

IMPACT OF TRAINING AND DEVELOPMENT PROGRAMS ON EMPLOYEE PERFORMANCE IN THE BANKING SECTOR OF BAHRAIN

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—Abstract—

The purpose of the current research is to measure the effect of training and development on employee performance and employee satisfaction. Additionally, checking the mediating role of employee satisfaction in the link of training and development, on employee performance. A total of three direct hypotheses and one mediating hypothesis was proposed. For achieving the desired results, the current study collect data from a sample of 310 target respondents (bank employees). Sample is selected through simple random sampling. The model is assessed through the structural equation modeling approach using Smart PLS3.2.9. Along with this, the effect of employees' satisfaction on employee performance is checked. The current study found a significant and positive impact of training and development on employee performance. The current study also found a significant positive effect of training and development on employee satisfactions. Employees' performance was also positively affected by employee satisfaction. Additionally, the current research also found a positive significant mediating effect of employee satisfaction on the relationship of training and development and employee performance. The current study also offers theoretical as well as practical implications.

Keywords: Training and development, Employee satisfaction, Employee performance, Structural equation modeling

1. INTRODUCTION

The banking sector has a major contribution in the growth and development of a nation in several dimensions such as providing loans to common people, industries, start-ups,

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and farmers (Alam, Rabbani, Tausif, & Abey, 2021; Jyoti & Singh, 2020; Ranajee, 2018). The banking industry also has a more significant contribution in terms of boosting industrial development (Jyoti & Singh, 2020). The involvement of private and foreign players is increased in this sector after liberalization and globalization, also known as the new economic policy in 1991 (Goyal, Singh, Singh, & Aggarwal, 2019). Human resource performance contributes towards the success of any organization, either public or private, such as banks (Uma, 2017), based on the skills of these employees (Hee, Halim, Ping, Kowang, & Fei, 2019; Hee & Jing, 2018).

Literature also shows that employee performance is one of the key factors in the service sector like the transport industry in Bahrain (Ahmed, Mozammel, & Ahmed, 2018). Like in other industries, employee performance has a key contribution to make in the banking sector. Al-Ettayem and Zu'bi (2015) stated that unfortunately, unstable financial constraints had been observed in the banking sector in terms of inflation, cash flow, credit, liquidity, and exchange rates. To face these challenges heads on, banks need to focus on improving employees' performance for organizational survival (Al-Ettayem & Zu'bi, 2015). Alongside these issues, recent literature shows that the banking industry is facing several challenges due to competition in the banking sector, technological change, increasing non-performing assets, rising customer's expectations, increasing demand of profitability, and others (Goyal et al., 2019; Ranajee, 2018; Singh, 2019). Along with this, N. S. J. I. Ahmed and Elali (2021) have highlighted how employee performance is affected in the private banking sector of the Kingdom of Bahrain as a result of a lack of change management.

Therefore, measuring banking sector employees' performance is necessary to make Bahrain's banking industry globally competitive as well as to increase its share of contribution to Bahrain's economy. As the measurement of performance of the banking sector is an attractive area for researchers due to several reasons such as rinsing non-performance assets of public sector banks, rising competition, increasing work burden on the employee, colossal competition in the financial market, and others (Madan & Bajwa, 2016).

Johnson, Pepper, Adkins, and Emejom (2018) highlight that organizations are putting increased efforts for better development and learning to improve human resources. The training and development approach is one possible technique to train human resource personnel for the overall betterment of the organization and to motivate employees to join in different development and learning programs (Ahmed, Majid, & Zin, 2019). Besides training and development, employees' satisfaction is also an important factor for performing better in the banking sector. Therefore, keeping these important things in consideration, the current study has inspected the effect of training and development on employees' performance and aimed to assess the mediation by employee satisfaction in connection with training and development, and employee performance.

2. RESEARCH OBJECTIVES

1. To examine the effect of training and development on employee satisfaction and employee performance.
2. To examine the effect of employee satisfaction on employee performance.
3. To assess the mediating role of employees' satisfaction on relationship between training and development, and employee's performance.

