

**IMPACT OF WORKING ENVIRONMENT AND TRAINING & DEVELOPMENT
ON ORGANIZATION PERFORMANCE THROUGH MEDIATING ROLE OF
EMPLOYEE ENGAGEMENT AND JOB SATISFACTION**

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ABSTRACT: *In today's challenging and competitive environment organizations and institutes are making continuous effort to improve the performances of their employees. To investigate this notion this study has used a deductive approach with a cross-sectional research design & self-completion survey instrument. This approach has been used to collect data from 300 respondents. Structure Equation Modeling (SEM) technique has been used for analysis and result generation. Employee engagement and job satisfaction are found to act as mediator between working environment, training & development and organization performance. Working environment, training & development, employee engagement and job satisfaction appear to be effective ways in developing a strong relationship with organization performance. The present study could facilitate and provide a guidelines to consider implementation of practical applications regarding enhancing the employee engagement. This study suggests that employee engagement and satisfaction play the mediating role between working environment, training & development and organization performance.*

KEYWORDS: Working environment, Training & development, Employee engagement, Job satisfaction, Organization performance

INTRODUCTION

Background of Study

Employee engagement has become very important topic for discussion in recent years (Baumruk 2004). Baumruk explains that employee engagement is important topic of human resource management and is linked with organization performance. Organization Performance is a level to measure quality of an employee's output in his/her work, duties and responsibilities. Studies show that an important way to enhance the employee engagement as a driver of increased performance. Employee engagement depends on employee satisfaction and organization performance. Employees performance is achieved when they are valued, trusted, involved, paid well, promoted, mentored, challenged, empowered, and appreciated (). According to Svensson & Wood (2006) organization performance is linked with management and attitude of supervisors.. Pitt & Tucker (2008) suggested that organization performance is self-motivated sign of organization to achieve mission, goals, values and objectives by performing its activities in the form of input and output.

Baumruk (2004) has asserted that employee engagement is the important and powerful tool to measure the organization strength. According to Bhatla (2011) employee engagement focuses on the employee efforts to improve progress, efficiency and efficacy of whole organization. Serrano et al. (2011) presented four important ways to raise employee engagement that not only to do their work with happiness but also enhance organization performance.

According to Jennifer (2009) job satisfaction is the combination of feeling and emotions of employees in their work. According to Nelson (2006) job satisfaction is priceless, incomparable and invaluable. Hopeless employees are negatively upsetting the desire level of work. A little amount of employees which are satisfied with their work not only effect the performance of organization but also effect the corporations.

According to Boles, Pelletier, & Lynch (2004) working environment is a place where employees show thierzeal, interest, and desire to work. Tripathi et al. (2014) defined working environment as a situation in which employee work (physical, culture, market conditions and job profiles). Every phases are connected with each other.

Patrick (2000) defined training in terms that training and development is a growth of knowledge, attitudes and skills of employees to perform their given task effectively and efficiently. According to researcher S. H. Chan & Kuok (2011) training are require for so many reasons. These authors add that there are so reasons which include advancement in technology, accuracy of result, better supervision, intense competition, and customer demands..

Problem Statement

Origin of problem is considered as research problem. Employee engagement is hindering due to the bad working environment and poor training programs. Job

satisfaction is not only necessary for growth but also to certify the organization existence in market place. That's why it is so important to make employee satisfaction at workplace. In the organization low level employees, managers, workers and staff are the main assets that are required to take part in the organization. Adding variable of job satisfaction can help in enhancing the level of organization performance (Lee, 2012). Some related research work has been carried out in public/ service sector of Pakistan particularly on employee engagement and its impact on organization performance. However, a very little research has been conducted in banking sector of Pakistan particularly on employees' engagements areas. Keeping in view the above background there appears the existing gap on the research under investigation.. The authors of this paper believe that this research will add more scientific knowledge and can contribute in the field of employees engagements programs.. The authors suggest that employees engagement and and satisfaction play the mediating role between working environment, training & development and organization performance. The authors of this paper believe that the proposed model is a novel idea and can bring positive consequences for the banking industry in Pakistan.

Aim and Objective of study

The aim of this study is to present and identify the relationship of working environment and training & career development on employee engagement and satisfaction. This study also identifies the impact of employee engagement and satisfaction on organization performance.

