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<b>Article:</b>	<b>Impact of Workforce Training and Organizational Reward on Workforce Commitment: A Mediating Role of Satisfaction</b>
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## **ABSTRACT**

The aim of this study is to develop the effect of antecedence of organizational commitment in the bank sector in Karachi. The goal of the study is to check whether training and reward have an impact on workforce commitment with mediating Satisfaction. A quantitative approach is being used at the study. Questionnaire was distributed in a different bank located in Karachi. The usable sample size was 227 which was used for the test study. Smart PLS was used for test analysis and the outcome obtained demonstrates the mediation of Satisfaction and the correlation between workforce training, organizational reward, and commitment. Through SmartPLS hypothesis was developed. The study discovered that workforce training is a positively important link among Satisfaction and workforce commitment whereas organizational reward has neither had an important relationship with Satisfaction nor with workforce commitment. Workforce training has a positive important association with Satisfaction the social exchange theory is used in this research as a hypothetical perspective.

**Keywords:** Satisfaction, Organizational commitment, banking sector.

## Introduction:

In today's fast speedy, the objective and goals of management is to do work effectively and efficiently and with that also the achievement of excellence by the acquisition of competitive advantage. Nowadays, the organization is operating in a complex environment that heavily influences the organization's growth and profitability. To cope with this organizations need to use their resources effectively. Organizational resources may consist of human and non-human resources. One of the management strategies is to invest in human resources so that they may develop, motivate and increase their satisfaction level so that they become more committed and satisfied with the organization.

Each business should zero in on endurance and productivity so thusly they might be certain that their exhibition and business effectiveness stay at the upper level by guaranteeing that there is a high level of seriousness (Haque, Faizan, and Cockrill, 2017).. Moreover, the report of BMI research confirmed that Pakistan shows up as one of the tenth quickest .developing business sectors (Pfeiffer, 2016)Interestingly, during the most recent couple of many years, the financial area has been a homogeneous benefactor towards the NNP (Net -Public Item), particularly the confidential business banks. The PakChina passage is one of different tasks that make a motion towards the 5.4% financial, trade and banking exercises and development inside Pakistan in 2018 (Day break, 2016). Thusly, the job of commitment and .fulfillment expects to be concentrated on in the connection to T&D program

In this day and age, Preparing rehearses that are utilized by associations could affect representative responsibility (Allen and Meyer, 1991). As per Kulkarni in each ,(2013) association preparing assumes a unique part. An equal report directed by Ashar et al. (2013) which is on the impact of preparing on worker responsibility and turnover expectation in Pakistan, this investigation discovered that preparing gives the impression of care and exhibits how valuable the representatives are to the association. Advancing proof demonstrates that worker commitment can be helped by offering them authoritative prizes (Malhotra et al., 2007 Miao et al.,2013; Newman et al., 2011). In each association, for laying out and ; supporting theworkforce's responsibility and guaranteeing the level of unwaveringness in any association rewards play a vital and critical job rewards. (Malhotra et al., 2007; Wang, 2004; Youthful et al., 1998).

Every emergent organization views its human resource as a highly precious asset. No one can ignore the importance of retention management in every organization. It has been observed that the world of the banking sector has changed in the last few decades. Now workforces should be smarter safer best and better trained, innovative, competent to perform the task effectively and efficiently, and more engaged with the organization so that it meets the requirement of regulators stakeholders, the expectation of customers, and colleagues (Rashidi & Rahman, 2013). Organizational profitability and competition in the market depend on organizational commitment and Satisfaction. Workforce performance is directly affected by organizational commitment and due to that, In recent times jobs comprise complex roles that require skills and also the talent to deal with the changing environment (Mittal & Mittal, 2015). Insufficient training and a poor reward system feel workforces dissatisfied. Dissatisfaction causes a lack of commitment in workforces towards their work and organization. Satisfaction

has a high impact on the decision of staying or leaving the organization. Aydogdu and Asikgil (2011).

### **Social Exchange Theory and Theory of Reciprocity**

Social exchange theory (SET) is among the most compelling applied standards for grasping working environment conduct. Trade convictions likewise moderate the connection between participative navigation and acknowledgment of gathering standards and fulfillment with advancement valuable open doors (Witt, 1992). Witt and partners and These affiliations were upheld by various articles that found that the solid trade philosophy essentially expanded fulfillment with preparing (Witt and Introduce, 1993) and chief appraised responsibility (Witt, Kacmar, and Andrews, 2001).

