THE IMPACT OF EMPLOYEE TRAINING ON COMMITMENT AND OCB: EVIDENCE FROM FMCGs IN LAHORE, PAKITSAN

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ABSTRACT

Objective of the study is to check the impact of employee training on organizational commitment (OC) and organizational citizenship behavior (OCB) from employees of two companies i.e. Nestle, Muller and Phipps. These companies belong to the private sector of Pakistan. Current research has proposed two hypotheses. Primary data was gathered through organized survey form. Survey form was comprised of eighteen objects. These objects were embraced from scales old studies. Existing research is adding in the body of literature by gauging employee training, OC and OCB in Pakistani cultural context. Results indicate that employee training is good predictor of commitment as compared to te organizational citizenship behavior. In future, for more generalization of results, this type of research will be endorsed in further sectors like, textile sector, telecom sector etc. Some other variables like top management commitment, teamwork and employee turnover will be included along with existing variables.

INTRODUCTION

This study is designed to check relationship of organizational commitment, organizational citizenship behavior and training. Organizational commitment and OCB are dependent variables and employee training is considered as independent variable. Variable of interest in this research is organizational commitment. Organizational commitment refers to "the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer" (PSUWC, 2013). In the view of Parish, Cadwallader & Busch (2008), Commitment of the employees is enhanced with the help of changing environment and job autonomy. Moreover, commitment level of the employees keep on changing, due to detachment and attachment of employees. The next variable of this research is employee training. "Whereas development is a process of gradual growth" (Garavan, 1997). The emotional affection of an employee with his organization will facilitate him to develop a strong commitment.

The research which was carried out in 2013 revealed that 90 percent employees were satisfied up to some extent and 40 percent employees were highly satisfied ("SHRM,"

2014). This means that only 40% employees are committed and commitment level of 60 % employees is very low. This means that organizational commitment is a serious issue in organizations. The reality of twenty-first century is that it has becomes necessary for the organizations to train their employees. It has been realized that training, competitiveness, and learning of employees are the keys through which perfection can be brought in organizations (Khayyat, 1998). Training is essential in enhancing good interaction between the executives and workers (Kallenberg and Moody, 1994). Organizations spend a lot of money on training in attaining their targets. (Antonacopoulou, 2000).

OCB is termed as job linked manners which are flexible, not interrelated to the prescribed structural incentive scheme and in cumulative, encourage the actual working of the firm (Organ, 1988). Development of OCB has a very important impact on executives as they have an important impact on institutional effectiveness and on excellence of services. OCB is described by the effective load which is created by the persons (Schepman, & Zarate, 2008). Through the past 10 years, OCB is considered as important variable in the field of management (Cohen & Kol, 2004). Level of OCB is reduced due to bad attitudes of the employees (Lara & Rodrýguez, 2007). Before 1999, almost 200 diverse researches about OCB and its associated variables were carried out (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The leading objective of the present reading is to evaluate the influence of employees training on commitment and organizational citizenship behavior.

LITERATURE REVIEW

Employee Training

Important changes are occurring in the field of training and development. As reported by Adamson & Caple (1996), training describes the efficient ways that include the different functions of development, procedures and large range of activities. Different researchers defined training as valuable learning in any profession (Noor, 2009). Whereas development is a process of gradual growth (Garavan, 1997). The reality of 21 century is that it befits necessary for the organizations to train their employees. Now it has been understood the fact that workers, who are good taught are very vital for training & development and competitiveness. Learning of employees can bring more perfection in their jobs (Khayyat, 1998). Training is most essential for enhancing good interaction between the executives and workers (Kallenberg & Moody, 1994). Organizations spend a lot of money on training in attaining their targets (Antonacopoulou, 2000). Training and development is one of the good predictor of organizational commitment and it has significant positive association with the organizational commitment (Liu, 2007).

For achieving organizational objectives, effective training and development plans are very helpful and these plans are really effective and helpful. Training is extremely essential in holding expert staff (Stassen & Templer, 2005). As reported training is extremely essential because training programs can improve the efficacy, effectiveness and needs of the employees. Achieving new skills and information are extremely significant for obtaining the competitive advantages (Brown, Boyle & Boyle, 2002). Continuous training is main source for enhancing the quality in the organizations. The main objective of training & development is to improve the knowledge, attitudes, and skills of all the employees (Berge et al., 2002). Training and development are essential for accomplishing the tasks efficiently (Berge et al., 2002). Employee commitment level is increased when training is provided to employees and they feel that their organizations are concerned about their wellbeing. Large number of researches have proved that training and development has strong positive relationship with organizational commitment.

