

EXAMINING THE RELATIONSHIP BETWEEN TRAINING, EMPLOYEE ATTITUDE AND EMPLOYEE PERFORMANCE WITH THE MODERATING ROLE OF MOTIVATION

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ABSTRACT

The present study examines the impact of employee training and employee attitude on employee performance, with the moderating role of motivation in private universities located in Peshawar, Khyber Pakhtunkhwa. The purpose of this study is to determine how the independent variables (employee training and employee attitude) affect the dependent variable, employee performance, and how the moderating variable, motivation, influences the relationship between the dependent and independent variables. The data collected is quantitative and sourced from primary sources. Data was gathered from private universities located in Peshawar, Khyber Pakhtunkhwa, and analyzed using reliability analysis, descriptive analysis, correlation analysis, regression analysis, and the ANOVA model in SPSS 26. A total of 259 questionnaires were distributed to the targeted universities. All the hypotheses of this study were accepted. The study shows that employee training and attitude have a significant impact on employee performance. The independent variable, training, predicts 42 percent of the change in the dependent variable, employee performance. Employee training is a key factor in enhancing employee performance, as is employee attitude, which predicts 35 percent of the change in employee performance. The study also shows that motivation moderates the relationship between the independent and dependent variables. This thesis concludes with recommendations on how to integrate employee training and employee attitude and maintain employee motivation to achieve higher performance.

Keywords: Employee Training, Employee Attitude, Motivation, Employee Performance.

INTRODUCTION

This research is carried out to examine the effects of Training and employee Attitude on employee performance in private universities located in Peshawar with the moderating effect of Motivation on the relationship among these variables. Training is said to be the backbone of any organization that help it to function properly and fruitfully and employee attitude affect the degree of gain from the training and both training and attitude affects employee performance. Organizations invest heavy amount of capital and time to provide their employees with standard quality of trainings (Marcel, 2020). In today's world an organization must prepare itself to grasp a strong grip on the market competition and that preparation means

preparing or training the employees of the organization (Hutasoit & Yunita, 2021). Employee training, attitude and employee performance go hand in hand towards achieving organizational goals. The objective of my research is to examine the effects of employee training and employee attitude on employee performance with the moderating role of employee motivation in private universities located in Peshawar. This study is carried out because employee training and attitude are healing soups for an organizations performance. The area of this study is private universities located in Peshawar. This study will help in elaborated that why both the employee training and employee attitude is also necessary for

a good organizational performance. As motivation is the key ingredient of a productive and progressive work environment (Shahzadi et al., 2014) it drives the employee to achieve certain organizational goals and objectives. (Bard Kuvaas, 2016) have find out that employees with a high motivation performs their jobs well as compare to those with low motivation his findings show that's motivation moderates the relation between performance appraisal and employee performance. Study conducted by (Noorizan et al., 2016) also showa that motivations plays a key role in enhancing work environment and that motivation have moderating effects on work environment. (Rivai et al., 2018) have find out that the relation between employee training and employee performance is moderated by motivation. In the context (Herzberg, 1968) two-Factor Theory, there are two main categories of variables that influence employee motivation and satisfaction: hygiene factors and motivators. Hygiene factors, also known as extrinsic factors, are related to the work environment and include aspects such as company policies, supervision, salary, working conditions, and job security. According to (Herzberg, 1959) these factors are not motivators themselves, but their absence or dissatisfaction can lead to dissatisfaction and decreased motivation among employees. Motivators, on the other hand, are intrinsic factors that are directly tied to the nature of the work itself and can contribute to employee satisfaction and motivation. These factors include challenging work, recognition, opportunities for growth and advancement, responsibility, and achievement. In the study examining the impact of employee training, employee attitude, and employee performance with the moderating role of motivation, the variables of interest could be framed within the context of Herzberg's theory. Employee training can be seen as a motivator, as it enhances employees' skills and provides opportunities for growth. Employee attitude, including job satisfaction and organizational commitment, can be considered as indicators of employee motivation and satisfaction. Finally, employee performance can be viewed as an outcome variable influenced by both training and attitude.

Employee is the core element of prosper and failure of the organization is dependent on employee performance (Hameed & Waheed, 2019), and

organizations spend a large amount of capital on training to keep them positive attitude and motivated. This research shows the moderating effects of motivation on the relationship between employee training, employee attitude and employee performance. To sustain and progress in the modern world business competition the organization must provide its employees with quality trainings to improve their performance at workplace (Prayuda & Yunita, 2021). Employee attitude in a work setting can deeply affects the work performance (Qureishi, 2020). As many studies have shown that employee training and attitude effects employee performance as (Ahmad et al., 2019) have discussed and explained in there study that attitude greatly effect work performance. Study conducted by (Sumia and Qaisar 2014) in private universities located in Lahore, Pakistan stated that well trained and groomed teacher are greats assets of an institution and greatly impacts employee's performance. Another study conducted I Lahore, Pakistan by (Ghulam, 2014) employee skills and trainings has a huge impact on teacher performance. However, it is still not examined that what is the impact of motivation the relation between employee training, employee attitude and employee performance. There is a strong relationship between employee attitude and employee performance. A study conducted by (Dysvik et al., 2020) has studied the moderating effects of intrinsic motivation on the relation between trainee programs and work performance. (Koppes, 2019; Kraiger & Ford, 2020) also suggest to study trainee and performance relation with the moderation role of motivation. (Rivai et al., 2018) have also studied the moderated role of motivation on the relationship between training and performance in the regional hospitals. Thus we have carried out this study to explore and shed light on the relation among employee training, employee attitude and employee performance with the moderating role of motivation in private universities located Peshawar.