(Witt, 1991a), as people's aversion to hierarchical legislative issues, which at last impacted their expectations to remain in the association (Andrews, Witt, and Kacmar, 2003). Last, Witt and Wilson (1999) found trade philosophy fortified the connection between view of pay adequacy and representative mentalities (Occupation Fulfillment and responsibility). As indicated by the Social trade hypothesis, the prizes given by the association will generally upgrade the agreeable level of the representatives and they will answer well towards the association by showing uplifting perspectives. The hypothesis of correspondence grounded the idea of worker responsibility (Cropanzano and Mitchell, 2005). As per this hypothesis, the representatives feel obligated to their association (Brum, 2007) on the off chance that such practices as preparing are given by the businesses to the workers (Cropanzano and Mitchell, 2005). The hypothesis is fitting for the preparation and responsibility thought in light of the fact that the preparation incorporates a training that workers decipher as an advantage (Brum, 2007).

### **Employee Training and Satisfaction**

Siebern's (2005) study publicized that the high amount of workforce satisfaction is selflessly linked with workplace training. (Sajuyigbe & Amusat, 2012). Likewise displayed in a couple of concentrates prior to taking the instructional class the students develop an ever increasing number of assumptions about their mix inside the association and furthermore towards further developed execution or employability and that their genuine encounters decide their post-preparing mentalities and their ways of behaving which incorporate the fulfillment with the preparation, and the inspiration to move the learning and real exchange of learning. Owens (2006) starts that there is a huge positive connection between's representative preparation and Occupation Fulfillment or more every one of, those workers who get the preparation are viewed as more gratified than the people who have not taken part in or gotten any of the preparation. Chen et al. (2004) contended that preparing is proposed to representatives so it might decrease their uneasiness or dissatisfaction which is brought by a work request that they don't know about. As a result following hypothesis is developed:

**H1: Training has an important impact on Satisfaction**

### **Satisfaction and Workforce Commitment:**

Satisfaction prompts a more grounded hierarchical responsibility. This is consistent with the Watchman et al's. (1974) suggestion that the hierarchical responsibility ought to be more specific and more firm than Occupation Fulfillment and subsequently the last was supposed to influence the previous, Likewise, Steers (1977) suggested that those representatives whose requirements and needs are satisfied by an association would probably

be extra dedicated to it while the past investigates shown that Occupation Fulfillment is a important component of authoritative responsibility (e.g., Barling et al., 1990; MacKenzie et al., 1998; Mannheim et al., 1997). Hierarchical obligation to Occupation Fulfillment has recognized broad consideration in before research, for example, unraveling and Bachman (1994), and fletcher and Williams (1996) that there is a positive relationship between the two factors and conversely, curry et a. (1986) uncovered that, tracked down no connection between the two differences. Vandenberg and spear (1992) saw that there was an easygoing request of Occupation Fulfillment and hierarchical responsibility. As result the following hypothesis is founded:

**H2:** Satisfaction has a positive impact on Workforce Commitment

### **Organizational Reward and Satisfaction**

Flynn (1998) the fundamental point of the acknowledgment and reward program is to express a framework to pay and convey to the workforces that they could connect their rewards to their presentation which in the end prompts worker work satisfaction. The workforces which are nearer to their association and their positions can turn into the important satisfaction for them in their lives in the wake of taking legitimate rewards and acknowledgment for their work. Ali and Ahmed (2009) concentrate on laid out that there is a measurably sure and critical connection among reward and acknowledgment separately and furthermore prompts inspiration and satisfaction. The review uncovered that the rewards or acknowledgment proposed to workforces were to be modified and afterward there may be an adjusting change in work inspiration and satisfaction. As a result, the following hypothesis is founded:

