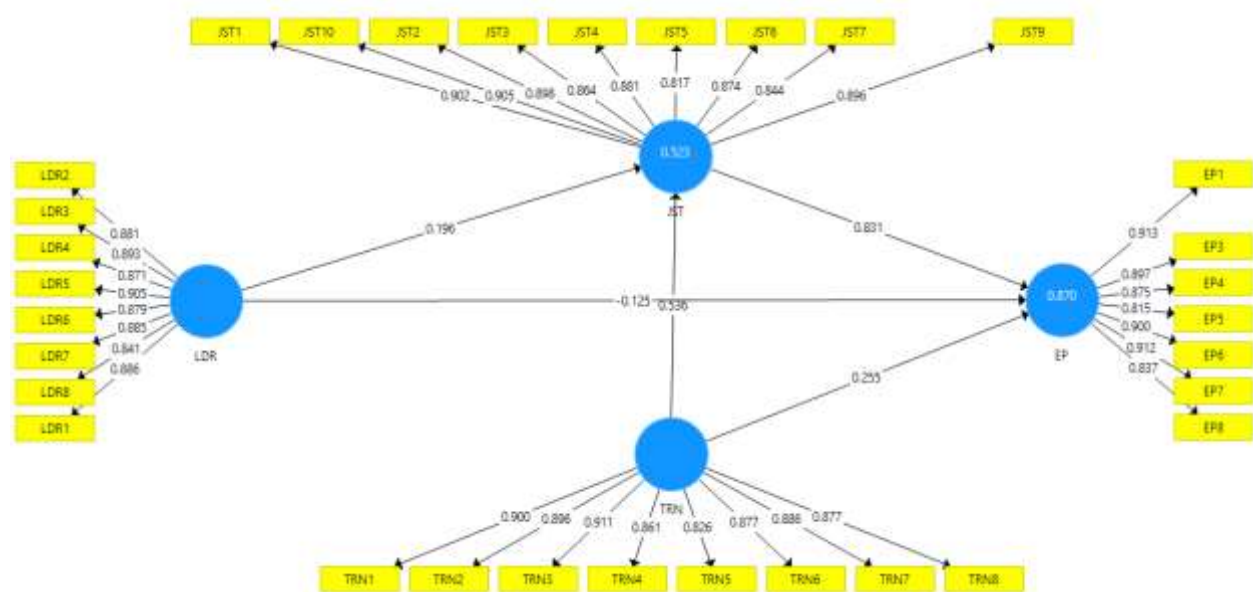


Figure 2: Measurement Model

In contrast with Cronbach's alpha, the loadings of equivalent indicators are not assumed by CR. The value of CR fluctuates in the middle of zero and 1, but specifically, this value should be greater than or equal to 0.60 (Henseler, 2018), but the desired value is greater than 0.70 (Hair et al., 2017). If the value of CR is between 0.60-0.70 shows the average internal consistency,

whereas if the value is between 0.70 and 0.90 is known as an adequate internal consistency. Therefore, the results of the present study show that the values of Cronbach's alpha and CR are greater than the recommended value that is 0.70 (Hair et al., 2016; Hair et al., 2017; Henseler, 2018).

Table 1: Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
EP	0.951	0.952	0.960	0.773
JST	0.962	0.963	0.967	0.768
LDR	0.958	0.960	0.965	0.775
TRN	0.958	0.959	0.965	0.774



We usually establish the DV if, for each construct, the square root value of AVE is greater than the correlation of latent construct with other constructs (Hair et al., 2016; Hair et

al., 2017; Henseler, 2018). So, we have assessed the DV by assessing the square root of the AVE for the individual construct with their correlations shown in the correlation matrix.

Table 2: Validity

	EP	JST	LDR	TRN
EP	0.879			
JST	0.827	0.876		
LDR	0.794	0.699	0.880	
TRN	0.735	0.720	0.837	0.880

The factor loading results must exceed the standardized value, which is 0.70. Any score above 0.70 means that consistency

between construct measurements is stronger (Hair et al., 2016). The cross-loading factor loadings are shown in Table 3 below.