There are a number of studies conducted on employee performance with a range of different independent variables in different organizations. Training plays a vital role in enhancing employee performance (Rivai et al., 2020). As stated by (Minnesota Libraries Publishing, 2017) Employee training and attitude effects employee performance. Employee attitude is the reflection of

employee activities that they carry out in their job setup or working place and it greatly affects the employee performance (Rahmaniah et al., 2020). (khanfar, 2015) stated that employee's motivation is associated to willingness of employees to achieve their needs. Motivation is a result of an individual motive of doing a task or job that is the reason motivation is called the driving force that that makes an employee to behave a certain way towards their jobs (Herlina & Saputra, 2021). However, the impact of employee training and employee attitude on employee performance with moderating role of motivation is not yet examined. The purpose of this study is to examine the relation among employee training, employee attitude and employee performance with moderating role of motivation in the private universities located in Peshawar.

This is a comprehensive study on employee training, employee attitude and employee performance with the moderating role of motivation. This study demonstrates that how employee training and employee attitude impacts employee performance and also demonstrate the moderating role of motivation in the universities of Khyber Pakhtunkhwa. The findings will help the employees to do their jobs more effectively and attain organizational objectives with ease and effectiveness. And will help out the employers of improve the employee training and help the employees to keep a positive attitude so the employees stay motivated and improve their job performance.

Literature Review

Employee performance

Performance is an adapted procedure that is concentrated to make sure that all organizational processes are aligned with maximization of the employee's productivity (Asbari et al., 2021). This variable measures the extent to which employees effectively fulfill their job responsibilities and achieve desired outcomes. Performance can be assessed based on various criteria, including productivity, quality of work, and goal attainment. The reinforcement theory posits that performance is influenced by the consequences of behavior, such as rewards or punishments. Positive reinforcement, such as recognition or incentives, can motivate employees to sustain and improve their performance (Skinner, 1953). Employee

performance is measured in terms of work efficiency, work quality and quantity and achievements (Saban et al., 2020). Performance is an employee's ability and willingness to complete a task or job (Nguyen et al., 2020). Employee performance is a track that leads an organization to fulfill its goals and achieve its objectives. Good performance leads organization to success and failing to obtain the ability or lacking the willingness to complete a job (negative performance) will cause failure to achievement of organizational objectives. Employee performance is affected by their attitude and personal traits, organizational appreciation for employee's work and employees own skills and abilities (Aflah et al., 2021).

Companies must take employee performance development very seriously because it is employee performance and skills that will define company's position as a failure or success in the market (Nursiti & Herman, 2021). Employee performance is a measure on which the employee's productivity and abilities are measured and evaluated. An organization can achieve its goals and objectives only if it has the employees with good abilities and performance as compare to the competition in market it is doing it operations (Sutia et al., 2020). Employee performance is what employee undertakes and what an employee neglects which effects the organization (Sabuhari et al., 2020). Employee performance reveals the true ability of performing the jobs and tasks assigned to them (Al-Fakeh et al., 2020). Positive response from the organization increase employee performance and negative response decrease employee performance and organizational commitment (Quade et al., 2020). Any organization either business or social oriented needs great employee performance to thrive and succeed in the market (Prayuda & Yunita, 2021). Trainings and coaching are vital to improve employee performance and improved performance results in organizational task completions and objective achievements. An employee performance is highly affected by the environment he/she working in and working with. A positive work environment and work attitude can improve the employee's performance while a bad or negative work environment or attitude at work place can impair employee performance.

Employee Training

Just like any other mechanism an organization is a system with different parts (human resource, machinery, capital) operating together to produce a desired output. This variable represents the systematic process of providing employees with knowledge, skills, and competencies necessary to perform their job tasks effectively. Training can include various methods such as workshops, on-the-job training, e-learning, and mentoring. The reinforcement theory emphasizes that training can be seen as a positive reinforcement technique, where the acquisition of new skills and knowledge is rewarded, leading to improved performance (Bandura, 1977). But to obtain that desired output it needs specific task related trainings and job based knowledge for which purpose the company or organization pay a huge amount of money to make their employees able to perform better and better to achieve organizational goals. Employee training can teach new skills or improve existing skills. Organizations have different tools and equipment to achieve their goals and objectives to maximize their profit need trainings to make their human resource capable and give an upper hand in competition (Hutasoit & Yunita, 2021). High quality in higher education can only be obtained by continue improvement and evaluation (Hussain, 2020). Training is carried out by the organizations to prepare the new comers for the job (Pratama et al., 2021) and as a warmup exercise to keep te old employees on track on achieve organizational goals. Training is a continue learning routine at work place or with in a work setting to sharpen current skills and build new to prosper and gain more ground for competition. Training is an organized learning programe carried out by the company to prepare its employees to improve work performance and better competition (Abdullah, 2020).