Organizational Commitment

The concept of organizational commitment has emerged in last 30 years (Putterill & Rohrer, 1995). Organizational commitment of the workers is obtained completely, if organizations are promoting difficult tasks (Chew & Chan, 2007). In the view of Parish and Cadwallader et al. (2008), commitment of an employee can be enhanced with the help of changing environment and job autonomy. Moreover, commitment level of an employee will change due to detachment and attachment of an employee. Earlier studies disclose that organizational commitment is very valuable for the organization as it decreases the rate of employee turnover, absenteeism and improve the productivity of organizations (Jernigan, Begg & Kohut, 2002). Organizational commitment is extremely significant because it has been connected with turnover, work effort and absenteeism (Joiner & Bakalis, 2006). In the view of Boon & Arumugam (2006) in order to maintain high level of organizational commitment management practices and culture of an organization should be examined because high level of commitment is considered as the necessary part of an employee's associations.

This is the prime objective of an organization to assess the commitment level of their workers and search the ways about enhance the level of commitment (Liu, 2006). Employee's Intention to stay in an organization, personal interest and employee's loyalty can be heightened by improving the level of organizational commitment (Brewer, 1996). Organizational performance of an employee will be enhanced as a result of organizational commitment (Freund & Carmeli, 2003). For increasing the level of commitment in the organizations, support of management is very necessary (Aube, Rousseau & Morina, 2007). For sustaining employees, organizations should improve concept of organizational

commitment (Stallworth, 2004). Additional- role performances are the outcome of the organizational commitment (Foote, Seipel, Johnson & Duffy, 2005).

Organizational Citizenship Behavior

OCB is termed as job relevant attitudes which are flexible and these are not linked with official institutional compensation arrangement. In cumulative, they stimulate operational functions of the institutes (Organ, 1988). Earlier researches disclose that the healthy climate of an organization is considerably related to OCB. Such a climate results in the better perceptions of employees. It has a great influence on their readiness for work turn, and thus improves the level of OCB (Dimitriades, 2007). The organizational citizenship observations do not vary on grounds of learning and gender traits. Development of OCBs has a very important impact on executives since they have an influence on institutional success and service excellence (Gonzalez & Garazo, 2005). Organizational citizenship behavior is explained with the help of effective assignments which are created by the organizations (Schepman & Zarate, 2008).

Through the researches of past 10 years, OCB is considered as important variable in the field of management (Cohen & Kol, 2004). Level of OCB is reduced due to bad attitudes of the employees (Lara & Rodrý´guez, 2007). Before 1999, almost 200 diverse researches of organizational citizenship behavior, and its associated variables were done (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In their evaluation of the qualitative and empirical researches about OCB, they recognized more than 30 dissimilar kinds of organizational citizenship behavior. Organ et al. (2006) assessed the ten commonly used questionnaires of OCB and compare their reliability. The concept of OCB was first described by Barnard (1938). Barnard (1938) observed that employees of the organizations showed, "willingness to cooperate," which then led towards better job duties and better productivity. He also explained that monetary and fiscal benefits result in employee motivation.

The Research Model
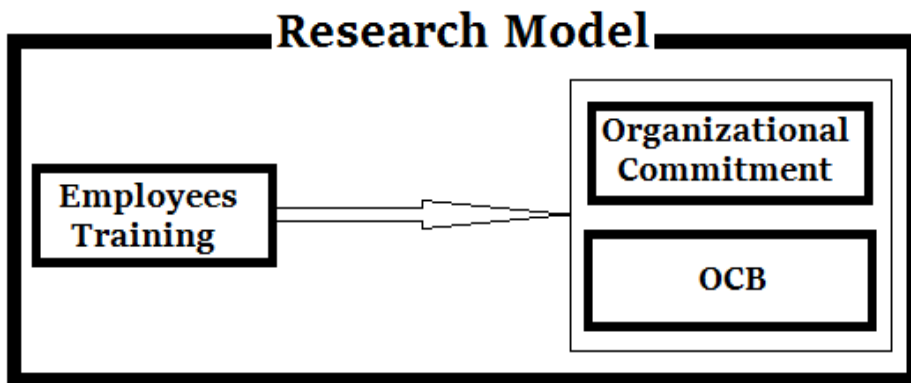
The Hypothesis

Employee training has strong positive effect on organizational commitment (Kenneth Bartlett & Dae-seok Kang, 2004). On the base of this we can suggest following hypothesis.
H1: employee training has positive influence on organizational commitment

Similarly employee training has vital positive impact on OCB (Kamarul, 2011). On the base of this we can suggest the following hypothesis.
H2: Employee training has positive stimulus on Organizational citizenship behavior

THE RESEARCH METHODOLOGY

The Instruments for Study

Scale of the study consisted of 18 statements. OCB was measured with the help of 8 statements. This scale was adopted from the scale of researchers (Lee & Allen 2002). Organizational commitment was measured with the help of six-statement. This was adopted from the scale of researchers (Rhoades et al. 2001). Employee Training (ET) was measured with the help of four statements. This scale was adopted from the scales of researchers (Jun at al., 2006). Response is collected on five- point Likert which is ranging from 1=very satisfied, 2= dissatisfied, 3= neutral, 4=satisfies, 5 =very satisfied.