Table 3: Cross loadings

	EP	JST	LDR	TRN
EP1	0.913	0.884	0.661	0.705
EP3	0.897	0.804	0.599	0.641
EP4	0.875	0.774	0.609	0.648
EP5	0.815	0.754	0.551	0.577
EP6	0.900	0.850	0.608	0.642
EP7	0.912	0.822	0.639	0.675
EP8	0.837	0.804	0.596	0.631
JST1	0.818	0.902	0.635	0.605
JST10	0.844	0.905	0.630	0.696
JST2	0.801	0.898	0.621	0.630
JST3	0.818	0.864	0.600	0.624
JST4	0.796	0.881	0.633	0.642
JST5	0.751	0.817	0.573	0.567
JST6	0.794	0.874	0.590	0.616
JST7	0.792	0.844	0.549	0.593
JST9	0.885	0.896	0.671	0.693
LDR1	0.608	0.608	0.886	0.831
LDR2	0.592	0.632	0.881	0.792

LDR3	0.594	0.595	0.893	0.819
LDR4	0.593	0.611	0.871	0.788
LDR5	0.688	0.679	0.905	0.869
LDR6	0.604	0.609	0.879	0.816
LDR7	0.635	0.632	0.885	0.879
LDR8	0.563	0.543	0.841	0.801
TRN1	0.650	0.641	0.849	0.900
TRN2	0.635	0.598	0.834	0.896
TRN3	0.662	0.642	0.839	0.911
TRN4	0.627	0.638	0.794	0.861
TRN5	0.630	0.585	0.791	0.826
TRN6	0.656	0.668	0.819	0.877
TRN7	0.683	0.686	0.843	0.886
TRN8	0.629	0.599	0.824	0.877

In the present study, we have carried out a systematic model analysis of the structural model (SM) which has provided comprehensive results. The assessment of inner model starts with the assessment of the relationships among

dependent and independent variables. Using the PLS-SEM Algorithm, we have examined the size of the path coefficients and bootstrapping procedure and the significance of relations through PLS.

Table 4: Direct Results

	(O)	(M)	(STDEV)	( O/STDEV )	P Values
JST -> EP	0.831	0.825	0.048	17.408	0.000
LDR -> EP	0.037	0.035	0.110	0.342	0.366
LDR -> JST	0.196	0.197	0.135	1.454	0.073
TRN -> EP	0.700	0.705	0.098	7.137	0.000
TRN -> JST	0.536	0.538	0.128	4.197	0.000

We have used the original number of cases by taking the 500 bootstrapping samples (Hair et al., 2016; Hair et al., 2017; Henseler, 2018; Ramayah, Cheah, & Memon, 2018). The focus of the first model is on analyzing the direct relations between dependent and independent variables. The results of bootstrapping are

shown in Table 4, which indicates a significant relation between the dependent and independent variables. Through mediation analysis, and by taking an intervening variable, we have evaluated the indirect effects on a dependent variable by independent variables.

Table 5: Mediation Results

	(O)	(M)	(STDEV)	( O/STDEV )	P Values
LDR -> JST -> EP	0.163	0.160	0.109	1.489	0.068
TRN -> JST -> EP	0.445	0.443	0.109	4.082	0.000

For the assessment of the conceptual model, the coefficient of determination (R-square) of the endogenous latent variables is a commonly used method (Henseler, 2018). Ramayah et al. (2018) has suggested that the R square values .02, 0.13, and 0.27 show weak moderate and fair values of

coefficient of determination. The effect size is the second most commonly used method for assessment of any model, and if the value of effect size is 0.35, it indicates large effect and if it is 0.15, it shows the moderate effect and if it is 0.02, then it indicates the small effect.

