

Impact of Working Environment and Training on Organizational Behavior: The Mediating Role of Employee Engagement

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Abstract

In this competitive and challenging climate various sectors are in great effort to boost up their employees performance. To examine this idea, organizational behavior was studied in connection to factors such as working conditions, training programs, employee engagement, and external factors. A mixed-methods approach was employed, involving surveys of 250 workers across several sectors as well as qualitative interviews. This study was aim to assess the impact of working environment, training, and employee engagement on organization behavior environment and to explore employee engagement that how it mediates the relationship between the working environment and Organization behavior environment. The mediation analysis revealed that happier workers were more likely to be engaged in their work, and that this in turn predicted a more productive workplace with higher levels of morale, job satisfaction, and teamwork. These links were further explained via qualitative themes underlining the critical role of involvement in tying work and training design to the corporate culture. According to the results, firms may create a more productive workplace by taking a holistic approach to improving job design, training opportunities, and employee engagement.

Key Words: Organizational behavior, Environment, Employee engagement, Training, Mediating

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Introduction

The organizational behavior environment is the context in which a company functions and succeeds. It includes a wide range of elements that have an impact on the efficiency and prosperity of the business. Employee morale, job happiness, collaboration and the overall culture of the workplace all play significant roles in determining the efficiency with which a business operates (Blaique et al., 2023). However, employee involvement stands out as a major factor in creating a healthy culture of constructive corporate behavior. Employee engagement represents the profound emotional commitment, genuine excitement, and unshakable devotion that individuals offer to their job and the business they serve. Employees that are invested in their work not only do a good job, but also exhibit a wide range of desirable traits and dispositions (Bagga et al., 2023). Improved organizational results may be attributed to such actions as employees going above and beyond their assigned tasks and actively contributing to a positive work environment. Employee engagement, in essence, functions as a potent catalyst for promoting beneficial changes inside a business, which in turn improves performance and success (Yin, 2023).

Moreover, the effects of employee engagement go well beyond direct measures of productivity in the workplace. A positive feedback loop is created when workers are invested in the success of the company. Their infectious positivity and hard work has raised morale and increased job satisfaction across the company. This trickle-down effect not only improves collaboration, but also helps foster a pleasant and unified company culture (Yan et al., 2023).

In the real world, businesses that have a good organizational behavior environment, fueled by strong employee engagement, are more successful. Engaged workers are more likely to accomplish and even surpass organizational objectives, which in turn improves performance indicators and bottom-line outcomes including productivity, attrition, customer satisfaction, and new ideas. (Ludwig & Frazier 2012).

It is crucial for contemporary businesses to understand the significance of the organizational behavior environment and the value of employee engagement within it. Organizations may increase productivity and employee dedication to the company's goals and values by placing a premium on employee engagement and actively promoting a healthy workplace culture. As a result, the organization's

results improve and it is better able to weather the storm of an increasingly competitive business environment (Mitterer & Mitterer, 2023).

Each employee's experience inside an organization is shaped in unique ways by their work and their training, which together form two of the foundational pillars of that experience. Employee engagement may be significantly impacted by factors such as the quality of working environment, the thoughtfulness of job design, and the type of given duties. Workers are more likely to be invested in their jobs if they see their work as important, interesting, and personally demanding. On the other hand, low involvement might be the result of unpleasant working environment, heavy workloads, or routine jobs (Aldabbas et al., 2023).

At the same time, training and development programs are crucial for providing workers with the skills they need to do their jobs well. Training that is relevant to workers' goals and duties at work has dual benefits: it improves their abilities and shows them that their employer cares about their professional development. Employees are more invested in their job when they feel they are contributing to the company's success and have room to grow professionally. (Chaudhry et al., 2017)

Recognizing that working circumstances, training programs, and employee engagement are not independent factors, this research sets out to investigate their interdependence. We hope that by exploring how they interact with one another in the context of organizational behavior, we might uncover insights that will lead to a more dynamic and fruitful culture in the workplace. Organizations that want to maximize the effectiveness of their employee engagement efforts must have a firm grasp of these underlying dynamics.

Research Objective

Main objective of this study is:

1. To assess the impact of Working Environment on Organization behavior environment.
2. To find out the impact of Training on Organization behavior environment.
3. To explore Employee engagement that how it mediates the relationship between the working environment and Organization behavior environment.

4. To find out the role of EE as a mediator between training and Organization behavior environment

Research Questions

The research questions for the current study are:-

1. What is the impact of Working Environment on Organization behavior environment?
2. What is the impact of Training on Organization behavior environment?
3. How Employee engagement mediates the relationship between the working environment and Organization behavior environment?
4. How Employee engagement mediates the relationship between training and Organization Performance?

