

The effect of Training on Employee Satisfaction with the Mediating Role of Strategic Human Resources Management

(Case Study: Farabi Petrochemical Company)

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Abstract

Training is a focused and time-framed activity that helps creating more interpersonal and organizational skills and change behaviors, it leads to employee satisfaction, which ultimately improves individual, team, and organizational performance. So it is important to consider the right strategy as well as the process of strategic human resource management for it. The present study was conducted with the aim of studying the effect of training on employee satisfaction with the mediating role of strategic human resource management in Farabi Petrochemical Company. The data collection tool is a standard questionnaire that its validity was confirmed by content validity (experts' opinion) and convergent and divergent validity was calculated higher than 0.4; the reliability was calculated by Cronbach's alpha test and composite reliability higher than 0.7. SPSS 22 and SmartPLS 3 software were used to analyze the collected data. The results showed that the effect of training on employee satisfaction was confirmed, as the economic conditions are not the only cause of employee departure. On the other hand, one of the strategic human resource management programs is the development of employee skills. As a result, it has a mediating effect on the relationship between training and employee satisfaction.

Keywords: training, employee satisfaction, strategic management of human resources

I. Introduction

Employees spend a large part of their lives at work. Therefore, they can fulfill many of their basic needs, such as mental and physical development, social communication, creating a sense of worth, self-confidence and competence. On the other hand, work and its environment may be the main source of stress and the subsequent pressure of psychological problems and job dissatisfaction (Daneshpajouh et al., 2020). Satisfaction is the employee's attitude towards the tasks and responsibilities received by the management (Oktem et al., 2020). This helps creating a healthy environment that encourages high employee engagement. The modern business world is chaotic, complex and competitive, and the success of any business depends on satisfied employees (Shuvro&Alam, 2020). Therefore, the organization seeks to establish a strong relationship with the employee (Ali et al., 2022; Batoul et al., 2022). In order to achieve the goal, business managers must determine various factors to create employee satisfaction levels (Mafi&Asoba, 2021, 3020). Today, knowledge as an intangible capital and asset has found an important place in the organization. The best and most effective application of organizational knowledge in an organized and managed manner creates significant economic, social and cultural progress (Azadarmaki et al., 2021). Organizations achieve their goals with multiple resources and assets. Some of the most valuable resources and assets are unique and exclusive to gain a competitive advantage. Such cases are considered as the final alternative to the production of knowledge, wealth and monetary capital. (Azma et al., 2015) Now at the beginning of 21st century a number of state and private organizations have looked at Knowledge as a changing strategy to recreate the organization's ability in recognizing and efficiently using the competitive advantage of them. (Pourbahrami&etal, 2014)

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There is no doubt that Training is the main cornerstone of the political, economic, social and cultural development of societies. (AlizadehMajd&etal,2018) Training is a focused and time-framed activity that helps creating more interpersonal and organizational skills and change behaviors, it leads to employee satisfaction, which ultimately improves individual, team, and organizational performance. Improving the skills seems necessary to achieve organizational goals (McDowall & Saunders, 2010). In 2017, Jocomand his colleagues conducted a study with the aim of analyzing the effect of job rotation and training on employee performance. The results showed that job rotation has no significant effect on employee performance and training has a positive and significant effect on employee performance. Manado admits that he should think more about the management of the job rotation program to avoid employee dissatisfaction; he should maintain the training program in order to maintain the performance of the employees at a better level. In 2018, Huijuamevaluated the training status of occupational rotation nurses in ICU. The results showed that after the training, the nurses obtained a higher score in the assessment of theoretical knowledge and practical skills. Research related to the effect of training on the job performance of employees showed that training affects job satisfaction, commitment, and performance of employees. The government and organizations should periodically train their employees and also allocate a reasonable part of their budget in order to improve the budget capacity (BgumMamyet al., 2020; Eluanlioyd, 2021; Rilo& Maharani, 2020).

In today's globalized environment, organizations must adapt to economic ups and downs, reduce competition, meet customer expectations, and retain the right staff. In such a scenario, it is expected that the strategies developed by organizations for talent management play a greater role in obtaining highly committed employees and employee turnover rates that lead to the effective achievement of organizational goals (Choudhury &Patanayak, 2020). Human resources strategy can be defined as the role of human resources management in the performance of the organization in focusing on the alignment of human resources as a tool to gain competitive advantage (Owenubiugie&Ekhaise, 2020). Theoretically, the human resource policies that underlie an HR strategy work together to create a unique climate that shapes employees and develops specific skills and abilities or directs their efforts toward specific behaviors (Bowen &Ostroff, 2004).

According to the business environment, traditional methods will not provide a good share of the market to business owners, and the need for innovative methods is strongly felt.(Azad and Davoodi,2023)Therefore, different high-investment HR strategies should lead to the emergence of different employee-based resources (Kehoe & Collins, 2017; Lepak& Snell, 1999). The success of an organization depends on its people. This means that the way to acquire, develop, motivate and maintain them in the organization plays an important role in the success of the organization. It presupposes an integrated approach to human resource functions and the overall business functions of an organization (Aiko, 2021). Importantly, different HR strategies are composed of unique sets of mutually reinforcing HR policies that work together to convey different messages about the employer-employee relationship.This leads to the creation of unique employee-based resources in different HR strategies (Collins and Smith, 2006; Lepak and Snell, 1999; Collins, 2020). Through the analysis of human resource performance, we will be able to formulate a human resource development strategy that is relevant to the conditions and needs of human resources. The mission of the company should be shown as a guide for human resources in performing their duties and in line with the company's goal (Mayangsariet al., 2019). Therefore, strategic human resource management means a strategic look at human resource functions in line with the business functions of an organization. We already mentioned that the strategic business plan is developed to achieve competitive advantage. This specific strategy for each functional area, i.e. marketing, finance, production operations and human resources should be drawn in line with the implementation of the organizational plan with the strategic business plan. In other words, formulation of organizational strategy is integrated with formulation of functional strategies. Here, human resource strategy becomes more important because it provides human resources for other functional areas as well (Aiko, 2021).

Training is a focused and time-framed activity that helps creating more interpersonal and organizational skills and change behaviors, it leads to employee satisfaction, which ultimately improves individual, team, and organizational performance (McDowall & Saunders, 2010). In 2017, Jocomand his colleagues conducted a study with the aim of analyzing the effect of job rotation and training on employee performance. The results showed that job rotation has no significant effect on employee performance and training has a positive and significant effect on employee performance. Manado acknowledges that more thought needs to be given to the management of the job rotation program to avoid employee dissatisfaction

He should maintain the training program in order to maintain the performance of the employees at a better level. In 2018, Huijuamevaluated the training status of occupational rotation nurses in ICU. The results showed that after the training, the nurses obtained a higher score in the assessment of theoretical knowledge and practical skills. The studies related to the effect of training on the job performance of employees showed that training affects job satisfaction,

commitment and performance of employees. The government and organizations should periodically train their employees and also allocate a reasonable part of their budget in order to improve the budget capacity (BgumMamy et al., 2020; Eluanlioyd, 2021; Rilo&Maharani, 2020).

