

## **Impact of Training and Development on Employee Performance through Job Satisfaction: A Case Study at ACLEDA Bank Plc.**

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### **ABSTRACT**

*Training and development are critical to producing the effectiveness of the employees in an organization. So far, organizations have seen it vital to maximize their human capital through significant investments in thorough and practical Training & development. This study aims to quantitatively investigate the impact of Training & development on employee performance through job satisfaction. Employees from ACLEDA Bank Plc. have been selected to answer the structured questionnaire. There are four hypotheses to mainly be investigated with the sample banking staff assigned from particular branches of ACLEDA Bank Plc. in Phnom Penh city. The relationships between Training & development, job satisfaction, and employee performance were tested and elaborated. The finding showed that there is a significant impact on each hypothesis testing above.*

**Keywords:** Training & development, Employee Performance, Job Satisfaction, Working Productivity.

## 1. Introduction

### 1.1 Background of study and problem statement

Human resource development has been considered one of the priorities in the Royal government Cambodia in Rectangular Strategy IV. Organizations take measures to ensure that people have access to necessary knowledge and skills. In this sense, providing long-term and systematic training and development (T&D) programs for their employees has become essential in the organizations because all aspects and activities of the unit involve people (Younas et al., 2018). When a company employee lacks training, he or she loses the necessary skills for the improvement of his or her performance. Importantly, T&D lead to improved profitability and more positive attitudes toward profit orientation, improves job knowledge and skills at all levels of the organization, improves workforce morale, and helps the employees identify with organizational goals (Sims et al., 1990). Chaudhary and Bhaskar (2016) have found a strong correlation T&D and job satisfaction. Tabassum and Rafiq (2021) have also found that there is a positive correlation between T&D practices and job satisfaction among the faculty and staff of educational institutions. Nguyen (2020) has shown that, in the Vietnamese organizations, job satisfaction, job satisfaction, and job performance have contributed to the retention of young employees. Choo and Bowley (2007) assert that the effectiveness and efficacy of a training program are dependent on evaluation of training quality, course design and learning experience.

Notably, not much research has been conducted on the impact of T&D on employee performance through job satisfaction at ACLEDA Bank Plc. It is to this end that this paper seeks to critically examine the relationships between T&D, job satisfaction, and employee performance.

### 1.2 Research objectives

Objective 1: To determine the impact of training & development program on the employee performance at ACLEDA Bank Plc.

Objective 2: To determine the influence of job satisfaction on employee performance at ACLEDA Bank Plc.

### 1.3 Research question

Does T&D program have an impact on employee performance at ACLEDA Bank Plc.?  
Does job satisfaction influence employee performance at ACLEDA Bank Plc.?

## 2. Literature Review

### 2.1 The conceptions of Training & Development (T&D)

T&D are generally believed as prominent factors to determine the work productivity in the organization and, therefore, have been defined differently. Based on the study by Imran and Tanveer (2015), training is described as workforce capacity improvement. Development is more

on self-reliance with self-motivation to explore the ways for personal growth (Imran & Tanveer, 2015). In human resources management, T&D are concerned with the aspects of development that mainly focus on the employee, human resources, and learning improvement (Harrison, 2005 as cited in Kennedy, 2009). However, training focuses of training have been traditionally conceptualized as the skills, knowledge, and attitudes that involve designing and supporting learning activities to achieve the desire levels of performance (DeCENZO & Robbins, 1998 as cited in Kenndy, 2009).

Khan et al., (2011) assert that training emphasizes current jobs and the development is all about preparing employees for their career development. T&D have been designed to improve staff performance through practical methods and programs. It is determined as a long-term professional development to equip staff with a highly skilled workforce (Swart et al., 2012 as cited in Samwel, 2018). Kennedy (2009) cited that small enterprises' work productivity and profitability can be maintained when employees engage with a culture supporting continuous training and learning (Solomon, 1999). Ahmad et al., (2014) cited that since organization aims to improve individual performance at collegial and organizational levels, T&D play an essential role in providing understanding, knowledge, techniques, and practices (Sandamali et al., 2018).

