

Impact of Training and Development on Job Satisfaction and Job Performance with Moderating Effect of Person Job Fit

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Article History:	ABSTRACT
Received: 01 Feb, 2020	Purpose: The main motive behind the study is to find out the impact of training and development on the satisfaction level as well as their performance on their respective jobs. The factor of personal job has been employed as the moderator in the study.
Revised: 05 Mar, 2020	Design and Methodology: As a sample of 450 respondents was taken from different Foundation Colleges.
Accepted: 21 May, 2020	Findings: The results revealed the positive influence of <u>training and development</u> on individual performance and the important role it plays in improving the gratification level of an employee with his job. Furthermore, person job fit variable acts as an active moderator among the relationships. This work leads potentially to the establishment of a sense of training and development awareness through past experiences in different institutes. Implications: This study also provides insights regarding the comparison of these variables. Future researchers may involve the survey strategy for this study. Keywords: Training and Development, Job satisfaction, Job performance, Person job fit.

1. Introduction

The basic objective of the study is to examine the effects on job satisfaction level and job performance of employee Training and Development (T&D). In this competitive and modern arena, it is important that businesses examine the factors affecting rates of employee satisfaction, as employee satisfaction plays a direct role in individual work results. The key role of T&D is to examine workers on their jobs with organizational efficiency. Successful businesses recognize the importance of T&D and invest on T&D resources and other sources. Since the labor market is improving and increasing in size fast day by day, so the top management is responsible to adapt these kinds of changes and efforts to make the organization profitable. So to fill this gap T&D is necessary to compete and survive in market. Job satisfaction is a term used with a true spirit to describe what happy employees are and how they fulfill their tasks. Different researchers described

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different methods to explain the job satisfaction. As (Hoppock, 1935) defined “job satisfaction is the mixture of the psychological and the environmental conditions that can cause an individual truthfully say that Hoppock satisfied with their job”. McCrea, Wieber and Myers (2012) suggested that “employees today change jobs frequently and do not have the company loyalty that existed 30 years ago when your valued employees were hired”.

Organizations also acknowledged that the effect of T&D on job performance is very important. Training and learning play a major role in increasing workplace productivity. Education and creation is one of the best and most effective approaches. Ijigu (2015) described that now employees are aware about other opportunities and options, that is if they are not happy and satisfied with their work then they will choose and switch to other place for job. So this is major responsibility of manager to ensure that every employee is happy and pleasant with their present job. A good manager must know the way to retain and satisfy employees.

Another factor “Job performance” is used to examine an employee and organization performance. Employee performance is characterized as a good performance of an employee's responsibilities and duties. According to June and Mahmood (2011) and Lado and Wilson (1994), high performance of individual can allow an organization to succeed with it's objectives and obtain competitive advantages for defined goals and organizations. Job performance is basically the ability of an individual knowing their duties and responsibilities, fulfilling expectation and completing giving targets defining and giving by organizations (Azman, Sieng, Ajis, Dollah, & Boerhannoeddin, 2009). It was found that job performance has positive influence on employee self-efficacy. According to Edwads and Roger (2015) most researches done on the topic of “person job fit” focused on the employees' wants as employee needs relate to job with the fit perspective.

T&D's main goal is to enhance and improve an employee's overall productivity. If employee is well trained and has full knowledge related to his/her work then he/she can perform the organizational tasks with great effectiveness. The first element is to identify the training needs. If organizations correctly identifies the training needs then it can meet the basic objectives of training functions. Manager must design an appropriate training policy to achieve the training objectives. Top management's commitment represents training policies for employees. The present study's main aim is to explore how any organization needs T&D.

The phenomenon of T&D implies the continuous efforts which are made in order to advance the performance of the company. The effort of training the employees can also instill the spirit of self-fulfillment among them. In the contemporary organizations such efforts are carried out on a large scale for the professional skill development. T&D has bloomed as a formal business action, and the companies also include it in their strategic orientation.

