ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT ON JOB SATISFACTION AND TRANSFER OF TRAINING, A STUDY OF PUBLIC SECTOR ORGANIZATIONS OF PAKISTAN

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Abstract

The role of perceived organizational support (POS) and job satisfaction on the effectiveness of transfer of training within the workplace has begun when people to start latest to receive attention among latest reports. Nevertheless, there may be still limited working out of how these motives may go together to have an impact on the transfer of training. The purpose of this paper is to identify this relationship between POS, job satisfaction and transfer of training. The information of this study has been collected from different group of employees who are working in the organization, and their supervisors by way of survey. The study had been analysed making use of structural equation modelling. The findings show that job satisfaction mediates the relationship between POS and transfer of training. This study suggested that POS can enhance workers' job satisfaction, which results transfer of training in the workplace. The big relationship between the factors (POS – job satisfaction – transfer of training) is a most important discovering that has now not been empirically decided earlier, particularly within the transfer of training literature. The findings show that job satisfaction performs a principal function as a mediator in the relationship between POS and transfer of training.

Keywords: Job satisfaction, Quantitative, Perceived organizational aid, Public sector companies, Transfer of Training

Introduction

An area in coaching study that has continued to receive the attention towards transfer of training (Brown et al., 2011). It is occurs after the

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completion of training and take place at the employees' workplace (Goldstein & Ford, 2002). In training employees learned new knowledge, skills and attitude then apply all these new techniques in the future time. (1st earl baldwin of bewdley and Ford, 1988; Blume et al., 2010). We can transfer the training in two ways first How we can generalized it? And secondly How we can run this new knowledge, skills and attitude in work place?

Transfer of training is still difficult and it is a big challenge for every organization (Chiaburu et al., 2010b). For example, in single gain knowledge of researchers located that simplest 62% of workers could learned the new abilities, expertise and attitudes instantly after training. This percentage reduced to 44% after six months and it reached to 34% after 12 months (Saks and Belcourt, 2006). So, it is going to be falls down with the passage of time because there is no proper implementation of training. (Vermeulen and Admiraal, 2009).

As a consequence, there is a need to understand those factors which are great impact on training (see Prieto and Phipps, 2011, for example).The most beneficial training for the sake of opportunities development and implementation of the plan strategy for the betterment of the organization.

Traits of trainees and the working atmosphere play an important role on the impact of transfer of training (see 1st Earl Baldwin of Bewdley and Ford, 1988; Cheng and Hampson, 2008; Elangovan and Karakowsky, 1999; Thayer and Teachout, 1995; Yamnill and McLean, 2001). Trainee traits consists motivation to switch (Devos et al., 2007), self-efficacy (Velada et al., 2007),job involvement (Elangovan and Karakowsky, 1999), organizational commitment (Kontoghiorghes, 2004) and workers' persona (Yamkovenko and Holton, 2010). Working atmosphere consists of support of supervisor(Saks and Belcourt, 2006),high management help (Kupritz and Hillsman, 2011), desired support (Pham et al., 2013), opportunity to switch (Burke and Hutchins, 2008), training rewards (Rouiller and Goldstein, 1993), organizational learning culture (Tracey et al., 1995), accountability for switch (Burke and Saks, 2009), job constraint (Lim and Johnson, 2002), job autonomy (Pham et al., 2013) and job design (Kupritz and Hillsman, 2011).

After studies the factors of traits of trainees and the working atmosphere they are still lack of understanding that how trainees traits and working atmosphere impact on training. Prior stories have tended to determine individually certain trainee characteristics and/or work atmosphere factors to validate the influence of each of those independent explanations on transfer of training (Awoniyi et al., 2002; Lim and Morris, 2006). However, some students have argued that inspecting the result of a particular characteristic on transfer of training in isolation might not be utterly amazing from a useful point of view (Yamkovenko and Holton, 2010). This is due partly to the lack of understanding of how these many variables have interaction with each other and therefore influence the transfer of training (Awoniyi et al., 2002; Sookhai and Budworth, 2010). The interaction of multiple causes is more prone to shape a detailed sample of influence on the transfer of training approach (Lim, 1999) as an alternative than explanations appearing in isolation (Elangovan and Karakowsky, 1999; Martin, 2010). It has been famous (e.G. Lim and Morris, 2006; Axtell et al., 1997; Ford and Weissbein, 1997) that relatively few reviews have used integrated systems and examined empirically the influence of variables throughout each the trainees' traits and work atmosphere causes on transfer of training.Scholars akin to Ford and Weissbein (1997) and Nijman and Gelissen (2011) have argued inspecting the mix effects of trainee characteristics and work atmosphere predictors of switch of training is a fundamental study direction.