3. RESEARCH QUESTIONS

1. To what extent will training and development affect employee satisfaction and performance?
2. To what extent will employee satisfaction affect employee performance?
3. Will employee satisfaction mediate the relationship of training and development, and employee performance?

4. LITERATURE REVIEW

4.1 Employee Performance (EP)

Employee performance (EP) is a key factor that shows the capabilities and capacities of employees in terms of achieving the tasks assigned to them. Keeping this in view, [Triwahyuni \(2017\)](#) highlighted that organizations should focus on setting measurable and achievable tasks to measure performance. [Kawiana, Dewi, Martini, and Suardana \(2018\)](#) defined employee performance as the feature and extent of work performed by employees based on job assignments. The success or failure of employees depends on their performance ([Kirimi & Maende, 2019](#)). Similarly, scholarly work by ([Ahmad, 2019](#); [Ahmed et al., 2018](#); [Darwish, Shah, & Ahmed, 2021](#); [Khalid, Ahmed, Tundikbayeva, & Ahmed, 2019](#); [Mozammel, 2019](#); [Ogalo, 2020](#)) has highlighted the important role of performance in different industries.

4.2 Training and Development (T&D)

Training and development is a fundamental part of human resource management ([G. Anwar & Shukur, 2015](#)) as it helps improve employees' skills and better future planning ([G. Anwar & Abd Zebari, 2015](#)). Likewise, organizations help their employees achieve set targets, become more responsible for achieving future targets for which they have been hired, and participate in the organization based on their efficiencies ([K. Anwar, 2017](#)). Before this, [K. Anwar \(2016\)](#) stated that staff with training are best for the future as they take more effort in current situations. They are the main energy source to their organization, and anything cannot stop what they have planned for it ([Abdullah, Toycan, & Anwar, 2017](#)).

Training and development helps in different ways, such as interaction with clients, improvement in skills, change in thinking style, and improvement in human abilities (A. A. Hameed & Anwar, 2018), preparing for future demands, overcoming future challenges, and dealing with staff responsibilities (Anwar & Ghafoor, 2017).

4.3 Employee Satisfaction (ES)

According to Sarker (2018), employee satisfaction is one of the most important factors for organizational development. Ali (2016) stated that employee satisfaction is a frequently focused factor for organizations. Sarker (2018) defined employee satisfaction as the response of employees to their jobs, which results from perceived outcomes. In other words, employee satisfaction is employees' feelings about their achievement and success (Ahamed, 2014). Addirahman (2018) stated that employee satisfaction shows the satisfaction level of employees with their jobs. The work environment has a key contribution in employee satisfaction. If the environment is not up to the mark, it creates issues at the workplace and reduces employee morale, resulting in a lower level of employee satisfaction (Adigun et al., 2017).

4.4 Hypothesis Development

This section contains the discussion on relationship and hypothesis development by following the current study framework.

4.5 Training and Development and Employee Performance

At the organizational level, training and development is the discipline that deals with the organizational structure with an ambition to enhance performance in that organization. Different terms could be used to identify this activity as an employer's development, HR management development, or learning and development. (Bal & de Jong, 2017). In general, the term training refers to the process that intends to facilitate intellectual skills improvement, and acquisition of knowledge, and development of a professional attitude (Pelleboer-Gunnink, Van Oorsouw, Van Weeghel, & Embregts, 2017). Besides this, the term development corresponds to the continual growth and education required for better professional outcomes in the future. Whereas, training deals with present scenarios, development deals with future situations. These terms could be interchanged or defined by the term performance consulting that focuses either on the training & development or on intellectual performance due to their learning. (Noe & Kodwani, 2018). According to Jacobsen and Bøgh Andersen (2017), Training and development is a key factor for an organization as it can improve the performance of employees and help an organization achieve higher levels of growth and success.

