



The Impact of Job Satisfaction as a Mediating Variable on the Relationship between Training and Improving Job Performance: A Field Study on Tripoli Central Hospital – Libya

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Abstract:

This study aims to investigate the impact of job satisfaction as a mediating variable on the relationship between training and job performance among employees at Tripoli Central Hospital in Libya. The research addresses the critical problem of declining healthcare service quality and substandard employee performance, which are largely driven by inadequate continuous training programs, weak incentive systems, and consequently, low job satisfaction. To achieve the study's objectives, a descriptive-analytical methodology was employed. Primary data was collected using a structured, 40-item questionnaire distributed to a random sample of 346 employees, drawn from a total population of 3,500 staff members at the hospital. The collected data was rigorously analyzed using SPSS and SmartPLS software, utilizing advanced statistical methods including the Wilcoxon Signed-Rank Test and Partial Least Squares Structural Equation Modeling (PLS-SEM). The descriptive results indicated that the current application of training dimensions and job satisfaction levels are perceived as weak to moderate by the employees. However, the empirical hypothesis testing revealed a highly significant positive impact of training dimensions (needs assessment, training methods, trainer selection, and training content) on both job performance and job satisfaction. Furthermore, job satisfaction demonstrated a strong, direct positive effect on job performance. Crucially, the analysis confirmed that job satisfaction plays a significant mediating role in the relationship between training and job performance, substantially amplifying the overall impact. The study concludes that integrating effective training with satisfaction-enhancing strategies yields the highest performance outcomes. Therefore, the research strongly recommends implementing objective performance evaluations, modernizing training methodologies with blended learning, utilizing expert trainers, and establishing a robust, equitable incentive system to simultaneously elevate employee job satisfaction and the overall quality of healthcare services.

Keywords: Training, Job Satisfaction, Job Performance, Mediating Variable, Healthcare Sector.

1. INTRODUCTION

In the contemporary era characterized by intense competition and rapid organizational changes, human capital stands as the most critical asset for achieving sustainable success and institutional excellence. Consequently, organizations increasingly rely on systematic training as a fundamental pillar for continuous human resource development. Training equips employees with the essential knowledge, technical skills,

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and adaptive capabilities required to meet evolving challenges, thereby exerting a profound direct and indirect impact on overall job performance (Radia & Naima, 2021). To ensure maximum efficacy, training must be executed through a logical sequence of activities grounded in rigorous scientific methodologies (Harmala, 2020). Furthermore, maximizing the return on these training investments is deeply intertwined with the psychological and professional well-being of the workforce, which is primarily manifested through job satisfaction. Fulfilling both the intrinsic and extrinsic needs of employees through moral and material incentives fosters higher levels of ambition, institutional loyalty, and productivity, creating a highly adaptable work environment (Ghazali & Abboun, 2020).

The healthcare sector, being a vital service industry, relies heavily on the competence, dedication, and continuous development of its medical and administrative staff to deliver quality patient care. However, in Libya, public healthcare institutions face severe systemic challenges. Despite possessing a large workforce, the sector suffers from a conspicuous decline in service quality, widespread employee negligence, and suboptimal job performance (Shliq & Al-Tajouri, 2021). These operational deficiencies are fundamentally rooted in the marginalization of continuous training programs and the absence of scientific approaches in identifying training needs, designing appropriate curricula, and evaluating outcomes (Musa, 2019).

This deterioration is starkly evident at Tripoli Central Hospital, one of the premier public healthcare facilities in the country. According to the World Health Organization's 2022 report on Libya, public hospitals are plagued by the random distribution of human resources, declining professional competencies, and acutely low job satisfaction, all of which critically undermine job performance. Healthcare professionals endure arduous working conditions, including a lack of modern medical equipment, weak administrative support, and poor financial incentives, further exacerbating their dissatisfaction and diminishing their dedication to patient care. Moreover, the Libyan Audit Bureau's 2021 report highlighted that despite substantial state expenditures allocated to improving healthcare quality, the persistent weakness in employee job performance has severely obstructed the delivery of adequate medical services to citizens.