Research Objectives

The purpose of this study is:

- To check the influence of work environment and training & career development on employee engagement, job satisfaction and organization performance of banking employees.
- To examine the impact of employee engagement and job satisfaction on organization performance of banking employees.
- To examine the mediating role of employee engagement and job satisfaction between working environment, training & development and organization performance.

The following questions were raised in spirit of achieving the specific objectives set:

Research Questions

RQ1: What does the impact of work environment and training & career development have on employee engagement, satisfaction and organization performance?

RQ2: What does the impact of employee engagement and job satisfaction on organization performance?

RQ4: Up to what extent employee engagement and job satisfaction mediates the relationship between working environment, training & development and organization performance?

Significance of the study

This study is contributing in literature by relating employee engagement and satisfaction with organization performance in banking sector of Pakistan which is the uniqueness of this study. Furthermore, working environment and training and development are also as independent variable which is giving another unique edge to this research work. In addition, this study checks the relationship of working environment and training and development with employee engagement and satisfaction. This study checks the mediating relationship of employee engagement and satisfaction between working environment and training & development and organization performance. The authors of this study believe that employee engagement and satisfaction play the mediating role between working environment, training & development and organization performance. The authors also believe that this research will give another unique edge to field of research. Now we will move on next section in our research paper which is about literature review. It is most important section of research paper.

LITERATURE REVIEW

In this section, we have highlighted the past researchers' opinions and thinking about the variables that are included. The literature review part comprises the major variables of this study.

Organization Performance

The organization plays very important role developing and increasing employees' performances. Different developing nations depend on the success of organization and institutions. Performance is the main attention of any institution and organization. Organization Performance was the important dependent variable in favour of many researcher interest in area of management Richards et al. (2008). According to Kalimullah et al. (2010) employees line up its goals and objectives with the organization and institution and attach its energies with instructions. Al-Mamary, Shamsuddin, & Aziati (2014) argued that OP is collected by the results of work process and activities due to the efforts of employees in the organization. OP considered of organizational effectiveness, efficacy, efficiency and productivity.

Employee Engagement

Different researchers, practitioners, and scholars have different point of views about the employee engagement. Truss et al. (2006) suggested the definition of EE in term of that it is only interest or desire to work of employees. Dernovsek (2008) has explained that EE refers as the interest involved towards work, it includes the positive attitude employees which includes the emotionally affection and assurance. Lee Whittington & Galpin (2010) asserted that EE is openly linked with safety, customer satisfaction, and employee retention etc. Hewitt (2012) explained EE as to measure employee sensations and their obligation towards the success of their institution and organization.

Job Satisfaction

In today's competitive world the job satisfaction plays a central role and organizations are aware of that. Job satisfaction is the level of pleasure in which employee feel happy to do their work. For example, Ilies et al. (2009) defined that JS is the one of more dynamic work attitude, approach, methods and styles. According to Hashmi Irshad et al. (2014) JS is the variable which is tested by many scholars and industrial/organizational psychologists. JS is a feeling which employees have through job related experiences.

Working Environment

Different researchers have different perception of working environment. Working environment is a place where a particular work is to be performed. It includes other factors like quality, quantity, process, procedure and benefits. Chan & Huak (2004) suggested that working environment discuss the social, ecological, physical, environmental, mental and emotional appearances of employees in the institution and organization in which they work. McCoy & Evans (2005) pointed that working environment refer as a pleasant area of work that do not create stress among employees to do their assigned duty of job. According to Sageer et al. (2012) employees are fully satisfied and encouraged with the good working condition and environment, due to good conditions employees feel happy, safety and relaxation.

Training and development

Training and development is the process for improve the performance of employees in term of skills, knowledge, attitude and behavior (Lard et al 2003). Training and development not only improves individual and organization superiority but also the improves working skills of the employees. Training is concerned with the seminar of two ideas the first idea is organization efficiency and the second idea is related to people and technology. According to Aswathappa (2005) training & development refers as the process and method involved in improving the aptitude, skills, knowledge, ability, attitude of employees to perform their specific work related job. Training comforts employees to change their old and previous talent, knowledge and experience to latest and new talent.. Armstrong & Taylor (2014) defined TD as a systematic growth of knowledge, skills and abilities to perform their job related duties in the organization.

RELATIONAL LITERATURE

Working Environment & Employee Engagement

A number of researchers have discussed on the relationship between working environment and employee engagement. Different researchers have different opinion regarding EE and working environment. Saks (2006) explained that working environment is a good predictor of EE. It is also considered as an important factor of EE. Working environment has a strong effect on EE. Rich, Lepine, & Crawford (2010) have argued that working environment has a strong link with the employee engagement.

