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### IMPACT OF TRAINING AND DEVELOPMENT ON INNOVATION: PERCEPTION OF SAUDI MANAGERS

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#### **ABSTRACT**

Due to globalization and rising competition all around the world, it has become important for different organizations to have right set of employees who would benefit their organization. The organizations know that the employees are important assets to the organization. In order to benefit from them, organizations are spending their revenue on training and developing their employees with newest technology possible. It is seen that training and development has brought innovation in the respective organizations. This study identifies the impact of training and development on innovation through investigating managers in Saudi Arabia. This study was conducted through electronic questionnaire survey among Saudi managers in different private companies regarding the relationship between training and development and innovation. The findings showed that most managers believed that training stimulated innovation in the organizations. The implication of this research is that the innovations should be applied to training and development in organizations in Saudi Arabia.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

#### ***ACM Reference Format:***

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## INTRODUCTION

Training and development (T & D) is one of the important aspects that were covered in the field of human resources management (HRM). Most organizations succeed because of capable and efficient employees that help in the increase of profit through their effectiveness and productivity throughout their work. Khan et al. [1] mentioned that, "Training is the most principal factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization". It is vital because it not only polishes the employees based on their existing skills but also add to the new skills as well. Nowadays, companies are spending huge amount of money in order to improve the performance of the organization and keep their employees up-to-date with all the techniques and technologies. Khan et al. [1] built up a framework in which they showed the importance of training and development with that of the organizational performance.

Armstrong [2] stated the organization is necessary to design the training very carefully. This can be achieved by introducing modern technology and techniques and bringing about the changes in the organization according to the needs of the employees. Innovation in the methods of training and developing employees is becoming a trend due to changing market conditions and competitive forces from all around the world.

Ceylan [3] mentioned that there are different types of innovations responsible for improvisation in the field of HR. SABPP [4] cited that there are HR drives strategies that brings about changes in the organization and influences the employees to think in a new manner. The report also covered two types of innovation: technical and non-technical. HR is mostly linked with that of the non-technical version as it is able to deal with the complexities encountered by the HR people in the organization.

Innovation is related to the human resources management in positive manner. According to Jorgensen et al. [5], "Organisations provided less formal or traditional off-the-job training and were more likely to involve employees in development activities such as experimentation, networking, mentoring, or assignment to challenging projects". Sheehan et al. [6] reported that, "HRD is also found to positively influence employee engagement, leadership, manager's motivation to learn, the promotion of a learning culture, and social capital development all of which are positively associated with innovation". Hence, it is believed that T & D is also positively affected with that of the innovation. Innovation has brought about many changes in the field of HRM. Bamber et al. [7] said that, "These include a reduction in labour turnover, synergies with other forms of productivity-enhancing communication and participation schemes, and synergies with employer-provided training".

Gofleunt marketing [8] confirmed that it is possible only if the company has better alignment of T & D goals and business goals, development and update of the content presented in the training, development of competencies for the

future market, and making the instructors as coach and not facilitators. Agility is the current trend as the speed matters in the current world demands of the labor market and the industries.

One needs to be flexible in the organization to carry out the work effectively. All the big companies are living proof that being flexible and agile will help in the building of competitive advantage against rivals and sustain in the market. According to Younger [9], “Collaborative, access to difficult-to-find technical or functional expertise, speed, flexibility, and innovation are the top five drivers of using talent outside your organization”. In this, the old methods are getting disrupted, huge investments are being made and additional costs are being incurred by the companies, and it is not necessary that the employees are fully aware of the training and development but the companies are still trying in for the sustenance in the market and developing in the industries by providing the best set of employees to the labor market.

Training and development has been an important concept in the field of HRM. With innovation and technology, training and development has also evolved with time. The innovation has brought changes in the work being done in the organizations. The newer techniques can prove to be good means of directing and stimulating changes in the performance of the employees for their betterment and of the organizations as well. Therefore, this study identifies the training and development stimulates through innovation in the organization in the KSA

## **METHODOLOGY**

This study identifies the relationship between innovation and training and development (T & D). The study data were collected through questionnaire that answered by the managers of private company in Saudi Arabia. Hence, quantitative approach has been developed for this study.