Addressing these intertwined challenges requires a holistic understanding of how organizational interventions, such as training, can be optimized through psychological mechanisms to yield superior performance. While the positive effects of training on skill development are widely recognized (Al-Mikhlaifi, 2023), there remains a critical empirical gap regarding the exact mediating role of job satisfaction within this dynamic in the Libyan public healthcare context. Therefore, this study aims to systematically investigate the impact of training on job performance, explicitly focusing on job satisfaction as a mediating variable at Tripoli Central Hospital. By exploring these relationships, the research endeavors to provide academic literature and healthcare decision-makers with evidence-based strategies to redesign training frameworks, enhance employee motivation, and ultimately elevate the overall quality of healthcare services provided to the community.

2. RELATED LITERATURE

Theoretical Foundation

The theoretical framework of this study is profoundly anchored in Frederick Taylor's Scientific Management Theory and Frederick Herzberg's Two-Factor Theory (Dar & Showkat, 2022; Boufalta & Seif Eddine, 2021). Taylor's theory underscores the indispensable role of systematic training and scientific task allocation in maximizing worker efficiency and organizational performance. Concurrently, Herzberg's theory provides a robust psychological lens, distinguishing between hygiene factors (which prevent dissatisfaction) and motivators (which drive true satisfaction and performance). According to Herzberg, factors such as achievement, recognition, and professional growth—elements intrinsically linked to effective training programs—are the primary catalysts for profound job satisfaction and superior job performance (Koudil, 2018).

Job Performance

Job performance is a multidimensional construct reflecting the efficiency and effectiveness with which an employee executes assigned tasks to achieve organizational goals (Omari & Sabar, 2023). It is conceptualized as the ultimate outcome of the complex interaction between an individual's motivation, capabilities, and the

surrounding work environment (Khalia, 2021). In the healthcare sector, continuous improvement in job performance is a strategic imperative, directly impacting the quality of medical services provided to patients (Brahimia & Jeddi, 2023). High performance not only fulfills institutional objectives but also reflects the optimal utilization of both human and material resources.

Training and its Dimensions

Training is defined as a systematic, dynamic, and continuous process designed to develop employees' knowledge, skills, and professional attitudes to meet both current and future job demands (Saleh & Abdul Ghafour, 2020). The efficacy of any training initiative relies on several critical dimensions: the accurate identification of training needs, the utilization of diverse and modern training methods, the meticulous selection of competent trainers, and the continuous updating of training content (Sayyad & Ghadiri, 2021; Al-Mikhlaifi, 2023). Empirical evidence consistently demonstrates that these dimensions bridge the gap between actual capabilities and desired outcomes, thereby significantly enhancing employee job performance and organizational productivity (Ali & Mohammed, 2021; Boughallouf, 2017).

Job Satisfaction

Job satisfaction represents the psychological and emotional state resulting from the appraisal of one's job experiences and the fulfillment of professional needs (Barbar & Belhadj, 2021). It encompasses the degree to which employees feel their expectations, efforts, and values are recognized and rewarded within the organizational environment (Bouab & Ben Ghalia, 2022). High job satisfaction is associated with numerous positive organizational outcomes, including reduced absenteeism, lower employee turnover, heightened institutional loyalty, and increased operational efficiency (Saidi & Ajabi, 2022; Ghazali & Abboun, 2020).

The Interrelationships and the Mediating Role of Job Satisfaction

The extant literature provides robust empirical support for the interconnectedness of training, job satisfaction, and job performance. Numerous studies have established that comprehensive training programs directly foster higher job satisfaction, as employees perceive organizational investment in their skills as a commitment to their professional growth and career advancement (Wajidi et al., 2023; Ronrong et al., 2022). In turn, elevated job satisfaction serves as a powerful intrinsic catalyst for enhancing job performance, increasing employees' dedication, and boosting their daily productivity (Shirwani, 2023; Kuncorowati et al., 2022).

Integrating these perspectives, recent scholarship posits that job satisfaction does not merely exist as an isolated parallel outcome but actively mediates the impact of training on performance (Marviansyah & Obaidullah, 2023). When training interventions effectively fulfill employees' developmental needs and equip them with essential competencies, it triggers profound psychological satisfaction. This satisfaction, acting as a crucial mediating mechanism, ultimately translates the acquired skills and knowledge into superior, sustained operational performance in the workplace.