The study provided in this paper was once performed to handle this hole with the help of examining the mixed effects of job satisfaction(a trainee characteristic) and perceived organizational aid (POS) (a work atmosphere aspect) on transfer of training. Job satisfaction is defined as "how individuals consider about their jobs and different aspects of their jobs. Basically, it's the extent to which persons like or dislike their jobs" (Spector, 1997, p. 2). POS refers to how a worker perceives the measure to which their group values their contribution to the office and cares about their wellness (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002).

Researchers have argued that each job pleasure and POS are primary motives that could increase transfer of training in the office (see Baldwin and Ford, 1988; Cheng and Hampson, 2008; Elangovan and

Karakowsky,1999; Thayer and Teachout, 1995). Nevertheless, research that examines the outcomes of both factors on transfer of training remains to be restrained, peculiarly within the context of Asian international locations akin to Pakistan. Earlier stories have focussed on samples from western nations similar to Australia (Jodlbauer et al., 2012) and Greece (Simosi, 2012), however, it has been noted there are gigantic cultural differences between Pakistan and western countries (Hofstede and Hofstede, 2005). Unlike western nations, Pakistan tradition is more collectivistic, respectful of hierarchy and elders, relationship oriented and cooperative (Merriam and Mohamad, 2000; Smith, 2003). This cultural base has been argued to have a fine have an effect on an institution's work culture and practices (Abdullah, 1992; Hassi and Storti, 2011) and worker attributes, e.g. Motivation to be taught, training efficiency, self-efficacy and their intention to switch the learning (Pattni and Soutar, 2009; Rogers and Spitzmueller, 2009). For that reason it's important to examine the influence of job pleasure and POS on transfer of training from the perspective of non-western context akin to Pakistan to verify the discovering of previous experiences.

It has been noted that a study analysing the mixed results of trainee traits and work atmosphere predictors of switch of training is an most important study course (Ford and Weissbein, 1997; Nijman and Gelissen, 2011) as it will increase the understanding of the process of software of discovered capabilities, talents and attitudes in the workplace (Lim, 1999). Consequently, the predominant intention of this study is to compare the mixed results of POS and job satisfaction on transfer of training.

Literature Review and Hypotheses Development
Relationship between POS and Job Satisfaction
Armstrong-Stassen (1998) mentioned that workers' work attitudes and conduct can also be littered with their perception of key reasons that characterize their group. One such attribute is POS.A number of reports among quite a lot of forms of staff together with nurses (Filipova, 2011), salespeople (Stamper and Johlke, 2003) and phase time employees (Cropanzano et al., 1997), have all validated a optimistic and tremendous relationship between POS and job satisfaction. In a similar fashion, Armstrong-Stassen (1998) in his longitudinal be taught observed that managers who suggested better stages of organizational support on the

commencing of the learn additionally reported higher job satisfaction within the group two years later, as opposed to managers who perceived shrink organizational support. A possible explanation of this effect is that POS can enhance employees' beliefs and trust that the group acknowledges and will reward their effort to reap higher performance (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). As a outcome, staff will reciprocate (Gouldner, 1960) the aid granted to them through the organization by means of a kind of ways, and probably shall be extra satisfied with their job. The explanation is consistent with social exchange idea, which posits that when workers understand that their institution values their contribution to the workplace and cares about their well-being, they're more likely to consider obligated to engage in behaviors that are useful to their organization (Eisenberger et al., 1986). On the groundwork of the above, the following hypothesis is proposed.

H1. POS has positively and significant impact on job satisfaction.

Relationship between Job Satisfaction and Transfer of Training

At the same time the significance of trainee traits to the success of transfer of training has been based via many stories (see 1st earl baldwin of bewdley and Ford, 1988; Cheng and Hampson, 2008; Elangovan and Karakowsky, 1999; Thayer and Teachout, 1995), the influence of job satisfaction on transfer of training remain quite uncertain. Experiences of the transfer of training literature divulge that relatively few reviews have empirically examined the affect of job satisfaction on transfer of training (Jodlbauer et al., 2012). Job satisfaction without doubt one of the most studied worker attitudes in organizational study especially due to the intuitive nature of the construct's value (Bai et al., 2006). Research show that job satisfaction is positively associated with a quantity of significant effects similar to more desirable employee's satisfaction in the organization (Arnett et al., 2002), loyalty (Glaveli and Karassavidou, 2011), self-esteem and organizational dedication (back et al., 2011), work efficiency (Suliman, 2007) and staff efficiency (Politis, 2006).