Due to the positive association between training and development and employee performance, it has become a popular practice in human resource management (Kiweewa & Asiimwe, 2014). Besides this, Tahir (2014) stated that training improves employee perform Training helps improve skills and instils knowledge, which

ultimately helps improve performance (Ahmed et al., 2019; Sangkala, 2016). Moreover, lack of training has adverse effects on performance (Nawaz, Hassan, Hassan, Shaukat, & Asadullah, 2014). Elnaga and Imran (2013) also stated a positive association of training with employee performance. Highly trained staff with dedication need less supervision, have more confidence, and hence can reduce the firm's supervision expenses (A. Hameed & Waheed, 2011).

Hence, it can be stated that training and development help improve employee performance with caveat that it must be done correctly. By doing this, training and development creates chances of creating more benefits to employees and the organization. Therefore, based on the evidence, it can be hypothesized as;

H1: *There is a positive relationship between training and development, and employee's performance.*

4.6 Training and Development and Employee Satisfaction

In this dynamic world of competition, organizations need to have employees with more capabilities, skills, and training. For this reason, organizations are putting resources for training programs to have a complete edge over their competitors, and to exert greater effect of training and development programs on employees' satisfaction, consequently increasing business outcomes (Asgarova, 2019). Scarcity of literature and importance of the current relationship study urges the researcher to propose the following.

H2: *There is a positive relationship between training and development and employee satisfaction.*

4.7 Employee Satisfaction and Employee Performance

Association of employee satisfaction with employee performance has been explored by researchers and academicians (Adigun, Oyekunle, & Onifade, 2017; Huang, Rundle-Thiele, & Chen, 2019; Triwahyuni, 2017). Based on Bello, Ogundipe, and Eze (2017)'s scholarly work, employee's satisfaction is positively linked with employee performance. In line with this, Huang et al. (2019) stated that employee performance and employee satisfaction have fundamental associations, which are beneficial for customer loyalty and customer satisfaction. Chen, Wu, Chang, and Lin (2015) also understand employee satisfaction to be a significant predictor of employee performance which may affect organizational success. When there is a low level of employee satisfaction, there are increased chances of the employee leaving the current job (Yao, Qiu, & Wei, 2019). On the basis of this evidence, it has been hypothesized that.

H3: *There is positive relationship between employee's satisfaction and employee's performance.*

4.8 Mediating Role of Employee Satisfaction

Employee satisfaction plays an important role in terms of performance, morale and discipline (Thamrin, 2012). Employees with satisfied needs and wants to deliver better performance (Worlu, 2017). Extent literature has witnessed the link of training and development with performance. Employee satisfaction has also contributed to employee performance through training and development. Atmojo (2015) found a partial mediating effect by satisfaction on the association of transformational leadership with employee performance. Besides this, there is a positive direct and indirect influence of satisfaction on the relationship of transformational leadership with employee performance (Andreani & Petrik, 2016). The mediating effect of job satisfaction on the association of transformational leadership and performance has been witnessed in the study by Iman and Lestari (2019). Based on the evidence regarding mediating effect of employee satisfaction/job satisfaction, it can be argued that employee satisfaction has immense potential in terms of mediating the direct relationships. Therefore, the current study tested the mediating effect of employee satisfaction on the relationship between training and development, and employee performance. Current research proposes the following;

H4: *Employee satisfaction will mediate the relationship between training and development and employee performance.*

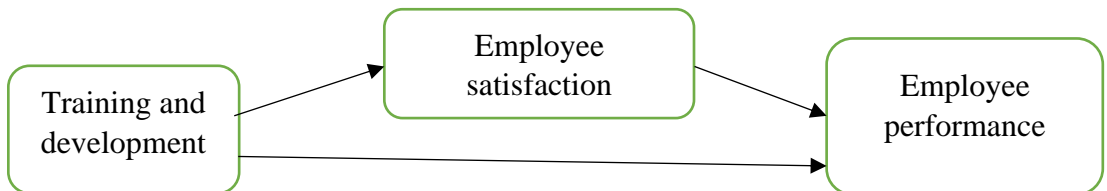


Figure 01: Research Model

5. METHODOLOGY

5.1 Sample, Sampling Procedure, and Data Analyses Techniques

To test the research model showcased in figure 01, self-administrative questionnaires were used for data collection from 380 bank employees working in the Kingdom of Bahrain. Employees were selected through a simple random technique for which bank attendance records suffice the simple random technique requirement. A total of 380 questionnaires were circulated out of which 322 were received back, showing a 84.7% response rate. After filtering and data screening, 310 questionnaires were found suitable for final analyses and measurement, and structural model assessment. For data coding and screening, SPSS 25 was used. For measurement and structural model, structural equation model approach was used through Smart PLS3.2.9