In this analysis, a variable person-job match acts as a moderator factor. Person job fit is about setting an individual into a place specifically shaped to match that individual's needs, abilities and goals. 1991 person-job fit is, according to Edwards, a well-founded scientific explanation for allowing an individual to take desirable work results by becoming person-job fit. Furthermore,

Barrett and Myrick (1998) defined the theory of congruence and also cited by Borman (2004) who defined fit perspective between employee's job needs, level of their preferences, priorities and their level of knowledge, skills, ability (KSAs). Grunberg, Anderson-Connolly and Greenberg (2000) and Lin, Yu and Yi (2014) explained when congruency lives between individual preferences and the KSAs, will get the motivational results. On this topic collective research had been done by Caldwell and O'Reilly III (1990) elaborated that other variables are connected with person-job fit such as employee's commitment with the organization. Another variable is employee's personality in organization defined by Erdogan and Bauer (2005) and third variable is job satisfaction added by (June & Mahmood, 2011). The fourth variable is employee performance added in fit perspective as described by Kristof-Brown, Zimmerman and Johnson (2005). So these variables show positive connection of "Person job fit" with employee presentation and job satisfaction.

Even though the relationship between the training and development, person job fit and job satisfaction has been checked in various other contexts yet the relationship needs to be tested in the Pakistani organizations also. The organizations of Pakistan are yet in the phase of adopting the international practices of organizational well-being, so the research is necessary in this context.

In this paper, we discuss how T&D related positively to job satisfaction, job performance with the effect of fitting a person's job. All these variables are positively linked with each other. The real reason for doing this study is that companies need to increase the workers ' diverse and appropriate incentives and various T&D programs to improve the quality efficiency of employees.

1. Literature Review

2.1 The Universalistic Theory

The universalistic theory is associated with the best practices and high performance work practices. The underlying assumptions of the theory states that best human resource practices can ultimately lead to high organizational performance. The best practices and investing on the employees can add to the high performance work levels of the individuals. The best practices are universally accepted and applicable. Furthermore, the theory states that various factors for instance, employment security, merit recruiting, fair wages, incentives, training and development, cross utilization and promotion can help in creating job satisfaction and ultimately higher organizational performance.

2.2 Training and Development:

Employee's T&D within an organization is vital function being carried out in human resource management. Learning and training help to develop a proper job-related mindset and through their knowledge and skills train workers for higher roles and assignments. Job satisfaction and job performance positively influences by T&D. According to the findings of Jehanzeb and

Bashir (2013) T&D is the process of development, analyses, design making and assessment. The basic purpose of training is to grow the performance and productivity of the employee to change the behavior of an employee with the organization.

Furthermore Pearson and Brew (2002) argued that T&D is learning process that depends on an individual interests, capabilities, understanding, personalities, skills and aptitudes as well as aids in elevating the happiness and performance of the employees. Learning and training allows an organization to improve the information and abilities of its workers to carry out specific tasks (Fletcher, Alfes, & Robinson, 2018). The process of T&D in an organization is a well-organized process and procedure via which employees embrace different knowledge and acquire new skills to perform specific tasks. A proper T&D given to employees will bridge the job requirements with the expertise required to perform different tasks in order to comply with the objectives (Hammond & Churchill, 2018). Learning and development worked in the company as a tool to increase an employee's productivity and work quality. Through training we can improve the working ability of an employee (Sugahara, 2018).

Various studies have shown that T&D have a positive effect on job satisfaction and job performance with a moderating function as the role of an instance-fit person (Jehanzeb & Mohanty, 2018). Organization must make staffing strategies-the company's selection about the staffing from where to find new employees and how to make selection of desired mix of employee's skills and status that are compulsory for specific job (Sekiguchi, 2007). Company must hire appropriate candidates that fit with job requirements and then provide them T&D (Kooij et al., 2013). Competing with the organization's priorities and objectives will be very beneficial. Therefore, learning and growth and the connection between people and jobs are two very important factors that positively affect job satisfaction and job performance (Irshad, 2011). On basis of the discussion above, the study's first two hypotheses are as follows.

H₁: T&D has positive effects on job satisfaction.

H₂: T&D has impact on performance at work.