## 2.2 Training & development and employee performance

In order to perform well, newly recruited employees really need knowledge, skills, attitudes that match the needs of the organization and an understanding of the work culture. As well as the current employees, they often face many different problems while completing the work and require new knowledge to make their performance more efficient. Therefore, a proper T&D program from their institution is really essential to help them perform better. Mozael (2015) has found that employees who have been trained perform their work efficiently than untrained employees because of their capabilities, skills, knowledge, and attitude contributed by training. Employees who are given the proper training are highly satisfied with their task and improved their performance (Khan et al., 2016). Appiah (2010) have found that improved performance, knowledge and skills through the training programs are planned and systematic. T&D is a tool that helps human resources explore their skills (Nda & Fard, 2013).

Effective training leads to enhanced staff performance quality. Kum et al. (2014) asserts that effective development programs help organizations to retain employees who can substitute employees who may leave the company or relocate. Training promotes the ability to work with any type of staff, even non-professional and new employees. It drives the staff's professionalism to a higher level (Farooq et al., 2011). Training develops skills, competency, and ability and finally advances employee performance and organizational output (Elnaga & Imran, 2013). The more trained employees are, the more effective their level of performance will be (Afroz, 2018). Karim et al. (2008) also shows that T&D result in higher staff performance, and suggested that T&D should be made compulsory for all staff in order to improve performance. It is therefore hypothesized that:

H1: Training & development of employees have a positive impact on employee performance.

## 2.3 Training & development and job satisfaction

T&D provided for employees in particular companies will maximize employee satisfaction and lower employee turnover (Wagner, 2000). Jehanzeb and Bashir (2013) assert that employees get many benefits from the T&D, and they realized it is significant for them. Wagner (2000) has found an essential relationship between job satisfaction and job T&D. Some key components include duration, methods, and contents to be delivered, provided by the workplace. Shelton (2001) conducted a study on the effect of employee and training programs on job satisfaction. He found that T&D played a significant role in increasing employee satisfaction and promoting staff retention. Naraharisetti et al. (2007) have shown a correlation between T&D and job satisfaction. Owens Jr. (2006) has found a strong relationship between T&D and job satisfaction and organizational commitments. Badhu and Saxena (1999) suggest that T&D be precise with a policy and training manual because it helps improve managers' productivity, efficiency, and effectiveness. Yew (2011) asserts that T&D play a part in providing career development opportunities for employees, which is considered a crucial aspect of human resource management practice. It is therefore hypothesized that:

H2: Training & development has a positive impact on job satisfaction.

## 2.4 Job satisfaction and staff performance

The success of the organization requires the contribution of employees. Employees who are satisfied with their job will perform more effective than those who are not, especially in the service sector where they offer services directly to customer. The achievement of any organization depends on employees who love their jobs and feel rewarded by their efforts (Balouch & Hassan, 2014). Job satisfaction is one of the key aspects of organizational performance. Employees who are satisfied with their job will make a pleasant atmosphere in the organization and perform better and efficiently (Latif et al., 2013). Pushpakumari (2008) has found that the quality and quantity of employees' performance will increase by their positive attitude. For instance, in the banking sector, Mishra et al. (2020) argue that "focusing on employee satisfaction, managers can keep the employees more focused, engaged and committed to their work and enhance overall productivity of the organization". Several studies have also found that job satisfaction has a positive impact on job performance (Abdullah & Wan, 2013; Mira et al., 2019) in Malaysia, in Bahrain (Alromaihi et al., 2017), in Turkey (Bakan et al., 2014), in Pakistan (Balouch & Hassan, 2014; Latif et al., 2013), in India (Mishra et al., 2020). It is recognized as the factors that influence individual bank employees and their performance as a service provider (Hyz, 2010). Employee job satisfaction is necessary to meet the dynamic and growing challenges of maintaining organizational productivity by keeping their employees steadily engaged and motivated (Mishra et al., 2020). It is therefore hypothesized that:

H3: Job satisfaction has a positive impact on employee performance

## 2.5 Training & development, job satisfaction and employee performance

Khan et al., (2016) assert that T&D and job happiness have a favorable impact on employee performance. Employees will be more satisfied with their jobs as a result of T&D, and they will perform at their best. Okechukwu (2017) has found that T&D and employee performance positively impact job satisfaction. There is a considerable link between T&D, employee performance, and job satisfaction. T&D and employee performance have been proved an effective and supporting strategy for the success of the business and its employees.

