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### EMPLOYEE TRAINING AND DEVELOPMENT FOR IMPROVED PERFORMANCE

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#### **ABSTRACT**

This study was carried out to analyze the effect of training and development on employees' performance in the private sector Saudi Arabia This study was done based on quantitative research approach. The sample population of this work comprised of 50 respondents who are corporate employees in the private sector of Saudi Arabia. Data was collected using survey questionnaire. The questionnaire consisted of 10 questions which were related to training and development. The questionnaire was administered online. The results showed that 62% of the respondent agreed that training and development is a medium to enhance skills and maintain high work performance. In addition, the result showed that the training should be comprehensive focusing on all job categories in order to enhance the overall performance of the organization. Furthermore, the results showed that employees perceived that both soft skill and technical skill training are equally important for work performance. Thus, it is concluded that training has a positive effect on employees' performance, and allows them to develop their capabilities.

#### **INTRODUCTION**

Employees are the most significant resource of each organization where the companies' performance and profitability is dependent on the employees [1]. All companies have the aim to satisfy their customers and the employees represent a major factor in companies' progress towards achieving this aim [2]. The survival of any association in the aggressive business world lies in its capacity to prepare its human asset to be imaginative, creative, and innovative and those who will be able to perform and enhance the competitive nature of the company [3].

Training and development are a part of organization practices that assist in upgrading employees' aptitudes, information, and mental fitness for improving workers' capacity to perform all task in an efficient manner [4]. Training and development assume a crucial job in the viability of an association. It is one of the methods used to improve the overall work performance of an employee which will directly enhance the productivity and profitability of an organization [5]. In the interim, employee's aptitudes and proactive thinking is legitimately relative to the dimension at which association can contend with others. Thus, these traits of the employees can be enhanced through training and development [5].

Training and development are essential vital instruments for successful individual and association execution [6]. Thus, associations are investing in training and development for employees as it will provide them an upper hand in the realm of business. Training and development techniques are characterized into two types, which are on the job training and off the job training [7]. On the job training consist of job orientation, coaching, internship, work technique training and etc [7]. On the other hand, off job training is comprised of lecture-based training, software-based training and simulation-based training. Thus, these training are designed to enhance the overall work performance of an employee and the output of an organization [7].

There have been many different studies conducted in analyzing the importance of training and development for an organization. Falola et al. [8] inspected the adequacy of training and development on representatives' work performance in banking industry and found that there was a close relation between training and development, and employees work performance. Sung et al. [9] analyzed the impacts of training and development on hierarchical advancement and found that training and development has expanded imaginative execution of the financial association. Asfaw et al. [10] investigated the effect of training and development on the workers' exhibition and adequacy in an organization office and found that training and development had noteworthy association with representative execution and viability. Hanaysha et al. [11] evaluated the impacts of training and development on hierarchical responsibility in an advanced education setting and found that representative training and development had a huge beneficial outcome on employees work performance and work commitment. Ahmad et al. [12] analyzed the effect of representative training and development on worker's exhibition in northern Punjab and discovered positive connection between on occupation training and work performances. Chen [13] inspected the connection among training and development, and worker retention, and found that the rate of employee retention has increased after training and development due to the contract clause. Hafeez et al. [14] investigated the effect of training and development on pharmaceutical employee's performance in Pakistan and found that the work efficiently of the employees increased after being exposed to training and development. Dhar [15] analyzed employee's viewpoint on training and its effect on work performances among hotel employees and found that the quality-of-service administration given by the workers has improved vastly after training. Al Karim et al. [16] explored the effect of training and

development arrangements on representative work execution in Bangladesh and found that vocation advancement training had displayed huge impact in workers work execution.

Despite the increasing effects on training of organizational employees by organizations, there is still limited literature on human resource development issues in developing countries [17]. To the best of the authors' knowledge, no studies have been taken in the context of Saudi Arabia in analyzing the effect of training on employee performance. Thus, this study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and training in particular in Saudi Arabia. Hence, this study was done to analyze the effects of training on employee performance within the private sector in Saudi Arabia.

## **METHODOLOGY**

### ***Research Design***

This work was done based on a quantitative research approach, demonstrating a 10 questions survey on a sample population of 50 respondents ranging between males and females who are corporate employees in Saudi Arabia. The questionnaire has been administered online. Considering the nature of research, which the authors have chosen for this study, the required information was collected with the help of questionnaire that was distributed to the study samples.