Trainings and success or two things that goes hands in hands without proper and uptodate trainings an organization can not be succeded in a competing market. The organizations with the moderen and up to date techniques and tools wil always be a step forward in market competition. With contraction of the world into a global village the bussiness markets have expanded enormously and the competition is getting thougher and tougher the organizations must keep its employees engage in new and improve trainings to succeed in today's

market (Jeni et al., 2021). In the current era orgsnizations are forced to look for ways top improve their work processes and practices to compete and sustain in market (Bevilacqua et al., 2017). Through training employees are enabled to improve their basic job related skill for personal and organizational improvement (Elijah, 2020). Training is an organization's approach to make their employees capable of competing in the market and improve their job performance to produce well and sustain its position in the market. Innovation is a factor of development and prosperity of an organization (Kyunga, 2021) and with innovation there must be training for employees to get hold of the new innovated technology or system.

Employee Attitude

Employee attitude is the perception of the employee towards their job, organization and customers. It has many types which are positive and negative, neutral and sicken attitude. This variable refers to the overall feelings, opinions, and beliefs that employees hold towards their job, colleagues, and organization. Positive attitudes, such as job satisfaction and organizational commitment, can contribute to higher levels of engagement and performance. The reinforcement theory suggests that positive attitudes can be reinforced through various means, including recognition, rewards, and positive feedback, which can further enhance employee performance (Lawler, 1971). It plays a very important and game changing role in an organization performance and organization's sustainability in market. (Judge et al. 1997) developed a theory of attitude they described "core self-evaluations that represent one's appraisal of people, events, and things in relation to self. Core evaluations are manifested in four traits, namely self-esteem, locus of control, neuroticism, and generalized self-efficacy". A Mata analysis by (Judge & Bono 2001) showed that employee self-evaluation and attitude employee of motivation which have the power to bring down and drag up employee performance. Job satisfaction inspires employee to involve in positive behaviors that are in the best favor of the organization (Bettencourt et al., 2011). People have different attitudinal and skill levels (Qureishi, 2020) so each employee have a certain way of dealing and delivering at job. It is Attitude that

bring diversity to the work place and if it is managed and training well by the organizations it brings beauty, ease and productivity to the work place and if left unleashed and bad attitudes are not taken care of it can destroy company's productivity, performance and market reputation. Employee attitude at work place is connected to job performance and organizational commitment (London, 1993).

Employee treated positively by their company will tend to deliver a positive feedback in shape good performance and ill-treated employees will reflect bad job attitude and performance (Ahmad et al., 2020). Employee attitude depends upon their work feedback from the organization if the organization appreciate what the employee is delivering provide them with proper incentive the employee commitment and performance will improve and if there is no or negative feedback from the organizations the employee attitude will go from neutral to negative and sicken attitude which damages job performance and commitment. The organizations eager to maximize profit and minimize cost often tend to lie which effects the employee still at job as their attitude towards organization goes down because of job insecurity (Rahmaniah et al., 2020). If an Organization fails to deliver proper training and education needed to solve conflicts in a work setup will have bad consequences for the organization (Truitt, 2011). Organizations can encourage positive attitudes and discourage negative attitudes using human resource practices (Soomro et al., 2020). Employee attitude with customers directly affects the customer satisfaction level. Satisfied customers will result in increased productivity and dissatisfied customers will harm organization's productivity and market position. Work proficiency of the employees are greatly dependent upon the self-image and personal traits (Shilova et al., 2021). How an employee sees itself in an organization and how their contribution to the organization is responded shape the employees on job attitude and that attitude defines organization's performance, positive attitude or positive self-image will improve performance and negative attitude will affect the organizational performance negatively.

Motivation

Motivation is a best tool that keeps an employee on track towards achieving organizational goals and

objective by improving his/her performance to the best. It is desire that keeps an employee in the reins to achieve company's goals and objectives. This variable represents the internal or external factors that drive and energize employees to engage in certain behaviors and exert effort towards achieving desired outcomes. Motivation can influence how training and attitude impact employee performance. The reinforcement theory suggests that motivation can be reinforced through the provision of rewards or positive consequences, thereby strengthening the relationship between training, attitude, and performance (Vroom, 1964). (Erez & Judge, 2001) found that motivation moderates about half the relationship between core self-evaluations and performance. They concluded that core self-evaluation is a motivational trait, and that this explains its effect on job performance. Rewards or consequences are the lashing forces that makes an employee do something or to restrain from something, (Rawung, 2013) rewards could be either positive or negative in nature with positive rewards employee job affiliation and organizational commitment goes up while negative rewards brings it down. Positive bonding between organization's upper management and employees effects organizational performance positively (Ekhsan & Setiawan. 2021). (Kanfer & Heggestad 1997) suggested a developmental theory that differentiates between distal effects on action, in the form of relatively stable motivational traits, and proximal influences that are associated with individual differences in self-regulatory or motivational skills.