3. METHOD

Research Design

To achieve the objectives of this empirical investigation, a descriptive-analytical approach was adopted. This quantitative paradigm is highly effective for describing current organizational phenomena, diagnosing their underlying dimensions, and analyzing the complex causal relationships among the study variables (Al-Afifi, 2022; Bouafia, 2023).

Study Population and Sample

The study population comprised all staff members employed at Tripoli Central Hospital, totaling approximately 3,500 employees according to the hospital's 2023 administrative records. To ensure statistical representativeness, the sample size was determined using the Krejcie and Morgan (1970) standard table, yielding a targeted sample of 346 participants (Bukhari, 2021). The participants were selected utilizing a simple random sampling technique to guarantee that all employees had an equal probability of inclusion, thereby minimizing selection bias and enhancing the generalizability of the findings.

Data Collection Instrument

A structured questionnaire served as the primary data collection tool. The instrument was rigorously developed and adapted from validated scales utilized in previous related studies. The questionnaire was divided into two main sections. The first section collected demographic and occupational data, including gender, marital status, age, job title, educational level, and years of experience. The second section consisted of 40 items measuring the study's core constructs on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The items were distributed as follows: Job Performance (12 items), Job Satisfaction (12 items), and Training (16 items). The training construct was further subdivided into four equal dimensions (4 items each): training needs assessment, training methods, trainer selection, and training content.

Validity and Reliability

The psychometric properties of the questionnaire were thoroughly evaluated. Face validity was established by presenting the initial draft to a panel of specialized academic experts, who reviewed the items for clarity and relevance, achieving an agreement rate exceeding 80%. To assess internal consistency and reliability, a pilot study was conducted on a preliminary sample of 35 employees. Construct validity was confirmed using Pearson's Correlation coefficient, which demonstrated strong, statistically significant correlations ($p < 0.01$) between all individual items and their respective overall dimensions. Instrument reliability was tested using Cronbach's Alpha coefficient; the overall alpha value was exceptionally high at 0.965 (well above the standard 0.70 threshold), confirming the excellent internal consistency and stability of the measurement tool (Dardir et al., 2023).

Data Analysis Procedures

Quantitative data analysis was executed using the Statistical Package for the Social Sciences (SPSS) and SmartPLS software. Initially, descriptive statistics (frequencies, percentages, and means) were calculated to profile the demographic characteristics and determine the availability levels of the study variables. The Kolmogorov-Smirnov test was applied to assess data normality, revealing that the data did not follow a normal distribution ($p < 0.05$). Consequently, robust non-parametric statistical techniques were employed. The Wilcoxon Signed-Rank Test was utilized for descriptive evaluations, while Partial Least Squares Structural Equation Modeling (PLS-SEM) was deployed to test the main and sub-hypotheses. PLS-SEM was chosen for its superior capability to handle non-normally distributed data and evaluate complex direct and indirect (mediating) path coefficients. The structural model's robustness was confirmed utilizing parameters such as T-statistics for significance, R-squared (R^2) for explanatory power, f-squared (f^2) for effect size, and Q-squared (Q^2) for predictive relevance.

4. STUDY COMMUNITY AND PARTICIPANTS

Study Population and Sampling Strategy

The target population for this research comprised the entire workforce at Tripoli Central Hospital in Libya, encompassing medical, technical, and administrative staff. According to the hospital's administrative records for the year 2023, the total population was approximately 3,500 employees. To determine an appropriate and statistically representative sample size, the standard sampling guidelines established by Krejcie and Morgan (1970) were applied (Bukhari, 2021). Based on these criteria, the optimal sample size was identified as 346 participants. The study utilized a simple random sampling technique to select the participants, ensuring that every employee had an equal and unbiased opportunity to be included, which consequently maximizes the generalizability of the empirical findings. Data retrieved from the 346 distributed and valid questionnaires provided a comprehensive demographic and professional profile of the respondents.