### ***Research Method***

This work was carried out using primary and secondary data collection method. The primary data of this research was collected based on questionnaire survey. The sample of the study is 50 respondents from different corporate categories to allow for adequate representation of the various views expressed. The purpose was to analyze the impact of training on performance level for various categories. It included 10 questions in order to explore and elaborate on the research problem. On the other hand, the secondary data used in this work comprised of previous literatures, book and online sources.

### ***Data collection***

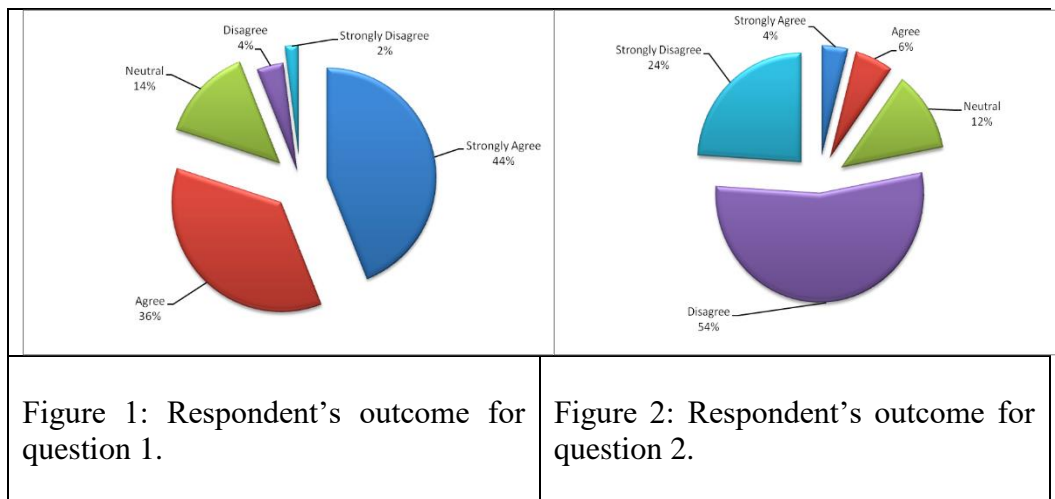
The data collection tool used for this research is the questionnaire. A number of 10 question statements have been proposed with a rating options ranging from “Strongly Agree” to “Strongly Disagree” for respondents to choose from. The data was then analyzed using basic statistic and was presented in graph form.

## RESULT AND DISCUSSION

### Questionnaire analysis

In this work, the respondents were subjected to 10 question statements. Thus, the outcomes of each question statement are described in this section. The first question of the questionnaire is stated as follow. Question 1: Training is a systematic process through which employees gain knowledge and develop skills that result in improved corporate performance. The objective of this question was to evaluate the awareness of respondents about training and its effect on job performance. Thus, based on Figure 1, the results showed that 44% of the respondents strongly agreed 18% agreed to the statement. This is compared to 2% who strongly disagreed and 4% who disagreed. 14% respondents chose neutral. Thus, based on this outcome, it was deduced that respondents believe that training is a medium to enhance skills and maintain high performance. They know that without training they will be out dated and would not be able to enhance their performance. The result reflects the need of respondents to training so they can improve their performance as well as the performance of the company.

The second question of the questionnaire is stated as follow. Question 2: Technical training is more important than soft skills training. The objective of this question was to evaluate if the current approach in taking more care of technical training is more important than soft skills training. Thus, based on Figure 2, the results showed that 4% of the respondents strongly agreed and 6% agreed to the statement. This is compared to 24% who strongly disagreed and 54% who disagreed. 12% respondents chose neutral. Thus, based on this outcome, it was deduced that respondents are not in agreement that technical training is more important than soft skills training. This is actually true because the success does not only depend on technical staff; there are customer services jobs and administration jobs who require soft skills training to enhance their performance and the overall performance of their company. This is not to minimize the role of the technical training, but rather to stress the importance of soft skills training as well because the front-line staff are the ones who deal with customers the most.



The third question of the questionnaire is stated as follow. Question 3: The training offered at my organization is effective. The objective of this question was to evaluate the effectiveness of training on the employees because that would determine if it will benefit them and impact their performance or not. Thus, based on Figure 3, 10% of the respondents strongly agreed and 10% agreed to the statement. This is compared to 4% who strongly disagreed and 6% who disagreed. 70% respondents chose neutral. Thus, based on this outcome, it was deduced that that majority of the respondents are not aware if the training is effective or not because they actually did not get training. This indicates that training volume is relatively low for the study sample.