When the employee feels that they are treated as an important factor of productions and their performance is appreciated well and are rewarded their organizational commitment and job performance improves which results organizational success. An employee delivers with the expectation of appreciation and personal needs fulfillment (Tarigan & Setiawan 2020). Motivation is the facilitation to alter attitudinal variation of the employees to achieve organizational goals (Shahzadi et al., 2014). Motivation is the desires of an employee that he/she wants to be fulfilled in response to what he/she do for the company or firm. Moreover, when these desires are fulfilled by the company or firm the employee's commitment and job performance improves, and when ignored or not fulfilled by the organization the employee's

job performance and organizational commitment goes down. Employee's job performance is not only dependent on personal need fulfillment but family needs as well (Zhang et al., 2020). It is not an easy task to define motivation in a nutshell, (Aziri, 2011). Multiple things are to be taken into account which are works nature, importance and market etc. a lot of work is done to explore the effects of motivation on employees but the further it is explored the further it wants more exploration to cope with the expanding business world and growing and changing human behaviors. It is motivation that emboldens and individual to use his/her capabilities with full throttle to achieve organizational goals and objectives (Khuong & Linh, 2020).

Theoretical underpinning

Employee training and attitude are of the main ingredients that shape and define the success or the failure of any organization as they influence the performance of employees working in that organization or working setup. Herzberg, (1966) posits that employee motivation and job satisfaction are influenced by two distinct sets of factors: hygiene factors and motivators. Hygiene factors, such as salary, working conditions, and company policies, can prevent job dissatisfaction when fulfilled, but their presence alone does not lead to motivation or satisfaction. On the other hand, motivators, including achievement, recognition, and growth opportunities, are intrinsic to the job and directly contribute to employee motivation and job satisfaction. Therefore, in the context of this study, variables related to hygiene factors and motivators would be examined to understand their impact on employee performance.

- **Employee Training**

Training is the process to of organized instructions to prepare new employee to work effectively in the organizational setup or it could also be the systematized instruction provided by the organization to prepare the current employees to the immediate changes in the organizational setup. Employee training made its first appearance in the research world in 1918 when the first article published in the journal of applied psychology. Training is a package that provides the employee of an organization to cope with day-to-day duties and tasks it includes techniques, tools and

knowledge to enhance their performance (Jeni et al., 2021).

- **Employee attitude**

Attitude is the mental and emotional state of an individual's mind. We humans are very emotional species so all our performances and productivity revolves around our emotional stat or attitude. An employee attitude could be either positive or negative toward their specific tasks or jobs. Other researches by (khan et al., 2014; Milman, 2002; Powell & Wood, 1999 ;). says that employee attitude has a significant impact on work performance.

- **Motivation (moderator)**

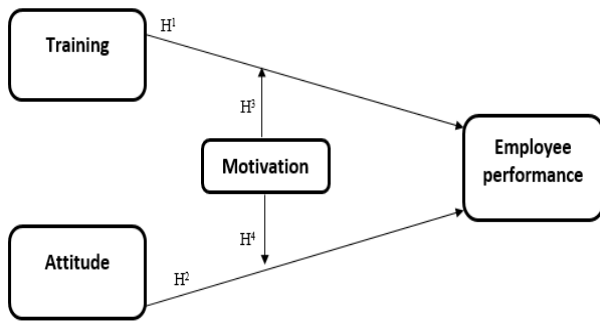
Motivation is originated from the word "movere" (Latin) meaning to move. Motivation impact the attitude of an employee to perform in a work setup (Noorzian et al., 2016) motivation level of an employee effects the level of performance to achieve organizational goals (Scott, 2010).

- **Employee performance**

Employee performance shows the total employee work output in an organization and it can be measured by quantity, quality and efficiency in the job done or the job in progress. Employee performance is liked to employee attitude towards his/her job (Ahmad et al., 2021). And that performance on daily or duty bases defines the success or failure of an organization. To sustain and progress in the modern world business competition the organization must provide its employees with quality trainings to improve their performance at workplace (Prayuda & Yunita, 2021). A positive attitude can boost up the employee performance and negative attitude can bring down the employee performance resulting in failure to obtains and achieve organizational goals.

Conceptual Framework

Figure 1 :
 Proposed model



Hypotheses

- H1: There is a relationship between training and employee performance.
- H2: There is a relationship between employee attitude and employee performance.
- H3: Motivation has a moderating effect on employee training and employee performance.
- H4: Motivation has a moderating effect on employee attitude and employee performance.

RESEARCH METHODOLOGY

Research Design

This research is quantitative in nature. The core purpose of this research is to scrutinize the relation among training, employee attitude and employee performance with the moderating role of motivation. Questionnaire was the most appropriate method for collection of data. Questionnaires adopted from (Takeuchi et al., 2007), (Shaw et al., 2005) for training, (Diefendorff & Richard, 2003) for attitude, (Erickson et al., 2004) for motivation and (Liao et al., 2004) for performance. are used for collection of data. The collected data is then analyzed with help of SPSS (statistical package for social sciences). Researchers have followed different techniques and strategies to fulfill and meet their required objectives of the study. The analysis started from collection of data by various techniques, processes by the usage of different tools and results in research conclusion. This Particular study is carried out as a survey strategy in line with its objectives to gather required data to examine the relation of employee training, employee attitude and employee performance with

moderating role of motivation in private universities located in Peshawar.