5.2 Instrument

Employee Performance was measured through 11 items [Tabouli \(2016\)](#); [Fadlullah \(2016\)](#) used in [\(Al-Fakeh, Padlee, Omar, & Salleh, 2020\)](#). Employee Satisfaction was measured through 6 items [Hassan \(2015\)](#), used in [\(Al-Fakeh et al., 2020\)](#), and Training and Development was measured through 6 items [Njeri and Mose \(2021\)](#)

5.3 Analyses

The current study used a quantitative research approach by employing (PLS-SEM) to test the hypothesis for both direct and indirect relationships [\(Sarstedt, Ringle, Smith, Reams, & Hair, 2014\)](#). The model was assessed by checking the reliability and validity of the scale. This is done using two main approaches, i.e., measurement model and structural model [\(Hair, Hollingsworth, Randolph, & Chong, 2017\)](#).

5.4 Measurement Model

For measurement model's assessment, Smart PLS 3.2.9 was used to check reliability (inner model assessment) and validity (outer model assessment) [\(Hair, Ringle, & Sarstedt, 2011\)](#). All items loading, composite reliability, and average variance extract values are presented in [Table 4.1](#) and Figure 02. All loading ranges from 0.575 to 0.923. Besides this, CR values range from 0.873 to 0.938, while AVE values from 0.535 to 0.718.

Current study results have shown that reliability has been achieved. Loadings were well above the recommended range [\(Hair et al., 2017\)](#). Reliability is treated as good when the reliability CR value is 0.70 and above and AVE values are greater than 0.50 [\(Hair et al., 2017; Hair, 2009\)](#).

Besides reliability, discriminant validity has been checked through two main approaches, [Fornell and Larcker \(1981\)](#) criteria and HTMT inference were checked [\(Henseler, Ringle, & Sarstedt, 2015\)](#).

Recommended range for HTMT is below HTMT_{0.85} [\(Clark & Watson, 2016; Kline, 2015\)](#), or below HTMT_{0.90} [\(Gold, Malhotra, & Segars, 2001; Teo, Srivastava, & Jiang, 2008\)](#) to show adequate level of discriminant validity.

Findings of current study regarding [Fornell and Larcker \(1981\)](#) are depicted in [Table 4.2](#) and HTMT values are presented in [Table 4.3](#).

All square roots of AVE were higher than the corresponding values presented in [Table 4.2](#). All HTMT values were within the recommended range of HTMT_{0.85} presented in [Table 4.3](#).

Hence, based on the current study findings, all constructs in the research model have met discriminant validity. Additionally, this can be stated that the measurement model is reliable and valid.

Table 4.1. Assessment of Measurement

Items	Loading			CR		AVE	
Training and Development				0.938		0.718	
T&D-1	0.905						
T&D-2	0.785						
T&D-3	0.852						
T&D-4	0.678						
T&D-5	0.914						
T&D-6	0.923						
Employee Satisfaction				0.873		0.535	
ES-1	0.646						
ES-2	0.696						
ES-3	0.763						
ES-4	0.828						
ES-5	0.746						
ES-6	0.695						
Employee Performance				0.930		0.549	
EP-1	0.727						
EP-2	0.813						
EP-3	0.772						
EP-4	0.713						
EP-5	0.696						
EP-6	0.759						
EP-7	0.793						
EP-8	0.766						
EP-9	0.770						
EP-10	0.739						
EP-11	0.575						