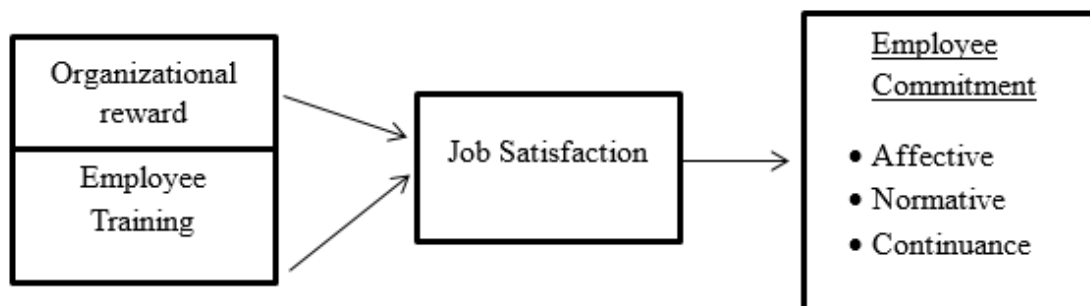
**H3:** Organizational Reward has an important impact on Satisfaction

### **The mediating role of Satisfaction**

Barrett and O'Connell (2001) contend that workforces could see not many human asset rehearses as a "gift". Training resembles that training that workforces might consider to be a "gift". The result of this "gift" is that workforces apply additional work to turn out to be more useful, have a better feeling of obligation than the organization and they become more dedicated. Workforces remained with the organization since they have a restless outlook on losing their venture and related benefits. Training without a doubt helps the workforces in procuring specialized abilities and in this manner further develops their work performance (work benefits) (Aguinis and Kraiger, 2009). Hence, these sorts of benefits are straightforwardly connected with worker government assistance, and furthermore keeping up with the participation entitles and gets such benefits; expressing farewell to an organization subsequently causes a likely misfortune (Bartlett and Kang, 2004). Bulutand Culha's (2010) study showed the impact of training on worker responsibility and it was found that every one of the components of training emphatically and essentially impacted representative responsibility. While, Current examinations tried in the Chinese organizational setting, uncovered that satisfaction with manager support consider impacting emotional and regularizing responsibility (He et al., 2011; Miaoet al., 2013; Newman and Sheik, 2012.) guaranteed that responsibility might rely on the both, rewards and acknowledgment which is presented by the organization

**H4:** Satisfaction mediates the relationship between training and workforce commitment

**H5:** Satisfaction mediated the relationship between Reward and Workforce Commitment.



Nazir et al (2016) analyzed the effect of organizational rewards on organizational responsibility and turnover aims. A poll was used as the mode for information assortment. Primary condition displaying was utilized in this examination. To ascertain the dependability of the scales. Representative perspectives, Organizational responsibility, Remuneration, Turnover aims, Outward rewards, and Natural rewards are the watchwords (Nizam, 2022). The outcomes reveal that extraneous, social, and natural rewards influence more elevated levels of emotional and regulating responsibility in Chinese public and private-area workforces. The result proposes that the administration needs to give cautious thought to the powerful approaches to animating workforces' responsibility, for example, by giving extra appealing advantages and boss help and by making acceptable coworker connections, and by giving workforces independence, and especially, permitting them to partake in the dynamic cycle.

Castro et al (2016) concentrate because of Values, inspiration, responsibility, performance, and rewards: investigation model. Performance, Responsibility, Inspiration, and Worth added, Rewards, and Values were the variable which was utilized. The result exhibits that the higher the reward, the higher will be the responsibility. It very well may be understood that the impact of reward on responsibility was altogether more prominent than the effect of inspiration. Reward and responsibility both had the option to make sense of that the changeability of responsibility was 43.3 percent which is better. Korir and Kipkebut (2016) notice the effect of Reward the executives on Workforces Responsibility in the Colleges in Nakuru Province Kenya. For that information was gathered by utilizing the survey. Monetary Reward the executives, Workforces' Responsibility, and Showing Staff were the factors that are utilized. The review makes that monetary reward the executives rehearses all in all altogether affect organizational responsibility. It was additionally recommended that the top administration in the Colleges should urge workforces to take support in direction and they ought to carry out the representative choice.