Training and Development & Employee Engagement

Different researchers have done a lot of work on the relationship between TD & EE. Holton et al. (2009) highlighted that there are two types of owners and managers in the organization. One who creates the problem when follow employee engagement through training & development and others who is concerned with their employees. The other category of managers is believed best in motivating the employees. Shuck & Herd (2012) asserted that TD has a relationship with employee engagement and plays important role in the development of organizations

Working Environment & job Satisfaction

Different scholars, researchers and practitioners have worked out on working environment & JS impact, and their relationships. Work has been done on the relation of between these two variables and their influence with each other. Researchers have different thinking about these variables. Buhai, Cottini et al. (2008) highlighted that the organization increases its outcome due to the improving in the element and factors of working environment which has the positive response of JS. Heartfield (2012) argue that working environment establishes a link with JS. JS not only link with the benefits, but also link with the positive communication, and positive dealings that increases due to good working environment in the organization and increases the JS.

Training and Development & Job Satisfaction

Different aspects have been studied in the relationship between TD and JS. According to Schmidt (2007) explored the relationship between TD and JS. Choo & Bowley (2007) suggested that TD affect the JS. According to Bakare (2012) when employees are trained at their high level, the employee level of satisfaction increases and stay in the organization. According to Sharma & Sharma (2014) training and development programs enhance the capability of job satisfaction but also help to decrease turnover plan and hiring charges.

Employee Engagement & Organization Performance

Halbesleben & Wheeler (2008) expressed that employee engagement and organizational performance play positive role for increasing organization performance. Employee engagement further enhances employee performance in the organization. According to Macey, Schneider, Barbera, & Young (2011) EE is the key determinant to increase organization performance. Employee engagement is very important component to organization performance.

Job Satisfaction & Organization Performance

A lot of research is carried out by a number of researchers on the relationship of JS and OP. JS mean employee job satisfaction while OP means organization performance. Researchers have different opinions regarding the impact of JS on OP. Schmidt (2007) explained that there is strong relationship among JS and OP. JS also have relationship with profit, turnover intention and customer satisfaction. Zohir (2007) noted that JS is

correlated and interconnected with OP. According to Latif et al. (2013) pointed that JS show very important role on organization performance.

Literature Gap

The researchers did not highlight the important areas in which the performance of organization is based. They did not explain how to work under pressure if the suitable environment is not provided to employees. The training which is provided to employees is not enough to perform well in the organization because the trainer which is conducting training program just provides the information only that which is regarding the job related duties. In employee engagement the researchers highlighted that they did not provide incentives, rewards and promotion criteria to enhance the level of employee engagement. The research gap of understanding the consequences, significance and values of job satisfaction is not properly addressed. The major gap of job satisfaction was not highlighted that how to measure the impact of job satisfaction. The authors of this paper have attempted to bridge this gap. The purpose of literature review is to derive hypotheses and framework of the study.

Theoretical Framework & Hypothesis Development

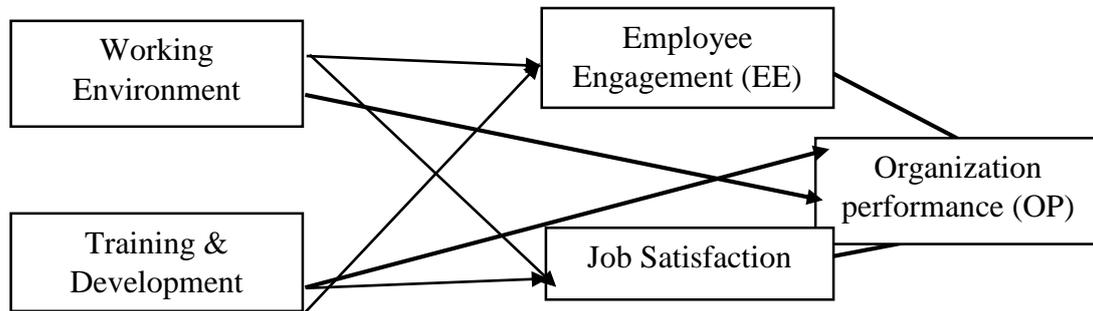
Relevant Theoretical Models

There are some theoretical models which are based on the above given literature. It is very important to analyze the proposed conceptual framework. First of all the theoretical model of antecedents of employee engagement in manufacturer is discussed. In this study the authors discuss the key factor to evaluate the employee development and employee engagement. A reflection has been undertaken from the work of of researcher Raziq & Maulabakhsh (2015) who has presented a model on the relationship between working environment & job satisfaction. Another author's Chandra & Priyono (2015) model on the relationship between job satisfaction and organization performance has also been undertaken.