In today's chaotic environment, the success of any organization requires skilled and efficient human resources. Competition, the organizational structures of today's markets and the labor market have raised investment in human resources as a necessary strategy for managers and organizations (Rainbird, 2002). One of the most important areas of investment in human resources is education. Training is a useful tool to help solve important managerial and organizational problems (Bedingham, 1997). Training is one of the most important tools for the development of human resources; knowledgeable and successful managers understand the necessity of training and consider the development of human resources as one of the organizational requirements. One of the primary goals of any training is to develop the knowledge, attitude and skills of employees whose behavior should be changed in a positive direction and effective cooperation with the organization; training current employees is an effective method to provide the human resources needed by the organization (Noe, 1999). Focusing on knowledge, attitude, skills that do not fulfill the needs of employees is not only not productive, but also it wastes the resources of the organization. Effective training strategies and actions must be able to respond realistically to the needs of the organization and employees (Thacker, 2006).

HR managers focus on providing effective and efficient on-the-job and off-the-job training programs for their employees to increase their job performance and work productivity. Training programs are such a management tool that helps employees to increase happiness and satisfaction at their workplace (Hidayat&Budiartma, 2018). The purpose of job training is to provide necessary instructions and other job-related knowledge to increase the productivity and job performance of employees.

On the other hand, knowing the satisfaction of human resources from the job in management is one of the important tasks of human resources management. Failure to pay attention to the factors that create motivation and job satisfaction of employees can cause problems for the organization's goals in the long run, and one of the factors of having efficient employees of an organization is to pay attention to different dimensions of employees' lives and provide them with material and spiritual services (Farahi et al., 2011). Human resource management faces many challenges due to environmental turbulences, including rapid economic, political and technological changes, the extent and complexity of competition, significant changes in the nature and composition of the workforce. In this situation, the strategic management of human resources has received more attention and is expected to play a more prominent role (Hamidianpour and Hasiri, 2019). Today, human resources are the main factors of competitive advantage and profitability of companies. Most management experts believe that human resources eliminate most of the limitations and deficiencies.

As strategic and long-term planning is necessary for the main affairs of the organization, the companies should also benefit from strategic planning to achieve the optimal use of human resources. In the strategic management of human resources, it is emphasized to create coordination between the strategy of the organization on the one hand and different human resource systems on the other hand. In fact, the human resources strategy plays the role of an intermediate link between the organization's strategy and human resources operations and turns the organization's orientation, which is included in its strategy, into concrete instructions (Afjeh and Sepahvand, 2009). Therefore, managers should be aware of how to deal with this strategic factor (human resources), they should also learn to use this competitive advantage as effectively as possible. In this case, the organization will gain strength and a strong competitive force. Strategic management of human resources is a general and comprehensive approach to manage employee affairs and coordinate human resources strategies with the company's business strategy. The strategic management of human resources is related to long-term issues associated with the internal and external environment of the organization, and its output is policies for the areas of human resources. Combining the idea of strategic management with human resources management makes human resources to be viewed as strategic resources. Therefore, it is necessary to deal with other factors of production; it makes it inevitable to involve decisions related to human affairs in the formation of the major strategies of the organization (Mandgari and Kolek, 2020).

One of the common questions is how some organizations have been successful in their work despite economic, financial, and social crises. Human capital, as the fundamental pillar of the real wealth of organizations, is considered the most vital part of intellectual capital. Due to intense market competition and shortage of experienced and skilled employees, finding and retaining trained and skilled employees is critical for today's organizations. Therefore, recruitment, training, and retention are powerful and reliable factors that significantly improve organizational performance and resolve crises (Yang, 2019).

In addition, SHRM is often described as a pattern of long-term planned human resource decisions and interventions that express an organization's willingness to invest in its employees and recognize their contribution to value creation. Successful employee retention is essential for organizational stability, growth, and revenue. Without the proper

implementation of employee retention strategies, the organization may face a high employee turnover rate (Cloutier et al., 2015). Researchers believe that SHRM practices lead to higher commitment, satisfaction and limit employees' voluntary leave; therefore, it can be used to predict the voluntary turnover rate of employees (Fahim, 2018).

Employee satisfaction is one of the most important factors in job success and increases efficiency and personal satisfaction. Every employer is somehow trying to increase job satisfaction in the employees of their institution, and its importance comes from the fact that people spend almost half of their waking hours in the workplace. Employee job satisfaction as an attitude predicts employee turnover better than other work attitudes. People who have shown a high level of employee job satisfaction have a low desire to leave their service. Another reason that shows the importance of investigating and studying employee satisfaction is that organizations that have members with high levels of job satisfaction usually experience higher performance, less absenteeism, and tardiness from their employees. In many cases, organizations need people who will work for the benefit of the organization beyond the prescribed duties; this is especially important in sensitive jobs such as working in petrochemicals.

All researchers agree on the necessity of designing and implementing on-the-job training in organizations. The most important point is the evaluation of training effectiveness and the effective factors in training to design the desirable and effective training. In real world, there is always a kind of conflict and duality between the need for training and development of human resources in practice and the difficulties of implementing effective training. Organizations cannot be helped to achieve their goals by simply holding training, but training should be based on principles, rules and mechanisms that meet the needs of organizations. In order to solve this problem, one of the solutions of the scientific and executive community is to conduct studies based on the strategic management of human resources so that employees can be satisfied in the work environment with basic training. Therefore, according to the existing research gap, the main problem of the current research is to investigate whether training has an effect on employee satisfaction with the mediating role of strategic human resources management in Farabi Petrochemical Company.

II. Theoretical framework and review of the literature

Training: in-service training is one of the most effective tools for managers to deal with environmental changes and guarantee proper service delivery, especially in service and government organizations. If it is organized and implemented regularly and purposefully in line with the real needs of employees, it will not only increase the performance of employees and the organization, but also improve the skills of managers and increase the satisfaction of employees and employers (Shariatmandari et al., 2014). The importance and position of training as well as the application of different methods of training in educational, production, industrial and administrative organizations has led to the point where not only managers in organizations should be familiar with educational methods and use them, but they should also provide facilities and favorable conditions to encourage planners and experts to do more and more to train employees in order to increase their efficiency and productivity and increase the usefulness of organizations. In general, employee training is a process for people's adaptation to the changing environment of the organization and ultimately the organization's adaptation to the external environment (Peidaei and Firouzi, 2010).

Employee satisfaction: Employee satisfaction refers to a person's general attitude about his job, it is a situation in which people express satisfaction with their job and other related conditions. It is also a level of positive feelings and attitudes that people have towards their jobs. Employee satisfaction is a set of feelings and beliefs that people have about their current jobs (Farahi et al., 2011).