It has been postulated just lately that trainees who're disappointed with their job, transfer fewer advantage and not more capabilities to their work than trainees who are more satisfied with their job (Jodlbauer et al., 2012). There are two probably explanations for this outcome. i). Highly convinced employees had been obvious to demonstrate confident development in terms of their job talents and talents following the training (Velada and Caetano, 2007). The improvement of an employee's abilities and advantage involving the exact content material

addressed in training is an most important requirement for transfer of training to arise in the office (Olsen, 1998; Pineda, 2010).

ii). Satisfied workers may be potentially more motivated to switch the learning results again to their job (Kontoghiorghes, 2004).

Based on the discussion, it's posited that if staff have excessive satisfaction levels with their job, they're extra prone to follow the abilities, talents and attitudes that they won from training to the workplace. Consequently, the next hypothesis is proposed:

H2. Job pleasure has positive and significant impact on transfer of training.

Job pride as mediator between POS and transfer of coaching

Established on the prior dialogue, this study proposes a mediating mannequin where POS is predicted to have an impact on job satisfaction, which in turn will encourage transfer of training. For instance, Kim et al. (2009) observed that employees' belief of the dedication by using management to carrier was positively concerning their job pride, which in turn increased their service behaviors. Koster et al. (2011) found that perceived help in worker development more desirable the staff' job delight, which in flip diminished their intention to depart the group. In a similar fashion, be trained through Suliman (2007) confirmed the belief of justice within the workplace influenced workers' job satisfaction, which in flip accelerated their work performance. Cantered on the dialogue, the ultimate speculation is proposed. The above examples demonstrate how job pleasure can act as a mediator in improving work efficiency and increasing positive outcomes for the organization. In keeping with this the following speculation is proposed in regard to the confident end result of transfer of training.

H3. Job satisfaction mediates between POS and Transfer of training.

The proposed hypotheses and overall model is verified in figure 1.

The Proposed Model (Fig 1)

Methodology

Sample

This be trained was once conducted inside public sector businesses in Pakistan as research into transfer of training in this context continues to be limited (Baharim, 2008).Within the Pakistani context, public sector is a huge company and refers back to the organizations in the Public service at the Federal, State and the local executive levels. Federal agencies consist of ministries, federal departments and federal statutory our bodies. Currently, the Pakistan public sector has a staff force of over 1.2 million employees (Public carrier division, 2016). The public sector performs a fundamental role in supporting the federal government's goals and insurance policies, which incorporate providing offerings, dealing with public enquiries, making sure public safety and safeguard, and neighbourhood programs (Chief Secretary to the federal government of Pakistan).In terms of organizational values, the general public sector organization emphasizes lawfulness, impartiality and incorruptibility, versus values that emphasize profitability and innovativeness (Wal et al., 2008). The extent of work attitudes and work motivation of public sector staff also differs from these within the personal sector (Buelens and Broeck, 2007; Boyne, 2002). One reason for these differences is how human useful resource tactics and practices, comparable to compensation policies, rewards, training and progress, differ between the public and exclusive sectors (Budhwar and Boyne, 2004; Lachman, 1985).

Subjective sampling techniques were chosen to apply the result of study (Sekaran & Bougie, 2010).Main target was a group there were three objectives of this training course whose sample were taken from government sector organization Pakistan. Main objective set were as fellow.

i)   Get the desire knowledge about financial side.
ii) How to deal financial issues promptly and, make them feel the importance of following correct procedure.
iii) Employees and supervisor database was taken from INTAN and their respective department in 2009 and 2010.
iv) 222 employees and some number of supervision were selected. Out of 222,68% were females and rest were males.

They were categorized into two categories one who had work less than ten years in government sector and other who had at least ten years of working experience.

Techniques

Both employees and supervisor were given same amount of importance while collecting data. Professional's interpreter services were used to make sure that participants have complete understanding.

Different types of questionnaire were prepared for employees and supervision and questionnaire contained questions with regards to both POS and job satisfaction. Transfer of training data was collected through supervisor which is less variable as compared to conventional method. It may reduce the knowledge for fashioned procedure variance (Blume et al., 2010; Burke and Hutchins, 2007).

Measures

Perceived Organizational Support : POS was once measured using eight gadgets based on a short variation of the survey of POS (Eisenberger et al., 1997). An example of these objects is "My group cares about my opinions." This quick variant of POS has been applied through recent studies, which show high interior reliability; 99%effective in Suazo and Stone-Romero (2011) study and 86% within the study by using Liao (2011).