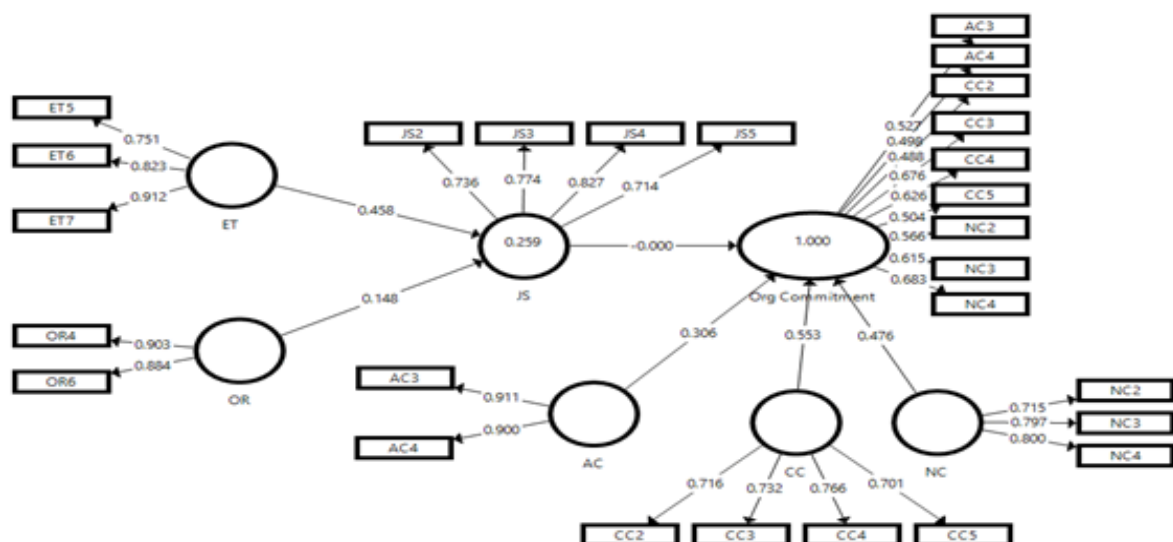
Kimutai and Sakataka (2015) concentrate on the effect of Rewards on Representative Commitment and Responsibility. The review utilized a distinct overview plan to examine the impacts of rewards on worker commitment and responsibility. Direct monetary advantages, commitment, and responsibility, roundabout monetary advantages, and non-monetary advantages were the factors that were utilized. The review is more centered around three commitment drivers and the responsibility drivers. The drivers were: immediate monetary advantages, backhanded last advantages, and non-monetary advantages. The consequences of the review show that the exploration, a few variables add to workforces' commitment and responsibility at the work environment. Notwithstanding, the effect of these variables shifts in strength and appeal to the workers. Advancement open doors were recognized as the premier

direct monetary driver in representative commitment while Medical advantages, work important training, and connection with individual workers unreservedly, had the most grounded commitment to the commitment and responsibility at Crack Valley Bottlers Organization.

### Methodology

This experimental study is based on quantitative research. Quantitative research comprises data collection which is usually numeric and the researcher is apt to use mathematical models as the methodology of the data analysis. This study involves causal-similar exploration in which the specialist looks at what the free factors are meant for by the reliant factors. This examination configuration gives the specialist an amazing chance to inspect the connection between the autonomous factors and with that really take a look at their impact on subordinate factors. The examination of this research is an Explanatory one. The research design used in this study is correlational which is a quantitative method of research in which the researcher is trying to determine whether there is any relationship exists between their four variables or not. All workforces working in the banking sector are the target population of this research. The statistical technique used in this research is SmartPLS. This software helps the researcher to develop the proposition by discovering the relationship among the variables.

### Structural Equation Modeling (SEM)



### Convergent Validity Analysis

It is necessary to measure the convergent validity in the measurement model to examine the relationship between the variables. Through convergent validity, we get to know how positive variables are correlated with each other Cunnigham, preacher, and Banji, (2011)

*Assessment result of convergent validation, AVE, and outer loadings*

	<i>Item</i>	<i>Loading</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted</i>
Workforce Training	ET5	0.751	0.870	0.691
	ET6	0.823		
	ET7	0.912		
Organizational Reward	OR4	0.903	0.888	0.799
	OR6	0.884		
Satisfaction	JS2	0.736	0.848	0.584
	JS3	0.774		
	JS4	0.827		
	JS5	0.714		
Affective Commitment	AC3	0.911	0.901	0.820
	AC4	0.900		
Continuance Commitment	CC2	0.716	0.819	0.531
	CC3	0.732		
	CC4	0.766		
	CC5	0.701		
Normative Commitment	NC2	0.715	0.815	0.596
	NC3	0.797		
	NC4	0.800		

