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Impact of Training on Employee Wellbeing: Mediating role of Organizational Culture

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Abstract

The research was conducted to analyze the impact of organizational training on employee wellbeing with mediating role of organizational culture. The primary research was conducted in the banking sector industry and quantitative research was conducted through self-administered questionnaires. The primary research conducted based on questionnaires and close-ended questions is developed on organizational training, organizational culture, and employee well-being. The data was collected from 385 employees of banks, including managers and middle managers, operations managers of Allied Bank, United Bank, National Bank, and HBL Bank of Pakistan. The results show the data is reliably based on results of Cronbach's Alpha Composite reliability which is greater than 0.7 in all variables. The results of path coefficients explain the variables organizational training has a significant impact on organizational culture and organizational culture has a significant impact on employee well-being and organizational culture mediates the relationship between training and employee well-being and strengthens the relationship and enhances the relationship. The research results elaborate on the significant mediating relationship of organizational culture in the relationship of training and employee well-being.
Key words: Organizational Training, Organizational Culture and Employee Well being.

INTRODUCTION

One important issue that has been the focus of recent research is employee well-being. Better facilities for employees are reflected in their well-being, and their workload is balanced with their available resources and performance capabilities. Because it influences their performance, employee skills and work-related behaviour are significant in organisations. Employees' skills, abilities, and work attitude are shaped by organisational training. They maintain their self-assurance that they are capable of performing well in the workplace, and when they do, their motivation levels rise along with organisational performance. The culture has a big influence on how employees behave and approach their jobs because it encourages employee motivation and training, which improves worker well-being (Khalaf et al., 2016; & Al-Kumait, 2017).

Employee well-being is significantly impacted by organisational training since it gives workers the guidance they need to perform and helps them advance their skills and talents. A few recommendations for the banking sector industry to consider in order to improve employee motivation and performance were derived from the research that was done to examine the effect of organisational training on employee well-being. For the banks to have a solid working connection with its staff, training programmes are necessary. In order to foster a culture of learning within the organisation, activity-based assignments and on-the-job training are essential.

In order to improve employee performance, banks must assess their current culture and devote resources to develop a better one. Training and culture have a major impact on employee well-

being, thus the banking industry must build a lasting relationship with its workforce by offering quality training and improving culture. Another important element that has a big impact on staff motivation, performance, and morale is organisational culture. Employee attitudes towards their jobs and their ability to function properly in the company are greatly influenced by organisational culture (Ocen et al., 2017).

The purpose of the research was to elucidate the relationship between the mediating role of organisational culture and the influence of organisational education on employee well-being. Employee well-being is significantly impacted by organisational education since it provides a means for employees to further develop their abilities and skills. Another significant factor that affects employee motivation, morale, and overall performance is organisational tradition. According to Acton and Golden (2012), culture has a significant impact on how well employees perform within the company and how they feel about their jobs.

The goal of the studies is to examine how organisational training affects employee well-being. Based on the findings of the research, the banking industry can follow certain recommendations to increase employee motivation and productivity. Banks must implement training programmes to forge strong relationships with their staff. In order for an understanding of culture to develop, interest-based duties and on-the-job training should be included in organisational education.

The banks aim to assess their culture and establish a better work environment with resources provided so that staff members may work more effectively. The banking industry wants to establish a long-term relationship with staff by employing proper education and raising standards of conduct. Employee well-being is heavily dependent on education and subculture (Derimal, 2017).

The biggest issue with education is that certain groups are no longer considering the effects of certain factors that mitigate or moderate the influence of employee education on the desired goals. Examples from the literature indicate that worker motivation is the primary mediator in the relationship between employee education and turnover aim, and worker pride plays a partial mediating role in the relationship between worker education and employee commitment.

Conversely, researchers found that the influence of HRM practices on employee engagement is tempered by worker demographics such as marital popularity and gender, and the knowledge control method tempered the impact of employee education on organisational efficacy. Consequently, an analysis of the impact of employee training needs to take into account a variety of mediating factors in addition to the degree of satisfaction that employees have with the training methodology and moderating factors such as the employees' age (Mellor. Ingram, Huizen, Arnold and Harding, 2016).