Proposed conceptual Framework

This model is developed by the combination of all above relevant theoretical models. In this model the authors check the impact of employee engagement and job satisfaction on organization performance. In the proposed framework it is checked to find out the mediating relationship of employee engagement and job satisfaction between working environment, training & development and organization performance.

1.1 Theoretical Framework



1.2 Proposed Hypothesis

- H1: There is significant positive relationship between work environment, training & development, employee engagement, job satisfaction and organization performance.
- H2: Employee engagement and job satisfaction significantly mediates the relationship between working environment, training & development and organization performance.

METHODOLOGY

Research design

Research philosophies consist of three types that are used in the research process. Positivism, Critical, and Interpretive. In our research the positivism philosophy is used. It is only quantitative research which is consisting of numerical data. In deductive approach hypothesis are proposed and further explores the opinions of past researchers recording that variables. In this study a survey research is used because it is in accordance with deductive approach.

The current study of research is realistic in nature. It consists of detailed analysis. To answer the research questions the cross sectional research strategy has been selected. Because we meet the respondent only once. The purpose of the study is explanatory or hypothesis testing because it explains the nature of association among variables. In this research the data is collected from the employees in the bank. This study is to be correlation and causal. The data collected through the questionnaires in the form of numerical is analyzed accordingly. The results obtained through the data collection. The unit of analysis under consideration for this study is individuals only. The degree of interference by the researcher for this study is minimal.

Population and Sample Design

The target population for present study was banking sector of Punjab Province, Pakistan. The major reason behind selecting the banking sector has been the enhancing contribution of this sector in the economic growth of developing country including Pakistan. Sample demonstrating the whole target population has been targeted to take effective data. Sampling technique is non-probability sampling technique and further

uses convenient sampling. The sample size of this study is 300 employees selected to conduct the research. The sample size of this study is 300 because for each parameter there has been a sample size of at least 10 respondents Kline (2011).

Data Analysis Techniques

IBM-SPSS 21 to perform the tests of descriptive statistics, normality, correlation analysis and IBM-AMOS-21 to apply CFA and Path Analysis in SEM.

Ethical Consideration

The research data has been kept fully confidential. Names of persons and organisations have not been disclosed. Honour and respect of the participants have been given a priority. Respondents/participant of the research has not been harmed in any way.

FINDINGS AND DISCUSSIONS

Test Discussion

To explain the findings and results multiple tests have been useful to the data including explanatory statistics, reliability or Cronbach's Alpha, Pearson Correlation and SEM path analysis test. The numerous tables that were shaped in treating the information and the results obtained from the calculations assumed are accomplish in this section.

Results

Firstly we discuss the demographic characteristics of respondents which was assessed through gender, age, qualification, and employment level in the organization.

There were 82.3% respondents of the study. Including in the sample size there were 17.7% male more than of the female respondents of the study of research. Out of 300 respondents, the responses belong to different age groups of male and female respondents. 33.0% respondents hold in 21 to 30 years of age, 42.0% were ranging the age group of 31 to 40 years, 21.3% belongs to the age group of 41 to 50 years, and only 3.7% belongs to the age group of 51 to 60 or above. The qualification of respondents belongs to 10.3 % as the intermediate level, 44.7% belongs to graduate level while 38.3% belongs to post graduate level and 6.7% belongs to higher education. The results of employment level as the respondents belong to 31.7% as the entry level employees, 53.7% respondents belong to middle level of employment and the 14.7% respondents belong to top management level of employment.

Reliability Analysis of Variables

Based on the Cronbach alpha test results summarized in table 5.1, working environment which had 4 items had a reliability coefficient of 0.887, training and development with 4 items had a coefficient of 0.899, employee engagement with 12 items had a coefficient of 0.963, employee job satisfaction with 5 items had a coefficient of 0.887 and organization performance with 5 items had a coefficient of 0.937. The reliability

coefficients for all the study variables were above 0.7, which is acceptable range. Thus, representing the validity of the statistical test results has been attained.