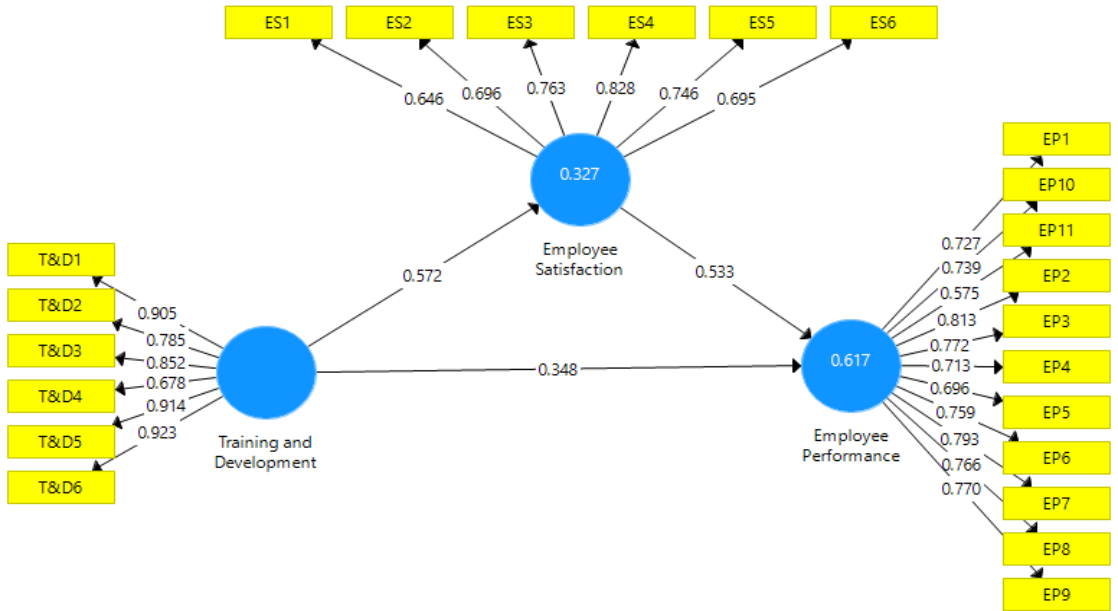


Figure 2: Measurement Model

Table 4.2. Fornell and Larcker (1981) Square root of AVE criteria

		EP		ES		T&D
Employee Performance	0.741					
Employee Satisfaction	0.732		0.731			
Training and development	0.652		0.572		0.847	

Bold values represent square root of AVE

Table 4.3. HTMT Criteria (Discriminant validity)

		EP		ES		T&D
Employee Performance	█					
Employee Satisfaction	0.807	█				
Training and development	0.670		0.621		█	

5.5 Structural Model

After achieving successful results in terms of assessing the measurement model, the current research assessed the structural model for testing the proposed hypothesis. In the structural model, both direct and indirect proposed hypotheses were tested, and significant results were found. Summarized results of the hypothesis testing are presented in Table 4.4 and Figure 03.

H1 was proposed stating *“There is a significant positive effect of training and development on employees’ performance”* the current study found that (beta= 0.348, t= 8.33, p = 0.000) for H1; hence, based on current research findings, it is stated that H1 was found like as proposed and H1 was accepted. Likewise, in H2, it was proposed that *“There is a significant positive effect of training and development on employee satisfaction”*; current research found in case of H2: (beta = 0.572, t = 15.004, p = 0.000). Therefore, H2 was also accepted. Similarly, in H3: *“There is a significant positive effect of employee satisfaction on employee performance,”* with the current study finding significant results for H3 with (beta = 0.533, t = 13.813, p = 0.000); therefore, based on the findings, H3 was also accepted.

Besides direct relationship, the current research also found significant results in H4: *“Employee satisfaction will mediate the relationship between training and development, and employee performance”*. (beta = 0.305, t= 9.128 p = 0.000). Hence, based on results for H4: it is concluded that employee satisfaction has mediated the relationship between training and development, and employee performance, so H4 is accepted.