2.3 Job Satisfaction

Job satisfaction is correlated with an individual's satisfaction with their job. Job satisfaction described as the feelings or circumstances of a person and the state of mind associated with the nature of the job (Freund, 2005). There are various factors that will help to increase employee satisfaction rates and these factors include employee T&D, organizational strategies, organizational management and its administration, compensation, and employee quality of life. According to Porter (1962) employment satisfaction is directly affected by organizational factors, the main factor of which is T&D. In the standard rating, job satisfaction is also visualized as a description of the many isolated dimensions of job distinguishability identified (Prothero, Marshall, Fosbinder, & Hendrix, 2000). As per the findings of Parvin and Kabir (2011) job satisfaction is an attitude which is a

resultant of good and bad experiences of an employee with the work”. Furthermore, Ab Talib and Johan (2012) persisted that job satisfaction is an important factor which is majorly impacted by the way employees are trained and developed by the organization. Lambert, Hogan, and Barton (2001), described the connection between job satisfaction and job performance as it relates to an increase in organizational well-being. Job satisfaction is basically employee consideration and hence a very important factor in personal fitness for work.

An employee's satisfaction with the state of mind of the person is an essential part of the job. The employee's satisfaction on job is effected by various factors for instance the salary package, relationship with the boss, T&D as well as the quality of the work environment (Choi & Dickson, 2009). All of these factors also impact the turnover ratio of the employees also. The employer's investments in education and workforce growth are directly related to the employee satisfaction rate (Hanaysha & Tahir, 2016). Furthermore it has been emphasized by various scholars (Jaworski, Ravichandran, Karpinski & Singh ,2018; Hanaysha &Tahir, 2016) that T&D programs of the company are assumed to inculcate a higher level of employee satisfaction.

2.4 Job Performance

The quality of an employee on the job refers to the success and effectiveness of a person performing his or her work. According to Davis (2004), job performance is well-defined as “all the behaviors employee engages in while at job”. The individuals on the jobs encounter various types of experiences on the work place. According to McCloy, Campbell, and Cudeck (1994) the employment quality is directly influenced by the workplace T&D programs carried out in the company. According to Frieder, Wang and Oh (2018) the commitment of the worker to work in an organization depends on the job fit of the individual. The fitness of the employee with his or her career can increase or decrease the performance level of the employees. Three approaches had been defined to discuss the different dimensions related to the job performance (Judge, 1994).

- i) It is a function of outcome.
- ii) It is a function of behavior.
- iii) It is a function of personal traits.

2.4.1 Behavior vs Outcomes

According to employee “job performance is important the outcome a series of behaviors”. Different daily tasks lead to the commonly reported job performance (Gruman & Saks, 2011).

- i) Job-specific task effectiveness: core tasks of the job that relates to behavior;
- ii) Non-job-specific task effectiveness: work behavior generally;
- iii) Effectiveness of written and verbal communication;
- iv) Showing effort: dedicational core tasks;
- v) Support for individual disciplines;

- vi) Encourage research by colleagues and teams;
- vii) Oversight / Leadership;
- viii) Management/Administration.

If we discuss this with the supervisor's point of view, for the performance appraisal process results and outcomes are the main elements. Basically, results are more essential to a manager more than the performance as lead outcomes defined by Gruman and Saks (2011). So what kind of approach is essential? No better approach is available is there in all cases: there are some benefits and drawbacks of both approaches (Gruman & Saks, 2011).

T&D are necessary elements to increase the quality of employee performance. There are some policies and procedures that are involved in putting out the employees or HR management aspects about position such as recruitment, screening, training and appraising. Training is one of HRM practices that involves acquiring understanding, knowledge, techniques and practices that lead to improved work efficiency.

The most crucial source of any enterprise is its human resource (workforce). The staff of a company shows significant role in the performance and well-being of an enterprise. The power of workforce cannot be undermined. Through their insightful research, the scholars have demonstrated that the work of employee advancement, For example, learning and career development have a straight influence on the performance of employees through their work (Asfaw, Argaw, & Bayissa, 2015). Various studies in the past has emphasized on the point that employee performance is significantly compressed by the T&D activities (Cohen, 2017; Hassan, 2016). The past evidence also supports that training of an employee is coupled with various benefits towards the performance of an employee towards his job (Hayeemad, Jaroenwanit, & Khamwon, 2015).

