Relationship of Employee Training, Employee Empowerment, Teamwork with Job Satisfaction

Abdul Khaliq Alvi*, Dr. Umar Safder Kayani**, Dr. Ghulam Mustafa Mir***

Abstract

Current research is designed to check the impact of employee training, employee empowerment, teamwork on job satisfaction. Employee training, employee empowerment, teamwork are independent variables and job satisfaction is dependent variable. Overall, 160 employees of banks employees who are working at managerial level are selected randomly. Results indicates that employee training, employee empowerment, teamwork has significant positive impact on job satisfaction. It is also seen that teamwork is emerging as strong predictor of job satisfaction the employee empowerment is second good predictor of job satisfaction. In future researches, this kind of researches will be also conducted in other kind of industries like hotel industry, telecom sector and education sector. In future researches some other potential predictors of job satisfaction like employee compensation, employee appraisal will also include. It is also better to include some better outcomes like employee loyalty and employee productivity for generalization. Current research will help the managers for increasing the standard of employee training, employee empowerment, teamwork which will ultimately results in elevating the level of their job satisfaction. Job satisfaction is ultimately the desired outcome for organizations and organizations are struggling for this in the intensive competitive environment.

Key Words: Employee Training, Employee Empowerment, Teamwork, Job Satisfaction, Banks

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* Correspondence concerning this article should be addressed to Abdul Khaliq Alvi, Department of Management Sciences, Lahore Garrison University, khaliqalvi@gmail.com.
** Dr. Umar Safder Kayani, Head of Department, Department of Management Sciences, NCBA&E, Main Campus Lahore. umarkiani@gmail.com.
*** Dr. Ghulam Mustafa Mir, Assistant Professor, Department of Management Sciences, University of Gujrat, Pakistan, Mustafa.mir@uog.edu.pk.

Introduction

Current research is designed to check the relationship of employee training, employee empowerment, teamwork with job satisfaction. Employee training, employee empowerment, teamwork are independent variables and job satisfaction is dependent variable. The main variable of this research is job satisfaction. The term job satisfaction is basically based on two things, one is cognitive basic needs are being fulfilled according the desired of the employees and second is the affective thought to achieve that cognition (Dawis, 2004). According to Wen et al., (2019) job satisfaction is basically the feeling and inside reaction of the employee in response to the job and all other relevant aspects. As he defined that job satisfaction is the internal feelings and situation of the employee, which could be increased due to high rated employee performance appraisal. Different other researchers like Wen et al., (2019) have divided the job satisfaction in different parts to clearly understand each part in effect to the working situation and job activities. Latterly, after different researches judge has defined that "there is significant and identifiable relation among employee performance at job and his job satisfaction" (Inuwa, 2016). It can be described with its different usage aspects (Bektaş, 2017). To improve the level of productivity for the organization, job satisfaction is one of the important indicators (Paolisso et al., 2019).

According to DeConinck, & DeConinck (2017) and Caputo, & Evangelista, (2019) in USA about 77% job holders are dissatisfied with their current jobs and they also found that dissatisfaction is the major reason for the employees to leave their jobs. It has been found in European Nations as well that employees are dissatisfied with their current jobs and particularly during the early stage or first year of their jobs, whereas the percentage ranged from "26.1% to 45.9%" (Caputo, & Evangelista, (2019). As per the Nazim, & Mahmood, (2018) employees job failure rate particular in USA has been reached up to 65.9%. Furthermore, increased level of job-related dissatisfaction is being found more in low level wages workers, young age workers, marginal type of workers and particular in part-time workers (DeConinck, & DeConinck, 2017; LaCasse, 2019). In the current and modern era of business and organization life, job dissatisfaction is considerably most critical issue for the organizations to sort it out.

Above discussion shows that job satisfaction is serious problem for the organizations. Researchers Jun, et al., (2006) was proved that employee empowerment, employee training, teamwork, appraisal system and employee compensation has positive effect on employee satisfaction. To solve this problem current study, use other variables like employee training, employee empowerment, teamwork as independent variables. This research contributes in the body of literature by examining the impact of employee training, employee empowerment, teamwork with job satisfaction in banking sector of (Lahore) Pakistan.