Previous research represent that effective schooling can yield better activity pride and productivity, improved work quality, multiplied motivation and commitment, better morale and teamwork, and less errors. Training is a thing this is associated with the general environment and pleasure of a worker's process. According to previous research which confirmed that the level of process pleasure in the activity surroundings has outcomes on properly-being, it may be inferred that job schooling can be related to the subjective properly-being of an person (Vuong & Sid, 2020),

There are several aspects of an employee's well-being, such as their physical and mental health as well as their level of contentment. This study examines employee well-being in relation to workplace happiness, including how employees feel about their jobs and how they might become more motivated there. The components of employee well-being include relationships, happiness, and workplace justice.

Another important element that has a big impact on staff motivation, performance, and morale is organisational culture. Employee attitudes towards their jobs and their ability to function properly in the company are greatly influenced by culture (Shin, Kim, 2020).
The employee well being is significant issue in banking sector employees. There are few studies conducted to analyze the organizational training impact on employee wellbeing but studies less focused on role of organizational culture for creating employee well being. The employee well being is considerable in banking sector and banks are providing organizational training and better culture to enhance the employee well being hence increase employee performance. The employee well being is targeted in organization by many components includes training, motivation, compensation, benefits, environment and organizational culture. This research focuses on how organizational shape employee well being and researcher also want to elaborate the mediating role of organizational culture in relationship of organizational training and employee well being.

Research Objectives

- To analyze effect of Organizational Training on organizational culture.
- To analyze effect of culture on employee wellbeing.
- To Analyze effect of organizational training on employee well being.
- To Analyze the mediating effect of organizational culture in relationship of organizational training and employee wellbeing.

LITERATURE REVIEW

Employee Wellbeing

Three states make up the multifaceted concept of employee wellbeing: social (such as public participation), psychological (such as satisfaction), and physical (such as healthcare). Three concepts have been used in its conceptualization: Organisational justice, organisational commitment, and employee satisfaction outlined the three aspects of employee wellbeing: relationships, health, and happiness. Anxiety, sadness, extrinsic work satisfaction, and intrinsic job satisfaction were the four aspects employed by the term to measure employee wellbeing (Mellor, Ingram, Huizen, Arnold & Harding, 2016).
One important issue that has been the focus of recent research is employee well-being. Better facilities for employees are reflected in their well-being, and their workload is balanced with their available resources and performance capabilities. According to Grant et al. (2007), the term "employee well-being" encompasses a range of states, including happiness, access to physical amenities, psychological well-being, and civic involvement.
The concept of employee wellness encompasses three distinct states: mental, which includes pleasure, bodily, which includes healthcare, and social, which includes engagement in public life. Three concepts have been used to conceptualise it: organisational equity, organisational commitment, and employee joy. Three dimensions—happiness, relationships, and fitness—have been used to characterise worker well-being. Four factors—tension, despair, extrinsic job pride, and intrinsic job pride—were utilised by Holman (2002) to assess employee wellbeing. A variety of variables were introduced by Thompson & Prottas (2005), including work-family conflict, existence delight, circle of relatives satisfaction, and turnover intentions.
Organisational training shapes the skills, competencies, and work attitude of employees. They continue to believe in their own abilities to perform effectively at work, and when they do, organisational performance and their own motivation levels both increase. Because it promotes

employee motivation and training, which enhances worker well-being, the culture has a significant impact on how workers act and approach their work (Khalaf et al., 2016; & Al-Kumait, 2017).
Workaholism, burnout, and worker engagement were shown to be the three types of employee wellness in the studies. Worker well-being is also measured in terms of job pressure, work-life imbalance, process enjoyment, and weariness. Employee engagement and task satisfaction were used in the studies to assess employee wellness. A worker's emotions and state of mind regarding his work have been defined as his employee process enjoyment (Schmidt, 2007). According to Saks (2006), employee engagement is the term used to describe the cognitive, social, and behavioural states of workers that influence their performance.
Employee motivation is the primary component that influences performance, and low motivation resulted in lower performance. Other variables that contribute to an employee's lack of motivation at work include pay, the working environment, the behaviour of supervisors, which raises workplace stress and makes it difficult for the employee to complete tasks correctly. Employee motivation boosts productivity and enables workers to complete all necessary responsibilities inside the company. When workers are highly motivated and have the ability to advance in their roles according to their performance, job stress is reduced (Levinson, 2018).