### ***Data Collection Tools***

In this study, a questionnaire survey was used to collect primary data from the managers of different companies. Primary data refer to the data which has been collected for the first time for specific data research [10]. The primary data of this study were collected from the questionnaire. Secondary data refers to the data that has been gathered by the previous research such as book, peer reviewed journals and published articles.

### ***Sample Size***

Sampling is the subset of selecting a group of people from the population to observe and investigate in order to help the researcher to have a view about people’s perspectives. Population sampling is a small group of people selected to answer relevant questions for the research [11]. There were 122 respondents participated in the questionnaire survey.

### ***Data Collection***

The data were collected through electronic questionnaire survey where the questionnaire was developed by Google forms and distributed to the employees of the company via emails and instant messaging.

### ***Data Assessment***

The aim of the questionnaire is to identify the relationship between innovation and training and development in companies in Saudi Arabia.

### ***Ethical Consideration***

The participation on this project is entirely voluntarily and they have the option to withdraw themselves participate at any time. The collected survey data will only be used in this study for inform findings. The information provided by you in this survey will be kept strictly confidential and responses will be treated as anonymous.

### ***Questionnaire Questions***

The questionnaire questions are well prepared and they are:

My organization has training and development for all the employees.

My organization has full-fledged training and development department with efficient professionals.

Supervisors tell employees to do job as per the training imparted or not.

Supervisors support the use of the techniques learned in training that employees bring to their jobs.

Supervisors help employees set realistic goals for performing their work as a result of their training.

Training and development change with the change in technology.

My organization's training and development is based in the systems and information technology.

My organization's training and development brings in new products and services.

Job aids (resources or technology) are available on the job to support what employees learned in training. My organization's training and development is related to innovation

### ***Result And Discussion***

The results include the demographics of the respondents, training and development characteristics and innovation characteristics. There were 122 of respondents participated in the electronic questionnaire survey of this study.

### *Demographics of the respondents*

Table 1 tabulates the demographics of the respondents. About 63.9% of the respondents are females and the males are 36.1%. Majority of the respondents about 69.7% are from age between 20 and 30 years old. Most of the respondents about 79.5% are bachelor's degree holder.

**Table 1:** Demographics of the respondents

Characteristics	Categories	Percentage (%)
Gender	Female	63.9
	Male	36.1
Age group (Years old)	20-30	69.7
	31-40	14.8
	41-50	11.5
	51-60	4
	Above 60	0
Highest educational level	Master's degree	13.9
	Bachelor's degree	79.5
	Diploma	3.3
	High School	3.3

### *Characteristics of training and development*

The graph in Figure 1, Question 1 shows that the majority of the respondents about 23.8% and 17.2% are strongly agree and agree that the organization has training and development for all the employees. There are 41% of the respondent consider neither for this statement. There are 18% disagree and strongly disagree that the organization has training and development for all the employees.