Factor Loading of Variables

The factor loading of WE was 0.741, 0.857, 0.783 and 0.820. TD has the factor loading of 0.784, 0.886, 0.818 and 0.876. The factor loading of EE was 0.781, 0.830, 0.782, 0.910, 0.870, 0.851, 0.785, 0.816, 0.781, 0.835, 0.888 and 0.776. The factor loading of JS was 0.678, 0.708, 0.881, 0.795 and 0.805. The OP has the factor loading of 0.844, 0.918, 0.863, 0.808 and 0.891.

Model Fit Indices

The results of our Measurement Model was Chi-square = 1562.209, DF = 395, Normed Chi-square = 3.955, good fitness indices (GFI) = 0.742, Adjusted Good Fitness Indices (AGFI) = 0.697, Tucker-Lewis Coefficient (TLI) = 0.846, Comparative Fit Indices (CFI) = 0.861, Root Mean Square Error of Approximation (RMSEA) = 0.099, Standardized Root Mean Residuals (SRMR) = 0.102, P = 0.000, PCLOSE = 0.000. The normally acceptance ranges of all these results. It means our measurement model results are acceptable and we can depend on it. All results in the model are acceptable ranges. Hence, we can rely on hypothesis results. We checked all causal relationship of one by one variable with other, which we constructed in Structural Model.

	CR	AVE	JS	WE	TD	EE	OP
JS	0.889	0.622	0.789				
WE	0.887	0.663	0.478	0.814			
TD	0.892	0.676	0.175	0.328	0.822		
EE	0.962	0.681	0.410	0.262	0.341	0.825	
OP	0.928	0.724	0.313	0.375	0.148	0.198	0.851

Table 1: Psychometric Properties (N=300)

Table 1 explains out the composite reliabilities and average variance extracted which are greater than 0.8 and 0.5 respectively. These results were verifying our convergent validity. All items in the variables show and explain their adjustments and changes which show that these items were not loading in other variables. After that the next stage was discriminant validity. The square root of average variance extracted bold in diagonal elements had shown in Table 2. All the correlations values should be less than diagonal values. Our scale discriminant validity was attesting. It attested that our scale items are loading on their own variables and no conflict arises in our study of other variables. All the above given test proved our convergent validity and discriminant validity.

When testing the Convergent Validity and Discriminant Validity, we determined our scale and data collected fulfilled all preliminary requirements that is important before testing the Structural Equation Model (SEM). We created our Structural Model in

Measurement Model by adding proposed causal relationship to check proposed hypothesis.

Relationships	Unstandardized β	Standardized β	S.E	C.R	P
WE → EE	0.169	0.165	0.058	2.935	**
TD → EE	0.274	0.289	0.053	5.147	***
WE → JS	0.462	0.448	0.055	8.397	***
TD → JS	0.054	0.057	1.058	1.058	*
EE → OP	0.165	0.152	0.063	2.594	**
JS → OP	0.131	0.121	0.069	1.893	*
WE → OP	0.317	0.289	0.067	4.744	***
TD → OP	0.136	0.132	0.059	2.310	**
Age → OP	0.051	0.036	0.076	0.668	***
Education → OP	0.030	0.020	0.083	0.364	**

Table 2: Regression weigh (N=300)

Work Environment has significant effect on Employee Engagement with Unstandardized β value (0.169), Standardized β value (0.165) and P value is (0.003) which is significant and supporting our hypothesis H1. The Training and Development has significant effect on Employee Engagement with Unstandardized β value (0.274), Standardized β value (0.289) and P value is (***) which shows $P < 0.001$. This supports our hypothesis H2. The working environment has significant effect on Employee satisfaction with unstandardized β value (0.462), Standardized β value (0.488) and P value (***) which shows $P < 0.001$. This was supporting our hypothesis H3. The training and development has significant effect on Employee satisfaction with Unstandardized β value (0.054), Standardized β value (0.057) and P value (0.290) which shows $P < 0.001$. This was supporting our hypothesis H4. The employee engagement has significant effect on organization performance with Unstandardized β value (0.165), Standardized β value (0.152) and P value (0.009) which shows $P < 0.001$. It was supporting our hypothesis H5. The employee job satisfaction has significant effect on organization performance with Unstandardized β value (0.131), Standardized β value (0.121) and P value (0.058) which shows $P < 0.001$. It was supporting our hypothesis H6.