Organizational Training

Employees who work for companies that offer little to no professional advancement experience instability in their lives. Research suggests that workers are more likely to hold onto their title in an organisation if career advancement is linked to a stable work environment Employees who work for companies that offer little to no professional advancement experience instability in their lives. Research suggests that workers are more likely to hold onto their title in an organisation if career advancement is linked to a stable work environment (Aisha, Dania, & Samad, 2019).
Education and training facilitate the best possible use of human resources, which in turn helps individuals achieve their individual objectives and the aspirations of an organisation. The staff's comprehension and practice are their own, and their education and development demonstrate their dedication to continuing to focus on those (Mathew, 2017).
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According to Hofstedes (1990), tradition has many facets, including power distance, individualism and collectivism, masculinity, long-term planning, taking risks, and indulgence. Many societies have distinct cultural norms. For example, in Asian economies like China and Pakistan, collaborative effort is valued, whereas in economies like the US, Japan, and Canada, emphasis is placed on individual initiative and achievement (Sinha, 2019, Verbeeten, 2018). An important factor in helping a business build employee orientation and steer them towards the aspirations and goals of the organisation is its organisational tradition.

Organizational Culture

The position of human aid management, providing facilities to employees, working norms, operating conditions, time management, learning environments, manager roles, and other aspects comprise the organisational way of life (Hofstede, Neuijen, Ohayv, & Sanders, 1990).
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The collective common values, customs, and aspirations of individuals and the broader society constitute the culture. To maintain employee morale and encourage employees to perform well at work, human aid control works to improve organisational culture. The working environment, acquiring lifestyle knowledge, the cooperative role of the supervisor, and providing education and development to staff members who meet the necessary skill requirements comprise the organisational lifestyle. A positive subculture produces genuine employee motivation and gives workers the capacity to benefit from strong knowledge and perform effectively at their place of employment (Sinha, 2019).

A number of cultural factors are described by Hofstedes (1990), including power distance, individualism and collectivism, masculinity, long-term planning, risk-taking, and indulgence. Different societies have different cultural standards. For example, in Asian economies like China and Pakistan, teamwork is valued, whereas in economies like the US, Japan, and Canada, the emphasis is on individual tasks and performance (Sinha, 2019, Verbeeten, 2018).

Based only on needs, the human resource control hires workers both within and externally. Hiring people from outside to fill the placement with qualified candidates is known as external hiring. Internal hiring involves employing staff members or promoting them to positions in the next step. The purpose of this study is to investigate the factors that influence both internal and external hiring, as well as which type of hiring is more common in firms. This study focuses on organisations from a variety of industries, including Pakistan's banking, pharmaceutical, and telecommunication sectors. The researchers also compare hiring practices to determine whether strategy is preferable—internal or external (Albert, 2019).

RESEARCH METHODOLOGY

Research Design

The study looked at how organizational training and culture affected workers' well-being. The banking industry is the subject of the study done in the field of human resource management. The staff members are research subjects. The study is quantitative and explanatory in nature since the researcher chose a theory, selected variables, and developed hypotheses based on the theory and empirical investigation. an analysis of the data was done based on hypothesis.

The Population of research are the banking sector organizations. The data collected from middle managers and upper management of banks includes Allied Bank, HBL, United Bank, MCB and National Bank of Pakistan. The data has been gathered through online survey forms and based on 95% confidence interval approach and considers the population is large population means greater than 100,000 in banking sector employees in Pakistan.

The data collected from employees of banks and from 41 banks operating in Pakistan, 4 banks are selected and out of 5 banks has been selected and based on non probability convenience sampling the data has been collected from 385 banking sector employees.