Strategic Human Resource Management (SHRM): It is increasingly focused on the performance effects of HR systems rather than individual HR practices (Boone et al., 2019). According to Osio (2017), it is an administrative tool for which the formalization of work makes it workable and implements it in the framework of an idea that should underlie the requirements and demands presented in the work organization. In addition, Gabriela and Dabus (2017) refer to strategic human resource management, they define it from organizational theory that focuses on human resource management systems and how it affects the performance of any organization. In this regard, Barroso-Martínez and his colleagues (2020) stated that there is no training program for human resources, there is no management training for running the company for employees, and the informality of the importance of training policies as a basic pillar in human resources is not clear (Garay et al., 2022).

According to the previous studies, the following can be mentioned:

Review of Literature			
Results	Title	Authors	
The results obtained after data collection and analysis with spss software confirmed the results of all three main hypotheses. In other words, the strategic management of human resources has a positive and significant effect on the empowerment of employees among the employees of the General Directorate of Citizenship Education in Tehran.	Studying and investigating the empowerment of employees with the influence of the role of strategic management of human resources in organizations	Mahmoudi, 2022	1
The results showed that SHRM practices (recruitment and selection, training and development, performance evaluation and compensation and reward) have a direct relationship with job satisfaction. An effective human resource management strategy deals with the systematic organization of all human resource management actions to have a direct impact on the performance of employees and their behavior in a way that the business can achieve its organizational success.	Investigating the relationship between strategic human resource management and job satisfaction	Jalalvand, 2022	2
The findings of the research showed that all five educational components, design, social, cognitive and emotional are effective factors on the effectiveness of employee training based on gamification. The findings of the results of the hierarchical analysis showed that targeted training has been assigned the first rank.	Identifying and ranking factors affecting the effectiveness of employee training	Rastegar&Tavakoli, 2022	3
The findings showed; The quality of system efficiency, operability, maintainability, transferability, reliability, favorable usability and overall satisfaction quality of e-learning are relatively favorable. Also, ISO 9126 standard variables have a positive and significant effect on employees' perception of the quality of the Adobe Connect system and satisfaction with e-learning.	Evaluation of the quality of Adobe Connect software based on the ISO 9126 standard and its effect on employee satisfaction with e-learning	Ardalan&Noorollahi, 2021	4
The findings of the research indicate that the measures of strategic management of human resources and its dimensions have a positive and significant effect on employee retention. In addition, job passion has a moderating role in the impact of strategic human resources management measures and all its dimensions except performance evaluation on employee retention. These findings also indicate the moderating role of power, dedication and absorption in influencing strategic human resource management measures and employee retention. The relationship between demographic variables and research variables was investigated.	The effect of strategic human resource management measures on employee retention: Investigating the moderating role of job enthusiasm	Sepahvand& Bagherzadeh, 2021	5
The results of data analysis confirmed the effect	Investigating the effect of	Shirazi, 2021	6

of employee training on job satisfaction, also the results showed that employee participation has a mediating role in the effect of employee training on job satisfaction among the employees of the Social and Cultural Affairs Department of Tehran Municipality.	employee training on job satisfaction with the mediating role of employee participation in the deputy social and cultural affairs of Tehran Municipality		
The results of the statistical operation showed that for the young generation, virtual trainings bring acceptable high satisfaction and effectiveness	Examining the level of satisfaction and effectiveness of in-service virtual training among young employees	Arezi&Moazami, 2021	7
The research showed that human resources training has a positive and significant effect on the job satisfaction of employees.	Examining the role of training in employee job satisfaction	SamadpourJavid, 2021	8
A framework was presented in three parts: the influential background components for the implementation of environmentally friendly human resources methods, the dimensions of green human resources strategic management and its consequences in the direction of sustainable development. Green human resources strategic management activities were identified in 21 dimensions and 21 concepts and it was concluded that this category can help to realize the dimensions of sustainability.	Strategic management of green human resources as a tool to support the establishment of sustainable development	Zare et al., 2021	9
The results showed that there is a positive correlation between problem solving skills and job satisfaction and creativity of employees. Conclusion: Problem solving skill training as a short-term psychological intervention can increase the job satisfaction and creativity of employees and the effect of this intervention will remain stable over time.	The effectiveness of problem solving training in improving job satisfaction and creativity of employees	Daneshpajouh et al., 2020	10
The results of the research have shown that training and development of human resources, employment with human resources and effective communication with employees have an effect on the performance of Takht Petrochemical Company.	Investigating the effect of strategic human resource management on the organizational performance of employees	Mandgari and Kolek, 2020	11
The data analysis showed that e-learning plays a role in the quality of work life and the best predictor is for the components of fair and adequate payment, provision of growth opportunity and continuous security, social dependence of work life, overall life atmosphere, integration and social cohesion in the organization and development of human capabilities. Also, e-learning plays a role in employees' job satisfaction and is the best predictor for the components of leadership style and physical conditions.	The effect of e-learning on the quality of work life and job satisfaction of employees of Islamic Azad University of Tehran province	Jafari, 2020	12
Considering the positive effect of empowerment,	The effect of employee	Jamshidian, 2018	13

teamwork and training of employees on the job satisfaction of employees, hospital managers, through delegating authority and participation of nurses in hospital affairs, encouraging teamwork and holding continuous training courses to strengthen the ability of nursing staff, their job satisfaction to increase	empowerment, teamwork and employee training on the job satisfaction of nursing staff		
Training and development and job satisfaction have a positive effect on employee retention, but job performance has no effect on employee retention, effective communication has no effect on the relationship between job performance and employee retention.	The effect of training on employee retention: an empirical investigation on the private sector in Egypt	Elsafy&Oraby, 2022	14
The findings of the study show that both job training (JT) and promotion (PRO) have a positive effect on the job satisfaction of SME employees. This suggests that SME managers should provide necessary training programs and timely promotion for their current employees to keep them satisfied with their jobs. Effective job promotion and training will definitely increase employee job satisfaction.	The effect of job promotion and training on employee job satisfaction: an empirical study of the SME sector in Bangladesh Md.	Rahman & Uddin, 2022	15
The results showed that training has an effect on the three variables of employee satisfaction, employee creativity and employee performance. In this study, it was also found that employee satisfaction and employee creativity have an effect on employee performance. The research results indicate that there is a mediating effect between employee satisfaction and employee creativity.	The effect of training on employee performance with the mediation of employee satisfaction and employee creativity on company employees	Jovan &Setiawan, 2022	16
There is a positive relationship between quality culture and employee satisfaction. Statistically, training culture and quality culture have a significant effect on administrative services.	The effect of training and quality culture on the satisfaction of patients and administrative staff: a study in Saudi public hospitals	Albliwietal., 2022	17
This study concluded that HR training practices increase job satisfaction because it increases employee time commitment, teamwork, ability to cope with change, ability to meet work standards, and reduced supervisor supervision.	The effects of human resource training practices on employee performance in Tanzania:	Changale&Mosoma, 2022	18
The impact of unsystematic approach to employee training on organizational performance has been high. that the effect of training design on employee performance was high. The amount of influence of the style of providing training on the performance of employees is high. There is a very strong positive relationship between employees' perception of training and organizational performance. And finally, the impact of employee training on organizational performance was high.	Employee training and development, and organizational performance: A study of small-scale manufacturing enterprises in Nigeria	IGUDIA, 2023	19
The results indicate that training has a positive effect on human resource management.	The effect of training on employee motivation in human resource	Ozkeser, 2019	20

	management		
This paper concludes that the application of best human resource management practices is considered a significant strategic tool in retaining key public employees. Also, the results of the analysis provide evidence that SHRM contributes to employee retention.	Strategic management of human resources and retention of public employees	Fahim, 2018	21