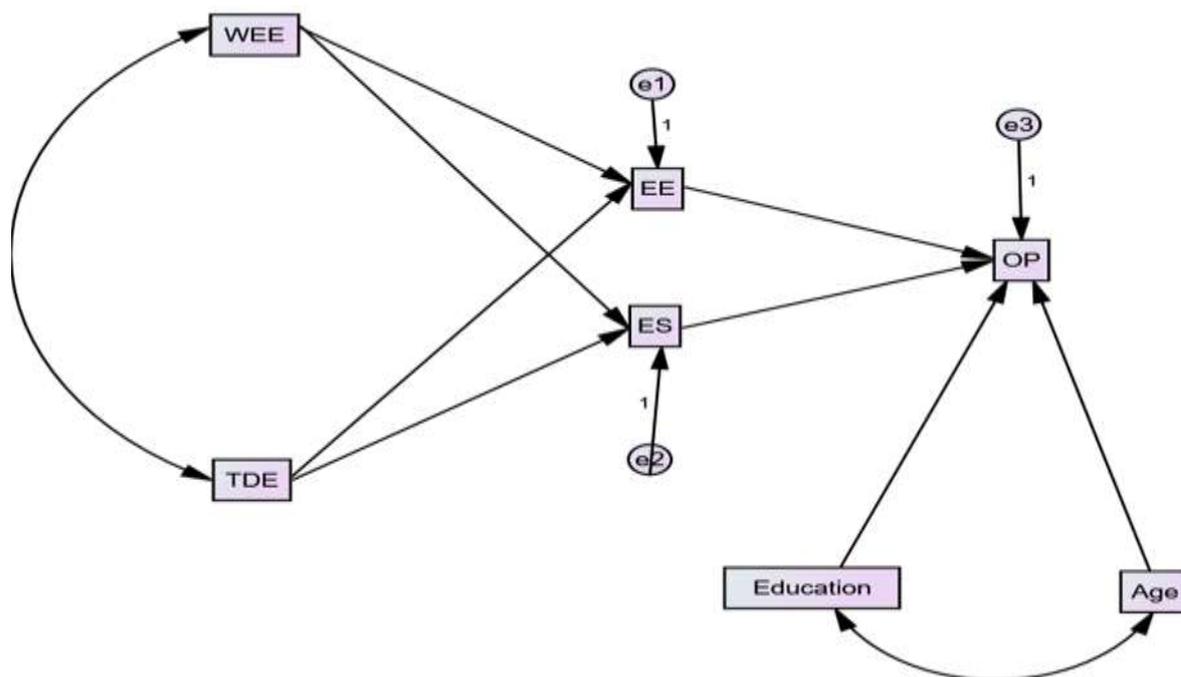


Figure: Structural Equation Model

Mediation

In SEM after anticipated hypothesis testing and investigating of all the direct relationships of study, mediation involving hypothesis of model were run and tested through use of Baron & Kenny (1986) four step approach. He suggested that there can be four types of path in which three types of path can be linked with direct form and the one type of path can be linked with indirect form. Three direct paths are: Impact of independent to mediator, Impact of mediator to dependent, Impact of independent to dependent and one indirect path is impact of independent on dependent through mediating effect.

Relationships	Un-standardized β	Standardized β	P
WEE → EE	0.169	0.165	**
TD → EE	0.289	0.274	***
EE → OP	0.165	0.152	**
WEE → JS	0.452	0.448	***
TD → JS	0.054	0.057	*
JB → OP	0.131	0.121	*
WE → OP	0.317	0.289	***
TD → OP	0.136	0.132	**

Table 3: Direct effects. Note: ns=not significant, *=p<0.05, **=p<0.01, ***=p<0.001.

Relationships	Un-standardized β	Standardized β	P
WEE \rightarrow EE \rightarrow OP	0.088	0.079	***
TD \rightarrow EE \rightarrow OP	0.052	0.051	**
WEE \rightarrow JS \rightarrow OP	0.088	0.079	***
TD \rightarrow JS \rightarrow OP	0.052	0.051	**

Table 4: Indirect effects. Note: ns=not significant, *= $p < 0.05$, **= $p < 0.01$, ***= $p < 0.001$.