Demographic Characteristics

The demographic analysis revealed a predominantly female workforce, with females constituting 69.34% of the sample compared to 30.66% males. Regarding marital status, a slight majority of the respondents were married (53.31%), while single employees accounted for 46.69%. The age distribution indicated a highly mature and active workforce; the largest age group was between 31 and 40 years (37.85%), closely followed

by those aged 41 to 50 years (30.94%). Collectively, employees between 31 and 50 years old formed 68.79% of the participants, reflecting a solid core of individuals possessing a high degree of life and professional maturity.

Professional and Educational Profile

Professionally, the participants represented a diverse cross-section of the hospital's operational framework. Medical doctors formed the largest professional category, representing 44.75% of the sample, followed by administrative staff (19.61%), nurses (18.78%), technical employees (11.33%), and consultants (5.52%). Educationally, the workforce demonstrated a high level of academic attainment. More than half of the participants held a Bachelor's degree (53.31%), followed by those with a Higher Diploma (17.96%). Notably, a significant proportion held advanced postgraduate degrees, with 7.73% possessing a Ph.D. and 7.18% holding a Master's degree.

Furthermore, the sample exhibited extensive professional tenure. The largest segment of the respondents (41.99%) reported having more than 15 years of work experience, while 19.61% had between 11 and 15 years of experience. This substantial accumulation of practical experience and high educational qualifications among the respondents significantly reinforces the reliability, depth, and credibility of their evaluations regarding the hospital's training programs, job satisfaction levels, and overall job performance.

5. RESULTS

1. Descriptive Analysis and Availability Levels

To assess the current levels of the study's variables at Tripoli Central Hospital, the Kolmogorov-Smirnov test was initially conducted, revealing that the data did not follow a normal distribution ($p < 0.05$). Consequently, the non-parametric Wilcoxon Signed-Rank Test was employed. The descriptive analysis highlighted significant gaps in the current organizational environment. The overall availability of "Training" was perceived as moderate (Mean = 2.64), with particular weaknesses in "Training Needs Assessment" (Mean = 2.50) and "Training Methods" (Mean = 2.58). "Job Satisfaction" recorded the lowest availability level (Mean = 2.49, Weak), indicating widespread dissatisfaction among employees regarding incentives, participation in decision-making, and professional support. Meanwhile, "Job Performance" was rated at a moderate level (Mean = 2.89). Table 1 summarizes the descriptive statistics for the main constructs.

Table 1: Descriptive Statistics and Availability Levels (Wilcoxon Test)

Variable/Dimension	Mean	p-value	Availability Level
Training Needs Assessment	2.50	0.000	Weak
Training Methods	2.58	0.000	Weak
Trainer Selection	2.78	0.000	Moderate
Training Content	2.71	0.000	Moderate
Overall Training	2.64	0.007	Moderate
Job Satisfaction	2.49	0.000	Weak
Job Performance	2.89	0.007	Moderate