Theoretical Gap

All organizations are aware that their employees are one of the most important resources for the organization. However, in order to create good work resources in the maximum capacities, abilities and commitment in the workplace, it is necessary to continuously examine their satisfaction about working in the organization and their motivation to achieve organizational goals. Training focuses on employee learning in order to develop necessary skills and acquire useful knowledge. In developed countries, managements are based on the basic needs of employees; in addition to the fact that employee satisfaction is a concern for human dignity, it is also considered in increasing productivity, and extensive expenses are paid in order to check the annual changes of employee satisfaction. Paying such costs shows that employee satisfaction is a very important issue that unfortunately is not considered in practice. Employee satisfaction plays an important role in the effective functioning of an organization because it refers to the relationship between what a person expects and what he gets from a job and how much a person values it.

Hanisha and Tahir (2016) believe that employee training is known as an important factor that can influence employee behavior. Vasudevan(2014) found in his research that training has a positive and significant effect on organizational commitment and job satisfaction. Adesola et al. (2013) showed that training and development has a positive effect on job satisfaction. Also, Tarasco and Damato(2006) showed that training plays an important role in creating job satisfaction of employees. The increasing importance of employee satisfaction has led to a growing interest in the study of antecedents. A number of studies examine the drivers of employee satisfaction (Eskildsen&Dahlgaard, 2000; Eskildsen&Nu'ssler, 2000; Martensen&Gronholdt, 2001; Westlund&Lothgren, 2001). In a managerial perspective, it is very important to know what factors influence employee satisfaction. However, companies are constrained by the limited resources available to them. Therefore, each company must decide how to use scarce resources to achieve the highest level of satisfaction. In practice, importance-performance analysis (IPA) is a widely used and effective method for setting priorities. It analyzes the characteristics of satisfaction in two dimensions: the level of performance (satisfaction) and their importance to employees. Employees are productive and satisfied when they are placed in an attractive work environment (Trost, 2020). Creativity increases the potentiality for the manufacturing of new products and leads the employ to succeed. And basically it is the creative use of resources in order to take advantage of the available opportunities.(Taherkhani et al., 2022;Nazem et al., 2021)Effective employee retention management ensures that trained and experienced employees will remain in the organization (Dechawatanapaisal, 2018). The inability of the organization to create satisfaction in the employees who have received the necessary training at the cost of spending money and have a high level of experience in their field of work leads to negative consequences such as increasing organizational costs, reducing organizational growth and progress, not achieving collaborative goals, reducing synergy and organizational mistrust, and reducing organizational performance. In fact, although research on employee training and ways to create employee satisfaction has experienced significant theoretical expansion in the past few years. A review of previous studies shows a lack of sufficient research on the relationship between SHRM practices and employee satisfaction considering training, especially in the public sector. The big question here may focus on finding those HRM practices that are most likely to contribute to sustainable competitive advantage, and in particular employee satisfaction. It has been shown in previous researches that the strategic management of human resources can have a positive effect on the performance of the organization in general (Jafari, 2018; Ajali et al., 2018; Mousizadeh, 2018; Hakimi and Almasi, 2019).

It is widely accepted that employee satisfaction is highly dependent on the recruitment policies and HR practices of the organization. Training and development, competitive compensation systems are the important factors of employee satisfaction. Most of the employees believe that motivational factors such as responsibility, recognizing success and feeling important are more important compared to material factors and economic efficiency. Therefore, psychological and social factors as well as variables such as interaction and work engagement can be very effective in reducing or increasing employee satisfaction indicators (Yao et al., 2019). Today, organizations can involve employees in order to exploit their talents, and gradually this can be the culture of organizations to cultivate talents and improve human power (Radadiya& Pandey, 2020). Accordingly, it is very important to empower people to enter the labor market, improve their career anchors, retain competent employees, and transfer their experiences and skills to others.

Strategic employees are those who are involved in the implementation of the organization's mission, and their displacement endangers the organization's existence and philosophy. In terms of theory and planning, SHRM is responsible for formulating strategies for the strategic maintenance of human resources in line with the overall strategies of the organization, while human resource management is responsible for implementing the strategies formulated in the form of SHRM to maintain and satisfy these types of employees. In fact, SHRM is theoretical and subjective, and HRM is practical and objective. HRM variables were grouped into six categories: work organization, high performance work systems (HPWS), strategic human resource management (SHRM), participation and motivation, training and selection, and rewards. Gaps where more experimental work should be done were found. Several studies highlight the positive and optimistic relationship between SHRM practices and organizational performance. Some studies have highlighted the direct relationship between SHRM and performance, while others are of the opinion that SHRM influences employee attitudes and behaviors, which ultimately affect organizational performance. There are issues that are largely ignored in the current era. What types of strategies are used by the HR department to influence employee satisfaction to increase employee retention? Therefore, the present study investigates SHRM, employee satisfaction, and the impact that training has to fill the gaps mentioned above.

III. Methodology

The current research is descriptive-correlational based on the applied purpose and based on the nature and method. Because it examines the present tense and describes what it is. The statistical population of this research is 65 experts of Farabi Petrochemical Company. Expertise means people who have more than 10 years of work experience and have at least a bachelor's degree and a bachelor's degree or higher in Farabi Petrochemical Company. The sample size is 56 people based on Cochran's formula. In this research, according to the research method (correlation), a standard questionnaire will be used as the main tool for collecting information. The questionnaires are anonymous and care has been taken in designing the questionnaire so that the questions have enough simplicity and clarity. Of course, in the meantime, the document review tool (library studies) is also used to collect information and to enrich the research. In the survey method, a questionnaire is used to collect data. For the training variable, Chu and Baoli (2007) questionnaire was used, for the employee satisfaction variable, the Casco (2003) questionnaire was localized according to the study case, and finally, for the strategic human resource management variable, the standard Chang and Hiong (2005) questionnaire was used.

In the present research, the questionnaire was presented to a number of experts (such as supervisors, advisors, or managers of the studied organization) in terms of face validity. Then they were asked to express their opinion about the quality of the questionnaire questions. And according to their positive opinion, it was found that the questionnaire has face validity.