Population and sampling of the Study

To examine the relation of employee training, employee attitude and employee performance and moderating role of motivation focus of this study are private universities in Peshawar universities. There are seven private universities in Peshawar. Selected population of this study is administrating staff members of following universities:

- Abasyn University.
- CECOS University of Information technology and Emerging Sciences.
- City University of Sciences and IT.
- Gandahara University Peshawar.
- Iqra University Peshawar.
- Qurtuba Sciences and IT University.
- Sarhad University of Sciences and IT.

(Source:

<http://www.herakp.gov.pk/index.php/institutions/registered-private-universities>)

There are roundabout 800 employees are working in the above stated organizations. Due to shortage of resources, good time management and respond accurately to questionnaire, administrative faculty members of universities mention above were contacted which are almost 259 employees. The remaining staff members are excluded from the population of the study.

Sample signifies a small portion of population a sample from complete data is selected as it is very time costing and hard to take whole population of the institution mentioned above for this study to test hypothesis. For survey of this research questionnaire were dispensed to the 259 employees of selected organizations. Sample size is 259 as derived from below formula by (Almeda et al., 2010):

$$n = \frac{N(Z\alpha / 2)^2}{(Z\alpha / 2)^2 + 4Ne^2}$$

Where:

N = population of the stud.

Zα/2 = 1.96

e = Marginal Error (5%)

n = Sample Size of the study

Sample can be collected through two ways, random sampling and the other is through convenient sampling. In the first type of sample collection almost every unit has the same chances to be the

participant of sample. While in the other type of sampling the scenario is reverse. In my study I have used stratified random sampling technique due to the high commitments of administrating staff through this technique.

Validity and Reliability of the Instrumentation

To measure the relationships between employee performance (dependent variable), employee attitude (independent variable), employee training (independent variable), and motivation (moderating variable), the following scales were used:

1. Employee Performance: The employee performance scale used in this study was developed by (Liao et al., 2004). The scale consists of 7 items that assess various aspects of employee performance, including productivity, job knowledge, and teamwork. The scale has demonstrated good reliability and validity in previous studies (Cronbach's alpha = .85), and was deemed appropriate for use in this study.
2. Employee Attitude: The employee attitude scale used in this study was adapted from a previously validated scale developed by (Diefendorff & Richard, 2003). The scale consists of 6 items that assess various

dimensions of employee attitude, including job satisfaction, organizational commitment, and job involvement. The adapted scale demonstrated good internal consistency (Cronbach's alpha = .82), and was deemed appropriate for use in this study.

3. Employee Training: The employee training scale used in this study was adapted from a previously validated scale developed by (Takeuchi et al., 2007). The scale consists of 7 items that assess various dimensions of employee training, including training content, training methods, and training outcomes. The adapted scale demonstrated good internal consistency (Cronbach's alpha = .86), and was deemed appropriate for use in this study.
4. Motivation: The motivation scale used in this study was adapted from a previously validated scale developed by (Erickson et al., 2004). The scale consists of 8 items that assess various dimensions of motivation, including intrinsic and extrinsic motivation. The adapted scale demonstrated good internal consistency (Cronbach's alpha = .79), and was deemed appropriate for use in this study.

The below tables presents the details of the measurements scales used in the study.

Table 3.1: Scales

S.no	Variables	Variable Type	No of Items	Adopted From	Cronbach Value	Alpha
1	Employee Performance	Dependent	7	(Liao et al., 2004)	.85	
2	Employee Attitude	Independent	6	(Diefendorff & Richard, 2003)	.82	
3	Employee Training	Independent	7	(Takeuchi et al., 2007)	.86	
4	Motivation	Moderating	8	(Erickson et al., 2004).	.79	

Overall, the scales used in this study were deemed appropriate based on their previous validation and reliability testing and were adapted to fit the specific research question at hand.

Model and Regression Analysis of the Study

For the analysis of the three mentioned independent variables which are Employee training, Employee attitude and Employee motivation the dependent variable Employee performance, Regression analysis are carried out.

The following equation represents the model of the study:

$$\text{EMPLOYEE PERFORMANCE} = f(\text{EMPLOYEE TRAINING, EMPLOYEE ATTITUDE, EMPLOYEE MOTIVATION})$$

$$Y = \alpha + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + e$$

Where Y is the employee Performance

α is the intercept

b_1, b_2, b_3 is the Slope of the Independent Variables

X_1, X_2, X_3 is the Observed score of the independent variable Employee training,

Employee attitude and Employee motivation respectively

And “e” is the error or residual value.