The above table shows the outer loading, average variance extracted, and composite reliability. AVE should be greater than 0.5 whereas CR should be greater than 0.7. All values of AVE are greater than 0.5 except organizational commitment which is 0.337. All the values of CR greater than 0.7 show the reliability of the variables and statistical significance



### Discriminant validity

Discriminant validity help to know the impact on the construct and also different construct in the model are either correlated with other constructors. In discriminant validity, Fornell-larcker and HTMT were checked. Fornell-he shared construct value should be greater than another construct that indicates the square of the correlation of the variance. All the values in the diagonal are the square root of AVEs and below the values show the correlation of other variables that must be less than the above values.

*Fornell-Larcker Criterion (n= 227)*

	AC	CC	ET	JS	NC	OR
AC	<b>0.905</b>					
CC	0.171	<b>0.729</b>				
ET	0.041	0.372	<b>0.831</b>			
JS	0.042	0.307	0.487	<b>0.764</b>		
NC	0.348	0.409	0.256	0.196	<b>0.772</b>	
OR	-0.189	0.255	0.199	0.239	-0.032	<b>0.894</b>

*Note: All the diagonal (bold) values are the square root of AVE*

*Heterotrait- Monotrait Ratio (n=227)*

	AC	CC	ET	JS	NC	OR
AC						
CC	0.227					
ET	0.068	0.506				
JS	0.114	0.431	0.598			
NC	0.488	0.561	0.365	0.278		
OR	0.246	0.369	0.235	0.313	0.133	

*Note: HTMT < 0.85*

The above table shows the value of HTMT. The value of HTMT should be less than 0.9 which confirms the formation of discriminant validity. The Heterotrait-Monotrait Ratio is a new criterion to check the discriminant validity (Hensler et al., 2015)

### Bootstrapping

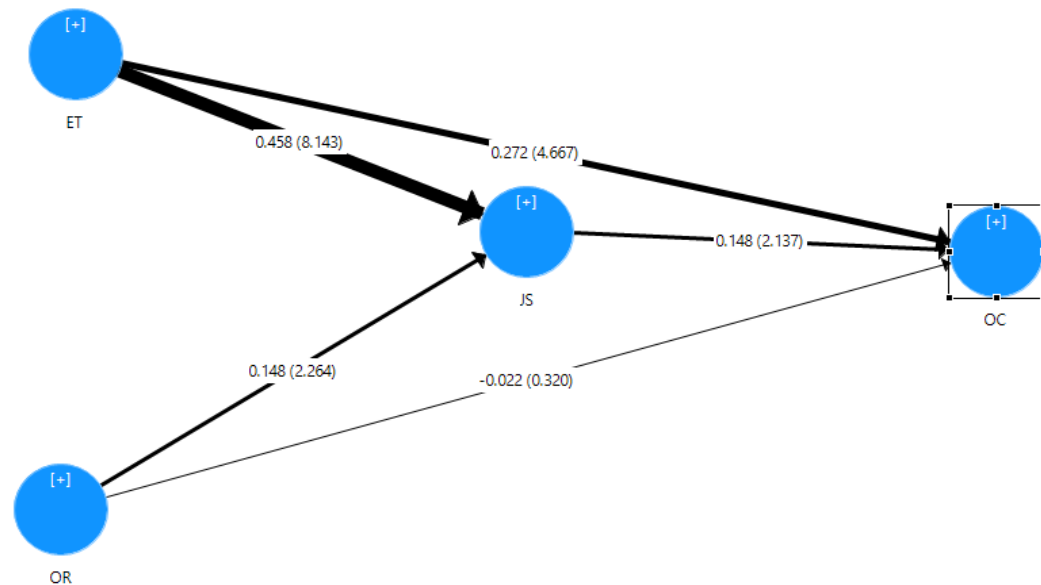
On the 500 value bootstrapping was applied. The table below shows the structure model. This table demonstrates the relationship between the variables to variables and mediators. Training has a important impact on Satisfaction also shows a important relationship with organizational commitment and its value lies in the range which would be <0.05