In Table 3 and 4 highlighted the mediation relationship results. Working environment shows a significant effect on organization performance through the mediator employee engagement (indirect effect) with (Unstandardized $\beta = 0.088$, Standardized $\beta = 0.079$, $P < 0.001$). Training and development shows a significant effect on organization performance through the mediator employee engagement (indirect effect) with (Unstandardized $\beta = 0.052$, Standardized $\beta = 0.051$, $P < 0.01$). Working environment shows a significant effect on organization performance through the mediator employee job satisfaction (indirect effect) with (Unstandardized $\beta = 0.088$, Standardized $\beta = 0.079$, $P < 0.001$). Training and development shows a significant effect on organization performance through the mediator employee job satisfaction (indirect effect) with (Unstandardized $\beta = 0.052$, Standardized $\beta = 0.051$, $P < 0.01$). All paths of working environment, training and development, employee engagement, employee job satisfaction and organization performance are found to be significant which is in support of hypothesis of this study.

Hypotheses Testing

Hypothesis	Results
H1: WE \rightarrow EE	Accepted
H2: TD \rightarrow EE	Accepted
H3: WE \rightarrow JS	Accepted
H4: TD \rightarrow JS	Accepted
H5: EE \rightarrow OP	Accepted
H6: JS \rightarrow OP	Accepted
H7: WE \rightarrow OP	Accepted
H8: TD \rightarrow OP	Accepted
H9: WEE \rightarrow EE \rightarrow OP	Accepted
H10: TD \rightarrow EE \rightarrow OP	Accepted
H11: WEE \rightarrow JS \rightarrow OP	Accepted
H12: TD \rightarrow JS \rightarrow OP	Accepted

This study has discussed four mediations and all were belongs to full category. First mediation results shows that working environment shows to increase the employee engagement level in their work which helps employees to improve the performance of

organization Lockwood, Halbesleben & Wheeler (2008). Second mediation results shows that training and development the workers in the organization want to increase the knowledge, skills and abilities to match it with the place in which they perform their duty. In this study employees able to promote their com potencies through training and development and enhance the level of EE that ultimately effect on increase the organization performance Vemić, Shuck & Herd (2012). Third mediation results shows that WE have emotional impact to employee job satisfaction which have effect on the organization performanceRoelofsen,Zohir (2010). fourth and last mediation shows results that when employees are trained at their high level, then the employee level of satisfaction increases and level of organization increases Bakare (2012).

CONCLUSION

Results of study

The study focuses on the importance of organization performance. Working environment, training & development, employee engagement, job satisfactions have strong relationship with organization performance. The present study also supports the ideas that when good working environment is provided to employees in the organization, the employees not only are happy but stay there and work for the progress of the organization. The employee engagement and satisfaction also shows the significant for the relationship of working environment, training & development and organization performance. Without employee engagement and satisfaction the level of performance in the organization is adversely affected. Employee engagement and satisfaction play the mediating role between working environment, training & development and organization performance.

CONTRIBUTIONS OF THE STUDY

PRACTICAL IMPLICATIONS

Employee engagement and satisfaction contribute in enhancing the organization performance. It has been beneficial for employees, managers, and organization. The present study could facilitate the other organizations to consider implementation of practical applications regarding enhancing the employee engagement and satisfaction among all the levels of organization keeping the efficiency, productivity and effectiveness of organization as the main booster of the process.

Theoretical Implication

The context of study is new. In this research, employee satisfaction has been added in employee engagement and organization performance. This hypothesis has been established and demonstrated which shows the positive relationship with organization performance (OP). The banking sector has been among the most successful sector particularly among the developing nations including Pakistan. The existing study adds to the theoretical aspect of research regarding the engagement and satisfaction of employees influencing the performance of organization.

Limitations of the Study

The present study has involved the banking organizations which has been one of the biggest limitations of present study. Data is collected from the some cities of Pakistan. These findings equally applicable to all population in Pakistan cannot be generalized . Clear strategies based on the findings is not yet explored and presented. The study was limited to Staff and executives of banks only. Moreover, the target population has been limited to the employees of the banking organizations of Pakistan.

Future Avenues for Research

The future study could be occurred through different sectors rather than banking sector in Pakistan. Different characteristics of the studies could be included for future researches. The future research could study the cross- sectional and quantitative research paradigm to be incorporated in their studies. The future research could be longitudinal. We can add organizational attribute as mediator. Other commercial and Islamic banks can be added in sample. In addition, the manufacturing, teaching sector, and other service sectors could also be undertaken.

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