In a short, this research aims to examine the relations among employee training, employee attitude and employee performance with moderating role of motivation in private universities located in Peshawar. For purpose of data analysis, data is collected from a selected

sample of employees through adopted research questionnaires (Takeuchi et al. 2007; Shaw, et al. 2005; Diefendorff & Richard 2003; Erickson et al., 2004; Liao et al., 2004) for checking the validity and reliability, Cronbach’s Alpha are used as tool. Samples are selected with convenient stratified sampling techniques.

Analysis of the study

Demographic Analysis

In this study, data is gathered from the faculty members and staff of Khyber Pakhtunkhwa private universities located in Peshawar. The results of demographic analysis of current study are listed and discussed in below sections.

Table4.1: Demographics

Age Demographic	Frequency	Percent
Below 30 years	31	11.9 %
30 to 40 years	121	46.7 %
40 to 50 years	42	16.2 %
Above 50 years	65	25.0 %
Total	259	100 %
Gender Demographic	Frequency	Percent
Male	198	76.44
Female	61	23.55
Total	259	100 %
Education Level	Frequency	Percent
Bachelors (16 years)	49	18.91
Masters (MS/M.Phil.)	126	48.64
Ph.D.	84	32.43
Total	259	100 %
Experience Level	Frequency	Percent
Below 5 years	56	21.62
5 to 10 years	112	43.24
Above 10 years	91	35.13
Total	259	100 %

Table 4.1. shows most of study respondents i.e., 46.7 percent of the total 259, were having age group 30 to 40 years. While 11.9 percent of total 259, have age group below 30 years, 16.2 percent of total 259 have age group 40 to 50 years and the remaining 25 percent of the total 259 have the age group above 50 years of the age. The Table also shows that most of the respondents of the study i.e., 76.44 percent of the total 259 were male respondents while the other 23.55 percent were female respondents. Similarly, the table depicts that most of the respondents of the study i.e., 48.64

percent of total 259, were having MS or M.Phil. level education, 18.91 percent of total 259 were having Bachelor’s level of education and the remaining 32.43 percent were having Ph.D. level of education.

Lastly, the table depicts that most of the respondents of the study i.e., 43.24 percent of total 259, were having 5 to 10 years of experience, 21.62 percent of total 259 were having below 5 years of experience and the remaining 35.13 percent were having above 10 years of experience.

Reliability Analysis

Reliability analysis is conducted to measure the properties of the measurement scales used for the variables. The value of Cronbach Alpha shows us that whether scale adopted is reliable or not through examining the internal consistency of scale. The table below presents the findings of reliability analysis which are conducted in present research.

Table4.6: Reliability Analysis

S.no	Variable	Type	Cronbach Alpha
1	Training	Independent	0.651
2	Employee Attitude	Independent	0.688
3	Employee performance	Dependent	0.698

Table4.7: Descriptive Analysis

S.no	Variable	Type	Mean	Standard Deviation
1	Training	Independent	0.341	0.671
2	Employee Attitude	Independent	0.288	0.644
3	Employee performance	Dependent	0.381	0.603
4	Motivation	Moderating	0.414	0.692

Table4.7 shows the values of mean and standard deviation. Mean value shows central tendency and the dispersion in the data is shown by the standard deviation. The table depicts that mean value of independent variable training is 0.341, and standard deviation value of the independent variable training is 0.671, mean value of the independent variable employee Attitude is 0.288, and standard deviation value of the independent variable employee Attitude is 0.644, mean value of dependent variable Employee performance is 0.381, and standard deviation value of dependent variable Employee performance is 0.603,

Table 4.8: Correlation Analysis

Variables	Employee performance	Employee Attitude	Training	Motivation
Employee performance	1			
Employee Attitude	0.321*	1		
Training	0.431**	0.241	1	
Motivation	0.412*	0.141*	-0.112	1

*p<.05. **p<.01.

Table4.8 shows the results of correlation coefficient among study variables. Above table

4	Motivation	Moderating	0.754
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Table4.6 depicts values of the Cronbach Alpha for variables of the study. As shown in the table, value of Cronbach Alpha for all variables is higher than the standard value of the 0.6, as general rule of the thumb is that the Cronbach's alpha which is .60 and above is considered as good.

Descriptive Analysis

Descriptive analysis shows normality of data. In current study, the mean and the standard deviation values were analyzed to measure the descriptive characteristics of the data of the study. The results of mean and the standard deviation are presented in the below table.

Mean value of moderating motivation is 0.414, and standard deviation value of moderating motivation is 0.692. These values of standard deviation for all the variables are above 0.6, that is., the standard required value, showing the normality of the data of the study.

Correlation Analysis

Correlation Analysis is performed for examining the relationship among variables of a study. The relationship is shown by the value of Cronbach Alpha. The below table show the results of correlation analysis for showing relationship between variables of study.

shows that value of the correlation among the independent variable employee attitude and the dependent variable of employee performance is

0.321, thus showing a significant and moderate positive relationship among the independent variable employee attitude and the dependent variable as employee performance. Similarly, value of correlation among independent variable of training and dependent variable of employee performance is as 0.431, thus showing a significant and strong positive relationship among the independent variable training and of dependent

variable as employee performance. While lastly, value of correlation among moderating variable motivation and of dependent variable employee performance is 0.412, thus showing significant and strong positive relationship between moderating variable motivation and dependent variable employee performance.