2.4.2 Person-Job Fit:

The satisfaction and happiness is reflective of an individual's well-being on his or her workplace. According to the findings of Resick, Baltes, and Shantz (2007), the employee's personality correlation with the job they do can raise the level of employee satisfaction as well as the quality ratio. The personal relevance (person job fit) has been used as moderator in various studies for instance (Boon, Den Hartog, Boselie, & Paauwe, 2011).

As Rousseau and McLean Parks (1993) stated that very important factors such as productivity and commitment are related to person job fit. Greenberg (2002) further argued that job performance is heavily influenced by a person's fitness for work. Also on the basis of the performance of the employees, the manager checks the perspective of the person-job fit and the person-job organization (Kristof-Brown et al., 2005). The main connection between them has been the modest correlations that deny according to the study of Li and Hung (2010), where the job performance is closely intertwined with the person fit. However, in relation to different results, as compare to organization job fit, person job fit is still showing higher correlation. In previous studies,

person-job fit relationship with the performance results compiled, literary research requires closer analysis of the relationship that may exist between person-job fit and the job performance of those working in the service sector SMEs in Malaysia at the moment (Lauver & Kristof-Brown, 2001). An important factor in the form of fit literature is to realize the main difference between objective fit and subjective fit. This formulation of fit was referred to as the subjective fit (Hoffman & Woehr 2006; Kristof-Brown et al., 2005; Verquer, Beehr & Wagner, 2003) where researchers added the element of perceived fit. This factor is used as a moderator in this study to provide support for T&D in order to increase job satisfaction and job performance.

The character that suits the nature of the job will increase or decrease the degree of employee satisfaction at work. Better adjustment to the job can rise the employee's performance level. In addition, on the basis of the analysis, the other research hypotheses are derived as below.

H₃: Person job-fit has positive influence on job satisfaction.

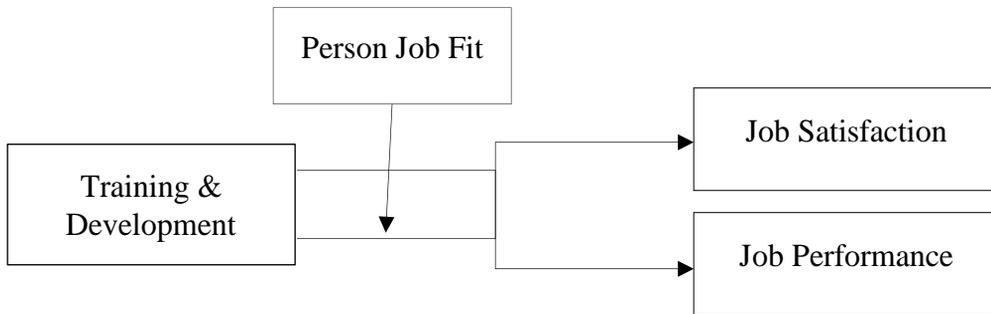
H₄: Person job-fit has positive influence on job performance

H₅: T& D has positive influence on job satisfaction with the moderating role of person job-fit.

H₆: T&D has positive influence on job performance with the moderating role of person job-fit.

2. Theoretical Framework

While carrying out this research, we need to consider autonomous and reliant variables in the theoretical framework. T&D is the autonomous variable and two reliant variables are job satisfaction and job performance. A factor individual job-fit is chosen as a moderator in this analysis. To check the association between these variables, these variables were selected. T&D have a positive influence on job satisfaction and job performance with person-fit moderating effect. Events in T&D contribute to the quality of the activities that take place. The efforts of training are targeted on the employees whose increased performance can elevate the level overall employee performance and satisfaction. Employee learning and growth thus enhance the employees ' level of performance and satisfaction. The person job fit has become a topic of increased interest in the employment relationship. Past research, for example, linked person-job match with employee satisfaction rate (Hoffman & Woehr, 2006). The construct has also been tested with employee performance and positive outcomes have been found. The moderating power of person job fit has also been tested in various past studies where it has been found that fitness of the person with increases the employee performance and satisfaction (Peng, Lee, & Tseng, 2014). The following diagram has shown the theoretical framework.

