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INFLUENCE OF TRAINING AND DEVELOPMENT TOWARD EMPLOYEE'S PERFORMANCE

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ABSTRACT

The study purpose was to evaluate the training and development effects toward employee performance in private sector Saudi Arabia. The study had used quantitative research approach with questionnaire. Meanwhile, the sample size was 50 respondents who met the inclusion criteria. A structured questionnaire consisted 10 questions is designed and administered to all employees. The statistical analysis involved collection and scrutinized every data sample in which samples can be drawn. The result indicated the training and development had influenced on the employee performance.

INTRODUCTION

Global organizations are striving for successes as well as enhancing their business have competitive advantages within the market environment [1]. Therefore, organizations utilize their human resources effectively. Notably, the companies need to ensure their human resource is up to date with business necessities. Hence, managers ought to concentrate their focus on human resource management as involves critical aspect of organization's core driver toward attaining its goals and objectives.

Majority area of human resource management capacity of specific significance in human resource successful utilization is training and development. Meanwhile, individuals would contend against significance of training as major impact on organization. Employees are crucial and expensive asset to sustain effective performance. The training significant a focal part of management has been perceived in previous studies. Jehanzeb et al. [2] mentioned organization manager should give vision and ability in perform

general movement towards downsizing, organization flexible structures and nature of management.

The training and development included cultural ethics, complex policy and workflow which plays critical role for development of desired talent. The training and development increases awareness and information toward responsibilities and duties among employees. The training activities help to control new talent and are selected for an organization development. The different training programs and events are organized by the company to consider employee engagement and help to attain the market position [3].

The successful of training is important for organization which it's essential part in building and looking after abilities for both individual and company level [4]. The human resource administration has risen as basic feature in making and keeps up the competitive edge of the business. Human resource director ought to be business accomplice and facilitator who assume strategist part in the organization [5].

Employee training and development are key aspects that often used to decrease gap between current and future performances [6]. Training and development aspect is practiced under the human resource management functions. Main training and development functions is identification of training needs as well as choosing techniques and programs that are viable to enhance training [7].

Training and improvement is basic capacity for any organization in any industry crosswise over countries. The business environment continues to change, hence need required new aptitudes. Therefore, knowledge, skill and mind state is required for this preparation [8].

METHODOLOGY

In this study, the quantitative research approach was used. The sample size was 50 respondents which selected from various professions within certain age group. Simple random sampling was applied on respondent selection. A structured questionnaire consisted 10 questions is designed and administered to all employees. The statistical analysis involved collection and scrutinized every data sample in which samples can be drawn.

There were different types of research methods included qualitative research, quantitative research and both methods. The study had literature of different studies and article to investigate effect of training on employee's performance. A quantitative research method used by conducted survey to observe employee numbers who were succeeded in joining training and its influence their performance. The quantitative research was more relevant in context of discovery. In this study, 50 respondents were selected from various professionals within varying age group. Simple random sampling was applied during respondent selected to eliminate bias.

Statistical analysis involved collected and scrutinized every data sample in set which samples could be drawn. The data was collected from variety of

professional in different field and age groups. Most population was age group between 25 years and 34 years and working in Saudi companies.

RESULT AND DISCUSSION

In Table 1, there were 24 respondents aged between 25 years and 34 years old and only 1 respondent aged between 45 years and 54 years old. Besides, 12 respondents aged between 18 years and 24 years old and no respondent aged between 55 years and 64 years old.

Table 1: Respondent's age

Age range (years old)	Total (n)	Percentage (%)
18 -24	12	26.09
25-34	24	52.17
35-44	9	19.5
45-54	1	2.17
55-64	0	0.0
Total	46	100

Meanwhile, most respondents had training were permanent employee which was specifically 68.18% and 2.27% respondents were paid on commission as shown in Table 2. Besides, employees who work only during their requirement and direct temporary employees are trained equally with 6.82%.

Table 2: Working arrangement

Working arrangement	Total (n)	Percentage (%)
An employee	30	68.18
Independent contractor	4	9.09
Employee on a need basis (only called to work when need arise)	3	6.82
Under agency temporary basis	8	18.18
Direct temporary employee	3	6.82
Paid on commission	1	2.27
Self employed	5	11.36
Total	44	100

Based on Table 3, there were 22 respondents (50%) had worked more than 2 years and 8 respondents (18.18%) worked less than 6 months. Besides, 9 respondents (20.45%) had worked in company between 6 months and 1 year.

Table 3: Respondent' working duration in the company

Working duration	Total	Percentage
<6 months	8	18.18
6 months - 1 year	9	20.45
1-2 years	5	11.36
> 2 years	22	50.00
Total	44	100

In Figure 1, most respondents who underwent training since respondents joined an organization was greater 56.52% than non-trained employees with 43.48%. The trained employees will gain more skills which helpful for the company.