The questionnaire was presented to a number of experts and their views on the correctness of the questionnaire were examined. Content Validity Ratio (CVR) index is used in this research. In order to calculate this ratio, the opinions of experts are used in the field of the test content. First, the objectives of the test were explained to the experts and the operational definitions related to the content of the questions were stated. Then they were asked to classify each of the questions based on the three-part Likert scale. In this research, the total number of experts was 10 people and the number of people who chose the necessary option was 9 people. According to the above formula, the CVR index was equal to 0.8, which according to the carcass table, the minimum acceptable number of 10 people is equal to 0.62, so we conclude that the content validity Confirmed. In order to determine the reliability of the research tool, using SPSS software, Cronbach's alpha coefficient was calculated for all variables and the results obtained are shown in the table below. To measure the variables of each of the used scales that were in the form of a Likert scale and have an internal relationship and measure one thing. Cronbach's alpha coefficients were used. In this method, the components or parts of the test are used to measure the reliability coefficient of the test. It is said that if the alpha coefficient is greater than 0.7, the test has acceptable reliability. Cronbach's alpha can be used to measure the internal correlation of data.

Table 1. Cronbach's alpha of research variables

Variables	symbol	Number of questions	Order of questions	Cronbach's alpha
Training	ED	9	1-9	0.931
Employee satisfaction	ES	20	10-29	0.959
Strategic Management of Human Resources	SHRM	14	30-43	0.915
	Total			0.863

IV. Findings

Data analysis was done using SPSS 26 and Smart PLS 3 statistical software. The maximum level of alpha error to test the hypotheses was determined as 0.05 ($p < 0.05$). In order to analyze the data and respond to the hypotheses, structural equation modeling was used using the partial least squares method.

Data distribution test

Table 2. Kolmogorov-Smirnov test results

Variables	N	Mean	Kolmogorov-Smirnov	Sig.
Training	56	5.988	0.172	***
Employee satisfaction	56	7.055	0.206	***
Strategic Management of Human Resources	56	6.584	0.196	***

According to the listed results, the significance level of the Kolmogorov-Smirnov test for all variables is less than 0.05, so the data distribution is not normal. Therefore, Smart PLS software is used for data analysis.

Factor load measurement:

Table 3. Coefficients of factor loads

t-statistic	Load factor	Items	سؤال
5.955	0.760	I am satisfied with the courses in which I participated.	1
7.13	0.643	Before attending these courses, I had sufficient knowledge and skills in the areas presented in these courses.	2
9.375	0.803	I have the opportunity to use the knowledge or skills provided in these training courses.	3
9.881	0.855	My confidence in using the knowledge or skills presented in these courses has increased.	4
3.775	0.894	The management encourages me to apply the knowledge or skills learned in these courses.	5
9.038	0.890	My manager guides me on how to apply the concepts learned in my job.	6
10.183	0.598	As a result of participating in the training course, I have successfully generated new ideas.	7
3.671	0.567	The training course has helped me to do my job more effectively.	8
9.160	0.909	I recommend this course to others.	9
4.176	0.617	I personally see opportunities for advancement within the company	10
11.235	0.518	I have many opportunities to develop personal skills at work	11
6.774	0.435	I have the opportunity to use my ability at work	12
11.713	0.821	I get good training from the company	13
5.740	0.586	I always do the assigned tasks in my work	14
11.457	0.846	I meet and perform all formal work requirements	15
21.076	0.415	I do all the responsibilities required of the job	16
30.091	0.936	I never neglect aspects of the work I need to do	17
20.728	0.414	I look forward to work every day.	18
29.300	0.935	I feel satisfied with my current job.	19
4.155	0.638	I feel excited and interested in my work almost every day.	20
8.657	0.818	I feel my contribution is valuable.	21
13.253	0.871	I ask my supervisor if I meet all the requirements of my job.	22
10.003	0.877	I ask my supervisor how my work was today.	23
5.563	0.554	I would identify what I didn't know and ask for information.	24
8.253	0.830	I directly asked my supervisor or co-worker for information about the issue.	25
15.556	0.726	I want to stay with the company for a long time	26
23.983	0.922	I feel really satisfied doing this	27
11.380	0.689	I feel that I am developing my full potential at work	28
4.992	0.605	I feel that company training and development increases skills and expertise	29

t-statistic	Load factor	Items	سؤال
7.422	0.741	How many comprehensive educational plans and policies are there in the company?	30
5.134	0.690	How much training is there for problem solving skills in your company?	31
5.386	0.700	How much bonus distribution is there in your company?	32
9.008	0.764	How much incentive payments are there in your company?	33
6.727	0.595	How much recruitment is done in your company?	34
4.898	0.725	How much selection is made for appropriate expertise and skills in your company?	35
5.739	0.745	Does the company have human resource policies or policies in the field of effective interaction and communication with employees?	36
4.373	0.626	Are there programs in the company in the field of effective interaction and communication between employees?	37
4.157	0.699	Does the company have human resource policies or policies in the field of management science development among managers?	38
4.898	0.740	Does the company have human resource policies or policies in the field of improving management systems?	39
3.753	0.711	Does your company have policies or HR policy regarding flexible work schedules and schedules for employees?	40
4.187	0.693	Does your company have policies or human resource policy in the field of balancing the work and personal life of employees?	41
2.718	0.531	Does your company have a proper human resources policy or policy in the field of career advancement?	42
2.982	0.585	Is job promotion in your company based on transparent processes?	43

The criterion value for the appropriateness of factor load coefficients is 0.4. In the above table, all the numbers related to the coefficients of factor loadings of the questions are more than 0.4, which shows the appropriateness of this standard.

Cronbach's alpha, composite reliability

Table 4. Cronbach's alpha criterion and composite reliability of hidden research variables

Variables	Symbol	Cronbach's alpha	Composite reliability	Acceptance level
Training	ED	0.931	0.944	0/7
Employee satisfaction	ES	0.960	0.965	0/7
Strategic Management of Human Resources	SHRM	0.915	0.881	0/7

Considering that the appropriate value for Cronbach's alpha and composite reliability is 0.7, and according to the findings of the above table, these criteria have adopted an appropriate value for the variables, it can be confirmed that the reliability of the research is appropriate.

Convergent validity:

Table 5. Convergent validity of hidden research variables

Variables	Symbol	The mean of extracted variance	Acceptance level
Training	ED	0.657	0/5
Employee satisfaction	ES	0.591	0/5
Strategic Management of Human Resources	SHRM	0.509	0/5

Considering that the appropriate value for AVE is equal to 0.5 and according to the findings of the above table, they have adopted the appropriate value of this criterion for the underlying variables, as a result, the appropriateness of the convergent validity of the research is confirmed.

Divergent validity: The values of the main diameter of the matrix (the square root of the AVE coefficients of each construct) are more than the lower values (correlation coefficients between each construct and other constructs), and this shows the acceptability of the constructs' divergent validity.