The Reliability of Data

Reliability Statistics	
Cronbach's Alpha	N of Items
0.676	3

Above table give the reliability of scale. Reliability of overall scale is 0.676. This value is greater than 0.50. So, data is good reliable.

Sampling Framework

For conducting this research data was collected from the head offices of two famous companies i.e. Nestle and Muller & Phipps. 100 respondents were selected with the help of simple random sampling technique i.e. Nestle and Muller & Phipps in the city of Lahore.100 responses were selected randomly from these offices.

FINDINGS AND DISCUSSIONS OF STUDY

Correlation Analysis

Organizational citizenship behavior, organizational commitment and employee training (ET) are positively correlated with each other. The coefficient of correlation between employee training and organizational commitment is 0.44[**]. This shows that both variables

have positive correlation between each other. This result is same like the result of Ahmad (2011). The coefficient of correlation between OCB and organizational commitment is 0.483^{**}. This shows that both variables have positive correlation between each other. The coefficient of correlation

Table No 2: Correlational Analysis

		Organizational Commitment	Employee Training	OCB
Organizational Commitment	Pearson Correlation	1	.440**	.483**
	Sig. (2-tailed)		.000	.000
	N	72	72	72
Employee Training	Pearson Correlation	.440**	1	.640**
	Sig. (2-tailed)	.000		.000
	N	72	72	72
OCB	Pearson Correlation	.483**	.640**	1
	Sig. (2-tailed)	.000	.000	
	N	72	72	72

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

The correlation between OCB and employee training is 0.640^{**}. This shows that both variables have positive correlation between each other.

Regression Analysis

Regression analysis indicates the influence of predictors on outcome variables. The amount of R^2 explains the level of influence of predictors on outcome variables. This value must be $> 25\%$. Value of "p" demonstrates the definite level of relation. This value should be $< 0.05, 0.01$ or 0.10. On the basis of these three variables hypotheses are acknowledged. The value of F explains the degree of relation concerning in predictor and outcome variable. More value of F, describes that there is strong connection between these variables. β denotes the level of influence of predictor on outcome variable.

Table No: 3.1, 3.2 & 3.3 regression analyses between employee training and organizational citizenship behavior (OCB)

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.640a	0.409	0.401	0.98293

a. Predictors: (Constant), Employee Training

Table 1a The Coefficient of Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.866	1	46.866	48.508	0.000a
	Residual	67.630	70	0.966		
	Total	114.497	71			

a. Predictors: (Constant), Employee Training

b. Dependent Variable: OCB

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.540a	0.309	0.401	0.98293

a. Predictors: (Constant), Employee Training

Table 2a The Coefficient of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.084	0.486		24.889	0.000
	Employee Training	0.234	0.034	0.640	6.965	0.000

***Significant at the 0.01 level.

**Significant at the 0.05 level.

* Significant at the 0.10 level.

Table No: 1, 2 and explain the relation of employee training and organizational citizenship behavior (OCB). This table provides the value of $\beta = 23.4$ and value of p=0.00. This value is < 0.01. This reveals that employee training has noteworthy impression on OCB. Value $\beta = 23.4$ for this. This indicates that one unit rise in employee training will advance 23% the level of OCB.

Table No: 3 & 3a regression analyses between employee training and organizational commitment

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	0.440a	0.194	0.182	2.42464	16.805	0.000a

a. Predictors: (Constant), Employee Training

Table 3a The Coefficient of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.579	1.198		15.513	0.000
	Employee Training	0.340	0.083	0.440	4.099	0.000

***Significant at the 0.01 level.

**Significant at the 0.05 level.

* Significant at the 0.10 level.

The relationship explains that one unit change in employee training can result in 23.4% of change in OCB. The value of "β" in current research is better that the value of previous research of Dysvik & Kuvaas (2008), which yields this value which is equal to 11 %. Table No: 3 explain the relation of employee training and organizational commitment (OC). This table provides the value of β = 34 and value of p=0.00. This value is < 0.01. This reveals that employee training has noteworthy impression on organizational commitment (OC). Value β = 34 for this relati0onship explains that one unit change in employee training can result in 34% of change in OC. This value is more than the proposed value of β which is equal to 12.4 % for the relationship of both the variables in the research of Noor (2009). This result is also same like the results of cross cultural previous studies of researchers (e.g. Newman et al., 2011; Jehanzeb et al., 2013; Barrett & Kang 2004; Bulut & Culha 2010; Al-Emadi & Marquardt 2007) which researches has proved that employee training has positive influence on organizational commitment.

CONCLUSION

A result of this study shows that employee training is good predictor of organizational commitment and organizational citizenship behavior. But employee training is better antecedent of organizational commitment as compare to organizational citizenship behavior. The result for the relationship of employee training and organizational commitment is same, like the results of previous research of Noor (2009). For more generalization of the results, this kind of researches will be done on other sectors like textile sector, hotel industry and telecom sector. In future researches, more variables like top management commitment, teamwork and employee turnover will also be included.

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