Regression analysis

In this study, regression analysis is conducted to examine the impact of both independent variables which are, training and employee attitude on dependent variable employee attitude as presented in the below sections.

- **Impact of training on employee performance**

The results of the regression analysis are presented below,

Table 4.9: Model summary I

	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1		0.631	0.431	0.429	0.456	1.65

Table 4.9 depicts that the value of R is 0.631, value of R Square is 0.431 and value of adjusted R square is 0.429. The value of adjusted R square i.e., 0.429 shows that unit change in independent variable training predicts 42 percent of change in depending variable employee performance.

Table 4.10: ANOVA I

Model	Sum of the Squares	Df	Mean Square	F	Sig.
Regression	17.72	8	3.21	16.14	.001
Residual	21.51	91	0.21		
Total	38.123	99			

Predictor: training

The above table shows that value of F=16.14 at significance value of 0.001, showing the goofiness of the model.

Table 4.11: Coefficient I

Model	Unstandardized Coefficients		Standardized Coefficient		T	Sig.
	B	Std. Error	Beta			
(constant)	1.24	.517			2.352	0.009
Training	.423	.048	0.322		2.421	0.017

a. Dependent Variable: " Employee performance

Table 4.11 is showing regression coefficient value. The table shows that beta value for independent variable training is .423 (t=2.421, p=0.017), meaning that independent variable training has a positive significant impact on employee performance. Thus H1 of the study is accepted.

• **Impact of employee attitude on employee performance**

The results of the regression analysis are presented below,

Table 4.12: Model summary II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.421	0.331	0.219	0.356	2.15

Table 4.12 shows that the value of R is 0.421, value of R Square is 0.331 and value of adjusted R square is 0.331. The value of adjusted R square i.e., 0.219 shows that unit change in independent variable employee attitude predicts 35 percent of change in depending variable employee performance.

Table 4.13: ANOVA II

Model	Sum of the Squares	Df	Mean Square	F	Sig.
Regression	16.72	7	3.11	15.12	.002
Residual	41.52	91	0.21		
Total	57.124	98			

Predictor: Employee attitude

The above table shows that value of F=15.12 at significance value of 0.002, showing the goodness of the model.

Table 4.14: Coefficient II

Model	Unstandardized Coefficients		Standardized Coefficient		T	Sig.
	B	Std. Error	Beta			
(constant)	1.14	.317			2.152	0.019
Employee attitude	.221	.068	0.122		2.021	0.047

a. Dependent Variable: Employee performance

Table 4.14 is showing regression coefficient value. The table shows that beta value for independent variable Employee attitude is .221 (t=2.021, p=0.047), meaning that independent variable Employee attitude has a positive significant impact on employee performance. Thus, H2 of the study is also accepted.

Moderation analysis

Moderation analysis is performed to examine the moderating role of the motivation among that of independent variables and the dependent variable of the study. First of all, the control variables for moderating analysis are identified as shown in below table.

Table 4.15: Control Variable

S.no	Variable	F	P
1	Age	1.237	0.262
2	Gender	2.627	0.042
3	Education	0.241	0.863
4	Experience	0.612	0.644

To identify the control variable, One-way ANOVA test is applied. Only gender is considered significant and thus it is used as control variable in the moderation analysis.

• **Moderating role of motivation between training and employee performance**

In this study, Cohen, Cohen, West and Aiken (2013) technique of the moderation analysis is used in this study. Motivation is considered as the moderating variables between the impacts of the training on the employee

performance, with the hypotheses that motivation moderates the relation between the impacts of training on employee performance. The results are presented in the below table.

Table 4.16: Moderation analysis I

Employee Performance	R ²	Δ R ²	Sig.
Step1 Gender	.021		
Step2 Training	0.431		
Motivation Step 3	0.312		
Training × Motivation	0.516	.0085	0.001

Table 4.16 shows the results of the moderation analysis. At step 1, gender is taken as the controlled variables. The step 2, controlled and independent variable of the study that is, training is entered, showing the R square value as 0.431. The at step 3, the product term of the moderating variable that is, motivation is entered as Training × Motivation showing the R square value as 0.516, the change in the R square value with the difference of moderating variable is .0085 with p=0.001. These result shows that motivation has a significant moderating role on the impact of training on employee performance. Thus, H3 of the study is accepted.

Moderating role of motivation between employee attitude and employee performance

Similarly, Cohen, Cohen, West and Aiken (2013) technique of the moderation analysis is also used here. Motivation is considered as the moderating variables between the impacts of employee attitude on employee performance, with the hypotheses that motivation moderates the relation between the impacts of employee attitude on employee performance. The results are presented in the below table.