Table 6. Comparison matrix of AVE root and correlation coefficients of indices

Variables	Training	Employee Satisfaction	Strategic Management of Human Resources
Training	0.810		
Employee satisfaction	0.654	0.768	
Strategic Management of Human Resources	0.728	0.758	0.713

R2 criteria (explained variance) and Q2 criteria (predictive power of model):

R2 is a standard that shows the effect of an exogenous variable on an endogenous variable, and three values of 0.19, 0.33, and 0.67 are considered as the criteria for weak, medium and strong values of R2. According to the table below, the value of R2 has been calculated for the endogenous structures of the research, according to the three criterion values, the average fit of the structural model is confirmed. Obtaining 0.15 and 0.35 respectively indicates weak, medium and strong predictive power of the structure or exogenous structures related to it. The results of the following table show the average predictive power of the model regarding the endogenous constructs of the research and confirm the fit of the structural model.

Table 7. R2 and Q2 criteria for endogenous structures

1- SSE/SSO	SSE	SSO	R ²	Variables
0.379	695.153	1120.000	0.738	Employee satisfaction
0.217	613.792	784.000	0.530	Strategic Management of Human Resources

Effect size test (F2): For each effect in the path model, the effect size can be evaluated using Cohen's F square. According to Cohen, the values of 0.02, 0.15, and 0.35 for F2 indicate small, medium, and large effects, respectively.

Table 8. Effect size test

F ²	R ² _{excluded}	R ² _{included}	Variables
0.393	0.635	0.738	ED → ES
0.90	0.502	0.738	SHRM → ES

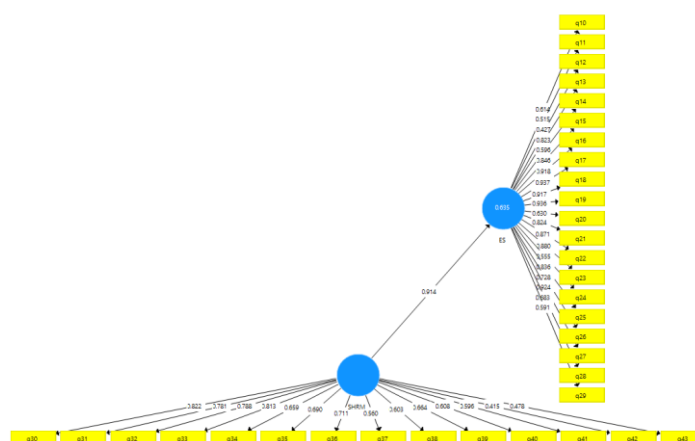


Figure 1. The size of the effect of training on employee satisfaction

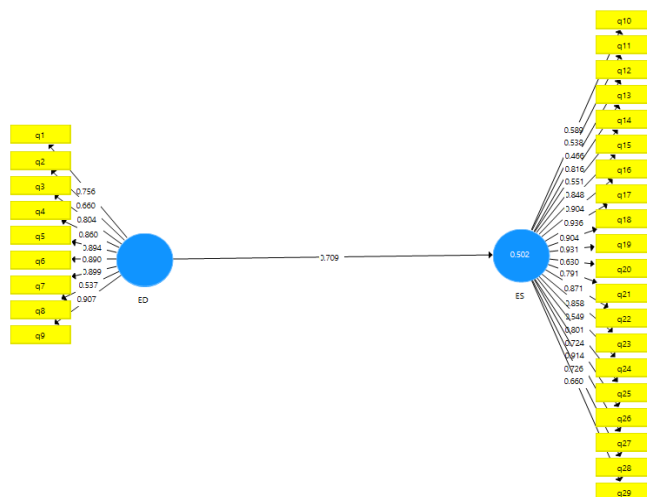


Figure 2. The size of the effect of strategic human resource management on employee satisfaction
Based on this table, strategic management of human resources has a great impact on employee satisfaction.

Redundancy criterion: This index is a measure of the quality of the structural model for each endogenous variable according to its measurement model. This criterion is obtained by multiplying the common values of the constructs by their corresponding R² values. It indicates the amount of variability of the indices of an endogenous construct, it is affected by one or more exogenous structures. The higher the Redundancy value, the more suitable the structural part of the model is in a research.

Table 9. Redundancy criterion

Redundancy	Variables
0.436	employee satisfaction
0.269	Strategic Management of Human Resources

Gof criterion: Gof criterion is used to check the fit of the general model. In this way, by this criterion, after examining the fit of the measurement part and the structural part of the research model, the researcher also controls the fit of the overall part, three values of 0.01, 0.25 and 0.36 have been introduced as weak, medium and strong values for Gof. According to the value obtained for GOF of 0.600, the appropriate fit of the general model is confirmed.

Table 10. Fit of the overall model

Communalities	R ²	Variables
0.657	0.738	Training
0.591	0.530	Employee satisfaction
0.509	-	Strategic Management of Human Resources
0.585	0.634	Mean
0.609		GOF

Test of research hypotheses

In this section, research hypotheses are tested based on the partial least squares method. The size of the path coefficient indicates the strength of the relationship between two variables, and for the path coefficient to be significant, the t-statistic value of each path must be greater than 1.96.