*Assessment of R-square and adjusted R- square*

Bootstrap R-Square	R-Square Adjusted
JS	0.252
Organization Commitment	0.120

The table shows the strong relationship in the model. It explains the best fit in the model and shows the important relationship with other variables. (Wetzels, et al., 2009)

### Hypothesis testing after Mediation



### Mediation Analysis

	Original Sample (O)	T Statistics	P Values
ET -> JS	0.458	8.143	0.000
ET -> OC	0.272	4.667	0.000
JS -> OC	0.148	2.137	0.033
OR -> JS	0.148	2.264	0.024
OR -> OC	-0.022	0.320	0.749

Note: indicate significance ( $t$ -value > 1.96,  $p$ -value < 0.05)

The above table shows the path coefficient and significance of the inner model. The  $t$ -value play a important role in the decision of mediation, the value should be greater than 1.96. The above table, first shows the direct effect, whereas workforce training has an important impact on Satisfaction and organizational commitment Ling et al (2014). The organizational reward has an important impact on Satisfaction but has an in important impact on organizational commitment Sejjaka and Kaawaase (2014). In the addition, Satisfaction shows an important impact on organizational commitment.

**Table 4.8**

### Indirect paths

	Original Sample (O)	T Statistics	P Values
ET -> OC	0.068	1.975	0.048
OR -> OC	0.022	1.493	0.135

The above table demonstrates the indirect path. The t-value should be greater than 1.96 whereas the p-value should be less than 0.05. Here, workforce training shows an important relationship with organizational commitment whereas; organizational reward shows an important relationship with organizational commitment (Sejjaaka and Kaawaase, 2014).

## **Conclusion**

The results confirm the relationship among reward training and Satisfaction. The result confirms that training is the key antecedent of commitment. It added give belief to other, which recommends that practices of training provided by employers give a profitable return. Reward shows an in important relationship with workforce commitment and shows a mediation effect in important. (Sejjaaka and Kaawaase; 2014). In the world organizations like the bank are considered the most stressed out sector, (Ebiringa, 2011).. For this study, the data was gathered from the banking workforces in Karachi. Data was gathered from a different bank, not targeting any single bank or public or private bank. All banks were taken into the consideration and gather the data. Through this research, the researcher knows the commitment of the workforces to the organization.

## **Recommendations**

We start our recommendation by commenting that, if the researcher considers the result it provides a strong basis to argue that building workforce commitment in workforce training is necessary for the banking sector. When workforces are trained enough they easily achieve the goal and aim of the organization effectively and efficiently. If a workforce is equipped with the knowledge and behavioral competencies and skills, it creates a feeling of loyalty and attachment to the organization. Training workforces took it as a form of communication that workforces feel that they owe the organization and therefore they made effort to stay committed. Technologies changes frequently in the banking sector and new graduates are frequently coming toward it with that customer demands and needs are changing workforce need training to deal with all that circumstances (Nizam et al, 2022).

In the light of results and overall research, its claims that training greatly improves Satisfaction and with that workforce commitment. The reward was considered one of the important tools to make workforces satisfied and through that workforces would be loyal to the organization. Rewards or fair payment have a strong impact on the performance of the workforce as well as readiness to stay in the organization. When the workforce is not satisfied and loyal to the organization turnover, absenteeism, and low work productivity, such issues will be arising. Training is not the only factor that will overcome that there were many other factors. Training plays an important role because the skillful workforce is an asset to the organization. It is hence proved that the productivity of an organization depends on the skills or expertise of its workforce.

It is suggested for future research, this research is limited to the banking sector in Karachi, Pakistan. But the result researcher obtained from this research will be different for the other sector. The issues of commitment and the impact of training and reward will be different for another sector. The sample size will also be the highlighted point. Training and reward, autonomy, working environment, self-efficacy, organizational culture or climate, etc. would be other factors that are used in future research to know workforce satisfaction and commitment

to the organization. In the future, this research would be done with the manufacturing sector to know whether there is any change exists in the service and manufacturing sectors.

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