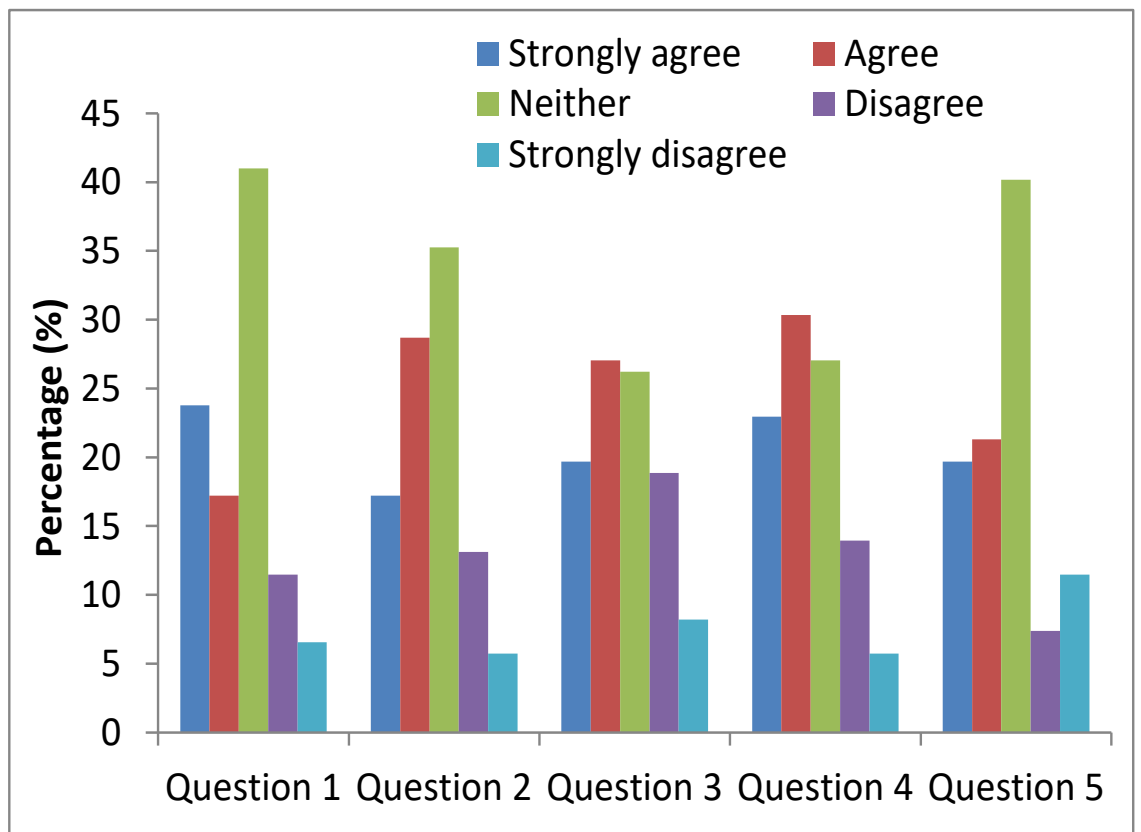
The graph in Figure 1, Question 2 shows that the majorities of the respondents about 45.9% are strongly agree and agree that their organization has full-fledged training and development department with efficient professionals. There are 18.9% disagree and strongly disagree that their organization has full-fledged training and development department with efficient professionals.

The graph in Figure 1, Question 3 shows that the majorities of the respondents about 46.7% are strongly agree and agree that their supervisors tell employee to do job as per the training imparted. There are 27.1 % disagree and strongly disagree that their supervisors tell employee to do job as per the training imparted. Most of them ask the employees to carry out work in accordance to the training.

The graph in Figure 1, Question 4 shows that the majorities of the respondents about 53.3% are strongly agree and agree that their supervisors support the use

of techniques learned in training that employees bring back to their jobs. There are 19.7 % disagree and strongly disagree that their supervisors support the use of techniques learned in training that employees bring back to their jobs. Most of the managers support the idea of helping employees using training.

The graph in Figure 1, Question 5 shows that the majorities of the respondents about 53.3% are strongly agree and agree that their supervisors help employees set realistic goals for performing their work as result of their training. There are 18.9 % disagree and strongly disagree that their supervisors help employees set realistic goals for performing their work as result of their training.