Figure 1: *Theoretical Framework*

3. Methodology

The study's research approach refers to the specific procedures or techniques used to identify, select, process, and analyze a topic information. In this particular study quantitative methodology has been used. In quantitative study design the relationships between the variables are tested. This mode of research commences with establishment of hypotheses from a particular theory. The quantitative mode of study aids into the objectivity and neutrality of the study and results. The study encompasses the data collection through the questionnaires. Collecting data through questionnaires provides a broader spectrum for collecting the data. The items of the questionnaire has been adapted from (Choo & Bowley, 2007). The questions were asked on five point likert scale which provides the researcher with variety of opinions of the respondents. Table 1 shows the sample of the items from the questionnaire.

Table 1 Questionnaire Items

Item 1	Conducting training need analysis and preparation of training calendar should be done by the organizations
Item 2	Designing, developing training materials, and implementing training & development programs can enhance the satisfaction among the individuals
Item 3	Identifying and selecting training and development providers for skill development is important for organizations
Item 4	Analyzing, interpreting, evaluation data and reporting conclusions to the relevant management personnel can make the employees perform better
Item 5	The fitness of the person with the job can impact the performance of the personnel
Item 6	Conducting training need analysis and preparation of training calendar should be done by the organizations

As a major source of data collection within the Talagang region, this particular study used questionnaires. Since Talagang is one of those cities of Pakistan from which limited research work has been published so the researcher selected this area in order to broaden the area of knowledge. As there are limited organizations in this small city so a sample 450 respondents were selected from different organizations (colleges) was selected. The questionnaire was floated among the office hours of the organizations using a simple random sampling technique. Since there was direct contact with the respondents so there was no problem related to rejection of questionnaires due to unreturned questionnaires. Due to its ease of use and accuracy of representation, modest random sampling was used in the study. The sampling method has been adopted by following the study of (Khan et al., 2019). The questions for the purpose of data collection have been adapted from (Marsick and Watkins (2003) and (Jin, McDonald and Park (2018). The items of person-job fit have been adopted from Cable and Judge 1996) and are reported in appendix.

SPSS is used widely in the areas of social sciences due to its proven analytical power. This particular study also used SPSS for calculating means and medians were calculated. For the determination of independent variables, descriptive statistics was used. Primary and secondary data used to conclude the results. Mostly results were based on secondary data.

4. Analysis and Discussion

Occupational satisfaction represents the subjective well-being of a person at work and relates to the optimistic and adverse emotional feelings of the workers on the way to their employment and their mental evaluations of their jobs (Khan, Awan, Saleem, & Javeed, 2017; Bono & Judge, 2003) Studies usually use metrics such as job satisfaction, dedication to job, positive emotional experience in the workplace, etc. as indirect measure of the well-being of employees (Hakanen, Perhoniemi, & Toppinen-Tanner, 2008).

5.1 Frequencies

Table 2 show that 3.3% of the respondents held a master's degree. Majority of the respondent's i-e 80.2% held a bachelor degree. 15.1% and 1.3% fell into the category of intermediate and matriculation respectively.

Table 2 Academic Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
1	15	3.3	3.3	3.3
2	361	80.2	80.2	83.6
Valid 3	68	15.1	15.1	98.7
4	6	1.3	1.3	100.0
Total	450	100.0	100.0	

Table 3 shows that 76.7% of the respondents belonged to the segment of work experience of 6-10 years whereas, 7.1% of the respondents has an experience of less than 5 years. Other respondents who had an experience of 11 to 15 years were 10% and more than 16 years were only 6.2 % of the respondents.

Table 3 Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	32	7.1	7.1	7.1
	2	345	76.7	76.7	83.8
Valid	3	45	10.0	10.0	93.8
	4	28	6.2	6.2	100.0
	Total	450	100.0	100.0	

The respondents working in the organization were 19.1% females whereas 80.9% of the data respondents were males. The result is being shown in the Table 4.

Table 4 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	86	19.1	19.1	19.1
	2	364	80.9	80.9	100.0
	Total	450	100.0	100.0	

The age group in which most of the defendants fall was the age group of 35 and above is shown in Table 5.

Table 5 Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	39	8.7	8.7	8.7
	2	60	13.3	13.3	22.0
Valid	3	40	8.9	8.9	30.9
	4	311	69.1	69.1	100.0
	Total	450	100.0	100.0	

Table 6 shows that the respondents of the questionnaires were 70.7% married whereas 29.3% among them were unmarried. Since most of the respondents fall into the age category of 35 and above, they were also married in the majority.