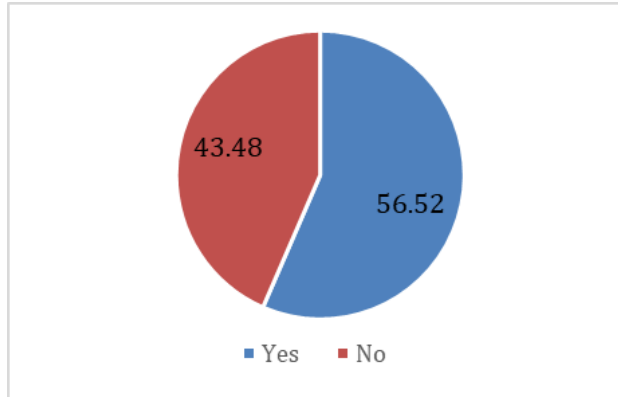


Figure 1: Training since organization joining

Besides that, new employees on joining the company are provided with job role related training before started work which was 33.33%. The selection criteria are based on supervisor’s recommendation which included 20.51%. There were 28.21% respondents who had no idea on their selection criteria and unable to answer.

In Figure 2, the companies did not have any specific schedule for their training. There were 10 respondents (23.26%) answered quarterly and 16 respondents (37.21%) answered no specific schedule on training frequency.

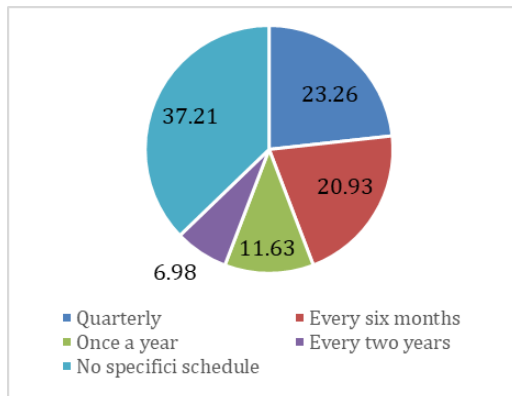


Figure 2: Training frequency

In Figure 3, most convenient training facilitation followed by most companies through lecture which were 48.78% and 14 respondents (34.15%) selected discussion. In additions, 21.95% respondents selected seminars and 29.27% respondent’s concentrated presentation.

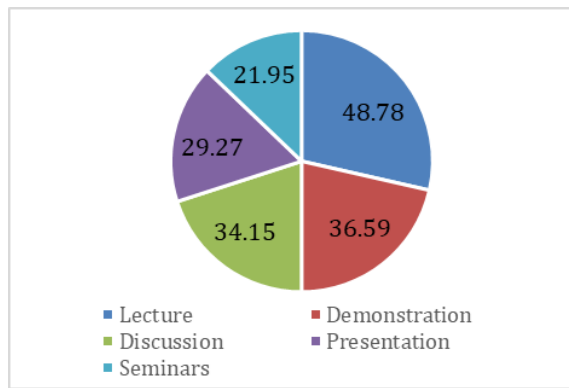


Figure 3: Facilitation method

Most respondents found company training to be effective and helpful as their job role which was specifically 30.23%. About 25.58% respondents also found was very effective and really helpful for their growth as shown in Figure 4. There were 30.23% respondents also unsure whether made any use of the training.

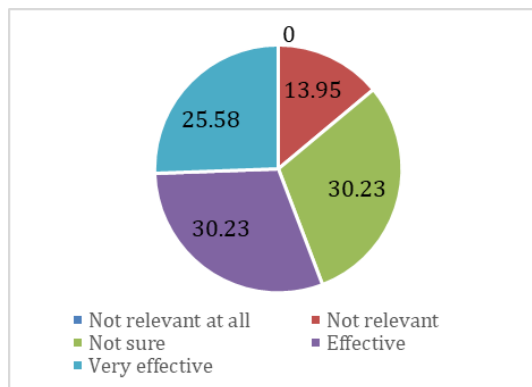


Figure 4: Relevant trainings

In Figure 5, there was 93.02% respondents claimed training had influenced job performance and 6.98% respondents claimed training did not influence job performance.

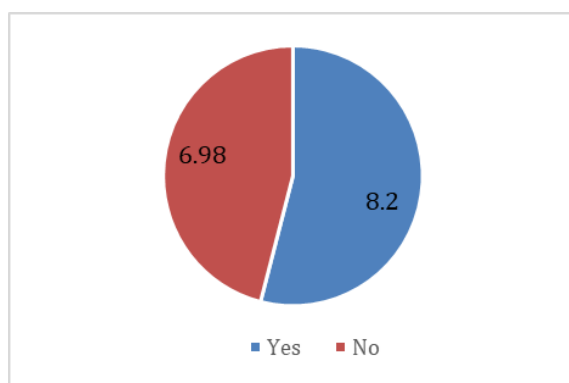


Figure 5: Influence of training toward job performance**DISCUSSION**

There was very importance in training design for the organization [1]. The training design based on employees need. Those organizations which developed good training design based on employee need included organization obtained good result. Training design played very important roles in the employee included organizational performance. In this study, training design had significant influence toward the organizational performance.

The job training helped employees obtained knowledge related their work in good way. The employees learned from their practical experience are better than theory. The job training reduced cost and saved time. The good organization provides their employees with training in practical way. Besides, the job training had significant influence toward organizational performance. The result showed most respondents believed job training had significant effect toward organizational performance.

The delivery style is very important in training and development. The employees were conscious on delivery style. It's important for trainer to connect its audience during training session. Trained employees had achieved good performance than untrained employees. There was important for any employers to provide employees training in achieved company goals. Hence, training and development increased company performance.

CONCLUSION

In conclusions, the result suggested that training and development had impact on the employee performance regarded to their jobs. The result was broadly consistent with prior management literature on training and development. Training and development helped to increase the job satisfaction for an employee.

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