H4: Training & Development has a positive impact on employee performance through job satisfaction.

## 2.6 Research model

This study will focus on the impact of T&D on employee performance through job satisfaction in some selected ACLEDA banks in Phnom Penh city. Based on the above literature, the following model is conceptualized as shown in figure 1.

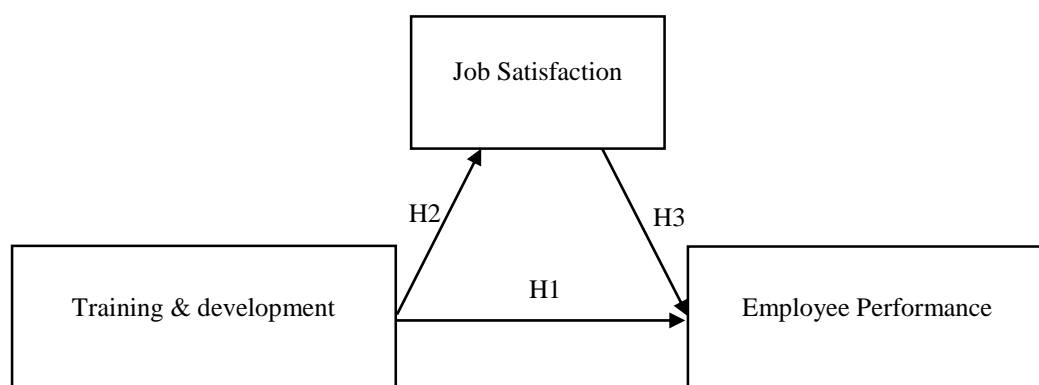


Figure 1: Conceptual model

## 3. Research Methodology

### 3.1 Research design

This study used descriptive analysis to identify the influence of the variables such as T&D and employee performance on staff job satisfaction at ACLEDA Bank Plc. This study particularly employed a descriptive method following the study of Hair and Babin (n.d).

### 3.2 Data collection method

Because this study includes multiple variables, a questionnaire, following quantitative research design, was employed to collect data from respondents (i.e. T&D, employee performance, and job satisfaction). The coordinator of the Human Resource Division was approached for approval in distributing the questionnaires to the staff. The questionnaires were sent out to the managers of all branches in Phnom Penh by the survey link. Such a quantitative method is considered essential to generate measurable causes and effect relationships between

the variables (Creswell & Creswell, 2017). In collecting data, twenty items of T&D, staff performance, and job satisfaction were taken from Nguyen (2020) with reliability score of Cronbach's alpha value of 0.7 and above. The value is known as excellent reliability (Zikmund et al., 2000). All the items in sections A, B, and C of this study were measured using seven Likert scales. The Likert scales run from 1 to 7, with 1 indicating strong disagreement and 7 indicating strong agreement. The four items in section D about respondents' profiles were calculated using a nominal scale.

### 3.3 Population

This study's target group is Assistant Vice President (AVP) and Senior Managers. All ACLEDA bank branches in the city have an AVP and manager from marketing, credit, administration, and operations. The total population for this study is 96. The study selected 71 AVP and manager from marketing, credit, administration, and operations as a sample size. This sample size selection was appropriate because Green (1991) determined, "that  $N > 50 + 8m$  is appropriate" for the best practice of regression analysis; and "m" represents the number of independent variables.