Job Pleasure: Job pleasure used to be measured utilizing a 3-object scale tailored from the Michigan Organizational comparison Questionnaire satisfies Subscale developed by Cammann et al. (1979). An illustration of the gadgets is "almost always, i admire working here." This dimension scale has been applied by up to date reports, which exhibit high internal reliability 85% in a learn by using Golden and Veiga (2005) and nil.88 in a learn through Bagger and Li (2011).

Transfer of Training: Switch of training is measured utilizing six items developed by means of Xiao (1996). An illustration is "He/she will be able to accomplish the job duties better by way of utilizing new abilities, advantage and attitudes got from the learning course." This dimension scale has been utilized in contemporary reports and yielded reliability of 83% within the study of Scaduto et al. (2008) and nil.76% within the gain knowledge of of Chiaburu et al. (2010a).

Results and Discussion

Previous to testing the size mannequin, a number of statistical assumptions had been established including normality, outliers and multicollinearity (Hair et al., 2010; Kline, 2005; Tabachnick and Fidell, 2007).The result showed that the data are non-traditionally distributed. The violation of this assumption will not be tricky in view that the kurtosis of all objects shows univariate normality (beneath three). The second assumption related to outliers used to be examined via assessment of multivariate outliers established on the squared Mahalanobis distance (D2) value (Kline, 2005). Cases are deemed outliers if the Mahalanobis distance price exceeds the central $\chi2$-value (Pallant, 2011). The results showed that no instances had squared Mahalanobis distance values exceeding the critical $\chi2$-worth, that means there is not any violation of this assumption. The 1/3 assumption, multicollonearity was examined following the method instructed by using Gujarati and Porter (2009), based on the correlation matrix assumption (Tabachnick and Fidell, 2007). The effect indicates that the information set does now not have a significant collinearity concern (Gujarati and Porter, 2009). Extra comparison on the correlation matrix (see table II) displays no correlation above 0.90, therefore confirming that there is no violation of this 243 assumption (Tabachnick and Fidell, 2007).

The assessment of the dimension model is founded on the model match and the construct's validity (convergent and discriminant validity). The model fit is classified by means of multiple fit indexes, which might be situated on values of $\chi2/df$, CFI, RMSEA and SRMR, as endorsed with the help of recent researchers (Hair et al., 2010; Williams et al., 2009). A well-becoming mannequin can have the $\chi2/df$ smaller than 2, CFI values that are 0.95 or bigger, RMSEA worth below 0.08 and SRMR value 0.10 (Hair et al., 2010; Williams et al., 2009). The assemble convergent validity is examined headquartered on three criteria:

(1)   The loading estimates are statistically big;
(2)   The loading estimate should be at least 0.50 to be viewed as a good item; and
(3)   The influence of the traditional variance extracted (AVE) should equal or exceed 50% (Hair et al., 2010).

The assemble discriminant validity is examined with the help of evaluating the rectangular root of AVE estimates for each and every assemble with the inter construct correlations with that component. The discriminant validity is confirmed if the rectangular roots of AVE estimates are greater than the corresponding inter construct correlations estimates (Hair et al., 2010).

In line with the results of the confirmatory element analysis, one object from POS (POS6) was once dropped because of insignificant loading estimates (primary ratio=1.570) and one item from job pleasure (JS2) used to be dropped due to the loading estimates under 0.50. The final dimension model match indices yielded acceptable outcome ($\chi 2/df$, = 1.898; CFI = 0.954; RMSEA =0.064; SRMR = 0.044).

In addition, as shown in desk I, factor loadings of the dimension warning signs ranged from 0.502 to 0.837.The indicators of each assemble also confirmed good efficacy to measure the constructs, with AVE values equal to or exceeding 0.50 and the reliability attaining acceptable values, above 0.70 (Hair et al., 2010). All indications also are statistically massive.

Additionally, desk II indicates that the rectangular root of AVE of each assembles exceeds the coefficient representing its correlation with different constructs, indicating discriminant validity (Hair et al., 2010). For example, the square root AVE of the job pleasure (0.767) exceeds the inter correlation between job satisfaction and POS (0.657). Moreover, desk II shows the correlation matrix and descriptive records for the research variables within the model. The variable method (M) variety from 5.36 to 5.90, at the same times the ordinary deviations (SD) for the variables variety from 0.64 to 0.90. The desk II additionally indicates all the correlations between the constructs are positive. The values of the correlation variety from 0.201 to 0.657. All correlations had been decrease than 0.90 suggesting much less likelihood of multi collinearity (Tabachnick and Fidell, 2007).