Methodology

The methodology for this study followed a mixed-methods approach, incorporating both quantitative and qualitative research techniques. Random sampling technique was used to obtain a diverse representation of organizations across various industries. The sample size was determined through power analysis to ensure statistical significance. A structured questionnaire was designed to collect quantitative data on working conditions, training effectiveness, employee engagement, and the organizational behavior environment. Participants rated their experiences using Likert-type scales. In addition, in-depth interviews were conducted with selected employees and HR representatives to gather qualitative data. These interviews provided richer insights into the nuances of working conditions, training impact, and engagement experiences.

Variables and Measures:

Independent Variables: Working conditions (e.g., workload, autonomy, job design) and training programs (e.g., content, relevance, accessibility).

Mediator Variable: Employee engagement (e.g., emotional commitment, enthusiasm, dedication).

Dependent Variable: Organizational behavior environment (e.g., morale, job satisfaction, teamwork, workplace culture).

Data Analysis:

Quantitative Analysis: The survey data were analyzed using statistical software (e.g., SPSS). Multiple regression analysis and path analysis were employed to examine the direct and mediating effects of employee engagement on the relationship between working conditions, training, and the organizational behavior environment.

Qualitative Analysis: Qualitative data from interviews were transcribed and analyzed thematically to identify recurring patterns and themes related to working conditions, training, and employee engagement.

Ethical Considerations:

Ethical guidelines were followed throughout the study, including obtaining informed consent from participants, ensuring the confidentiality of responses, and safeguarding sensitive information.

Validity and Reliability:

To enhance the validity and reliability of the research, established scales and validated instruments were used for quantitative measures. Qualitative data were analyzed by multiple researchers to ensure inter-rater reliability.

Results

The purpose of this study was to examine the relationship between working conditions, training programs, employee engagement, and the organizational behavior environment. In particular, this study tested a model in which employee engagement acts as a mediator between working conditions, training, and the organizational behavior environment.

Descriptive Results

The sample consisted of 250 employees from organizations across various industries. Table 1 presents the means, standard deviations, and bivariate correlations for the main study variables. As shown, more favorable working

conditions and effective training programs were positively associated with higher employee engagement. In turn, higher employee engagement was linked to more positive perceptions of the organizational behavior environment, including higher morale, job satisfaction, and stronger teamwork culture.

Table 1

Means and Standard Deviations for Study Variables

Variable	M	SD
Working Conditions	3.85	0.69
Training Programs	3.61	0.77
Employee Engagement	3.92	0.72
Organizational Behavior Environment	3.71	0.64

Table 2

Bivariate Correlations between Study Variables

Variable	1	2	3	4
Working Conditions	-			
Training Programs	.42* *	-		
Employee Engagement	.53* *	.46* *	-	
Organizational Behavior Environment	.33* *	.29* *	.61* *	-

Note. * $p < .05$, ** $p < .01$

Table 1 displays the descriptive statistics, including means and standard deviations, for each of the four main study variables. Table 2 shows the bivariate correlations between the variables. As noted in the results overview, more favorable working conditions and effective training programs have significant moderate positive correlations with employee engagement. In turn, employee engagement shows a strong positive correlation with the organizational behavior environment. These tables help summarize the key relationships found between the variables in this sample. The results are consistent with the hypothesized model.

Table 1 Means, Standard Deviations, and Bivariate Correlations for Study Variables

Mediation Analysis

To test the hypothesized model, a path analysis was conducted using structural equation modeling techniques. The results provided support for the mediating role of employee engagement. As shown in Figure 1, more favorable working conditions ($\beta = .32, p < .001$) and more effective training programs ($\beta = .28, p < .01$) were positively associated with higher employee engagement. In turn, higher employee engagement positively predicted a healthier organizational behavior environment ($\beta = .52, p < .001$). Furthermore, the indirect effects of working conditions ($B = .17, 95\% \text{ CI } [.09, .26]$) and training ($B = .15, 95\% \text{ CI } [.06, .22]$) on the organizational behavior environment through employee engagement were significant. This indicates full mediation, whereby working conditions and training influence the organizational behavior environment primarily through their impact on employee engagement.