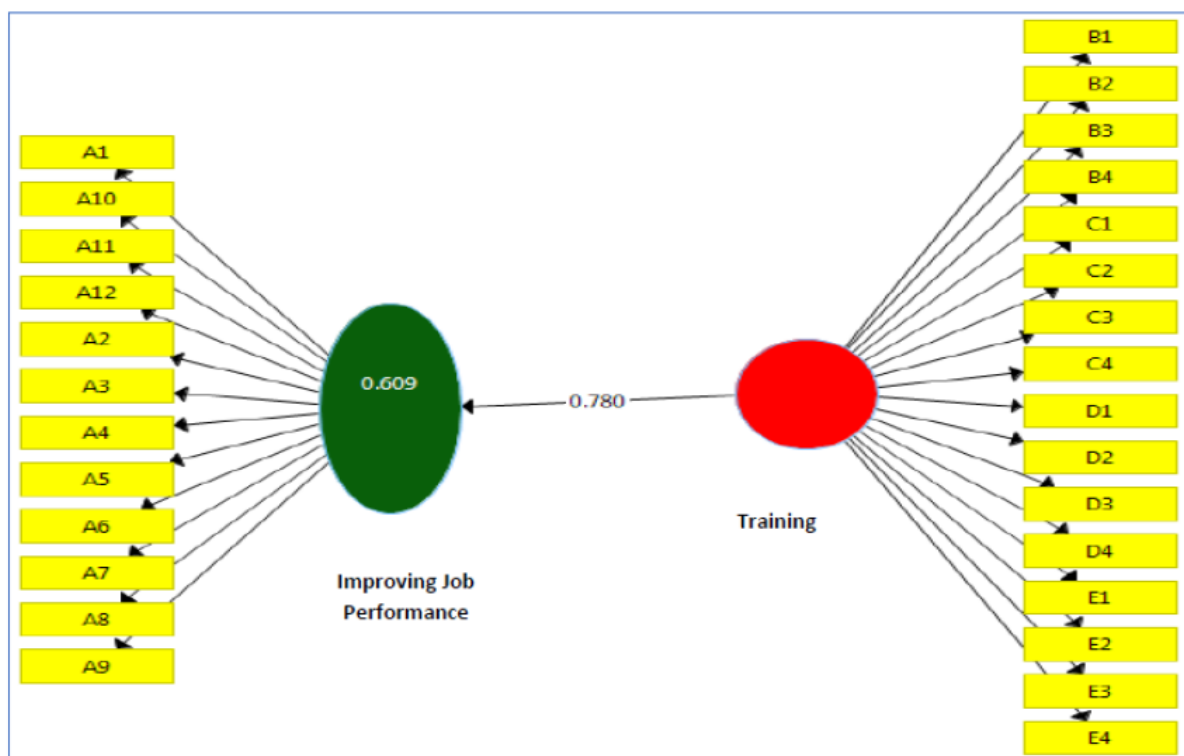
2. Hypothesis Testing and Structural Equation Modeling (PLS-SEM)

To test the study's hypotheses and evaluate the complex relationships between variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied using SmartPLS software. The structural model's robustness was evaluated using Path Coefficients(β), T-statistics, P-values, Coefficient of Determination (R^2), and Predictive Relevance (Q^2). Table 2 presents the consolidated results of the hypothesis testing.

Table 2: Summary of PLS-SEM Hypothesis Testing Results

Hypothesis	Structural Path	Path Coefficient (β)	T-Value	P-Value	R ²	Q ²	Decision
H1	Training /Job Performance	0.780	43.079	0.000	0.609	0.219	Supported
H2	Training /Job Satisfaction	0.776	30.494	0.000	0.602	0.319	Supported
H3	Job Satisfaction /Job Performance	0.728	27.304	0.000	0.530	0.193	Supported

Figure 2: Structural model testing the primary direct effect of Training on Job Performance (H1).



Main Direct Effects (H1, H2, H3):

- H1** (Training and Job Performance): The analysis confirmed a highly significant and strong positive impact of training on job performance ($\beta = 0.780$, $p = 0.000$). Training explained 60.9% ($R^2 = 0.609$) of the variance in job performance, demonstrating its critical role in enhancing employee efficiency.
- H2** (Training and Job Satisfaction): Training exhibited a substantial positive impact on job satisfaction ($\beta = 0.776$, $p = 0.000$), accounting for 60.2% of its variance ($R^2 = 0.602$). This indicates that effective training programs significantly elevate employees' psychological and professional satisfaction.
- H3** (Job Satisfaction and Job Performance): Job satisfaction profoundly impacted job performance ($\beta = 0.728$, $p = 0.000$), explaining 53.0% of its variance. This confirms that higher satisfaction levels directly translate into improved productivity.