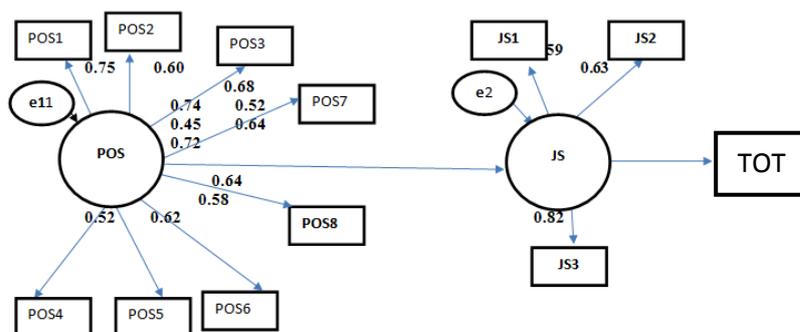**AMOS Model for Effects of perceived organizational support and job Satisfaction on transfer of training.**

Table 1: Summary of Hypotheses results H1-H2

Connection Between Variables	Beta value	Critical Value	P value	Decision / Remarks
β1 (JS← POS)	0.52	8.72	0.00	Supported
β2 (TOT ← JS)	0.64	15.81	0.00	Supported

Note. POS= Perceived Organizational Support, JS= Job Satisfaction, TOT= Transfer of Training

Table 2: Mediator Model (for KM)

Variable	Total Effect (C)	Direct effect (C')	Indirect effect (ab)	Result	Mediation level
POS-JS-TOT	β= .239 p = 0.002	β= .205 p = 0.025	β= .424 p = 0.003	Significant	Partial

THRM =TQM focus HRM practices; KM= Knowledge Management, CA= Competitive advantage ***p≤0.05

As the structural model of this study manifested a moderately just right fit of the information, the proposed hypotheses had been confirmed (Schumacker & Lomax, 2013).The result shows that POS has a significant positive relationship with the job satisfaction. While mediation effect shows partial mediation because direct effect has β = 0.205, p = 0.025 and indirect effect also have p=.003 significant value.

Findings and Discussion

This paper was about government sector organization in Pakistan proves results shows that there is positive relationship between POS ,Job satisfaction and transfer of training. It was proved that if the organization takes care of employee's need and gives them importance while making decisions they will be more satisfied and ultimately their performance will improve. People who are not happy with working environment showing less attention in their work which results low productivity. As we have discussed the positive relationship between job satisfaction and coaching of training. This relationship between POS, job satisfaction and coaching of training was not observed in the past which was done in this research paper. The findings show that job satisfaction plays a foremost role as a mediator within the relationship between POS and transfer of coaching. This extends latest research learning the direct effect of POS on transfer of coaching (Simosi, 2012) and the effect of job pleasure on switch of training (Jodlbauer et al., 2012) within the context of western international locations.

Implication to Organization

It is certified that two elements are really important for any organization to prosper. Organizations these days invest huge amount of money in training of employees to enhance their employees' knowledge to perform better. Second key factor is job satisfaction that how much employees are trusting the system they are working in. they can definitely perform better if they feel that organisation is taking care of their interests and preferences. To conclude this, we can say that employees training and job satisfaction are two key features of success for organisations as well as individuals. It is proven that organisations that show support to their employees in different means are more successful. Employees take responsibilities while performing a task as a result they perform better. There are certain ways how employees can be encouraged e.g. by giving their views importance while decision making, by ignoring their unintentional mistakes, by appreciating their performances. By doing this organisation can increase job satisfaction and as a result transfer of training improves which is beneficial for organisation and employees. Specially working in Pakistan and eastern countries organisations need to show importance to their employees' opinion and working. Organisations that are taking care of all these elements are getting good results.

Limitations and suggestion for future study

Surely this study was quite successful but there are still some gaps to be filled in future. For e.g. insufficient information available for training and also some employees leave the job when they are trained. There are some draw backs in the study as well like longitudinal design can be more reliable design than cross sectional design which was used in this study. For data collection qualitative and quantitative data selection procedure should be followed which will give better results than only considering quantitative measures. Also data collected only from Government sector organisation and private sector was ignored. And also data collected from employee's supervisors for transfer of training them sometime can give bias opinions for different reasons so as a results data can go wrong so multiple sources should be considered for better improved results.

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