Table 3*Mediation Analysis Results*

Path	B	SE	β	p
X (Working Conditions) → M (Employee Engagement)	.28	.05	.32	<.001
X (Training) → M (Employee Engagement)	.24	.06	.28	<.01
M (Employee Engagement) → Y (Organizational Behavior Environment)	.46	.04	.52	<.001
X (Working Conditions) → Y (Organizational Behavior Environment)	.09	.05	.11	>.05
X (Training) → Y (Organizational Behavior Environment)	.07	.06	.08	>.05

Indirect Effects:

- X (Working Conditions) → M (Employee Engagement) → Y (Organizational Behavior Environment): B = .17, 95% CI [.09, .26]
- X (Training) → M (Employee Engagement) → Y (Organizational Behavior Environment): B = .15, 95% CI [.06, .22]

This table displays the key path coefficients, standard errors, and significance levels for the relationships between working conditions, training, employee engagement, and the organizational behavior environment. The insignificant direct paths from working conditions and training to the organizational behavior environment, alongside the significant indirect effects, provide numerical evidence for full mediation in the model. Overall, the table helps summarize the critical mediation analysis results described in the text.

Qualitative Findings

The qualitative interview data provided further insights into the dynamics between working conditions, training, engagement, and the organizational environment. Three major themes emerged from the analysis:

1. Alignment of work and training fosters engagement: Interviewees emphasized the importance of designing jobs and training content that align with employees'

skills, interests, and career goals. This alignment amplifies enthusiasm and commitment to the organization.

2. Engagement breeds an energized culture: Participants noted that when they and their colleagues feel engaged, it creates a palpable sense of energy and morale that permeates throughout the workplace environment.
3. Disengagement diminishes organizational outcomes: Conversely, when work conditions or training opportunities are unfavorable, it can deflate engagement levels and breed negativity, cynicism, and reduced performance.

These qualitative findings reinforce the pivotal role of employee engagement in linking working conditions and training to the overarching organizational behavior environment. Fostering strong engagement is key to maximizing the benefits of well-designed jobs and impactful training programs.

Discussion

The results of this study provide compelling evidence that favorable working conditions and effective training programs impact critical organizational outcomes, including morale, job satisfaction, and teamwork culture, through their ability to enhance employee engagement levels. When jobs are well-designed, aligned with employees' capabilities and interests, and offer autonomy and challenge, engagement is boosted. Similarly, when training builds relevant skills and shows the organization's investment in employee development, engagement increases (Chopra et al., 2023). Another study also focused the importance of organization outcomes and reported that there is solid relation between organization performance and training and development, job satisfaction and employees engagement. The same study also described that the employees are staying for long and working for the development of the organization when good working environment is provided to them. The employee engagement, training and development are significantly contributing to organization performance (Chaudhry et al., 2017).

In turn, highly engaged employees catalyze a cascade of positive changes in the broader organizational behavior environment. Qualitative insights further reveal how engagement acts as an emotional conduit between work/training design and the cultural fabric of an organization (Nasir Ansari & Irfan, 2023).

These findings have important practical implications, highlighting the need for a systematic approach that integrates job design, training programs, and employee engagement initiatives to build a thriving organizational behavior environment (Soelton, 2023; Thabet et al., 2023). The human resource function within organizations plays a key role in this integration. Overall, an investment in quality work and training that engages employees can pay invaluable dividends in fostering a culture conducive to productivity, innovation, and performance excellence.

Conclusion

This study demonstrates that employee engagement serves as a crucial conduit through which thoughtfully designed jobs and impactful training programs shape the organizational behavior environment. The quantitative results provide robust statistical evidence for the mediating effects of engagement, while the qualitative insights add richness and depth to understanding these complex interrelationships. For organizations seeking to maximize their performance, fostering high engagement by aligning work and training with employees' capabilities and interests emerges as a key imperative. When employees feel genuinely excited about and committed to their roles, the benefits permeate throughout the workplace culture. By taking a holistic approach that connects job design, training offerings, engagement strategies, and desired organizational outcomes, leaders can cultivate an environment conducive to productivity, fulfillment, and sustainable success. This study offers both empirical insights and practical guidance to inform such a synergistic approach.

Limitation and Future Research Recommendations

The study has some limitations. First, the sample size was less and to obtain good results larger sample size is needed. The research was also limited to industries sector however the study may be carried in other sectors like education, banking, and engineering and health sectors etc. For concrete results focus group discussion is highly recommended although we used interview and questionnaire. Our research explores the connection of employee engagement and training on organization behavior environment in Pakistan's less developed areas but it is recommended that the same research may be carried out in the larger cities of Pakistan or worldwide. Topic sensitivity was the last limitation of the study, the employees were cautious to share the negative emotions due to work load and high engagement that the data may not kept confidential.

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