Literature Review

Job Satisfaction

The term job satisfaction is basically based on two things, one is cognitive basic needs are being fulfilled according the desired of the employees and second is the affective thought to achieve that cognition (Dawis, 2004). According to Parker, et al., (2018) job satisfaction is basically the feeling and inside reaction of the employee in response to the job and all other relevant aspects. As he defined that job satisfaction is the internal feelings and situation of the employee, which could be increased due to high rated employee performance appraisal. Different other researchers like Wen, et al., (2019) have divided the job satisfaction in different parts to clearly understand each part in effect to the working situation and job activities. Latterly, after different researches judge has defined that "there is significant and identifiable relation among employee performance at job and his job satisfaction" (Inuwa, 2016). It can be described with its different usage aspects (Bektaş, 2017). To improve the level of productivity for the organization, job satisfaction is one of the important indicators (Paolisso et al., 2019). However, it is not only the factor for the employee to enhance the level of job performance (Webler 2016; Alrasheedi 2016). The positive & negative behaviors are also the major reasons for the improved job satisfaction (Glendon, et al., 2016; Grobler et al., 2019).

According to Glendon, et al., (2016) elaborated that the negative and the positive attitudes related to job can contribute to different business attitudes. It has been found that there is high level of job satisfaction among the employees when they work in a team (Vorhees, 2018). Team with high performance also achieves high level of productivity and higher level of job satisfaction among the employees (Nazim, & Mahmood, 2018). Due to the dominant type of leadership employees may achieve medium level of job satisfaction particularly under transformational and also transactional type of organization (Azumah et al., 2017).

Employee Training

To improve the employee working performance is one of the important things for the organizations. Employees are able to perform at their full potential with the ongoing training and employee development sessions and programs. According to the Blume, et al., (2019) training is a consistent set of guidance for the employees to improve their working ability and performance. Training is the set of guidance to involve the employees to achieve their desired results. As per Ogundele, (2019) training is the basically a sequence of instructions, techniques and expertise to improve the employee skills to achieve the expected targets. When the employees are not fully competent and motivated, then they are always hesitant to perform any job activity (Ogundele, 2019). If they still continue their work with low competency and lower level of motivation, then their working output will be badly affected (Rowden 2002). As per the research theory, if the employees do not have parallel level of competencies and skills as required to perform the job tasks, then there will be higher level of dissatisfaction and reverse effect on the outcome. Although, researchers have not focused on to understand the relation between the career satisfaction of employees and training. Different other researchers like Iliopoulos, (2018) and Gençer & Gençer (2020) have stated that the training could be the basic tool to enhance the job related level of satisfaction among the employees. According to Iliopoulos, (2018) highly skilled and completely trained workers provide high level of performance with quality. Bozionelos, et al (2020) have suggested that employees with consistent training always achieve high level of job satisfaction with identifiable improved level of performance. A study was conducted by Yang, et al., (2019) in a manufacturing plant among the employees and managers and found correlated relation between the employee training and performance of the organization. Employees training provide the comprehensive view of the job tasks to pick up the areas and techniques needed to be improved to achieve the required performance without the improvement in management (Alvi et al., 2015), as the latest updated working style and technology is also required training (Narteh & Odoom, 2015), furthermore the adequate know how about the changing culture within the organization for the new and existing employees Pansari & Kumar (2017), training and employee development programs for new employees to perform their job tasks (Yap & Webber, (2015), training and development culture, manners, practices and norms within the organization (Jeong & Park 2020). According to Westman et al., (2020) with significant importance of training, there are efforts required to perform the job and organizational tasks with its effectiveness to achieve the desired results. Albalawi, et al., (2019) have argued that training do not provide results as the organization perceive in term of the implication of sources like the money, effort and time. Alvi et al., (2020) suggested that the training is one of the important tools to achieve organizational targets and it is one of the factors which are very much supportive for the organizations.

Employee Empowerment

According to Alvi, et al., (2020) "the basic meaning of empowerment is to give authority or power". As per the Lee, et al., (2020) empowerment is basically consist on the power and they suggested that there quite difference among the relation and internal motivation related concept of empowerment. It is the mix effect of employee emotional situation and positive behaviors of middle level management (Gray, & Crosta, 2019; Amundsen & Martinsen, 2015). Social concept of the empowerment gives the different view, whereas the empowerment is the understanding of inside power and control and particular skill to handle the environmental and social change effect on the life of own self (Grabe, & Dutt, 2019; Angwenyi, et al., 2019). After that this term of empowerment was used in different other researches as well "Organizational

management, health and care, anthropology, sectors like education and nursing" (Wentzer & Bygholm, 2013; Wu et al., 2019).