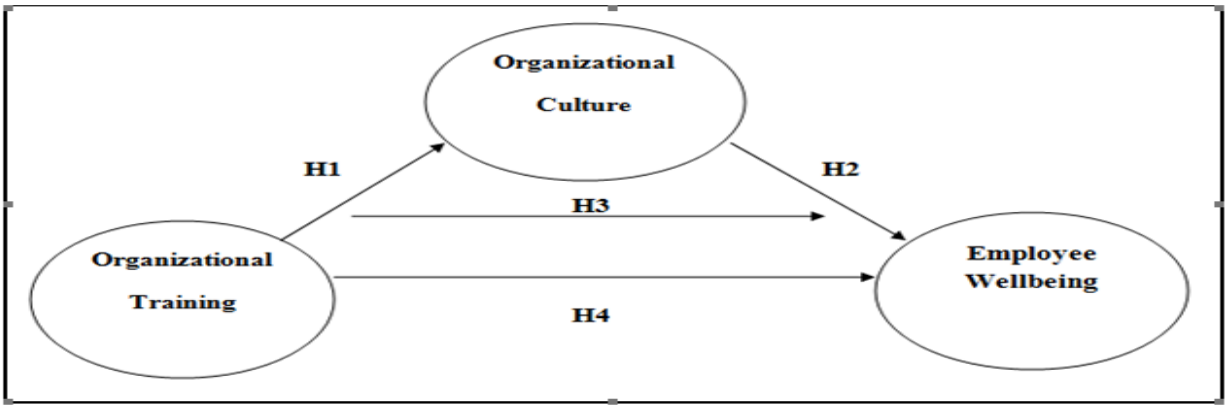
Theoretical Framework

The explanation provided thus far led this study to offer a conceptual framework based on the effort reward imbalance model by Siegrist (2016) and the conservation of resource theory by

Hobfoll (1989). Job training could be seen as "an investment of resources (money, time) for the acquisition of resources (knowledge, skill)" from the perspective of the "conversation of resources theory." The imbalance between resource investment and gain can be used to explain why training results in an increase or reduction in well-being. This can be done by responding resources investment and resources gain to the effort reward imbalance model.

Conceptual Structure

Figure 1: Conceptual Framework



Source: Adapted from; Shin, Kim, Kang (2020) & Mellor. Ingram, Huizen, Arnold and Harding (2016).

Hypothesis

H1: Organisational culture is significantly impacted by organisational training.
H2: H1: Organisational culture has a big influence on workers' well-being.
H3: Organisational training has a major effect on workers' wellbeing.
H4: The relationship between organisational training and employee well-being is significantly mediated by organisational culture.

Instrument for Data Collection

The research data collected through questionnaires and surveys has been conducted to collect the data from employees of banks. The Questionnaire contains statements of variables and 5 points Likert scale was adapted to collected data from employees based on adapted questionnaire.

Data Analysis techniques

The collected data from 385 employees on closed ended questions processed through SPSS and Smart PLS software. The tests are performed are the reliability, test correlation analysis and Structural equation modeling (SEM) regression to analyze the significance of variables and mediating impact of culture between organizational training and employee wellbeing.

DATA ANALYSIS

The study was carried out to examine how organisational culture and training affect workers' well-being. The organisational culture is a key factor that influences worker well-being and, as a result, mediates the relationship between worker well-being and training. The researcher intends to go into further detail about this link and its implications for Karachi, Pakistan's banking sector. The banking industry is the subject of the study done in the field of human resource management. The staff members are research subjects. The study is quantitative and explanatory in nature since the researcher chose a theory, selected variables, and developed hypotheses based on the theory and empirical investigation.

Validity and Reliability Analyses

Table 1: Validity and Reliability

Constructs	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Organizational Training	OT1	0.743	0.728	0.802	0.504
	OT2	0.68			
	OT3	0.671			
	OT4	0.743			
	OT5	0.78			
	OT6	0.79			
	OT7	0.82			
	OT8	0.76			
	OT9	0.78			
Organizational Culture	OC1	0.771	0.873	0.902	0.569
	OC2	0.782			
	OC3	0.787			
	OC4	0.743			
	OC5	0.772			
	OC6	0.656			
	OC7	0.763			
	OC8	0.752			
	OC9	0.813			
Employee Wellbeing	EW1	0.796	0.882	0.911	0.631
	EW2	0.808			
	EW3	0.861			
	EW4	0.833			
	EW5	0.761			
	EW5	0.699			
	EW6	0.713			
	EW7	0.743			
	EW8	0.821			
	EW9	0.783			

Based on structural equation modelling (SEM), the reliability and validation tests in Smart PLS display the consistency of responses across the scale for each statement and variable. The values of Cronbach's alpha also demonstrate this consistency. The better consistency is indicated by the values in all three variables being larger than 0.7. The organisational culture value is 0.87, indicating 87% consistency, the organisational training value is 0.72, indicating 72% consistency of responses, and the employee well-being value is 0.88, indicating 88% consistency of replies.

