The role of organizational culture on the relationship between employee training and job performance in Jordan

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A B S T R A C T

In this investigation, we looked at how employee training affects how well employees perform on the job as well as whether organizational culture influences this connection in any way or not. 166 workers from Yarmouk College and the Jordanian University of Technology and Sciences made up the sample. The hypotheses were investigated using SmartPLS (PLS4). The outcomes of this study demonstrated that staff training significantly affects workers' ability to do their jobs. Moderation analysis revealed that for people with a greater degree of training perspective, there existed a stronger correlation between employee training and affective job performance among workers. In conclusion, this shows that providing advanced instruction to people will motivate them and that organizations will create an environment which is favorable and will result in an improvement in employee work performance.

1. Introduction

It is not an unusual problem in the body of literature to investigate how employee training affects employee or company outcomes, and research does not end here (Al-Hawary & Haddad, 2016). Instead, it is a work in progress that depends on the existence of a variety of variables that influence the relationship amongst these variables along with additional variables that in turn play an important part in this respect. A short scan of literature found that employee training has many benefits for both firms and people. Organizations can improve worker performance, efficiency, and creativity via training for employees (Murni et al., 2019). Because of this, academics and professionals in the field of management of human resources continue to pay attention to staff training (Schmidt, 2007). Different factors motivate firms to invest in training. According to Hughey and Mussnug (1997), some firms run training programs just to enhance the organization's reputation. Some companies take an interest in educating to help employees develop their talents. The methods used by companies to teach their staff members also vary. Additionally, different organizations' training initiatives have varying degrees of success (Al-Hawary & Al-Namlan, 2018).

Employees were recommended by the culture of the company on how things need to be accomplished. Individuals frequently use the term culture to describe their own unique behavioral patterns (Khalaf et al., 2016). Culture was regarded as one of the most crucial factors in the investigation of organizational conduct prior to the 1980s (Al-Hawary & Al-Kumait, 2017). Firms are more interested in cultural elements of company behavior over the remaining organizational behavior components, which was the strongest effect (Hanaysha, 2016). According to Peter and Waterman (1982), a company's culture is crucial to its performance (AL-Sous et al., 2023). It was suggested for administrators to handle their duties by adhering to their company culture, that helps to rise through the growth in the company, and in numerous business journals along with business documents, released 57 frequently asserted that culture was essential to the company's achievement (Moorhead & Griffin, 1995). Numerous organizational actions have been connected by investigators to a company's culture (Hanaysha, 2016). Along with this, they have acknowledged the links between organizational culture and worker performance at work, making

decisions, and profitability (Kopelman et al., 1990). According to Luthans (1998), the corporate culture continues to exist under the organization, although most companies rarely give it much thought. Every significant part of the company is seen to be permeated by the organizational culture (Al-Hawary & Nusair, 2017).

Understanding the relationship between worker performance and education is a vital research topic since it has been demonstrated by multiple investigations that the achievement of a business depends on each employee's ability to execute their job (Nawaz et al., 2014). Thus, other moderating elements like corporate culture should be considered when examining the impact of staff training. An open workplace where people can share thoughts, take part in decision-making, and aid one another is necessary for workers to work productively. The organizational cultures of these entities can help to create this atmosphere. A solid culture will facilitate open communication and productive and successful participation in making decisions, allowing individuals to freely express their thoughts and abilities (Shahzad, 2014).

To promote the initiatives of staff managers as well as practitioners to create effective training environments, it is essential to study into the linkages amongst training with employee performance. Learning has frequently been connected to enhanced job performance as well as superior skills (Noe et al., 2006). The connection between training with employee attitudes, nevertheless, is less obvious from the studies (Ehrhardt et al. 2011). Significant training costs are going to be met by a greater desire on the part of staff members to continue working with and keep emotionally connected to the company, as instead of leaving (Ismail, 2016). Employee perceptions regarding performance among workers, for instance, are deemed to be among the crucial reactions of staff members that provide firms with some sort of "security net" (Ismail, 2016). The reasons for carrying out this study include those listed above and many others. These justifications from the literature serve as the foundation for the study's two main goals. The initial step is to look at how employee training directly impacts how well employees perform within Jordan. With context-specific consequences for theory as well as practice, this investigation will thereby add to the scant body of studies in the field. The second goal is to investigate how corporate culture influences the link between training and worker performance.

