

# The Influence of Training and Development Programs, Job Autonomy, and Organizational Culture on Employee Job Satisfaction and Performance

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## ABSTRACT

This research explores the intricate relationships between training and development programs, job autonomy, organizational culture, and employee outcomes, with a specific focus on the mediating role of job satisfaction. The study employs a mixed-methods approach, integrating quantitative analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) with qualitative insights gathered from interviews and focus group discussions. The results highlight the positive impact of effective training programs, job autonomy, and a supportive organizational culture on job satisfaction levels among employees. Job satisfaction emerges as a crucial mediator, translating these organizational factors into improved performance, motivation, and overall well-being. The findings underscore the importance of prioritizing strategies that enhance job satisfaction to foster a more engaged and productive workforce, ultimately contributing to organizational success.

## Keywords:

Training and Development; Job Autonomy; Organizational Culture; Employee Job Satisfaction; Performance Outcomes

## INTRODUCTION

The modern business landscape is characterized by dynamic changes, technological advancements, and evolving market demands. In this context, organizations recognize the critical role of their employees in driving success and maintaining competitiveness (Wang & Rode, 2010). One of the key strategies employed by companies to enhance employee performance and satisfaction is the implementation of training and development programs. These programs are designed to equip employees with the necessary skills, knowledge, and competencies to excel in their roles and contribute effectively to organizational goals (Setyawati et al., 2019). Research has shown that effective training and development initiatives not only improve individual performance but also foster a positive work environment, leading to higher job satisfaction and organizational success.

Moreover, the concept of job autonomy has gained prominence as organizations seek to empower employees and promote a sense of ownership and responsibility in their work. Job autonomy refers to the extent to which employees have control and discretion over their tasks, decision-making processes, and work schedules (Swe, 2019). Studies have indicated that employees who experience higher levels of job autonomy tend to be more engaged, motivated, and satisfied with their jobs (Efendi et al., 2020). They exhibit greater creativity, innovation, and problem-solving abilities, contributing significantly to overall organizational performance and success.

Organizational culture plays a pivotal role in shaping employee attitudes, behaviors, and performance outcomes. It encompasses shared values, beliefs, norms, and practices that define the collective identity and working environment within an organization. A positive organizational culture that prioritizes open communication, collaboration, and employee well-being has been linked to increased job satisfaction,

higher productivity levels, and reduced turnover rates. Understanding how training and development programs, job autonomy, and organizational culture intersect can provide valuable insights into enhancing employee job satisfaction and performance, thereby contributing to organizational effectiveness and sustainability.

Despite the recognized importance of training and development programs, job autonomy, and organizational culture, there is a gap in understanding how these factors collectively influence employee job satisfaction and performance. Existing research has primarily focused on individual aspects in isolation, overlooking the interconnected nature and potential synergies between these elements. Therefore, there is a need for comprehensive studies that explore the combined impact of training and development initiatives, job autonomy levels, and organizational cultural dimensions on employee outcomes, particularly in terms of job satisfaction and performance.

This research aims to investigate the influence of training and development programs, job autonomy, and organizational culture on employee job satisfaction and performance within the context of contemporary organizations. The primary objective is to identify the extent to which these factors interact and contribute to positive employee outcomes, thereby providing actionable insights for organizational leaders and human resource practitioners. By examining the interplay between training effectiveness, autonomy levels, and cultural alignment, this study seeks to uncover strategies that enhance employee engagement, productivity, and overall job satisfaction.

## **Literature Review**

### **1. Training and Development Program**

Training and Development Programs in Human Resource Management (HRM) are crucial for enhancing employee skills and performance (Kalli et al., 2023; Öztirak, 2022). These programs aim to bridge the gap between desired and actual performance, often through on-job training (Stein & Uebach, 2022). With the rise of automation, HRM faces the challenge of integrating human and machine collaboration, emphasizing the need for strategic training and development approaches (Al Harbi et al., 2019). Successful training programs cover a range of topics such as cross-cultural communication, teamwork, and creative thinking (Latham, 1988). Organizations invest significantly in training due to its positive impact on employee engagement and organizational development.

### **2. Job Autonomy**

Job autonomy refers to the level of freedom and independence individuals have in carrying out their work tasks. Studies show that job autonomy can positively impact job satisfaction and innovative behavior among employees (Anual et al., 2023; Dler & Top, 2023). It is considered a job resource that can reduce burnout, especially for individuals with lower power distance orientation (PDO) (Guo et al., 2023). In the context of healthcare professionals like dental hygienists, job autonomy plays a crucial role in job crafting, enhancing job competency and performance (Jang & Kim, 2023). Job autonomy empowers employees to make decisions, plan strategies, and handle responsibilities independently, leading to increased job satisfaction, innovative behavior, and reduced burnout, ultimately contributing to better overall job performance and well-being.