Measurement Model Analysis

Table 2: Results of Measurement Model

	Organizational Training	Organizational Culture	Employee Wellbeing
Organizational Training	**0.71**		
Organizational Culture	0.198	**0.795**	
Employee Wellbeing	0.34	0.32	**0.732**

They demonstrate how the three factors relate to the organisational culture's second-order constructs. The table shows that the organisational culture is greatly impacted by each of the six sub-constructs. Since there is variance among the variables and the values of AVE are larger than 0.7 for all three, the selection of variables is significant and the results are consistent.

Table 3: Path Coefficients – Direct Effects

Paths	Sample	Mean	SD	t Statistics	p Values
Organizational Training->Organizational Culture	0.0624	0.618	0.023	6.421	0.000
Organizational Culture ->Employee Well being	1.045	1.044	0.023	45.34	0.0035
Organizational Training ->Employee Well being	0.087	0.083	0.041	2.110	0.000

The table indications analysis of each dependent and independent variables, the organizational training impacts on organizational culture as the value of t statistics is greater than 2 an probability or significance value is less than 0.05. The impact of organizational training on culture is significant as t values are 6.41 with significance value 0.00. The impact of organizational culture on employee wellbeing is significant as t values are 45.32 with significance value 0.00. The influence of organizational training on employee wellbeing is significant as t values are 2.110 with significance value 0.00.

Table 4: Path Coefficients – Indirect Direct Effects

Paths	Sample	Mean	SD	t Statistics	p Values
Organizational Culture-----Training> Employee Wellbeing	0.652	0.665	0.106	6.174	0.000

The research results reveal the significant mediation of organizational culture in relationship of training and employee wellbeing. The impact of organizational culture in relationship of training and employee wellbeing is significant as t values are 6.174 with significance value 0.00.

Testing of Hypotheses.

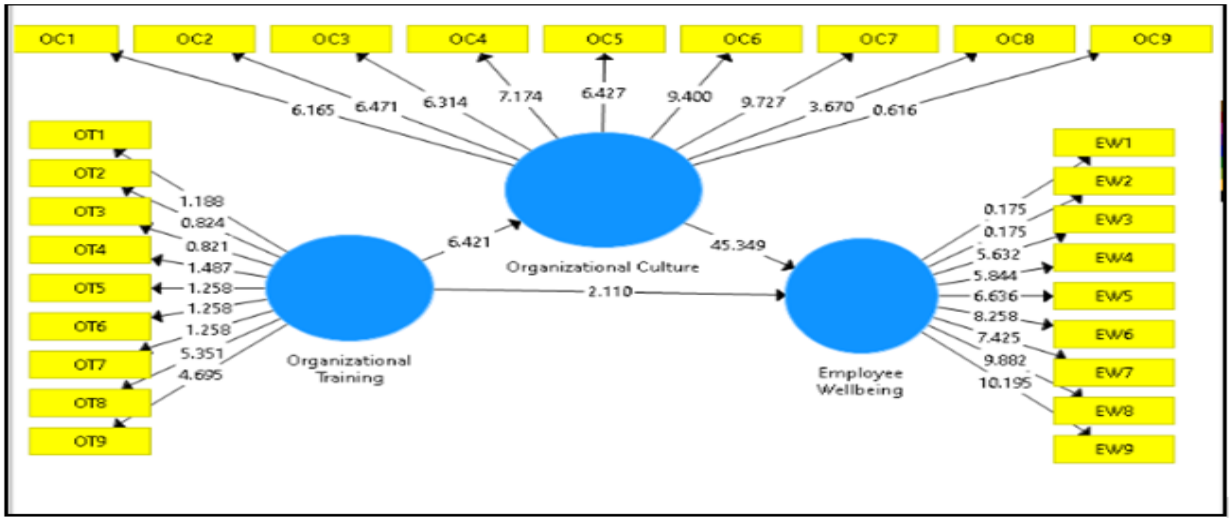
Table 5: Hypothesis Testing

Hypothesis	T values	Sig. Value	Decision of Hypothesis
H1: There is significant impact of Organizational Training on organizational culture.	6.421	0.000	**Accepted**
H2: There is significant impact of Organizational culture on employee wellbeing.	45.34	0.0035	**Accepted**
H2: There is significant impact of organizational training on employee well being.	2.110	0.000	**Accepted**
H3: There is significant mediating impact of organizational culture in relationship of organizational training and employee well being.	6.174	0.000	**Accepted**

