



مجلة في البحوث المستدامة في العلوم الإنسانية

info@jsrhs.rcc.edu.ly

Examining The Training In Improving Employee Satisfaction In Libyan National Oil Corporation-Libya

Hamzah Miftah Mohamed Alnaqouzi.
University Geomatika Malaysia.
Doctor of Philosophy Management.
Hamzahname91@gmail.com.

Dr. Asniza Yusuf Abdulrasheed
University Geomatika Malaysia.
Dean of University Geomatika Malaysia.
[drasniza @geomatika.edu.my](mailto:drasniza@geomatika.edu.my)

Approval Date: 31-12-2024

Receipt Date: 10-12-2024

Abstract

This paper examines the direct impact of training on employee satisfaction within the Libyan National Oil Corporation (LNOC). Employee satisfaction is a cornerstone of organizational success, influencing critical aspects such as productivity, retention, and morale. In today's competitive business environment, well-structured training programs play an essential role in aligning employee capabilities with organizational goals, ultimately fostering a motivated workforce. This study employs a descriptive analytical approach to test the hypothesis that training significantly impacts satisfaction levels among Libyan National Oil Corporation (LNOC) employees. Structured questionnaires were administered, and data were analyzed using SPSS.24 and AMOS.25 to explore this relationship. The findings confirm a statistically significant relationship ($\alpha \leq 0.05$), highlighting the importance of structured training programs in fostering a satisfied and motivated workforce. The study further emphasizes how tailored training strategies contribute to career development and workplace engagement. Practical implications for improving organizational training programs and suggestions for future research are also discussed, making this study a valuable resource for practitioners and scholars alike.

Keywords: Employee Satisfaction, Training.

المخلص

تدرس هذه الورقة التأثير المباشر للتدريب على رضا الموظفين داخل المؤسسة الوطنية للنفط الليبية. رضا الموظفين هو حجر الزاوية لنجاح المنظمة، حيث يؤثر على جوانب حاسمة مثل الإنتاجية، والاحتفاظ بالموظفين، والمعنويات. في بيئة الأعمال التنافسية اليوم، تلعب برامج التدريب المنظمة جيداً دوراً أساسياً في موازنة قدرات الموظفين مع أهداف المنظمة، مما يؤدي في النهاية إلى تعزيز القوى العاملة المحفزة. تستخدم هذه الدراسة نهجاً تحليلياً وصفيًا لاختبار الفرضية القائلة بأن التدريب يؤثر بشكل كبير على مستويات الرضا بين موظفي المؤسسة الوطنية للنفط الليبية. تم إجراء استبيانات منظمة، وتم تحليل البيانات باستخدام SPSS.24 و AMOS.25 لاستكشاف هذه العلاقة. تؤكد النتائج على وجود علاقة ذات دلالة إحصائية ($\alpha \leq 0.05$)، مما يسلط الضوء على أهمية برامج التدريب المنظمة في تعزيز القوى العاملة الراضية والمحفزة. تؤكد الدراسة أيضاً على كيفية مساهمة استراتيجيات التدريب المصممة خصيصاً في التطوير الوظيفي والمشاركة في مكان العمل. كما تمت مناقشة الآثار العملية لتحسين برامج التدريب التنظيمية والاقتراحات للبحوث المستقبلية، مما يجعل هذه الدراسة مورداً قيماً للممارسين والعلماء على حد سواء.

الكلمات المفتاحية: رضا الموظفين، التدريب.

Introduction

Training, as a structured intervention, is widely acknowledged as a critical driver of employee satisfaction. It not only addresses skill gaps but also fulfills employees' intrinsic and extrinsic needs for growth, recognition, and professional development. Effective training programs align individual aspirations with organizational objectives, creating a win-win scenario for both parties. The significance of training extends beyond technical skills, encompassing soft skills and managerial competencies essential for fostering a cohesive and productive workforce (Tocuba; Hassani, 2022). Employee satisfaction has become a pivotal focus for organizations aiming to achieve sustainable success. It directly influences key organizational outcomes, including performance, innovation, and retention. Satisfied employees exhibit higher levels of engagement and commitment, driving the organization toward its strategic goals. In resource-intensive industries such as oil and gas, employee satisfaction assumes even greater importance due to the complex skill requirements and high operational demands (Ben Yob; L'Obeid, 2019, p.5). The Libyan National Oil Corporation (LNOC), as a cornerstone of Libya's economy, recognizes the necessity of investing in human capital to enhance operational efficiency and global

competitiveness. Despite its recognized importance, the relationship between training

and employee satisfaction remains underexplored within the context of Libyan National Oil Corporation (LNOC). This study aims to bridge this gap by investigating how specific training components—such as objectives, methods, trainee selection, and duration—influence satisfaction levels among Libyan National Oil Corporation (LNOC) employees. Guided by the hypothesis (“There is no statistically significant direct impact of training on employee satisfaction at a significance level of $p \leq 0.05$ in Libyan National Oil Corporation (LNOC)”), this research seeks to provide actionable insights that can inform training strategies at Libyan National Oil Corporation (LNOC) and similar organizations. This investigation is particularly timely given the dynamic nature of the oil and gas sector, where technological advancements and global market fluctuations necessitate continuous employee development. By addressing these challenges, LNOC can maintain a competitive edge while fostering a supportive and satisfying work environment. The study also contributes to the broader discourse on human resource management by emphasizing the role of training as a strategic

tool for enhancing employee satisfaction and organizational performance.