Table 6 Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	29.3	29.3	29.3
	2	106	70.7	70.7	100.0
	Total	150	100.0	100.0	

All the above tables show the demographic profiles of the respondents of the questionnaires.

5.2 Descriptive

The descriptive statistics demonstrate minimum and maximum values. The descriptive values of all variables are also shown by mean and standard deviation values. The following table 7 indicates that mean and standard deviation values are within acceptable range and there are no such significant deviations.

Table 7 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TD	450	1.000	5.000	3.932	0.6276
JS	450	1.000	5.000	3.970	0.6431
JP	450	1.0	5.0	4.025	0.6875
PJF	450	1.00	5.00	4.115	0.7043

5.3 Correlations

Correlation informs us how closely the pairs of variables are interrelated. Therefore, the comparison is extended between all the variables under consideration. The table 8 shows that no strong correlation exists between the variables which no pair of variables rely heavily on each other.

Table 8 Correlations

		TD	JS	JP	PJF
TD	Pearson Correlation	1	.499**	.468**	.481**
	Sig. (2-tailed)		.000	.000	.000
	N	450	450	450	450
JS	Pearson Correlation	.499**	1	.490**	.466**
	Sig. (2-tailed)	.000		.000	.000
	N	450	450	450	450

JP	Pearson Correlation	.468**	.490**	1	.442**
	Sig. (2-tailed)	.000	.000		.000
	N	450	450	450	450
PJF	Pearson Correlation	.481**	.466**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	450	450	450	450

** . Correlation is significant at the 0.01 level (2-tailed).

5.4 Reliability Analysis

Cronbach's alpha is the most commonly used technique of inquiring reliability of items. The higher values of Alpha show that the items are reliable. The value of Cronbach's alpha 0.7 and above shows a strong reliability (Hair, Ringle, & Sarstedt, 2013). The items under investigation show a value of 0.782 which is relatively high value. The value in table 9 depicts that the items are reliable enough for further analysis.

Table 9 Reliability Statistics

Cronbach's Alpha	N of Items
0.782	4

The table 10 of model summary shows the stoutness of the relationship of the model under investigation and criterion variable. R shows the multiple correlations. The larger value shows a strong relationship. The R squared value depicts the coefficient of determination. The table values show that the independent variable accounts for 31.6 percent of the variation in the dependent variable.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.316	.313	.5332

a. Predictors: (Constant), PJF, TD

Table 11 shows the variables ' regression analysis. Job satisfaction is the study's dependent variable. T&D have a positive relationship with job satisfaction. The work fit of the individual often shows a strong correlation with job satisfaction.

Table 11 Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.425	.179		7.955	.000
	TD	.366	.046	.357	8.006	.000
	PJF	.269	.041	.294	6.592	.000

a. Dependent Variable: JS

The next model under review has a dependent job performance factor and the independent variables are training and development and work fit for the worker. Table 12 shows model description reveals that the independent variable induces 28.8 percent of the variability in dependent variable. The remaining R values and the adjusted R square are within the acceptable range as well.

Table 12 Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.530 ^a	.280	.277	.5845

Application of regression was used to test the hypotheses. Table 13 shows that there is a significantly positive relationship between T&D and job performance. Also positive relationship exists between individual roles fit with job performance.

Table 13 Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.460	.196		7.437	.000
	TD	.364	.050	.332	7.260	.000
	PJF	.275	.045	.282	6.164	.000

In the model, the individual job fit was employed as a moderator. Process model 1 has used in Statistical package of social sciences. Table 14 results show that the higher the value-person job match, the higher the job satisfaction rate as well as job performance.

Table 14 Interaction Results

Interaction	P value	Result
PJF →JP	0.002	Accepted
PJF→ JS	0.001	Accepted

5. Discussion

This study's main objective is to observe the impact of T&D on job satisfaction and job performance with moderating the function of individual job fit. The first research goal is to assess the effect on job satisfaction of T&D. Through T&D programs can be raised the performance level of an employee. So our first hypothesis (H₁) is "the impact of T&D on job satisfaction". The results are in line with the findings of (Costen & Salazar, 2011).