2. Literature Review

According to Garavan (1997, 40), training involves "a planned along with methodical attempt to change or enhance understanding, abilities, and mindsets using educational experiences with effort to accomplish satisfactory performance within a task or any combination of activities". Several various methods might be used to deliver instruction, including job-based instruction, videos, or courses that are provided directly or at other institutions. Every technique has advantages and limits, and businesses frequently modify their training techniques to meet their needs. Greater corporate performance was the ultimate objective for businesses that offer training. The resource-based theory, which contends that improving the capacity of employees and making investments in employees is essential for creating rare capabilities to achieve a sustained competitive advantage, supports this point of view. According to prior studies (Beda-Garca et al., 2013), companies that engage in training anticipate that their employees' existing skills and capacities will be improved and further developed.

Additionally, training not only increases knowledge and expertise but also raises satisfaction among workers during work (Tomer, 2001). It is presumed that improved job satisfaction will improve worker performance. Organizational training has been related favorably to improved attitudes among workers (Owens, 2006; Jones et al., 2009; Saks, 1995) with staff commitment (Bartlett, 2001; Bulut & Culha, 2010), according to several studies. With its focus on the concept of reciprocation, the theory of social exchange (Blau 1964; Emerson 1976) offers a theoretical basis for this interaction. According to this hypothesis, employees participate in reciprocal interactions that raise the likelihood that their exchange or engagement would result in positive benefits and results (Ehrhardt et al., 2011). From the standpoint of the worker, training might be advantageous for improving abilities and knowledge, that will eventually help to expand career opportunities and boost both internal and external incentives. Employees are thus going to be encouraged to respond in kind along with paying back their employer by increasing their degree of commitment if they believe that encouraging organizational actions (which might include employee training) are directed at them (e.g., Shore & Wayne 1993; Hannah & Iverson 2004). Accordingly, firms that offer training towards their workers are expected to boost said employees' loyalty to/performance for the company from the standpoint of social exchange theory. However, in line with the above literature, this study proposed that:

H₁: *There is a significant relationship between Employee Training and Employees Job Performance.*

2.1 Organizational Culture as moderator

In the present research, it is claimed training will collaborate with corporate culture to affect worker performance beyond the previously identified direct links among training and commitment. The link between a company's culture and personnel is essential to the company's performance, according to numerous worldwide researchers (Cameron & Quinn, 2011). In describing culture, Schein (1996) employed the word "group" to refer to any number of social components in any company's culture research. Using the group idea, Warrick (2017) compared a company or group members with a nation or family, describing them as the ones who are most likely to develop a particular culture. He also referred to the customs of any collection of individuals or a company which collaborates. Organizational cultures vary greatly, among and within them, and they may bring up the greatest or the most undesirable characteristics in individuals (Warrick, Milliman, & Ferguson, 2016).

According to Cameron and Quinn (2011), corporate culture can help us tell apart amongst successful and unsuccessful businesses. According to some experts, corporate culture has become a complicated topic both at work as well as in society at large. It has a direct impact upon the efficacy and performance of a company; when a company's culture is powerful, the company is more successful (Lapina et al., 2015). The "communal glue" that holds everybody in the company collectively is culture, according to most company culture talks (Cameron & Ettington, 1988; Schein, 1996). According to Hofstede et al.,1990; Khazanchi, Boye & Lewis, (2007), company culture mainly refers to groups of customs, opinions, principles, and fundamental claims adhered to by workers in the company. It also includes the goals, missions, procedures, and policies of the organization. Wallach (1983) asserts that 3 dimensions—supportive cultural backgrounds, inventive culture, and managerial cultures—should be used to evaluate corporate culture. Employee empowerment was used by Shahzad et al. (2017) to gauge corporate culture.

The development of any company, on one hand, depends upon staff empowerment (Hunjra et al., 2011). According to Meyerson and Dewettinck (2012), it is understood to be the process of boosting employee participation in decision-making and decreasing barriers amongst managers with their direct reports. Giving employees of a company the freedom to manage their regular work responsibilities and actions was the former definition of empowerment (Hanaysha, 2016). Numerous studies have looked at the connection between company dedication and worker empowerment.

An atmosphere that promotes empowerment during work has a good effect upon organizational commitment, notably evidenced by an investigation of Hanaysha (2016) that found a positive association amongst employees' empowerment with organizational commitment. According to research by Gholami et al. (2013), empowerment of workers and commitment among workers are positively correlated.