Table 4.4. Structural Model Assessment

Statement	Beta	STDEV	T value	P value	Decision
H1: T&D→EP	0.348	0.042	8.330	0.000	Accepted
H2: T&D→ES	0.572	0.038	15.004	0.000	Accepted
H3: ES→EP	0.533	0.039	13.813	0.000	Accepted
H4: T&D→ES→EP	0.305	0.033	9.128	0.000	Accepted

Along with the testing hypothesis, current research also checked the variance explained in endogenous variable (R^2) results regarding R-square, as shown in [Table 4.5](#). R^2 of the current study shows that overall change in endogenous variables is 32.7% in employee satisfaction and 61.7% in employee performance. This shows an adequate level of change in endogenous variables. Besides variance explained in endogenous variables, the current research also assessed the effect size of exogenous variables (f^2). Results regarding f^2 are presented in [Table 4.6](#). Current research findings show the effect size of each exogenous variable in the endogenous variable.

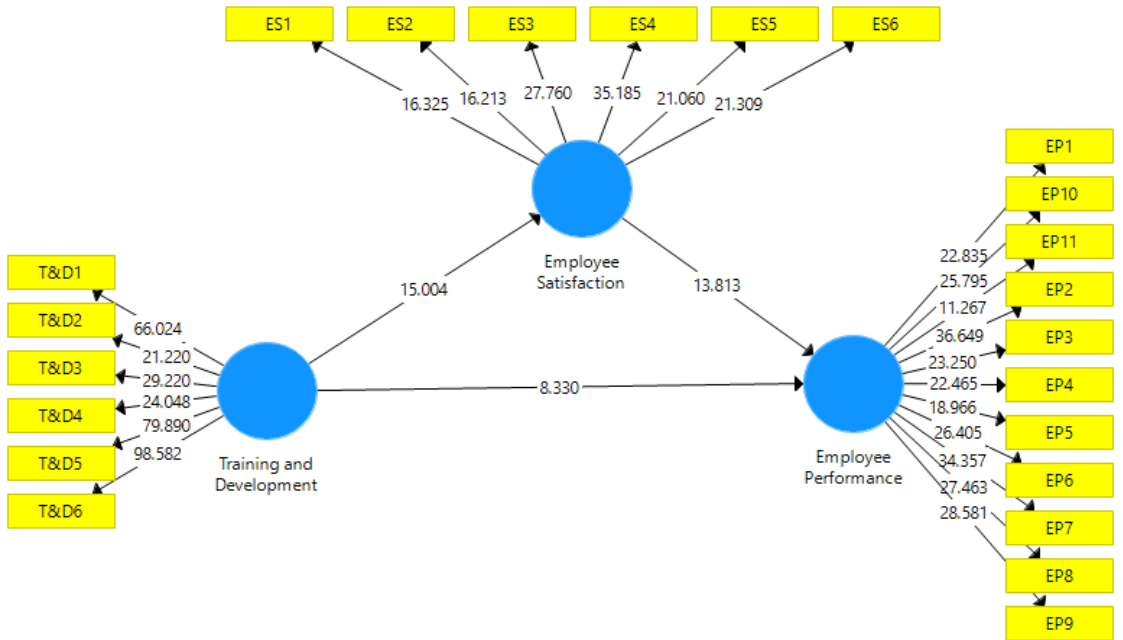


Figure 3: Structural Model

Table 4.5. Variance Explained (R^2)

Factor			R- Square		Adjusted R-Square
Employee satisfaction			0.327		0.325
Employee performance			0.617		0.614

Cohen (2013) stated the different ranges of effect size that is, if effect is 0.020 is treated as weak, effect value of 0.150 is treated as moderate and effect size of 0.350 shows strong effect. The effect of training and development on employee performance is 0.212, which shows a moderate effect, and effect of training and development on employee satisfaction is 0.486, which shows a strong effect. Moreover, employee satisfaction has an effect of 0.499 on employee performance showing a strong effect. Hence, it can be stated that effect size of exogenous variables is up to the mark and all effect size in current research are moderate and strong effect sizes.