Organizations need to provide their workers with different opportunities for learning and also provide opportunities to use their newly learned skills. T&D play a very powerful role by combining the company and the workers in achieving the organizational goals. The second hypothesis of this study (H₂), that was described as a significant connection exists T&D and job performance. The results of the hypothesis coincide with the outcome of (Kennedy, 2009).

Training raises the level of employees and the organization with their effective and efficient performance. So many factors have a high impact on employee performance. But the most important factor is training that influences the employee performance. Education is the key factor in polishing and improving workers' skills and abilities. The better performers are the employees with more job experience and skills and skills required. Because of their high experience, employees have complete grip on their organizational tasks. The study's third hypothesis (H₃) indicated that moderator factor individual role fit would have a positive effect on job satisfaction. This "person job fit" factor has recently become an interesting area for researchers and managers whose concern is people's background and comparable consequences and the organizations they work in. The results of a study by Lauver and Kristof-Brown (2001) confirm the findings of this study.

Personal job fit has an important relationship with other significant factors like work satisfaction, employee commitment with organization and performance of the employee. Person job fit and job satisfaction these two variables are positively linked with each other. The subsequent hypothesis (H₄) which measured the direct relationship shows that person's job fit is closely related to job performance. For the determination the performance of an organization, the crucial factor is job performance. A reasonable predictor for job performance can be person organization job fit because had got positive outcomes related to work of individuals with high person-job fit perspective. The results are in accordance with the study of Lam, Huo and Chen (2018).

The successive hypothesis H₅ stated a significant effect of T&D and work-fit person for job satisfaction. If person is fit with his/her job and his/her competency level is matching with the

organization's criteria then with T&D programs easily increases his/her level of satisfaction with the organization. The next hypothesis H₆ of the study proposed that T&D and person job-fit have positive influence on job performance. The outcomes of the hypotheses H₅ and H₆ are totally in line with the results of previous study (Tasselli, Kilduff, & Landis, 2018).

6. Conclusion

The overall outcomes of the study indicate that the T&D activities performed in an organization have a direct effect on the job satisfaction level and job performance. Personal job fit (personal relevance) with job nature could improve employees' job satisfaction and job performance. Taking into consideration the outcomes of the study the organizational executives are left with the only choice to take the T&D of employees a serious task. In fact, during the hiring practices of the company, the personal significance that makes the employee's work compatibility with the nature of the job should also be taken into account. The under study model has widely been tested in other contexts however a niche exists in Pakistani context. The model gives useful insights from Pakistani organizations and gives a strong recommendation regarding the T&D activities of the organization.

7.1 Theoretical Implications

T&D is considered very important for every organization to compete the challenge and getting competitive advantages. T&D is linked with employees directly but it also effects the organization indirectly because the organization itself is the end user. This study will be very helpful for the organizations interested in developing the knowledge and understanding about the importance of T&D. The study also adds to the generalizability of "theory of universality" as it proves that best HR practices for instance spending training and development can result in job satisfaction and better performance.

7.2 Practical Implications

After the study of this article organization can understand the important factors that needs to be considered during the training sessions and in planning, organizing and delivering effective trainings to their employees. An effective T&D program can play significant role to increase the satisfaction and performance level of an employee. This study will help to get awareness about the importance of person fit job perspective and to know about its significant role for the organizations to develop training programs for their employees. After training, employees will be able to effectively perform their assignment tasks. T&D have a major impact on job satisfaction and job performance.

7.3 Recommendations

For both employees and organizations, T&D are important. It is not only important for employees but also for organization because organization can be upshot by low performance of an employee. When employee performance is not great, the entire organization will be effected. It is obligatory to understand the idea of a person's job fit with the value of T&D. If employee is competent and fit with organization then T&D can give better benefits to organization and employees as well. Hence the findings of the study propose that it is important for the organizations to invest in the developmental activities of the employees. It is also recommended to give a keen importance to the person-job fitness as it has a direct impact on the satisfaction and performance level of the employees. This study depends on primary and secondary data. We need to realize the importance of T&D and give employees knowledge. Such work can be carried out on various organizations and departments that need further learning. T&D programs must be introduced and organized in each department of every organization. Different results can be achieved by focusing on gender. Individual can do research on different training designs, various kinds of training plans and programs.

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