### 3.4 Data analysis techniques

The descriptive statistics technique was utilized to analyze the data collected. The test used was a frequency distribution test for the demography of the respondents. According to Sekaran & Bougie (2016), all of the study's personal data or classificatory variables are obtained using descriptive statistics of a frequency distribution. Moreover, correlation, and regression analysis, which is inferential statistics, were also used. The items measured were put through a reliability test to see if they were regularly correlated with one another. Sekaran and Bougie (2016) suggested that Reliability Cronbach's alpha is needed when measuring the internal consistency of the position of items. To analyze the link between all of the variables, a correlation test was used. The following rule of thumb, according to Cohen (1988), can distinguish the range and strength of the association's coefficient (+.10 to +.29 is small, +.30 to +.49 is medium, and +.50 to + 1.0 is large). The data was analyzed, using the Statistical Package for the Social Sciences (SPSS) 20.0.

## 4. Results and Discussion

### 4.1 Socio-demographic of respondents

Table 1 shows that 13 (18.3%) of respondents are female, and 58 (81.7%) are male. Around 54.9% of respondents are between 33 to 40 years of age, followed by respondents between 41 to 48 years of age, equivalent to 42%.

The study indicates that 50.7% and 49.3% of respondents obtained master's and bachelor's degrees, respectively. Notably, 45.1% of respondents have working experiences between 16 to 20 years, followed by 38% of respondents who have working experience between 11 to 15 years.

In addition, this study also finds that 80.3% and 19.7% of respondents are AVP and Manager and AVP and senior manager levels, respectively.

Table 1: Socio-Demographic Respondents

Item	Categories(N=71)	Frequency	Percentage
Gender	Female	13	(18.3%)
	Male	58	(81.7%)
Age	26-32 years old	2	2.8%
	33-40 years old	39	54.9%
	41-48 years old	30	42.3%
Degree	Bachelor	35	49.3%
	Master	36	50.7%
Experience	6-10 years	5	7%
	11-15 years	27	38%
	16-20 years	32	45.1%
	21-25 years	7	9.9%
Position	AVP & Senior Manager	14	19.7%
	AVP & Manager	57	80.3%

Table 2 shows that respondents strongly agree with the mean of 6.34 that T&D are crucial for promoting their position at the ACLEDA Bank Plc, receiving various opportunities to improve personal skills and utilize the knowledge. Regarding employee performance, the respondents strongly agree with a mean of 6.5 that they can complete the assigned tasks, fulfill all jobs requirement, fulfill job responsibilities, minimize mistakes at work, improve the adequate managerial and leadership skills, and enhance service quality.

Table 2 also indicates that the respondents strongly agree with a mean of 6.47, meaning they satisfied their jobs.

Table 2: Level of Agreement

Variable	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
(T&D)	5.25	7.00	6.3415	0.48778	Strongly Agree
(JobPer)	5.57	7.00	6.5010	0.39742	Strongly Agree
(JobSat)	5.50	7.00	6.4754	0.47086	Strongly Agree

\*Note: Neutral: 3.58-4.42, Somewhat Agree: 4.43 – 5.28, Agree: 5.29 – 6.14, Strongly Agree: 6.15 – 7.00

## 4.2 Correlation analysis test

Table 3 shows the correlation matrix of all variables. This study finds that T&D positively and significantly correlated with job performance and job satisfaction. This result has proven that increasing T&D programs would increase staff's job performance and job satisfaction. In addition, job satisfaction has a positive and significant correlation with job performance, meaning that a higher degree of job satisfaction of the staff would enhance the staff's job performance.

Table 3: Pearson Correlation Matrix

	(T& D)	(JobPer)	(JobStat)
(T&D)	1		
(JobPer)	0.535**	1	
(JobSat)	0.463**	0.629**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

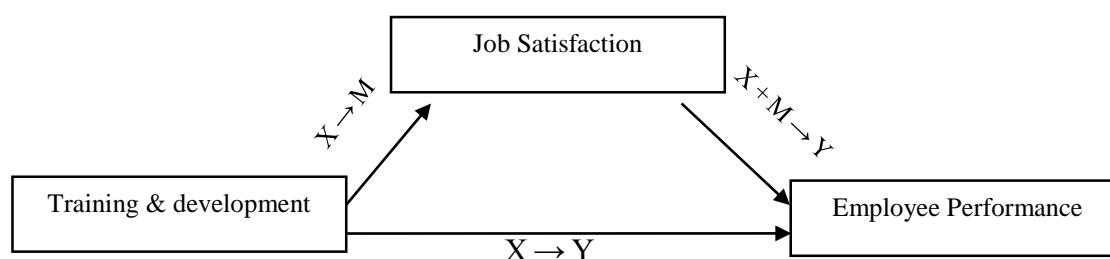
Table 4 shows the reliability of total items for scale, which is Cronbach Alpha is 0.775, implying that the test of the scale items is significant and reliable. The dependent variable is explained by independent variables 77.5%, while other variables might explain the other 22.5%. Regarding the reliability of each item for scale, Cronbach Alpha is more significant than 0.8, indicating that the test of scale item is significant and reliable.