"Goal orientations can be described as a cognitive structure for how people understand and choose sets of behavioral reactions to accomplishment situations, like challenging tasks," write Chiaburu & Tekleab (2005, 604). According to conventional literature, there are currently two main target orientations: a goal of performance orientation along with an orientation toward learning (Harackiewicz et al. 2000; Dweck 1986). On a performance approach to goals, one's efforts concentrate mainly on showcasing his or her current abilities. Additionally, there are differences between a goal-oriented approach to learning as well as performance goals orientation about the cognitive effort which a person makes (Ames 1992; Fisher and Ford 1998); the former is thought to include more intensive mental processing processes (Entwhistle 1988; Bouffard et al. 1995).). According to research, people who have a performance objectives orientation were more likely to think of their skills as fixed traits that can't be improved upon (Dweck 1989). They avoid difficult jobs that demand greater effort because they believe that doing so indicates a lack of aptitude (Dweck, 1989). Thus, other moderating elements like corporate culture should be taken into account when examining the impact of staff training. An accessible workplace where people are able to share thoughts, take part in decision-making, and aid one another is necessary for employees to work productively. The organizational cultures of these entities can help to create this atmosphere. A culture that is solid will facilitate open communication and productive and efficient participation in making decisions, allowing individuals to freely express their thoughts and abilities (Shahzad, 2014). Nevertheless, considering the crucial part that corporate culture plays in how well employees accomplish their jobs, the researchers concluded with the hypotheses that flows:

H₂: *Organizational Culture significantly moderates the relationship between employee training and employee job performance.*

3. Research Framework

The primary goal of this study is to investigate how corporate culture affects the connection between training for workers and their job performance. Training for employees serves as the independent variable (IV), worker job performance represents the dependent variable (DV), and company culture provides the moderating variable. Based on the following investigations, the researcher created this study's model: (Ismail, 2016; Aranki, Suifan, & Sweis, 2019; Alshawabkeh, 2020).
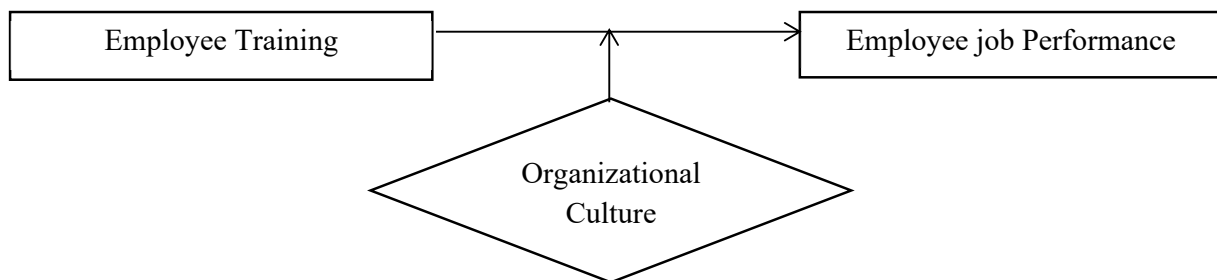

Fig.1. Research Conceptual Framework

3.1 Materials and Method

The goal of the study is to investigate how organizational culture influences how well employees perform on the job in Jordan. To evaluate the research's hypotheses, a cross-sectional survey approach used convenient sampling. The method known as non-probability sampling was another name for convenience sampling. This sample technique is frequently used in studies and offers various unique advantages to investigators, including the capacity to handle data gathering challenges (Frankfort-Nachmias & Nachmias 2008). The use of convenience sampling is an extra practical gathering of data approach within the Middle East because it is tough and challenging to obtain an ordinary data sample there (Tlaiss 2014). This sample method gave the present study's investigators various benefits, including faster accessibility of data as well as lower data gathering costs.

Data were gathered from the Yarmouk University and Jordanian University College of Sciences and Technology academic and non-academic workers. There were 166 replies that might be used. All factors will be evaluated using a Likert scale with five points, with values varying from 1 (strongly disagree) to 5 (strongly agree), to gain insight into respondents' perceptions. This research measures training employing 8 items modified from Alshawabkeh (2020), worker job performance utilizing 15 items modified from Shahzad (2014), as well as corporate culture employing 15 items modified from Aranki et al. (2019). A SmartPLS (PLS 4) analysis of the data was conducted.