The fourth question of the questionnaire is stated as follow. Question 4: Whenever I receive training, my performance gets more enhanced. The objective of this question was to evaluate if the training could enhance the performance of the employees. Thus, based on Figure 4, the 38% of the respondents strongly agreed and 52% agreed to the statement. This is compared to 0% who strongly disagreed and 0% who disagreed. 10% respondents chose neutral. Thus, based on this outcome, it was deduced that respondents generally agree that training enhances skills. It maintains quality services and achieves high performance standards.

The fifth question of the questionnaire is stated as follow. Question 5: Training affects the overall performance of the company. The objective of this question was to evaluate if training impacts the performance of the company or not. Thus, based on Figure 5, 36% of the respondents strongly agreed and 54% agreed to the statement. This is compared to 4% who strongly disagreed and 2% who disagreed. 4% respondents chose neutral. Hence, based on this outcome, it is deduced that training impacts the performance of the company.

The sixth question of the questionnaire is stated as follow. Question 6: A new organization can succeed and achieve growth by focusing only on one category of training regardless of other categories. The objective of this question was to evaluate if a new organization can succeed and achieve growth by focusing only on one category of training regardless of other categories, or not. Thus, based on Figure 6, 0% strongly agreed and 10% agreed to the statement. This is compared to 22% who strongly disagreed and 54% who disagreed. 14% respondents chose neutral. Thus, based on this outcome, it is deduced that for a new company, it needs to prove itself in a very competitive market. This could not be achieved by focusing on certain category only. This is mainly because work is integrated and connected, and every job affects the other somehow. If training is focused on one certain category, the performance of the other categories will be low and this will consequently be reflected on the company performance.

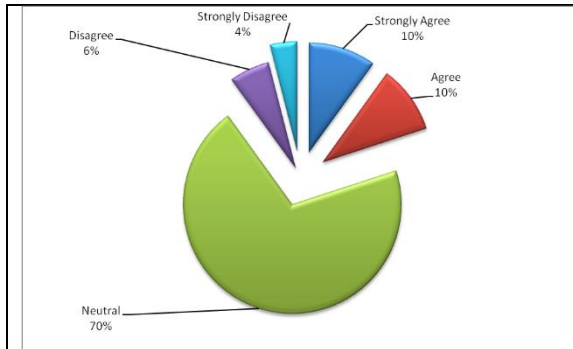


Figure 3: Respondent's outcome for question 3.

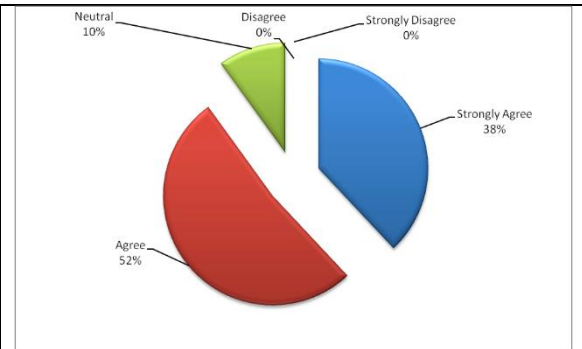


Figure 4: Respondent's outcome for question 4.

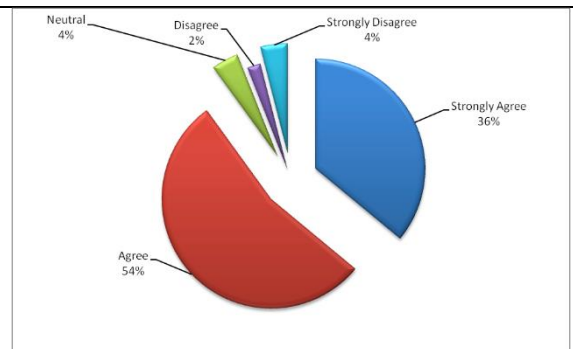


Figure 5: Respondent's outcome for question 5.