Table 4.17: Moderation analysis II

Employee Performance	R ²	Δ R ²	Sig.
Step1 Gender	.032		
Step2 Attitude	0.321		
Motivation Step 3	0.262		
Employee attitude × Motivation	0.486	.165	0.032

Table 4.17 shows the results of the moderation analysis. At step 1, gender is taken as the controlled variables. The step 2, controlled and independent variable of the study i.e., employee attitude were entered, showing the R square value as 0.321. The at step 3, the product term of the moderating variable i.e., motivation is entered as employee attitude × Motivation showing the R square value

as 0.486, the change in the R square value with the difference of moderating variable is .165 with p=0.032. These results show that motivation has a significant moderating role between the impacts of employee attitude on employee performance. Thus, H4 of the study is accepted.

Discussion

Employee training is the tool that can turn upside down any organization, institute or work environment either for good or towards failure and loss. As we hypothesized in this study there is a relationship between training and employee performance. Well trained employees are a valuable asset of any organization and it is the well trained employees that keep an organization's vehicle to success keep on the track. This study confirmed that training has a significant impact on employee performance and thus the first hypothesis accepted. And as there is no denying the importance of trainings one cannot deny the impact of employee's attitude on employee's performance so we hypothesized that there is a relationship between employee attitude and employee performance to which the study confirmed that employee training has a significant impact on employee performance thus the second hypothesis of the study is accepted. Previous studies also show that good training for sure increases employee job performance but employee attitude also can either increase or decrease employee performance. Employee attitude toward organization and performance can be maintained in accordance with organizations goals with help of motivation. Motivation if said is the backbone of any working environment existing in the field of services or productions is correct.

It is motivation that gives the edge to an employee to take keen interest in the training and maintaining a positive attitude toward work and organization to achieve higher employee performance. So we hypothesized that motivation moderates the relationship between employee training, employee attitude and employee performance to which the study confirmed that motivation moderates the relation among employee training, employee attitude and employee performance and thus the third and fourth hypothesis of the study were accepted. Employee training, employee attitude and employee performance are the ingredients required to achieve organizational goals and keep the organizational boat floating in the sea of competition. Employee trainings and employee attitudes are the two oars that keep the organizational boat moving towards good employee performance in a highly competitive sea but it is motivation that defines the speed, smoothness and quality of these oars.

Conclusion

This research is concluded that employee attitude and employee training have a significant impact on employee performance and motivation moderates the relation between independent and dependent variables. Data used in this research is taken from the primary source. Samples are taken from private universities located in Peshawar those are (Abasyn University, Peshawar, CECOS University of IT and Emerging Sciences, City University of Science and Information Technology, Gandhara University, Iqra National University, Qurtuba University of Science and Information Technology, Sarhad University of Science and Information Technology) for analysis the researcher has used Regression analysis, Reliability analysis, Descriptive statistics and ANOVA model in Statistical Package For Social Sciences (SPSS). The conclusive outcomes of the study are that both the independent variables those are employee training and employee attitude have a positive impact on the dependent variable employee performance. And the moderating variable has a significant impact on the relation between independent which are employee training and employee attitude and dependent variable which are employee performance.

Limitations

Limitations of the study are, Population of this study is very limited (Peshawar) it can be tested on provincial base or even country base. This research is only conducted in private universities so it can be further studied in public or both public and private universities. Furthermore, the sample size considered in the current study is not adequate, other studies can consider a larger sample size for more generalizability. Likewise, the study did not consider the sub variables or factors of the main variables, so further studies may identify more factors of the sub variables to get more insight into the topic.

Future Directions

This study has only researched 2 dependent variables, 1 independent variable and 1 moderating variable. Number of variables can further be increased. Future research should focus on understanding the long-term effects of employee training, attitude, and motivation on performance, considering contextual factors, individual

differences, and the integration of technology, while conducting cross-cultural studies to enhance our understanding of these complex dynamics. Motivation is the moderating variable in this study it can be studied as mediating variable with the same dependent and independent variables. Researchers should also aim to investigate the effectiveness of various training methods, explore the role of organizational support and leadership in fostering positive attitudes and motivation, examine the impact of intrinsic and extrinsic motivators on employee performance, and assess the long-term sustainability of training interventions in different organizational contexts. This study is conducted only in private universities (only providing services) it can also be conducted in other productive organization and corporations as well as other services organizations e.g. hospitals, banks, school, textile, and construction industries. Furthermore, future research should also consider variables such as organizational climate, employee engagement, learning transfer, emotional intelligence, social support, job design, and work-life balance to enhance our understanding of the relationship between employee training, attitude, motivation, and performance.

Practical implementations

Implementing these steps will help private universities in Peshawar create effective training programs that meet the specific needs of employees, foster motivation, and continuously improve performance outcomes.

1. **Needs Assessment:** Conduct a thorough needs assessment to identify training requirements and areas for improvement within the private universities in Peshawar.
2. **Customized Training Programs:** Design tailored training programs that address the identified needs and preferences of employees, using a mix of instructional methods to cater to different learning styles.
3. **Motivational Strategies:** Integrate motivational strategies, such as goal-setting, rewards and recognition, and career development opportunities, into the training programs to enhance employee engagement and motivation.
4. **Evaluation and Adaptation:** Establish an evaluation process to measure the

effectiveness of the training programs. Collect feedback from participants and stakeholders to identify strengths and areas for improvement, and make necessary adjustments to enhance training outcomes.

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