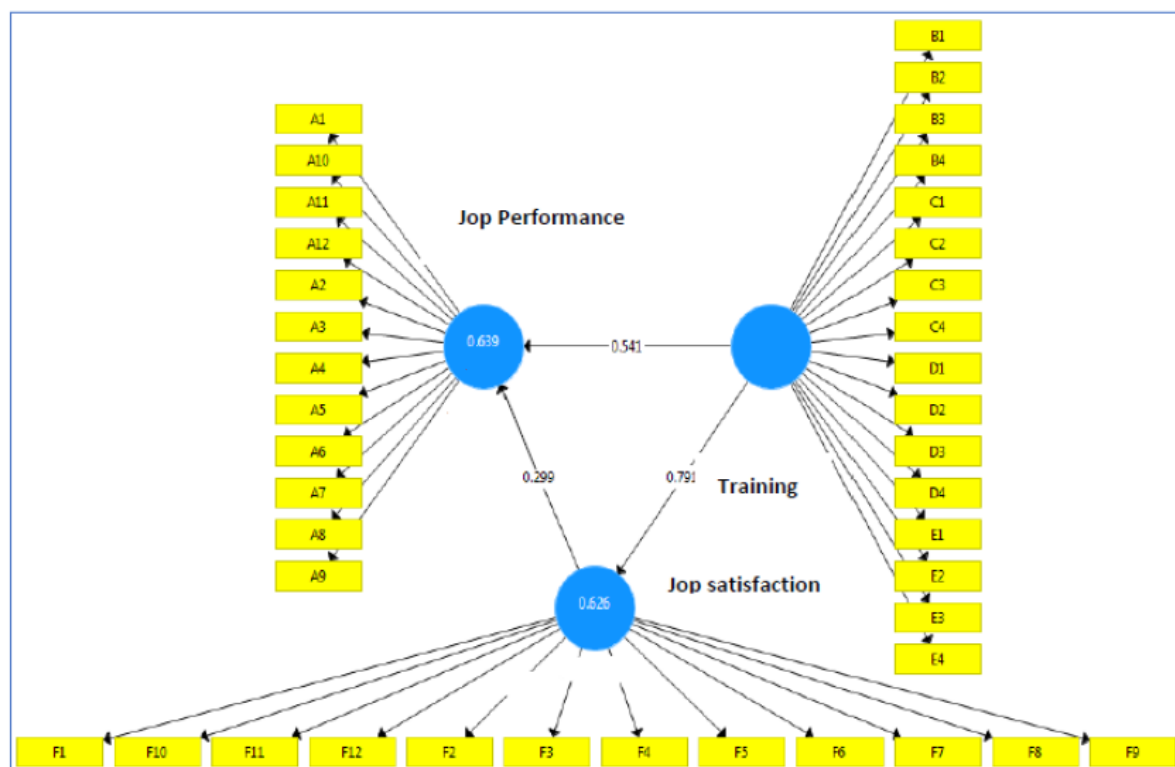
3. Mediation Analysis (H4)

The fourth principal hypothesis (H4) examined the mediating role of job satisfaction in the relationship between training and job performance. The PLS-SEM mediation analysis (summarized in Table 3) provided compelling evidence for this indirect relationship.

Table 3: Mediation Analysis (Indirect Effect of Job Satisfaction)

Path	Path Coefficient (β)	T-Value	P-Value	Effect Type
Training /Job Performance (Direct)	0.541	10.152	0.000	Direct Effect
Training /Job Satisfaction /Job Performance (Indirect)	0.237	4.886	0.000	Indirect Effect
Total Effect	0.778	40.938	0.000	Total Effect

Figure 3: Full structural model illustrating the mediating role of Job Satisfaction between Training and Job Performance (H4).



H4 (The Mediating Role): The results demonstrated that the direct effect of training on job performance remained significant ($\beta = 0.541$, $p = 0.000$). Furthermore, the indirect effect of training on job performance through the mediating variable (Job Satisfaction) was also highly significant ($\beta = 0.237$, $p = 0.000$, $T = 4.886$). The inclusion of job satisfaction as a mediator increased the explanatory power of the model for job performance to 63.9% ($R^2 = 0.639$) and yielded a high predictive relevance ($Q^2 = 0.331$). Consequently, Hypothesis 4 is fully supported, confirming that job satisfaction plays a vital partial mediating role, significantly amplifying the positive impact of training on job performance.