It has different dimensions (Sheehy, 2016; Bennett et al., 2016). It also provides the different and many understandings in respect to its usage even in the same like field as well (Bennett et al., 2016). Linn, et al., (2020) have defined empowerment in three different types like "Societal, Organizational and Societal psychological". According to researcher Bennett et al., (2016) the theory of societal psychological clearly defined the concept of "empowerment". This theory is basically consisting on the analysis of minority type groups and women for their updated living style. On the other hand, organizational theory describes that the empowerment is to delegate the authority to another person within the organization to perform any specific job activity (Mohajan, 2018). As per Sibanda et al., (2020) societal psychological theory describes that empowerment is the core cause behind the employee working and around working situation and he also elaborated six different related points like "potency, motivation, independence, values, relevancy and joy of life". It is as well as relevant to the employee inside growth, confidence, self-understanding and development (Khalid, et al., 2019). According to Berente, et al., (2019) empowerment could be analyzed at three different levels and such levels are relevant to the "personal, organizational and societal empowerment". It is one of the basic indicators for the organizational high performance and results (Aronson et al., 2019).

Teamwork

Team building is the process to enhance the effectiveness and efficiency of the team by generating a supportive working environment, improved level of understanding, effective communication, right alliance and high level of trust among the team members. Within the competitive market the usage of team effectively enhanced to get the competitive advantage (Eddy et al., 2019). According to Nicholson, et al., (2019), teamwork is the mostly known working style particularly within the new working environment. Managers should consider the teamwork as an effective technique to enhance the level of communication and interpersonal level of skills (Glambek et al., 2020). Researchers also argued that the success and failure of team efforts should be responsibility of the team and they should get rewards on certain achievements (Graber et al., 2018). As Pierce (2020) stated that the proper team build-up techniques also enhance the employee's level of job satisfaction. Hence, DiMeglio (2005) also argued that the teamwork is another reason for improved level of competencies and level of job satisfaction. However, there is no clear evidence or relation being identified to know the link among team build-up and performance (De Meuse & Liebowitz, 1981; Rao, 2015), although some researchers have found supportive link among the teamwork and high level performance (Lee et al., 2015). Personal level of effectiveness is totally relevant to the activities and actions of the employees within their control to contribute to the organizational targets (Rotundo & Sackett, 2002). It concludes the general perceived results of the employees from their performance (Jun et al., 2006).

Hypothesized Research Model
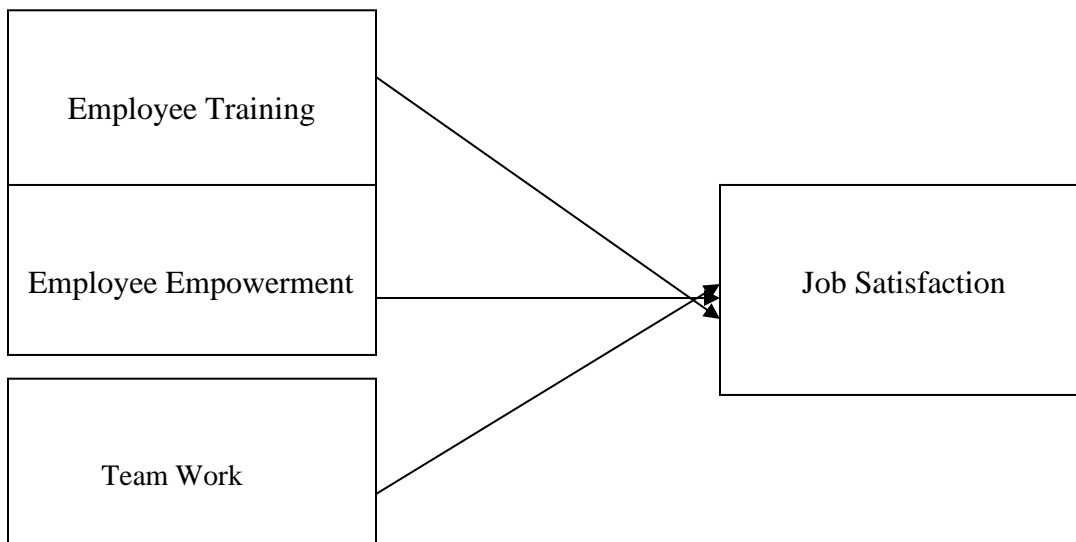
Hypothesis

Researchers Jun et al., (2006) was proved that employee empowerment, employee training, teamwork, appraisal system and employee compensation has positive effect on employee satisfaction. On the basis of this fact current study has proposed the following hypotheses.

H1: Employee training has positive impact on employee satisfaction

H2: Employee empowerment has positive impact on employee satisfaction

H3: Teamwork has positive impact on employee satisfaction

Population and Sampling Method

Current research selected 160 employees of banking sector of Lahore Pakistan who are working on managerial position. Respondents were selected with the help of simple random sampling method.