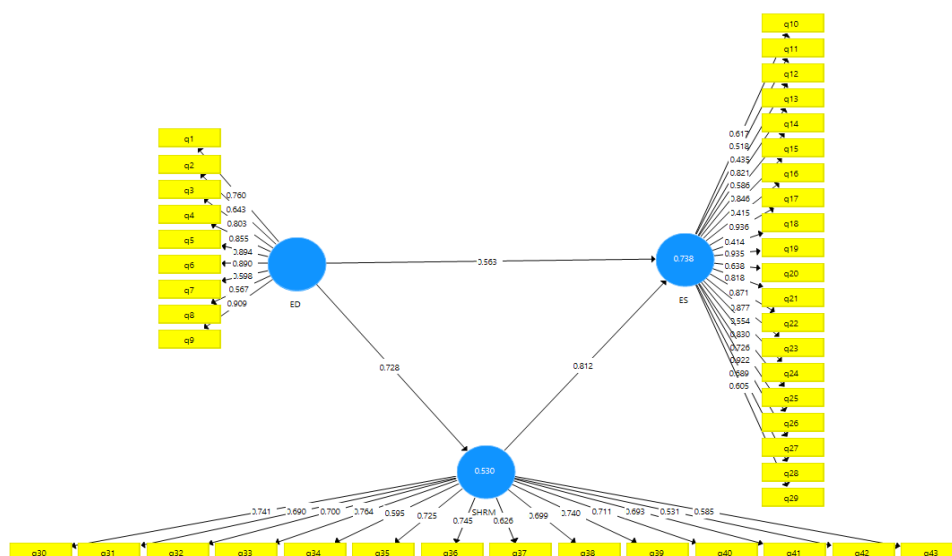


Figure 3.Path Coefficient

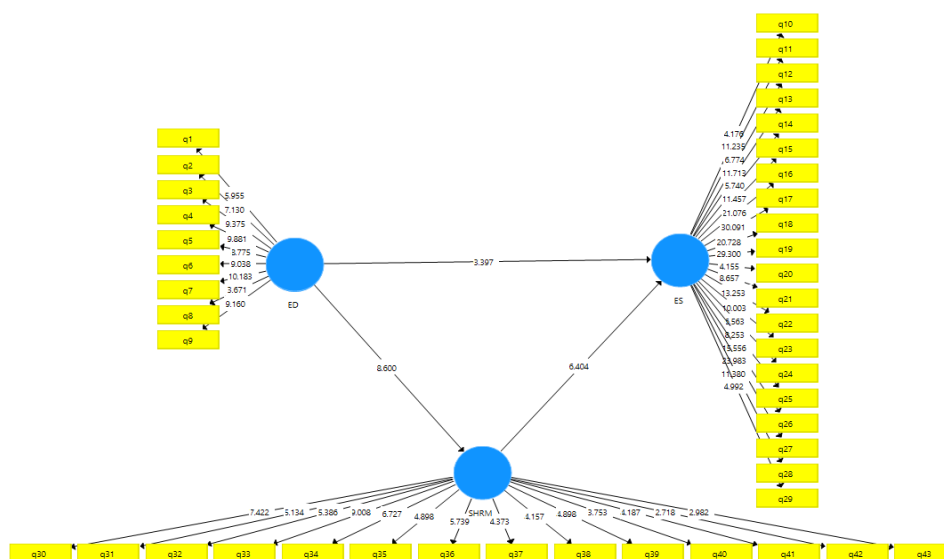


Figure 4. Coefficients of t-statistic

Table 11. Hypotheses

	Path Coefficient	t-value	Result
Training → Employee satisfaction	0.563	3.397	Confirmed
Training → HRM	0.728	8.600	Confirmed
HRM → Employee satisfaction	0.812	6.404	Confirmed
Training → HRM → Employee satisfaction	0.137	4.299	Confirmed

According to the graphs, the path coefficient value and the t-statistic value obtained are more than 1.96. Therefore, the hypothesis is confirmed.

V. Discussion & Conclusion

The rapid development of technology has created a competitive environment for organizations. Businesses have changed their policy towards employees to maintain business continuity in such a competitive environment and remove as much as possible the business-oriented approach to the industry. These changing conditions and people's views have gathered under a unity and created human resource management as a new discipline. The business of selected employees, ensuring motivation, evaluation, strategic and coherent approach to the development of a high-performance workforce that is transferred to them and the ability to compete. The purpose of this research is to investigate the effect of training on employee satisfaction with the mediating role of strategic human resource management in Farabi Petrochemical Company in order to understand the role of training activities in increasing employee satisfaction.

In today's conditions, the long-term success and competitive advantage of companies depend on giving importance to people, because many resources available to companies can be imitated except for human resources. Therefore, it is important to ensure that human resources perform their activities voluntarily. In other words, the motivation and satisfaction of people for work is an important factor in the success of the company. The important point is that man does not act only in line with economic motives and satisfaction as well as a social being who has many needs. Additionally, most companies today recognize that well-trained employees are a critical success factor for them. As it is clear from this statement, another factor affecting the success of companies is the well-equipped employees. To realize this, educational activities carried out in companies are of great importance. Jobs at the point of departure should consider training and satisfaction factors. Training can also be achieved by increasing individual and organizational productivity, which is one of the main goals of human resource management. Undoubtedly, educational activities are a continuous function of human resources management to facilitate the adaptation of employees to new conditions or environments, as well as to increase decision-making and problem-solving capabilities in these environments. Training shows the importance given to employees and constitutes an important wing of the investments made by people. Training shows the importance given to employees and constitutes an important wing of the investments made by people. According to the employees' point of view, participating in training programs that are funded by companies can make them feel privileged and increase their knowledge and skills. In this way, they can perform their duties with more motivation and satisfaction without feeling inadequate.

Creating strategic capability through attracting skilled, committed and motivated employees in the organization are the main goals of strategic human resources management. Although management cannot always prevent the voluntary turnover of its valued employees, implementing effective policies and practices related to its personnel management can greatly reduce turnover decisions. For example, employers can easily retain their employees by implementing different strategies based on the development of human resource management systems.

Similarly, it has been shown that when employees feel that the organization makes an effort to meet their needs for training and development, their commitment to their jobs, their motivation to achieve the organization's goals, and their desire to stay with the organization increase. In addition, measures such as training and development, career path development, incentives and rewards directly affect the satisfaction and retention of employees (Martin, 2011; Shirazi& Hosseini Robat, 2015). Several human resource management methods can be introduced as its dimensions. It is widely believed that these dimensions have the potential to motivate employees, by providing a level of safety, independence, continuity, and opportunity to achieve employee satisfaction, they help prevent employees to turnover (Abroman et al., 2020).

Career development and training opportunities have a direct impact on employee satisfaction. The challenge for HR professionals is to develop and identify career development and training strategies that will improve employee engagement. This helps the organization to retain the employees and keep the employees more motivated to work hard and enthusiastically. It helps the organization to achieve its goals effectively and efficiently. Performance appraisal can also serve as a means of communication between management and employees. This can then support employee retention and satisfaction, as employees can view the appraisal process positively. It is important for organizations to understand how employees perceive the effectiveness of their performance appraisal systems to obtain positive employee performance outcomes (Jafari&Prastia, 2019). This type of evaluation can show better performance after conducting necessary training for employees. Unlike in the past, the salary that an organization gives to its employees is not the main factor that creates employee commitment and satisfaction. Various other factors such as training can also influence the decision of employees to stay in the organization. These factors play a vital role in influencing the commitment of employees to the organization (Heidar et al., 2019). On the other hand, the selection strategy can also help in maintaining the organization's competitive advantage. This type of strategic human resources management

strategy helps the organization to select the best employees according to the training they have received in terms of skills and talent (Tafamel&Akrawah, 2019).

Due to the dynamic environment, organizations are facing challenges to survive in the global scenario. Hence, training is essential to survive in the ever-changing competitive business environment. Training is considered as an important and dynamic function that leads to retaining employees and increasing their satisfaction. The efficiency of employees increased after completing the training course. Efficient and satisfied employees contribute to the success of the organization. Trained employees are more versatile in operations and flexible in their work. Training is an investment in human resources with the promise of better returns in the future. Therefore, training is very necessary in this era of globalization. Training helps in acquiring new skills and learning related to a specific job.

Human resource management focuses on attracting and hiring the best employees and providing rewards, benefits, training and development for them to succeed in an organization. However, the HRM strategy takes these responsibilities one step further by aligning them with the goals of other departments and the overall goals of the organization. As mentioned, training and development is a part of strategic human resources management.