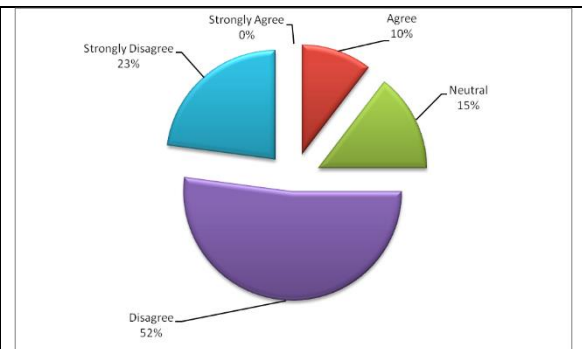
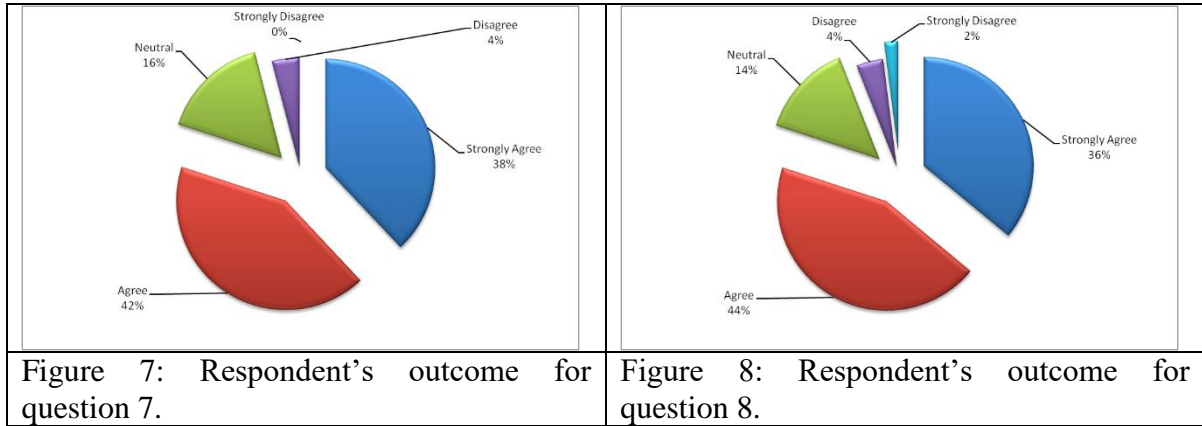


Figure 6: Respondent's outcome for question 6.

The seventh question of the questionnaire is stated as follow. Question 7: The provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance. The objective of this question was to evaluate if the feedback to employees after training is benefiting to allow them become aware of areas where they can improve their performance, or not. Thus, based on Figure 7, 38% of the respondents strongly agreed and 42% agreed to the statement. This is compared to 0% who strongly disagreed and 4% who disagreed. 16% respondents chose neutral. Hence, based on this outcome, it is deduced that it is important to give training, but it is also of equal importance to know if that training affected people positively or not. Therefore, feedback is an important tool to measure the effectiveness of training and whether it can really enhance the performance or not. The feedback allows the organization to know whether the training given is effective or it should be amended or to introduce other training categories.

The eighth question of the questionnaire is stated as follow. Question 8: The organization should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives. The objective of this question was to evaluate if it is useful for organizations to impose annual training programs for all employees in order to improve the knowledge and understanding of business strategy and objectives. Thus, based on Figure 8, 36% of the respondents strongly agreed and 44% agreed to the statement. This is compared to 2% who strongly disagreed and 4% who disagreed. 14% respondents chose neutral. Hence, based on this

outcome, it is deduced that new business methods are developing every now and then, and organizations keep changing their business objectives based on their strategic plan whether on short term or long-term goal. Thus, it becomes mandatory to impose annual or just frequently regular training programs for all employees in order to improve the knowledge and understanding of business strategy and objectives at all times.