The Table of hypothesis testing shows the acceptance and rejection of hypothesis. The criteria is values of t statistics obtained from path coefficients, t statistics value should be greater than 2.0 and probability values should be less than 0.05. The hypothesis 1 is accepted and shows the significant impact of organizational training on organizational culture. The Hypothesis 2nd is also accepted as the values are significant and this shows the organizational culture is significant and has significant impact on employee wellbeing. The 3rd hypothesis elaborates the significant mediating impact of organizational culture in between organizational training and employee wellbeing. The 4th hypothesis is also accepted as The impact of organizational culture in relationship of training and employee wellbeing is significant as t values are 6.174 with significance value 0.00. The research results reveal the significant mediation of organizational culture in relationship of training and employee wellbeing

Measurement Model

Figure 2: Structural Model of SEM



In order to confirm that the items and their corresponding constructs were related, the PLS-SEM measurement model was examined (Hair Jr et al., 2016). It also confirms that the data collected is accurate. Each model construct's validity and reliability have been evaluated for the measurement model. All three of the fundamental components, around which this study is built, are second order. In order to validate the measurement model of each second-order construct with its first order separately, we first run the measurement model of each second-order construct with its first order sub-constructs. Above validation, the study's structural model, or primary model, was executed using the latent scores of the second-order construct.

CONCLUSION, AND IMPLICATIONS OF RESEARCH

Conclusion

The study aimed to elucidate the correlation between organisational training and employee well-being, as well as the mediating influence of organisational culture. Organisational training has a major impact on employee wellbeing because it gives workers the guidance they need to perform and advance their skills. Another important element that has an impact on staff motivation, performance, and morale is the organisational culture. The way that employees develop their attitudes towards their work and their ability to function properly in an organisation is greatly influenced by the culture.

This primary research focused in banking sector industry and data collected from 385 respondents to perform the analysis. The results are analyzed in Smart PLS software and reliability test, discriminate validity, path coefficients, structural equation modeling regression, and hypothesis testing performed to analyze the hypothesis.

The primary research was carried out in the banking area enterprise and quantitative research become carried out thru self-administered questionnaires. The number one research conducted primarily based on questionnaires and near-ended questions is developed on organizational schooling, organizational subculture, and worker well-being. The studies become performed in the banking region enterprise and information become gathered from 385 personnel of banks, which includes managers and center managers, operations managers of Allied Bank, United Bank, National Bank, and HBL Bank of Pakistan. The accrued data was analyzed in SPSS and Smart PLS software program and quantitative evaluation became finished to investigate the hypothesis. The outcomes show the facts is reliably based totally on effects of Cronbach's Alpha Composite reliability that is extra than 0.7 in all variables.

The outcomes of course coefficients provide an explanation for the variables organizational training has a significant impact on organizational tradition and organizational way of life has a giant impact on worker nicely-being and organizational culture mediates the relationship between schooling and worker well-being and strengthens the relationship and enhances the relationship. The research concluded that the organizational training is significant predictor of employee well being in banking sector industry, and organizational culture enhance the impact of training on employee well being, thus organizational culture is significant mediating factor in this research and mediating hypothesis has been proved. The research results reveal the significant mediation of organizational culture in relationship of training and employee wellbeing. The impact of organizational culture in relationship of training and employee wellbeing is significant as t values are 6.174 with significance value 0.00.

Implications of Research

The study's analysis of the effect of organisational training on worker wellbeing is beneficial to the banking sector. The employee well being is not only depended upon finance of financial benefits, but employee training and culture are more important constructs. The banking sector should analyze this model and incorporate in practical so that employees get proper trainings and better culture need to be developed.

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