Table 4: Reliability Test of Cronbach's Alpha on Each Variable

Variables	Item	Cronbach Alpha(n=71)
All Variables	3	.775
(T&D)	4	.829
(JobPer)	7	.874
(JobSat)	4	.829

## 4.3 Mediation analysis

To analyse mediation: Follow Baron & Kenny's steps: a mediation analysis is comprised of three sets of regression:  $X \rightarrow Y$ ,  $X \rightarrow M$ , and  $X + M \rightarrow Y$ . Then, use either the Sobel test for significance testing.





### Step 1: X (TnD) → M (JobPe)

$$Y = a + bx + e$$

a is the intercept

Y (JobPe) as dependent variable

X (TnD) as independent variable

b is the coefficient of x, and

e is the error term

Table 5 shows the regression result. This study shows that T&D program has a positive and significant impact on job performance, indicating that increasing T&D programs increase job performance by 46.3%.

Table 5. Regression (T&D and JobPer)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.110	.553		7.432	.000
T&D	.377	.087	.463	4.336	.000

a. Dependent Variable: JobPe

### Step 2: X (TnD) → Y (JobSat)

Table 6 shows that T&D programs have a positive and significant impact on job satisfaction, indicating that an increasing number of training & development programs increase job satisfaction by 51.6%.

Table 6 Regression (T&D and JobSat)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.202	0.625		5.127	.000
T&D	0.516	0.098	0.535	5.257	.000

a. Dependent Variable: JobSat

### Step 3: M + X → Y

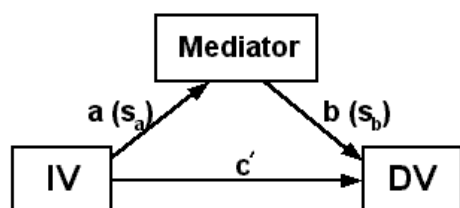
Table 7: Coefficients (JopSat and TnD on JoPe)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.668	0.564		4.734	0.000
1 JobSa	0.451	0.092	0.534	4.874	0.000
TnD	0.144	0.089	0.177	1.619	0.110

a. Dependent Variable: JoPe

#### 4.4 Mediation effects and Sobel test

Sobel (1982) provided an approximate significance test for the indirect effect of the independent variable on the dependent variable via the mediator (Baron & Kenny, 1986).



$a$  = raw (unstandardized) regression coefficient for the association between IV and mediator.

$s(a)$  = standard error of  $a$ .

$b$  = raw coefficient for the association between the mediator and the DV (when the IV is also a predictor of the DV).

$s(b)$  = standard error of  $b$ .

To get numbers

- Run a regression analysis with the IV predicting the mediator. This will give  $a$  and  $s(a)$ .
- Run a regression analysis with the IV and mediator predicting the DV. This will give  $b$  and  $s(b)$ . Note that  $s(a)$  and  $s(b)$  should never be negative.

Based on results from table and table, we got:

$$a = 0.516, s(a) = 0.098$$

$$b = 0.451, s(b) = 0.092$$

Table 8: Sobel Test

	Input:		Test Statistic:	Std. Error:	p-value:
$a$	0.516	Sobel test:	3.58787415	0.06486181	0.00033339
$b$	0.451	Aroian test:	3.55370624	0.06548544	0.00037984
$S_a$	0.098	Goodman test:	3.62304694	0.06423212	0.00029115
$S_b$	0.092				

After running Sobel test, the result shows the p-value of 0.00033339, so Sobel test is significant and mediation exists. Job Satisfaction was the mediator between IV (Training & Development) effects on DV (Job Performance).