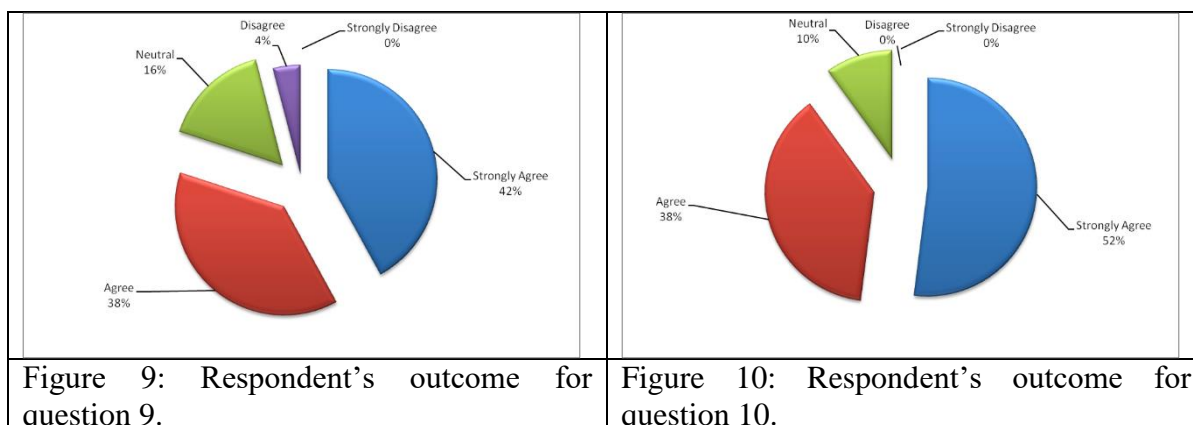


The ninth question of the questionnaire is stated as follow. Question 9: Training has a strong impact on company success. The objective of this question was to evaluate the relation between training and company's success. Based on Figure 9, 42% of the respondents strongly agreed and 38% agreed to the statement. This is compared to 0% who strongly disagreed and 4% who disagreed. 16% respondents chose neutral. Hence, based on this outcome, it is deduced that training takes care of employee's capabilities and enhances their skills to be able to satisfy customer's needs. Satisfied customers' means more business and more growth, consequently enhancing performance and achieving company success.

The tenth question of the questionnaire is stated as follow. Question 10: Training must cover all job categories in the company. The objective of this question was to evaluate respondent's opinion about the coverage of training. Hence, based on Figure 10, 52% of the respondents strongly agreed and 38% agreed to the statement. This is compared to 0% who strongly disagreed and 0% who disagreed. 10% respondents chose neutral. Thus, based on this outcome, it is deduced that respondents generally agreed that training must cover all job categories in the company. Training must cover all job categories so that the employees could enhance their skills and the customers could feel it.

**OVERALL DISCUSSION**

Overall, respondents are in agreement that training is a means to enhance skills and maintain high performance. Since the progress is very fast in every field of business, they know that without training they will be out dated and cannot enhance their performance. The outcome of this work is in line with the work of Noe et al. [18] where it was stated that training and development will enhance employee's performance and this will in return augment the performance of the company.



On the other hand, it follows that the training must be comprehensive and that technical training is not actually more important than soft skills training. This is because the business success does not only depend on technicalities but also on customer services and effective communication, for instance. This has been agreed by the work of Bee et al. [19] where it was stated that both technical skills and soft skills training is equality important for employees' performance development.

As for the effect of training on the performance level, Organizations now are customer oriented and focus on the requirements of the customers. If the staffs who are dealing face to face with the customers are well trained, customers will be satisfied with the service. This is also agreed by Polman et al. [20] where it was reported that by providing proper training to employees, they will be able to provide good service to customers who will enhance the overall business performance of the company.

As for two-way communication, it is important to know if that training being given affects people positively or not. Therefore, feedback is an important tool to measure the effectiveness of training and whether it can really enhance the performance or not. This is agreed by Ho et al. [21] where it was stated that feedback from employees is crucial in determining the effectiveness of the training provided.

The regularity of the training is a significant factor which impacts employee's performance. Organizations sometimes impose frequent training programs for all employees in order to improve the knowledge and understanding of business strategy and objectives at all times. This is agreed by Cohen [22] where it was stated that regular exposure to training and development will assist in enhancing and maintaining employee's performances.

Finally, organizations need to take care of employee's capabilities and enhance their skills to be able to satisfy customers. Taking care of employee's capabilities relates to covering all job categories by specialized training for each department is vital for overall work performances. This is agreed by Cohen [22] where it was stated that organization should provide training to employees for every job category as it will affect the work performance of the employee and company's growth.



## CONCLUSION

This study has analyzed the effects of training on employee performance within the private sector in Saudi Arabia. The results of this work have shown that training and development has a positive effect on the employee's performance, as they are the main asset for the organization. Thus, by providing training and development, it will help the employees in increasing their work performance and it will lead to the success of the organization itself. The outcome of this work has shown that training and development benefits of both employees and organization. Therefore, it is concluded that comprehensive training has a tremendous impact on employees' performance and consequently on company's success.

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