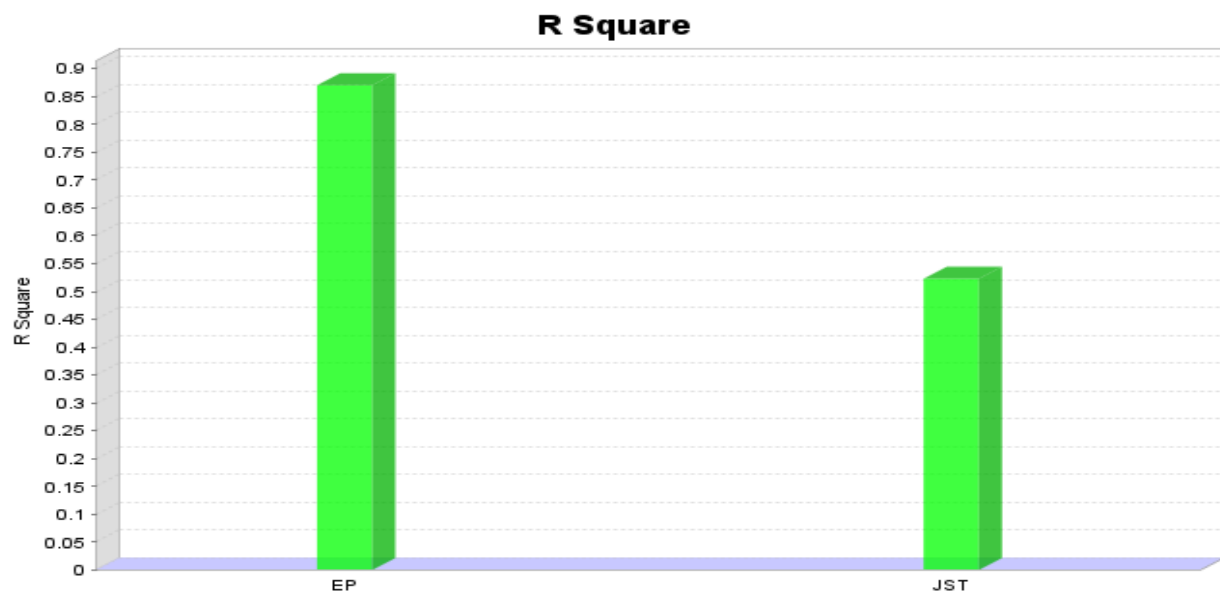


Figure 3: R-square

The predictive relevance ability of the model is also the measurement of the structural model. We can assess predictive relevance with Stone–Geisser criterion, which undertakes that the evidence of prediction of the endogenous latent construct's indicators should be provided by the inner model (Hair et al., 2016; Hair et al., 2017;

Henseler, 2018). Consequently, for the assessment of Q-square, we have used the Stone-Geisser test. The results of Q-square are shown in Table 6, and all the values of Q-square are above 0, which indicates a substantial predictive relevance of the model.

Table 6: Q-Square

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
EP	1519.000	510.863	0.664
JST	1953.000	1184.333	0.394
LDR	1736.000	1736.000	
TRN	1736.000	1736.000	

## 5.0. Discussions

The study results have shown that the training of employees has a significant positive association with employee performance. These results are in line with the past study of Buil, Martínez, and Matute (2019), which demonstrates that organizations where the HR management arranges for the periodical training of the employees, the employees understand their job requirements and perform their duties in an efficient manner, as the training provides sufficient knowledge about their field, helping them learn new and useful skills, and enabling them to be more adaptive. These results are in line with the previous study of Eliyana and Ma'arif (2019), which elaborates that the training improves the performance of employees at the workplace. The periodical training makes the employees aware of the changes in the market trends, customer's requirements, developments in technology, enabling them to respond to them accordingly. The study results have also revealed that job satisfaction plays a mediating role between training and employee performance. These results are in line with the past study of ALSAFADI and ALTAHAT (2021) which shows that training facilitates the employees' work, provides them with support, and thus, improves the level of job satisfaction they experience. When employees have both economic and mental satisfaction with the nature of the job, the functions assigned to them, the climate of the organizations, and the culture of the workplace, they have mental peace as well as emotional attachment that they associate with the organization. Thus, they have increased motivation to work and perform their duties with a great sense of responsibility.

The findings obtained in this study are found to be consistent with previous studies, for instance, Angela (2014), Diab and Ajlouni (2015), and Alshery and Ahmad (2016) studies. At the same time, Jones and Green (2017) explore and establish a complex relationship between employee performance and training because of differences in their parameters. For example, Clark et al. (2017) suggests that workers' training improves their abilities and skills, and raises their performance levels. For example, leadership and motivation together result in the development of dedication in the workers which will lead to higher satisfaction among workers, positively affecting their performance. Hence, the study results are consistent with the earlier

studies such as Gorondutse and Abdullah (2018) and Girei (2015).

### 5.1. Conclusion

This study concludes that the textile industry has adopted effective training that enhances employee performance but fails to hire an effective leadership style that improves employee performance. Thus, the present study suggests that regulatory authorities must focus on the leadership style and develop suitable policies as well as hire effective leaders that enhance employee performance. Based on the above results, the author concludes that a high correlation exists between employee performance and job satisfaction. All research mentioned above is part of this effort to understand the factors that affect the relationship under study. Employee performance and job satisfaction level are shown to have a positive relationship. Job satisfaction refers to the worker's comfort and satisfaction level that he/she gets from his or her job and is dependent on two factors, and these are emotional and cognitive. As the link between employee performance and job satisfaction has impressed the researchers for a long time, some theoretical explanation was given for defining its relationship. This study also concludes that job satisfaction does not mediate the nexus between leadership style and employee performance and recommends that regulators should undertake efforts to improve the job satisfaction which will potentially enhance employee and organisational performance.

### 5.2. Limitations and Future Directions

The current study has several limitations. Scholars in the future should develop enough intellectual prowess and skill to identify, address and overcome these limitations. This study addresses the influences of only two factors, that is, leadership style and training when making an analysis of employees' performance. Employees' intention and capacity to perform their job functions is also influenced by additional factors. However, these other factors are ignored by the present study. Researchers in the future are encouraged to analyze more factors in relation to the employees' performance. Moreover, the author has collected data just through the use of questionnaires. For this reason, the scope of the data is limited. Thus, future writers must collect data from

multiple sources to make the study findings or outcomes more valid, generalizable and comprehensive.

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