Table 4.6. Effect size (f^2)

	EP	ES	effect
Employee Satisfaction	0.499	--	Strong
Training and development	0.212	0.486	Moderate (EP), Strong (ES)

6. DISCUSSION

In the current research, results for all hypotheses show significant positive effects as in hypothesis one, current research found a significant positive effect of training and development, on employee performance; in hypothesis two, the positive significant effect of training and development, on employee satisfaction has been found in research. Along with this, there is a positive effect of employee satisfaction on employee performance according to the study results. Besides this, the current research found a significant mediating effect of employee satisfaction in the relationship of training and development, with employee performance. This demonstrates that more training and development helps increase employee performance and employee satisfaction among bank employees of Kingdom of Bahrain. Similarly, when employees are satisfied with their jobs, they tend to increase their performance. Hence, there is a positive role played by employee satisfaction in increasing employee performance. Additionally, current study findings demonstrate that employees feel the importance of training and development in different situations and contexts, and employee satisfaction significantly affects their performance. The relationship between training and development, and employees' performance shows examined effects between these factors.

Empirical evidence on training and development as a factor affecting employee performance has found positive associations in past research (Ahmad, 2019; Sangkala, 2016; Tahir, 2014). Similarly, the relationship between training and development and employee satisfaction was also examined, and empirical literature supports current research findings (Asgarova, 2019). Along with this, for confirming the current research findings on the relationship of employee satisfaction and employees' performance. Triwahyuni (2017) shows that there is positive effect shown by employees' satisfaction to enhance employee performance, and it plays an important role in achieving productivity and quality expectations, thus providing a strong human resource base for the organization.

On the other hand, employee satisfaction showed a positive significant mediating effect on the relationship between T&D and EP among bank employees working in the banking sector of the Kingdom of Bahrain. Given results show that employee's satisfaction is important as it helps in improving employee performance. When human resource personnel realize the importance of the banks' targets, they provide the staff the training

they need to get involved in the work, build their satisfaction and improve their performance.

7. IMPLICATIONS

7.1 Theoretical Implications

The current research framework was based on empirical work in prior literature. The base of the framework was on the grounds of social exchange theory which provides the framework for the study. Social exchange theory explores why whole HRM work contributes to favorable outcomes (Meijerink, Bondarouk, & Lepak, 2016). Relatively, this research examines employee satisfaction as a mediating factor on the relationship between training and development and employees' performance. As training and development is known as HRM practice, employees are trained, and they exchange the experiences between peer groups. Training and development are known as key HRM practice to influence employee satisfaction and employee performance levels. Furthermore, this research theoretically adds to the body of existing knowledge by providing empirical evidence on proposed framework.

7.2 Practical Implications

This study pushes for the popularity of training and development programs, especially for practitioners due to their significant positive effects on employee performance. The findings of the current research carry several implications for bank managers. Firstly, the positive linkage of training and development with employee satisfaction and employee performance can motivates bank management to derive strategies for bank employees' skills enhancement and setting goals accordingly to gain maximum output. Secondly, results regarding mediating effect of employees' satisfaction on the relationship between training and development and employee performance should attract the attention of practitioners because employee satisfaction contributes towards more increased employee performance. Management would then like to see the needs of training and goal settings which will bring more satisfaction to the employees for onward improvements to ensure better employee performance.

7.3 Limitations and Future Research

Some of the research limitations can be identified here for the benefit of future scholars. This research sample is targeted at bank employees, and data was collected from the banking sector. Future research can consider more types of financial institutions and industries with different kinds of samples and sample size. Furthermore, this research only focused on one training and development HRM practice; future research can focus on more HRM practices. This research only focused on mediation, therefore future research can focus on moderation or and both mediation moderation. Moreover, this

research covers only Middle East countries. Future research can study in the situation in other countries or regions.

8. CONCLUSIONS

Based on the empirical existing literature and findings of the current research findings, it can be concluded that training and development is one of best HRM practices that simultaneously helps increase employee satisfaction and enhance employees' performance. Conclusively, it can be stated that more of the training and development will lead to higher employee satisfaction and performance.

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