**Figure 1:** Respondent’s feedback (Question 1 to Question 5)

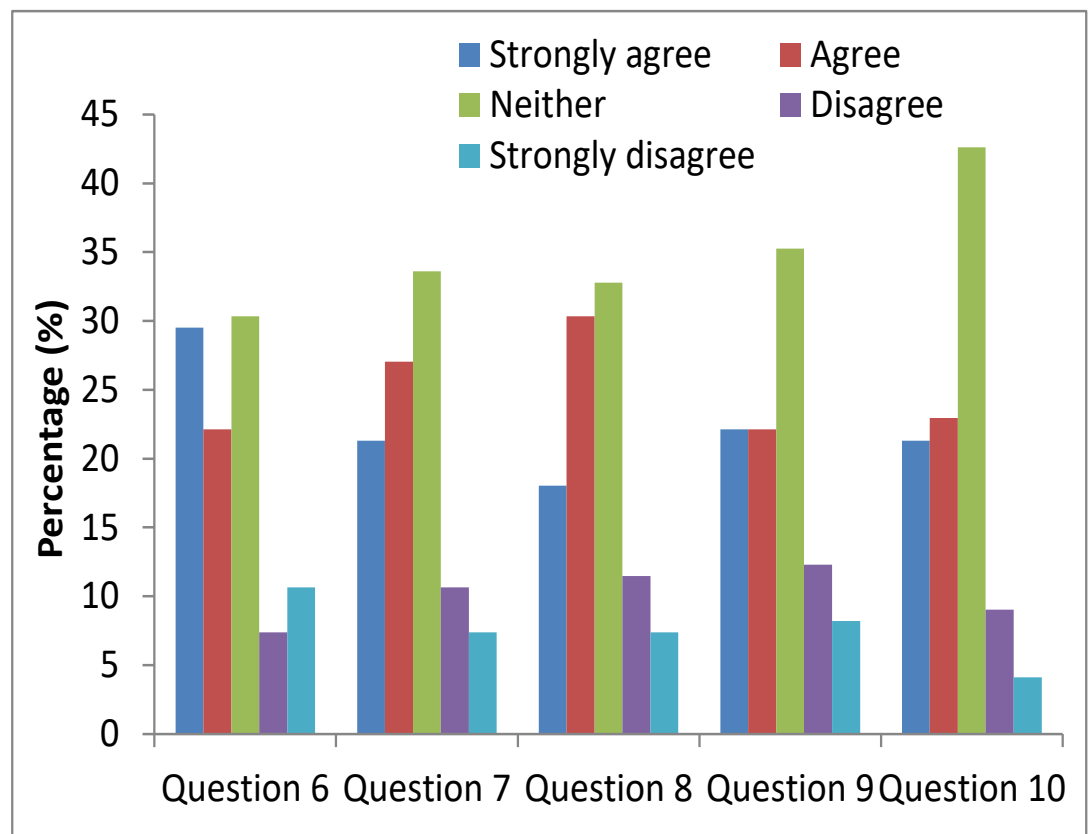
The graph in Figure 2, Question 6 shows that the majorities of the respondents about 51.6% are strongly agree and agree that training and development changes with the change in technology. There are 30.3% of the respondents neither with this statement. There are 18 % disagree and strongly disagree that training and development changes with the change in technology.

The graph in Figure 2, Question 7 shows that the majorities of the respondents about 48.4% are strongly agree and agree that their organization’s training and development is based on the systems and information technology. There are 33.6% of the respondents neither with this statement. There are 18% disagree and strongly disagree that their organization’s training and development is

based on the systems and information technology. Most managers believe that training and development is based on the IT.

The graph in Figure 2, Question 8 shows that the majorities of the respondents about 48.4% are strongly agree and agree that their organization’s training and development brings in new products and services. There are 32.8% of the respondents neither with this statement. There are 18.9% disagree and strongly disagree that organization’s training and development brings in new products and services.

The graph in Figure 2, Question 9 shows that the majorities of the respondents about 44.3% are strongly agree and agree that the job aids are available on the job to support what employees learned in training. There are 35.2% of the respondents neither with this statement. There are 20.5% disagree and strongly disagree that the job aids are available on the job to support what employees learned in training.



**Figure 2:** Respondent’s feedback (Question 6 to Question 10)

The graph in Figure 2, Question 10 shows that the majorities of the respondents about 44.3% are strongly agree and agree that the organization’s training and development is related to innovation. There are 42.6% of the respondents neither with this statement. There are 13.11% disagree and strongly disagree that the organization’s training and development is related to innovation.

### ***Overall Discussion***

Upon general discussion of the survey, it can be noticed that most of the managers believed that their organization's training and development is related to innovation. Most of them believe that the job aids help in training and development. Most people believe that training and development adds new products as well. Most managers have training and development for all the employees. Most of the managers support the idea of helping employees using training. They believed that it changes with that of the change in technology.

Employees are beneficial assets to the organization that can work in the long run provided that organization is taken care of the employees. Skilled employees add value to the organization [12]. This can be possible only if the organization willing to provide with the necessary training and development program accordingly. But with changing world due to globalization and advancement of technology, new things are being introduced in the organization in every aspect. Therefore, training and development are related to innovation [13].

### **CONCLUSION**

This study identifies the training and development in many organizations in Saudi Arabia by surveying the managers. The training and development also was studied along with the innovation and its techniques within the organizations. The findings concluded that most of the managers believed in training and development to be simulated by the innovation happening around in the business and in the market. This has outlines the impact of innovation on training and development in organizations of Saudi Arabia.

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