HR departments that practice strategic HR management work with coordination and teamwork required. They interact with other parts of the organization to understand their goals and then develop strategies that align with the organization's goals. Strategic human resource management is viewed as a partner in organizational success, leveraging the talent and opportunity within the human resource department to make other departments stronger and more effective.

It is worth noting that it is very valuable to know the competencies or systems that drive the performance of a business through SHRM. Since there is a consensus among researchers that a company's human resources cannot be imitated by competitors, therefore it is considered unique. In addition, awareness about the importance of SHRM has increased among organizations. In fact, human resources are increasingly considered as the basic component of competitive advantage for the modern organization. Employees remain the most valuable assets for competitive advantage. However, they are the most difficult asset to manage in any organization. Therefore, effective human resource management requires the simultaneous use of different human resource strategies to create employee satisfaction in the organization.

In order to understand the place of educational activities in increasing their satisfaction, satisfaction with educational activities is one of the functions of strategic human resources management, which is implemented by human resources management, as a result of the following recommendations are as follows:

Continuous development and educational activities along with creating an effective business structure of the changing conditions of companies and ensuring their survival.

To plan and implement training programs for all companies, there should be a "human resources" department or a "training" department so that managers pay enough attention to training activities. It should not only be driven towards work, but should also address the individual development of the employee. Therefore, employee loyalty and participation will increase. Specific and organized training programs must be implemented within each organization according to the needs of each employee, which can be achieved through the employee needs assessment system.

More attention should be paid to performance evaluation studies. Improved communication between employees and HR management provides better identification of employee expectations and training demands. Managers working in the communication sector, considering the importance of motivation, economic motivation tools in the framework of the opportunities of the work environment, psycho-social combination of motivational tools, and organizational-management motivational tools, create a motivational system.

Success in the system should include valuing, justice and trust concepts to support and strengthen the system.

It is recommended that senior managers consider employee retention as a major factor in the company's strategy because it reduces business costs and improves business growth and profitability, this is achieved by focusing on specific training programs that should be available to all. These programs should be customized according to the needs of each employee to fill the knowledge gap according to the employee's job.

Analysis in strategic human resource management is concerned with identifying strategic choices related to the use of labor in companies and explaining why some companies manage them more effectively than others. Theory in strategic human resource management is complicated by a wide range of factors, including the segmentation of internal labor markets, the influence of diverse contexts, the interdependencies of strategic management in firms, etc.

Existing descriptive research shows the ways in which firms' HR policies and practices are strongly shaped by contingencies, including national, sectoral and organizational factors. Dissemination Discussion in the United States shows that more favorable working conditions (such as high wages, good security, and strong internal development) are confined to occupations and sectors where firms attempt to exploit advanced technology. They require high levels of employee knowledge.

Any type of continuing employment relationship depends on the proper alignment of interests between the parties. A very poor alignment between employers and employees usually jeopardizes the viability of the company through poor turnover and low productivity. Accordingly, we must recognize that adequate alignment is achieved in many areas of average wage levels, training, and security. In this situation, employers often employ skillful and high-commitment strategies in relation to non-economic benefits.

Integrating strategic human capital (SHC) and strategic human resource management helps to overcome weaknesses in both areas and creates a stronger approach to the study of human capital. Integrating SHC and SHRM contributes to our knowledge of human capital. For example, several strengths of SHC research can help improve SHRM research. While SHC focuses on human capital itself, SHRM focuses on the human resource system without specifically studying the nature of human capital.

Strategic Human Resource Management (SHRM) is a process that organizations use to manage their employees. It is a method to ensure the use of the organization's human resources in a way that supports the organization's goals. By SHRM, businesses can more effectively manage employee performance and development, as well as create programs and policies that support the company's overall strategy.

- Improving employee performance: SHRM can help businesses improve employee performance by creating systems to track and improve performance.
- Workforce Development: SHRM can help businesses develop their workforce by identifying employee development needs and providing training and resources to help them improve.
- Creating a positive work environment: SHRM can help businesses create a positive work environment by managing employee relations.
- Reducing turnover: SHRM can help businesses reduce turnover by designing reward and benefit programs that attract and retain employees.
- Improving productivity: SHRM can help businesses improve productivity by improving employee performance and creating a positive work environment.

1. Identifying the company's goals and capabilities: The first step for SHRM is to understand the company's goals and capabilities. Once you know the company's goals and can articulate them, it's an easier time to create programs and policies that support those goals. It is also possible to more effectively measure the success of SHRM programs and make changes as needed.

2. Anticipating future needs: Now that there is an idea of the company's goals and capabilities, it is necessary to anticipate future needs. To ensure the company's future success, it is necessary to predict how many employees with the required skills are needed and weigh it against the company's current workforce. This helps to determine what skills the company will need in the future and how to develop these skills in its workforce.

3. Determining the resources needed to achieve the company's goals: After knowing the company's goals and predicting future needs, you must determine the resources needed to achieve those goals. This includes identifying the financial, human, and physical resources required. To determine these, internal and external sources should be audited. It gives a sense of what kind of resources are available to achieve goals and where you may need to supplement.

For example, if you are looking to increase your workforce, you may need to invest in recruiting programs. After conducting a needs assessment, you may find that your current workforce doesn't have the skills to meet your company's goals, so you need to invest in training programs. Another example is if you are looking to launch a new product. In this case, you should consider the financial resources needed for product development and marketing, as well as the physical resources needed to produce it. You also need to consider talent and skill sets when launching a new product. Do you have the right people to market your product? And do they have the skills to do it?

4. Implement the plan: When the company's goals are defined, its future needs are identified, and the resources needed to achieve those goals have been gathered, it is time to put the SHRM plan into action. Most companies start by hiring the right candidates, training and developing them, and then performance management. However, this will vary depending on the specific needs of the company. If there are many talented employees, it is better to develop the skills of the current employees before attracting external talents. If there is a need to hire, it is essential that there is a proper onboarding process. This helps ensure that new hires are set up for success and understand what is expected of them. After you bring in new talent, you need to focus on development. This includes training programs as well as opportunities for professional development. By providing these opportunities, you can retain top talent and keep them engaged in their work.

Last but not least is performance management. This includes setting clear expectations, providing feedback, and conducting performance reviews. Performance management is a key part of SHRM because it helps ensure that the workforce meets expectations and contributes to the company's bottom line.

Set the realistic goals and timelines. Trying to do too much in a short amount of time can be overwhelming and lead to mistakes.

Communicate with your employees. Employees should be aware of the objectives of the SHRM plan and how it affects them. This helps them understand each other and ensures that they are working towards the same goals.

5. Evaluation: After implementing the SHRM plan, it is very important to evaluate how things are going. This includes examining what works and what doesn't. Based on the evaluation, you may need to modify the program. For example, if you find that training programs are not effective, you may need to make changes to them as well.

It is also important that the SHRM program is not a one-time event. As the company grows and changes, SHRM needs would be increased. Accordingly, it is important to review the SHRM program regularly to ensure that it is still relevant and effective.

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