#### 4.5 Results of hypotheses testing

Table 9: Results of Hypothesis Testing

Hypothesis	Sig	Result
H1: Training & development of employees have a positive impact on employee performance.	0.000	Supported
H2: Training & development has a positive impact on job satisfaction.	0.000	Supported
H3: Job satisfaction has a positive impact on employee performance.	0.000	Supported
H4: Training & development has a positive impact on employee performance through job satisfaction.	0.000	Supported

## 4.6 Discussion

The results from the correlation test have shown that T&D have an important influence on employee performance among the managers of ACLEDA Bank Plc. The result has also shown that employee performance has a significant impact on employee performance among the managers of ACLEDA Bank Plc. Branches in Phnom Penh.

The current research has found a significant impact among the managers of ACLEDA Bank Plc. Branches in Phnom Penh, achieving the study's objectives of examining the relationship between the two variables involved in this study. The result found on hypothesis 1 indicates that T&D of employees have a positive impact on employee performance. Hypothesis 2 further shows that job satisfaction has a positive impact on staff performance. T&D, according to Hypothesis 3, has a favorable impact on job satisfaction. Moreover, Hypothesis 4 shows that T&D has a positive impact on employee performance through job satisfaction. As a result, this research recognizes that T&D, employee performance, and job satisfaction are all linked to organizational success. Theoretically, this study contributes to the past studies by Mozael (2015); Khan et al. (2016); Appiah, (2010); Nda & Fard, (2013); Kum et al. (2014); Farooq et al. (2011); Elnaga & Imran, (2013); Afroz, (2018); and Karim et al., (2008) that employees who have been trained perform their work more efficiently than untrained employees because of their capabilities, skills, knowledge, and attitude contributed by T&D. The result supports the study of Gautam (2016); Balouch & Hassan (2014); Latif et al. (2013); Pushpakumari (2008); Mishra et al. (2020); Mira et al. (2019); Alromaihi et al. (2017); Bakan et al. (2014); Balouch & Hassan (2014); Hyz (2010); Mishra et al. (2020) that job satisfaction is one of the key aspects of organizational performance. Employees who are happy in their jobs create a positive atmosphere in the workplace, which leads to higher performance and more efficient work. Furthermore, this result of this current study has shown to be in line with those of the previous studies by Wagner (2000); Jehanzeb & Bashir (2013); Shelton (2001); Narahariseti et al. (2007); Owens Jr. (2006); Badhu & Saxena (1999); and Yew (2011) that T&D played a significant role in increasing employee satisfaction and promoting staff retention.

## 5. Conclusion and Recommendation

### 5.1 Conclusion

The study objectives are to identify the impact of T&D programs on employee performance and determine the job satisfaction influence on employee performance at ACLEDA Bank Plc. Furthermore, the hypotheses in this research study are found significantly positive in that the finding is an addition to the body of knowledge, mostly in line with the previous studies. This study also concludes that other organizations in different sectors that exercise Human Resource Practice (HRP) need to understand which HRP influences staff job satisfaction and working performance and should employ more HRP related to job satisfaction for a conducive work environment.

## 5.2 Limitations and recommendations for future study

There are a few boundaries in this research. This study was limited to ACLEDA Bank Plc. This study examined the dependent variable (job satisfaction), independent T&D, and employee performance. These limitations were able to serve as a guide for future empirical research. First, to better understand why and how T&D employee performance influences job satisfaction among the staff of ACLEDA Bank Plc. Researchers can consider a case study method in the future because this approach allows researchers to understand the connection between the variables. Secondly, future studies could consider inspecting the research model on other ACLEDA Bank Plc. branches in provinces. In examining the research model on the components, the current research model can be generalized. Finally, future studies should consider analyzing mediator as an (organizational performance) variable to further clarify the relationship between T&D, employee performance, and job satisfaction. This recommendation covers the gap that the researcher could not accomplish in this study, hoping that further research will significantly cover qualitative and quantitative methods with bigger sample sizes.

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