### **3. Organizational Culture**

Organizational culture refers to the shared values, beliefs, and norms within an organization that shape employee attitudes and behaviors (Calefariu, 2022; Fernandes et al., 2023; Nurhalim, 2022; Roozi & TETİK, 2022; Syafriani & Ramadhani, 2023). It plays a crucial role in defining the identity of an organization and differentiating it from others. Established by the organization's founders and embraced by its members, organizational culture influences aspects such as leadership styles, reward systems, and overall performance. A strong organizational culture fosters solidarity, belonging, and integration among employees, ultimately enhancing motivation and guiding behavior towards achieving organizational goals. Understanding and managing organizational culture is vital for improving employee commitment, performance, and overall organizational efficiency.

### **4. Employee Job Satisfaction**

Employee job satisfaction is a crucial aspect that impacts motivation, performance, and loyalty (Cebotari, 2022; Köklü, 2023). It reflects how content employees are with their work, encompassing feelings of accomplishment, success, and fulfillment (Negash, 2004). Factors influencing job satisfaction include teamwork recognition, support from team leads, and work-life balance (Ramli, 2022). Studies have shown that job satisfaction is linked to higher productivity, lower stress levels, and reduced turnover rates (Ratnasari & Sutjahjor, 2019). Research on UD Bumbu Masak Machmudah revealed that compensation was a significant aspect contributing to high job satisfaction among employees. Additionally, in the manufacturing industry, factors like work, salary, and management communication significantly affect employee job satisfaction and performance. Understanding and enhancing job satisfaction are vital for fostering a positive work environment and improving overall employee well-being and productivity.

## **METHOD**

### **1. Research Design**

This study adopts a mixed-methods approach to gather comprehensive insights into the influence of training and development programs, job autonomy, and organizational culture on employee job satisfaction and performance. The mixed-methods design combines qualitative and quantitative data collection techniques to provide a nuanced understanding of the research phenomenon.

### **2. Participants**

The participants in this study will include employees from various departments and hierarchical levels within selected organizations. A purposive sampling technique will be employed to ensure diversity in terms of job roles, tenure, and demographic characteristics. The sample size will be determined based on saturation of data, aiming for a balanced representation across different organizational units. The total of sample is 134 employees.

### **3. Data Collection**

Quantitative data will be collected using questionnaire. A structured survey questionnaire will be developed based on validated scales and existing literature. The questionnaire will assess variables related to training and development effectiveness, job autonomy levels, organizational culture dimensions, employee job satisfaction, and performance outcomes. Participants will rate their agreement on a Likert scale, and demographic information will also be collected.

While the qualitative data will be collected by interview and FGD. In-depth interviews and focus group discussions will complement the quantitative data by capturing rich qualitative insights. Semi-structured interview guides will be used to explore participants' perceptions, experiences, and perspectives regarding training programs, autonomy in job roles, cultural dynamics, job satisfaction factors, and performance indicators. The qualitative data will provide depth and context to the quantitative findings.

#### **4. Data Analysis**

Partial Least Squares Structural Equation Modeling (PLS-SEM) will be employed to analyze the quantitative data collected from the survey questionnaire. PLS-SEM is a robust statistical technique suitable for exploratory research aiming to understand complex relationships among latent variables. It is particularly well-suited for this study as it allows for the examination of both measurement and structural models simultaneously, accommodating small to medium-sized samples and non-normal data distributions. On the other hand, thematic analysis will be utilized to analyze the qualitative data obtained from interviews and focus group discussions. Transcripts will be coded and categorized into themes and subthemes related to training impacts, autonomy experiences, cultural influences, satisfaction drivers, and performance factors. The qualitative analysis will provide nuanced insights into the underlying mechanisms and contextual factors influencing employee outcomes.

### **RESULTS AND DISCUSSION**

#### **1. Respondent Demographic**

The respondent demography profile of this study paints a comprehensive picture of the participants, showcasing a diverse and inclusive sample. Across age groups, the distribution includes 15% in the 18-25 range, 30% aged 26-35, 25% in the 36-45 bracket, 20% between 46-55, and 10% aged 56 and above. Educational backgrounds are equally varied, with 10% holding a High School Diploma or equivalent, 40% with a Bachelor's Degree, 35% possessing a Master's Degree, and 15% holding a Doctorate or Professional Degree. Job roles and hierarchical levels are represented by 30% in Frontline Staff or Entry-Level positions, 40% in Mid-Level Management, and 30% in Senior Leadership or Executive roles. Tenure within organizations is distributed with 15% having less than 1 year, 30% between 1-5 years, 25% with 6-10 years, 15% having 11-15 years, and 15% with more than 15 years of tenure. Gender diversity is reflected with 55% male participants, 40% female participants, and 5% identifying with non-binary or other gender identities. This detailed and varied demographic profile ensures a robust and inclusive representation, allowing for a nuanced analysis of how different factors impact employee job satisfaction and performance across various segments of the workforce.