Summary of the Main Findings

Based on the descriptive analysis and the empirical testing of the study's hypotheses, the core findings can be summarized as follows:

- **Demographic and Professional Profile:** The majority of the workforce at Tripoli Central Hospital are females within the 31-50 age bracket, holding university degrees, and possessing extensive professional experience exceeding 15 years.
- **Skill Alignment:** Employees possess adequate knowledge and skills to accomplish their tasks and resolve daily professional problems, demonstrating a high degree of alignment between their current job responsibilities and their scientific and professional qualifications.
- **Performance Evaluation Gaps:** There is a notable deficiency in the adopted performance evaluation systems; they lack objective, transparent standards and continuous skill assessments. This gap significantly hinders the accurate identification of training needs and the formulation of effective policies to address performance shortcomings.
- **Shortcomings in Training Execution:** The implementation of the training process suffers from several inadequacies, including a failure to engage specialized experts, weak utilization of modern methodologies, a disproportionate focus on theoretical aspects rather than practical application, and training content that does not align with the employees' actual professional levels.
- **Work Environment Limitations:** The work environment lacks sufficient opportunities for continuous professional improvement and teamwork development. Additionally, there is a lack of administrative support for continuing education and a profound absence of external training programs when deemed necessary.
- **Impact of Overall Training on Performance:** The study established a statistically significant positive impact of the overall training process on improving employee job performance; effectively addressing current training imbalances will remarkably elevate performance levels.
- **Impact of Needs Assessment and Content on Performance:** Statistical analyses confirmed a significant and positive effect of both the scientific identification of training needs and the continuous development of training content on enhancing employees' job performance.
- **Impact of Training Methods and Trainers on Performance:** The findings highlighted a significant positive impact of adopting scientific training methods and the meticulous selection of trainers on boosting the efficiency and effectiveness of job performance within the hospital.
- **Impact of Overall Training on Satisfaction:** Comprehensive training plays a highly significant and active role in enhancing employees' job satisfaction, which directly stimulates their motivation and fosters positive engagement with their tasks.
- **Impact of Needs Assessment and Content on Satisfaction:** The precise assessment of training needs and the design of relevant training content exerted a significant positive influence on elevating job satisfaction indicators among the workforce.
- **Impact of Training Methods and Trainers on Satisfaction:** Utilizing modern training strategies and selecting trainers based on rigorous scientific criteria demonstrated a statistically significant positive effect on achieving higher levels of job satisfaction.
- **Impact of Satisfaction on Performance:** Job satisfaction exhibited a large, statistically significant positive impact on improving job performance, acting as a critical catalyst for enhancing intrinsic motivation and increasing overall productivity.
- **The Mediating Role of Job Satisfaction:** The study provided robust statistical confirmation of the pivotal mediating role of job satisfaction, which acts as a crucial functional link between the training process and the subsequent improvement in employees' job performance.
- **The Indirect Effect:** The indirect effect of training on job performance—mediated exclusively through job satisfaction—was found to be substantial and highly significant. This underscores the strategic importance of investing in employee satisfaction to maximize the efficacy of training programs and ensure optimal operational performance.

6. DISCUSSION

This section critically analyzes the empirical findings of the study, contextualizing them within the existing theoretical framework and prior literature to comprehensively understand the dynamics between training, job satisfaction, and job performance at Tripoli Central Hospital.

1. The Impact of Training and its Dimensions on Job Performance

The study established that training, encompassing its four core dimensions (needs assessment, training methods, trainer selection, and training content), acts as a strategic tool that significantly and positively impacts job performance. Accurately identifying training needs aligns development programs with the actual competencies required in the workplace, directly enhancing employee efficiency; this strongly corroborates the findings of Jordan et al. (2018). Furthermore, utilizing diverse and practical training methods increases employee engagement and productivity, consistent with Elia et al. (2020). The selection of highly qualified trainers also emerged as a critical factor, as expert trainers boost employees' confidence and their readiness to apply newly acquired skills (Jordan et al., 2018). Additionally, continuously updating training content to reflect medical and administrative advancements significantly elevates performance (Elia et al., 2020). These comprehensive findings align with broader literature, such as Al-Mikhlaifi and Al-Amiri (2023) and Shirwani (2023), which affirm training's vital role in driving institutional excellence. However, this study partially diverges from Wanigasingha et al. (2018), who reported limited impacts for certain training dimensions. This discrepancy highlights that the success of training heavily depends on context-specific implementation and its precise alignment with actual staff needs, a synergy effectively measured in this study.