Scale of Study

Current research uses the four-item scale of employee training, employee empowerment, teamwork and job satisfaction. These scales are adopted from the previous researcher (Jun, et al., 2006). Response rate is measured on five-point Likert type scale from strongly disagree to strongly agree.

RESULTS

Demographic Analysis

Table 1.1 *Gender*

	Number of Employees	%
"Male"	121	75.6
"Female"	39	24.4
"Total"	160	100.0

Table 1.2 *Age Group*

	Number of Employees	%
"21-30"	83	51.9
"31-40"	62	38.8
"41-50"	13	8.1
"51-60"	2	1.3
"Total"	160	100.0

Table 1.3 *Managerial Level*

	Number of Employees	%
Top Level	21	13.1
Middle Level	94	58.8
First Line Manager	45	28.1
Total	160	100.0

Table 1.4 *Education level*

	Number of Employees	%
Metric	2	1.3
Intermediate	1	.6
14 Years	44	27.5
16 Years	89	55.6
Above 16 Years	24	15.0
Total	160	100.0

Table 1.5 *Working Hours*

	Number of Employees	%
"4-8"	56	35.0
"9-12"	98	61.3
"13-16"	6	3.8
"Total"	160	100.0

Table 1.6 *Stay in Organization*

	Frequency	Percent
"Less Than 1 Year"	30	18.8
"1-5 Years"	85	53.1
"6-10 Years"	36	22.5
"Above 10 Years"	9	5.6
"Total"	160	100.0

Above all tables shows the demographic information of all the demographic variables used in this research.

Reliability Analysis

Table 2. *Reliability*

Variable Name	Cronbach's Alpha
Job Satisfaction	0.75
Employee Empowerment	0.71
Employee Training	0.81
Teamwork	0.77

According to researcher [61] reliability is measured with the help of Cronbach's Alpha. Data is considered reliable when this value greater than 0.60. All the values are more than 0.60. This means that data is reliable and will be used for further analysis.

Correlation Analysis

Table 3. Correlations

	1-Employee Training	2-Employee Empowerment	Teamwork	Job Satisfaction
1	1			
2	0.598**	1		
3	0.562**	0.402**	1	
4	0.499**	0.433**	0.529**	1

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

Table no 2 describe the correlation of all the variables of current study. All the variables have positive correlation with all other variables.

Regression Analysis

Table 4.1 *Model Summary*

Model	R	R Square	Adjusted RSquare	RStd. Error of the Estimate
1	.566[a]	.320	.307	.59202

a. Predictors: (Constant), TW, EE, ET

Table 4.2 *ANOVA[a]*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.747	3	8.582	24.486	.000[b]

Residual	54.677	156	.350
Total	80.423	159	

a. Dependent Variable: JS

b. Predictors: (Constant), TW, EE, ET

Table 4.3 *Coefficients[a]*

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.277	.259		4.927	0.000
	ET	0.274	.080	.200	2.173	0.000
	EE	0.282	.076	.173	2.084	0.000
	TW	0.383	.075	.347	4.315	0.000

a. Dependent Variable: JS

Above tables describe about the regression analysis of the variables. Value of R^2 is 35.9 which are very good for these relationships. ALL the t values are significant. Value of p for relation of employee training with job satisfaction is 0.000<0.01. This shows that more than 99% chance about the acceptance of the hypothesis. β is equal to 0.274. This means that one-unit change in employee training bring the change in job satisfaction equal to 27.4%.

Value of p for relation of employee empowerment with job satisfaction is 0.000<0.01. This shows that more than 99% chance about the acceptance of the hypothesis. β is equal to 0.282. This means that one-unit change in employee empowerment bring the change in job satisfaction equal to 28.2%.

Value of p for relation of teamwork with job satisfaction is 0.000<0.01. This shows that more than 99% chance about the acceptance of the hypothesis. β is equal to 0.383. This means that one-unit change in employee empowerment bring the change in job satisfaction equal to 38.3%. All the results are following the same trend of previous research of researches (Jun, et al., 2006).

Conclusion

Current research is designed to check the impact of employee training, employee empowerment, teamwork on job satisfaction. Results indicates that employee training, employee empowerment, teamwork has significant positive impact on job satisfaction. It is also seen that teamwork is emerging as strong predictor of job satisfaction the employee empowerment is second good predictor of job satisfaction. This means that employees of banking sector are working in teamwork in large scale. They think that they can survive in banking industry if they continue their work in teams. In future researches, this kind of researches will be also conducted in other kind of industries like hotel industry, telecom sector and education sector. In future researches some other potential predictors of job satisfaction like employee compensation, employee appraisal will also include. It is also better to include some better outcomes like employee loyalty and employee productivity for generalization.

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