4. Analysis Result and Discussion

4.1 The Measurement Model

Prior to assessing the effectiveness of these measures, a measurement algorithm's main objective is to evaluate the constructs' reliability and authenticity. When analyzing data to establish the indicators' dependability, a minimum value of 0.4 was determined as acceptable. Employing composite reliability, the level of internal consistency was evaluated; a score of 0.7 or greater was considered appropriate. With a threshold of 0.5 or higher, convergent validity has been determined via the average variance extraction (AVE). By assessing the factor's loadings, discriminatory validity was assessed to make sure the items had greater loadings upon their constructs than other constructs (Hair, Black, Babin, & Anderson, 2010). The tool employed during the research was reliable since every item satisfied the basic standards. The ratio of factor loadings varied from 0.596 and 0.914, exceeding the cutoff point of 0.4. The composite dependability values were higher than the suggested norm of 0.7, ranging from 0.701 to 0.928. The value of the AVE was beyond the minimum threshold of 0.5 and varied between 0.511 to 0.521, demonstrating convergence validity. The connected variables' AVE along with correlation squared also showed adequate discriminant validity. The tables below show:

Table 1
Factor Loading

Item	Composite Reliability	AVE
Employee Training	0.701	0.511
Organizational Culture	0.822	0.575
Employee Job Performance	0.828	0.521

Table 2
Discriminant validity

Variables	EMO	TO	PER
ET	**0.84**		
OC	0.51	**0.75**	
E-PER	0.40	0.61	**0.82**

4.2 Structural Model

Testing the research's suggested hypotheses was the next stage once the measuring model met the requirements for constructing reliability and validity. The PLS algorithms and bootstrapping from Smart PLS 4.0 were used to achieve this.

Table 3
Hypothesis Testing Results

Hypotheses	Relationship	Beta (β)	S E	T Statistics	Decision
H1	SM → PER	0.162	0.063	2.57**	Supported

Note: **Significant at 0.01 (1-tailed), *significant at 0.05 (1-tailed)

The outcomes from the analysis of statistics are shown in Table 3, demonstrating that Hypothesis 1 is supported. Training for employees (ET) as well as Worker Job Performance were shown to be significantly and favorably correlated by the analysis (r=0.162, t=2.57, p0.05).

4.3 Testing the Moderating effects of Organizational Culture (OC)

This study used Partial Least Squares (PLS) technique to determine indirect impact amongst the variables using a threshold for significance from 0.05 in order to explore the moderating impacts of an organization's culture (OC) upon the link amongst employee training (ET) and worker job performance.

Table 4
Moderation Hypotheses

Hypotheses	Relationship	Beta (β)	S E	T Statistics	Decision
H2	ET * OC →E- PER	0.062	0.020	3.10**	Supported

Note: **Significant at 0.01 (1-tailed), *significant at 0.05 (1-tailed)

In support of Hypothesis 2, Table 4 shows that OC modifies the link between ET and Worker Job Performance. Findings show a substantial moderating effect among ET and job performance (β=0.062, t=3.10, p0.01), indicating how OC has an impact on this connection.

5. Conclusion

The results of this study have shown that an organization's strategic orientation affects its strategic management, which boosts performance, in addition to a company's strategic orientation appears to be directly tied to its capacity for innovation and learning. This makes it possible for knowledge to easily be created, shared, and eventually transformed into facts for the benefit of the company. The report has recommended that future studies must be conducted. This will be easier to assess the validity and generalizability of the findings if the study considered more respondents from different companies. Future studies could examine how employees' opinions of culture in various firms relate to their performance, that's obviously important and improves employee performance.

In Jordanian colleges, this study aims to investigate how organizational culture influences the link between employee training and work performance. Results from earlier studies revealed a positive association between employee training and job performance, suggesting that training is crucial for retaining staff members. These results back up the following findings from the literature review: There is a positive correlation between a company's culture and worker performance/commitment, according to studies by Alshawabkeh (2020), Acar (2012), Brewer and Clippard (2002), Shim et al. (2015), and Messner (2013). These studies also advise developing a company culture change approach to boost employee job performance.

There is evidence from the prior studies that suggests a connection between ET and work performance. Additionally, the investigation has produced sufficient proof to back up this association. Therefore, companies who want to increase employee dedication and performance must work harder to develop a robust staff training program.

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