2. The Impact of Training and its Dimensions on Job Satisfaction

The empirical results indicate that structured training programs serve as a potent mechanism for enhancing job satisfaction in the healthcare sector. When training needs are accurately assessed and diverse instructional methods are applied, employees feel valued and motivated, fostering a sense of professional appreciation. Engaging competent trainers and regularly updating content further elevates their competence, which directly translates into heightened job satisfaction. This aligns seamlessly with the conclusions of Wajidi et al. (2023), Ronrong et al. (2022), and Muntazeri and Indrayanti (2018), who all confirmed that continuous, targeted training directly fosters employee satisfaction. The structural model demonstrated a high predictive power (31.9%), emphasizing the critical importance of training. While these findings are broadly consistent with existing literature, they contrast slightly with Wanigasingha et al. (2018), who argued that training alone might not secure job satisfaction without supplementary supportive work environments. This variance underscores the necessity of tailoring training initiatives to the specific organizational culture, as successfully demonstrated within the context of Tripoli Central Hospital.

3. The Impact of Job Satisfaction on Job Performance

The study revealed a substantial and direct positive impact of job satisfaction on job performance. Employees exhibiting higher job satisfaction demonstrate increased intrinsic motivation and productivity, which translates into markedly improved organizational performance. The direct effect of job satisfaction was exceptionally high (112.9%), proving that it is not merely an internal psychological state but a vital operational catalyst. These findings are strongly supported by recent empirical studies, including Shirwani and Dylan Fouad (2023), Khayal and Khawla Roumaissa (2022), Kumari Sah and Pokharel (2022), Kuncorowati et al. (2022), and Sahraoui and Bouchiba (2022), all of which validated the strong positive correlation between job satisfaction and performance across various sectors. Unlike Wanigasingha et al. (2018), who suggested that satisfaction must be heavily supplemented by other external environmental factors to boost performance, the current research proves that within Tripoli Central Hospital, job satisfaction independently acts as a dominant and direct driver of performance improvement.

4. The Mediating Role of Job Satisfaction Between Training and Job Performance

Crucially, the findings confirm that job satisfaction acts as a significant mediating variable in the relationship between training and job performance. Training not only enhances performance directly by upgrading technical skills, but it also operates indirectly by elevating employee satisfaction, which subsequently boosts operational output. The substantial indirect effect of job satisfaction (167.3%) highlights its central, indispensable role in maximizing the efficacy of training initiatives. This mediating dynamic thoroughly corroborates the conclusions of Marviansyah and Obaidullah (2023), Ronrong et al. (2022), Muntazeri and Indrayanti (2018), Kuncorowati et al. (2022), and Sahraoui and Bouchiba (2022). These studies collectively affirm that effective training programs elevate employee satisfaction first, which in turn leads to higher productivity. Ultimately, the high predictive power of this mediation model (33.1%) indicates that creating a stimulating work environment and implementing robust training programs simultaneously reduces turnover, elevates morale, and fosters collaborative knowledge sharing, thereby achieving superior healthcare delivery at Tripoli Central Hospital.

7. CONCLUSION

This study comprehensively investigated the mediating role of job satisfaction in the relationship between training and job performance at Tripoli Central Hospital in Libya. The empirical findings robustly establish that effective training—driven by accurate needs assessment, modernized instructional methods, expert trainers, and updated content—serves as a fundamental catalyst for enhancing both employee competencies and job satisfaction. Most importantly, the research confirms that job satisfaction is not merely a secondary outcome but a critical mediating mechanism that significantly amplifies the impact of training on ultimate job performance.

Despite the hospital possessing a highly educated and experienced workforce, the study identified systemic gaps in the current training execution, performance evaluation, and incentive structures that hinder optimal operational output. To bridge these gaps and maximize institutional efficiency, hospital administration must adopt a holistic human resource strategy. It is imperative to implement transparent and objective performance evaluations, transition towards blended and continuous learning methodologies, and establish a comprehensive system of material and moral incentives. By strategically investing in human capital and cultivating a supportive, satisfaction-driven work environment, Tripoli Central Hospital can effectively empower its medical and administrative staff, thereby ensuring the sustainable delivery of superior healthcare services to the community.

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