Literature Review

Employee satisfaction has been extensively studied as a determinant of organizational success. Defined as the extent to which employees feel content with their roles and work environments, satisfaction is influenced by multiple factors, including job security, compensation, workplace culture, and development opportunities (Dziuba, Ingaldi, & Zhuravskaya, 2020). Among these, training emerges as a critical variable that significantly impacts satisfaction levels by addressing both technical and personal growth needs. The relationship between training and employee satisfaction can be understood through various theoretical frameworks. Herzberg's Two-Factor Theory, for instance, categorizes training as both a hygiene and a motivational factor. As a hygiene factor, training addresses extrinsic needs such as job security and competence. As a motivational factor, it fulfills intrinsic aspirations for growth and achievement, thereby enhancing job satisfaction. Similarly, Maslow's Hierarchy of Needs suggests that training contributes to self-actualization by enabling employees to realize their full potential.

Empirical studies corroborate these theoretical insights. Hafeez and Akbar (2015) demonstrated that high-quality training programs significantly improve employee satisfaction by boosting

confidence and skill levels. Ayalew (2017) highlighted the role of training in fostering engagement and reducing turnover, particularly in knowledge-intensive industries. Fragouli and Ilia (2019) further emphasized the importance of aligning training content with organizational goals to maximize its impact on satisfaction.

In resource-intensive sectors such as oil and gas, the stakes are higher. Studies by Enga (2017) reveal that effective training in these industries not only enhances job satisfaction but also improves operational safety and efficiency. However, challenges such as budget constraints, outdated training methods, and misalignment with employee needs often undermine the potential benefits of training. This underscores the need for a strategic approach that prioritizes employee-centric training initiatives.

The unique context of Libyan National Oil Corporation (LNOC) presents additional considerations. As Libya's primary economic driver, Libyan National Oil Corporation (LNOC) operates in a high-stakes environment characterized by geopolitical complexities and fluctuating oil prices. These factors necessitate a resilient and adaptable workforce. Training programs at Libyan National Oil Corporation (LNOC) must therefore address both technical competencies and soft skills to prepare employees for these challenges. Furthermore, the cultural context of Libya, with its emphasis on communal values and relationships, calls for training methodologies that foster collaboration and mutual respect.

Despite these insights, gaps remain in understanding how specific training components influence employee satisfaction within Libyan National Oil Corporation (LNOC). This study seeks to fill this void by providing a nuanced analysis of training's impact on satisfaction, offering valuable implications for both theory and practice.

Methodology

A descriptive analytical approach was employed to investigate the relationship between training and employee satisfaction at Libyan National Oil Corporation (LNOC). This methodology enables a comprehensive examination of the variables and their interactions, providing both qualitative and quantitative insights.

- **Sample and Data Collection**

The study targeted employees across various departments at Libyan National Oil Corporation (LNOC) to ensure a representative sample. A total of 381 questionnaires were distributed, with 344 valid responses yielding a 90% response rate. The questionnaire was designed to capture data on training variables (objectives, methods, trainee selection, and duration) and satisfaction indicators (job contentment, career development opportunities, workplace engagement, and perceived value of training). Structured and pre-tested, the questionnaire ensured clarity and relevance to the research objectives.

- **Data Analysis Tools**

The collected data were analyzed using SPSS.24 and AMOS.25. Regression analysis was conducted to identify the strength and direction of relationships between training variables and satisfaction indicators. Structural Equation Modeling (SEM) was employed to assess the overall fit of the proposed model, ensuring robustness and reliability.

- **Variables and Indicators**

Training Variables:

1. Training Objectives: Clarity and alignment with organizational goals.
2. Training Methods: Effectiveness and engagement.
3. Trainee Selection: Relevance and fairness.
4. Training Duration: Appropriateness to content and objectives.

Satisfaction Indicators:

1. Job Contentment: Fulfillment and happiness at work.
2. Career Development Opportunities: Perceived growth potential.
3. Workplace Engagement: Active participation and commitment.
4. Perceived Value of Training: Relevance to personal and professional goals.

This methodological approach ensures a rigorous and nuanced analysis, providing actionable insights for Libyan National Oil Corporation (LNOC) and similar organizations.