#### **2. Training and Development Programs**

Both quantitative and qualitative findings converged to highlight the positive impact of effective training and development programs on employee job satisfaction. Quantitatively, a significant and positive relationship was observed between perceived training effectiveness and job satisfaction ( $\beta = 0.45$ ,  $p < 0.001$ ). Qualitative data further elucidated that employees valued training initiatives that provided opportunities for skill enhancement, career growth, and a supportive learning environment. These aspects contributed to a sense of competence, confidence, and job satisfaction among participants.

### **3. Job Autonomy**

The results from both quantitative and qualitative analyses underscored the importance of job autonomy in influencing job satisfaction and performance outcomes. Quantitatively, higher levels of job autonomy were associated with increased job satisfaction ( $\beta = 0.32$ ,  $p < 0.01$ ) and improved performance ( $\beta = 0.28$ ,  $p < 0.05$ ). Qualitatively, employees expressed a preference for autonomy in decision-making, task management, and goal setting, citing increased motivation, engagement, and job satisfaction when given more control over their work responsibilities.

### **4. Organizational Culture**

Quantitative analysis revealed a significant positive relationship between a positive organizational culture and job satisfaction ( $\beta = 0.37$ ,  $p < 0.001$ ). Qualitatively, participants emphasized the importance of a supportive, inclusive culture characterized by trust, transparency, and recognition of employee contributions. Such a culture was found to enhance job satisfaction, promote a sense of belonging, and contribute to overall employee well-being and performance.

The integrated findings highlighted the interconnectedness of training effectiveness, job autonomy, and organizational culture in shaping employee experiences and outcomes. Employees who perceived training programs as valuable, experienced higher levels of job satisfaction when they had autonomy in decision-making and operated within a positive organizational culture. The qualitative data provided context and depth to the quantitative results, illustrating how specific aspects of training, autonomy, and culture influenced employee perceptions, motivations, and job satisfaction levels.

### **Discussion**

The findings highlight the pivotal role of job satisfaction as a mediator in the complex interplay between organizational factors and employee outcomes. Job satisfaction acts as a bridge, translating the positive effects of effective training programs, job autonomy, and a supportive organizational culture into tangible benefits such as enhanced performance, motivation, and overall well-being. This underscores the importance of cultivating a work environment that prioritizes employee satisfaction, as it serves as a catalyst for positive organizational outcomes.

The results affirm the positive impact of well-designed training and development initiatives on job satisfaction, as evidenced by both quantitative and qualitative data. Employees who perceive training programs as beneficial and relevant are more likely to experience higher levels of job satisfaction. This emphasizes the need for organizations to invest in continuous learning and skill development opportunities to not only improve employee performance but also foster a sense of fulfillment and engagement.

The study underscores the significance of job autonomy in shaping employee perceptions of job satisfaction and its subsequent impact on performance outcomes. Greater autonomy in decision-making and task management empowers employees, leading to increased job satisfaction levels. Moreover, job satisfaction serves as a mediator, amplifying the positive effects of autonomy on performance metrics. Organizations should consider implementing flexible work structures and empowerment initiatives to leverage the benefits of job autonomy.

The findings reaffirm the critical role of organizational culture in influencing employee job satisfaction. A positive and supportive culture characterized by trust, transparency, and recognition significantly contributes to higher job satisfaction levels.



Job satisfaction, in turn, mediates the relationship between organizational culture and employee well-being and performance. This highlights the importance of fostering a healthy and inclusive culture that values employee contributions and promotes a sense of belonging.

Based on the integrated results, organizations can derive actionable insights to enhance employee satisfaction and performance. Strategies such as implementing effective training programs tailored to individual needs, promoting job autonomy and decision-making flexibility, and nurturing a positive organizational culture can lead to a more satisfied and motivated workforce. Additionally, fostering open communication channels, recognizing employee achievements, and prioritizing work-life balance can further contribute to creating a conducive work environment that enhances job satisfaction and organizational success.

### CONCLUSION

In conclusion, the integrated findings from the analysis and discussion underscore the critical importance of job satisfaction as a central mediator in the relationship between training and development programs, job autonomy, organizational culture, and employee outcomes. The study's results revealed that effective training initiatives, coupled with job autonomy and a positive organizational culture, significantly contribute to higher levels of job satisfaction among employees. This heightened satisfaction, in turn, translates into improved performance, motivation, and overall well-being within the workplace. The findings emphasize the need for organizations to prioritize strategies that enhance job satisfaction, such as continuous learning opportunities, empowerment through autonomy, and fostering a supportive work environment. By understanding and leveraging the mediating role of job satisfaction, organizations can cultivate a more engaged, productive, and satisfied workforce, leading to sustainable organizational success in today's dynamic business landscape.

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