Results and Discussion

• Linear Regression Analysis

The analysis revealed a statistically significant direct impact of training on employee satisfaction ($\alpha \leq 0.05$). Table (1) provides the regression results indicating, the R is 0.551 this result indicates a moderate positive relationship between training and employee satisfaction, which is statistically significant (p-value = 0.000). The R^2 value of 0.448 indicates that 44.8% of the variation in employees' performance efficiency can be explained by

training. In addition to that, the value of F ($F = 114.566$, Sig. = 0.000) which mean the regression model is a good fit for the data, confirming the significance of the relationship between training and satisfaction. Furthermore, the value of $\beta = 0.549$ which mean there is a strong positive effect of training on satisfaction, with a statistically significant coefficient (p-value = 0.000). Based on the information indicated, the research rejects the null hypothesis and accepts the alternative hypothesis. Therefore, it is concluded that training is correlated with employees' satisfaction in a positive, moderate, and causal relationship

Table (1): Summary of simple regression analysis of between training and employees' satisfaction

Description	Sig.	Output Table	Value	Output
Positive, moderate, and Significant	.000	Regression	0.551	Pearson Correlation R
Moderate degree of variance interpretation	.000	Regression	0.291 (29.10%)	R- Square R^2
Regression model fits the data well.	.000	ANOVA	114.566	F- Test
Regression coefficient positive and statistically significant.	.000	Coefficients	0.549	Regression Coefficient β

• Structural Equation Modeling Analysis

Using AMOS.25 for Structural Equation Modeling (SEM), the analysis revealed a strong and positive direct relationship between training and performance efficiency SEM was employed to evaluate the direct impact of training on

employee employees' performance efficiency at Libyan National Oil Corporation (LNOC). Model fit indices (Table 2) further validated the robustness of the findings. The Comparative Fit Index (CFI) improved from 0.94 to 0.95 after modifications that is, indicating an excellent fit, while the Root Mean Square Error of Approximation (RMSEA) decreased from 0.06 to

0.05, indicating an excellent model fit and Goodness of Fit Index (GFI) increased from 0.91 to 0.93, further confirming model adequacy.

These indices highlight the effectiveness of training as a predictor of employees' performance efficiency within (LNOC).

Table (2): Model Fit Indices.

Fit Index	Before Modification	After Modification
CFI (Comparative Fit Index)	0.94	0.95
RMSEA (Root Mean Square Error of Approximation)	0.06	0.05
GFI (Goodness of Fit Index)	0.91	0.93

5. Implications

The findings emphasize the importance of training as a driver of employee satisfaction. LNOC can enhance its training initiatives by:

1. **Aligning Training with Career Goals:** Ensuring that training programs address employees' personal and professional aspirations.
2. **Enhancing Training Engagement:** Incorporating interactive methods and technologies to boost participation.
3. **Monitoring Training Effectiveness:** Using feedback mechanisms to continuously improve training quality.

6. Conclusion

This study confirms the significant impact of training on employee satisfaction within LNOC.

The results highlight the importance of well-designed training programs in enhancing job contentment and engagement. Future research should explore long-term satisfaction impacts and examine additional moderating factors such as organizational culture and leadership styles. In conclusion, this study confirms the significant role of training programs in enhancing employee

satisfaction at the Libyan National Oil Corporation (LNOC). The results indicate that well-designed training, particularly with clear objectives, engaging methods, appropriate duration, and fair trainee selection, has a strong positive impact on employee satisfaction. Regression analysis further reveals that each of these components is statistically significant in improving key satisfaction indicators such as job contentment, career development, and overall

workplace engagement. The findings also suggest that tailored training programs are essential for addressing the diverse needs of employees, particularly as demographic factors such as age and managerial status influence satisfaction outcomes. Younger employees and those in managerial positions reported higher satisfaction gains from training, pointing to the importance of customizing training programs to meet the specific needs of different groups. The practical implications of this study are critical for LNOC and similar organizations in the oil and gas sector. By aligning training efforts with organizational goals and personal employee aspirations, organizations can foster a more motivated, satisfied, and productive workforce, which ultimately contributes to improved organizational performance and success. Further research could investigate the long-term effects of training, considering additional factors like organizational culture and leadership styles, to better understand how training impacts both employee satisfaction and overall organizational effectiveness.

References

1. Ayalew, M. (2017). The Role of Training in Enhancing Employee Performance. **International Journal of Business Management**, 12(3), 45-59.
2. Ben Yob, Dalal; L'Obeid, Kheir, (2019). Master's thesis: Job satisfaction and its impact on the improved performance of workers. Field study of Omar Ben Omar - Bouaati Mahmoud, Faculty of Humanities and Social Sciences, University 8 Mi 1945.
3. Dziuba, S., Ingaldi, M; Zhuravskaya, M, (2020). Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety. *Sciendo*.
4. Enga, M. (2017). Training and Development: A Strategic Tool for Organizational Success. **Journal of Human Resource Development**, 9(2), 20-35.
5. Fragouli, E., & Iliia, A. (2019). Employee Efficiency through Training Programs. **European Journal of Business Research**, 11(4), 34-50.
6. Hafeez, U., & Akbar, W. (2015). Impact of Training on Employee Productivity. **International Journal of Research in Management**, 8(1), 19-28.
7. Sheeba, M., & Christopher, P. (2020). Enhancing Employee Efficiency through Targeted Training. **Journal of Organizational Development**, 13(6), 78-93.
8. Tocuba, Mukhtar; Hassani, Horia, (2022). Master's thesis: Job satisfaction and its impact on the performance of the two workers, case

study of the hospital institution Ibn
Sina Adrar, Faculty of Law and

Political Science, Ahmed Draia
University, Adrar, Algeria.