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RELATIONSHIP BETWEEN TRAINING AND JOB SATISFACTION FROM EMPLOYEES' PERSPECTIVE IN SAUDI ARABIA

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ABSTRACT

Several studies have supported and argued that the effectiveness of training does increase the level of performance in human capital. Job satisfaction is suggested to be one of the outcomes of an effective training program. Meaning that effective training programs have a major impact on the level of job satisfaction of employees It is generally known in Saudi Arabia that training is related to job satisfaction. However, there are not many studies that fully support this concept and encourage organizations to enhance and improve their training programs. This study was therefore done to analyze the relationship between training and job satisfaction among employees in Saudi Arabia. This study was conducted based on quantitative research method. The sample population of this work is employees of a private university in Saudi Arabia. The sample size is 10 employees. Primary data were collected for this work by means of a questionnaire. The key findings of this work have shown that 80 % of the respondents have agreed that they have received effective training from their organization. Furthermore, the result have shown that all of the respondent are satisfied with their job. Hence, it is deduced that there is a good relationship between training and job satisfaction among the employees in Saudi Arabia.

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

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INTRODUCTION

Human capital is one of the most important and valuable aspects of any successful organisation. Human resource management plays a very important role in maintaining a competitive organization [1]. Any organization that aims to achieve success or hopes to continue to succeed should be built on a workforce that is ready to learn and develop new skills and abilities [2]. Employee training is linked to business improvement, in addition to increasing the level of job satisfaction of employees. Effective training programs motivate and encourage employees to develop their careers. Providing the right and appropriate training for employees can help the organization to achieve its objectives [3].

Employees benefit differently from training and development programs [4]. Schenkel and Teigland [5] found that in recent times, downsizing and turnover are becoming an issue and a challenge that every business is facing. This gives all organizations more reason to start and invest in training programs to maintain their competitiveness [6]. Organizations can also improve the performance of their workforce by paying attention to the quality of their training activities. Employee training should be a necessity in all organizations, as it benefits both organizations and their workforce [6].

Hanaysha [7] found that training provides a platform for understanding the new business strategy, its requirements, new tools and new ways of performing work. Furthermore, it was stated that training is one of the most important functions of human resource management [7]. Training aims at developing the skills and abilities of employees so that the organization can adapt well to changes in the market [7]. Training is known as a learning process, the aim of which is to help employees feel more comfortable with their work and improve their performance. Training therefore involves changing skills, knowledge, attitudes or behavior [6,7] According to Imran and Tanveer [8], a training and development program is a planned component of education and an exceptional method of sharing the culture of an organization. Overall, training is known as a technique that guides employees to grow, develop and change at the organizational level. The work of Dhar [9] found that, one of the main reasons for the need of training programs was to prepare a newly hired employee for the skills needed, to meet current labor needs and to upgrade existing employees. However, training is not only limited to newly hired employees, but also includes current staff of the organization. The training provided to the new staff of the organization differs from the training provided to current staff, but both trainings are of great importance to the organization [9]. Law et al. [10] stated that training as a pathway for learning and development is an important factor in creating a sense of progress and purpose that leads to organizational commitment. Researcher Hassan [11] recognized that training could reduce the likelihood of

failure as training affects performance, broadens the skills base and develops the level of competence. Training is one of the ways to improve the effectiveness of organizations.

Judge et al. [12] stated that job satisfaction is defined as employees' feelings towards their jobs. According to Khamisa et al.[13], job satisfaction motivates employees, improves performance and reduces turnover. Shen and Tang [14] found that by offering employees training to keep them at work and giving them a chance to learn new skills can increase employee satisfaction in the organization. The work of Sundstrom et al.[15] found that distinct there is a powerful relationship between organizational engagement and work satisfaction..

The Saudi Arabian Government supports workplace training and it frequently implements various laws on franchises of multinational organizations for skill development [16]. This is done to ensure the employees are skillful and are satisfied with their job. Therefore, based on this, there is a need to comprehend the connection between training and job satisfaction. Therefore, this work was done to analyze the relationship between training and job satisfaction among employees in Saudi Arabia.

METHODOLOGY

The aim of this work was to investigate the relationship between training and job satisfaction from the perspective of employees. Hence, this work has utilized quantitative research method. The sample population of this work is employees from a private university in Saudi Arabia. The size of the sample is 10 employees. For this work, the primary data was collected by the means of questionnaire. The questionnaire contained question related to demographics of the respondents and questions related to training and job satisfaction among employees. The ethical approval of the research center of the institution was obtained in order to approach the participants with the survey questionnaire. The data were analyzed in terms of basic statistics and were presented accordingly.

Result And Discussion

Demographic Analysis

Based on Figure 1, 60% of the respondents were females and 40% of the respondents were males.

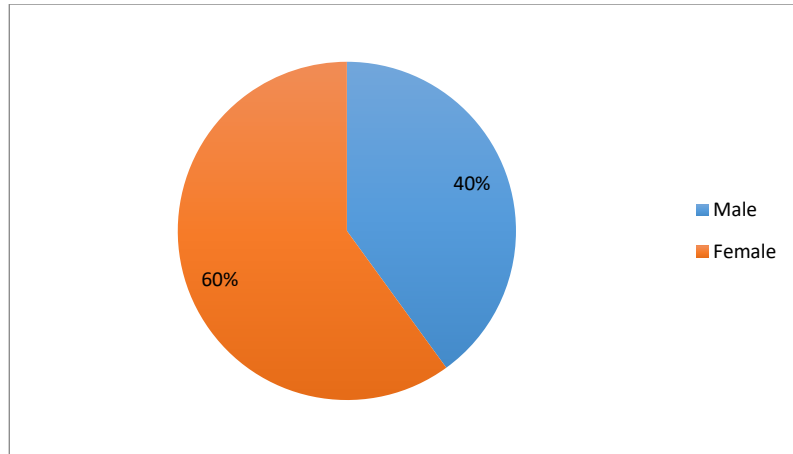


Figure 1: Gender of respondents

Based on Figure 2, 10% of the respondents were aged between 20 to 30 years, 70 % of the respondents were aged between 31 to 40 years and 20 % were aged between 41 to 50 years.

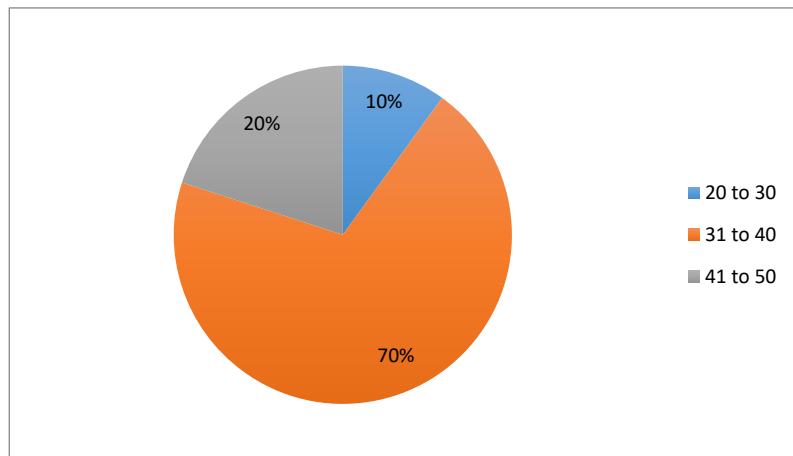


Figure 2: Age of respondents

Based on Figure 3, 40% respondents have completed masters degree and 60 % have completed PhD.

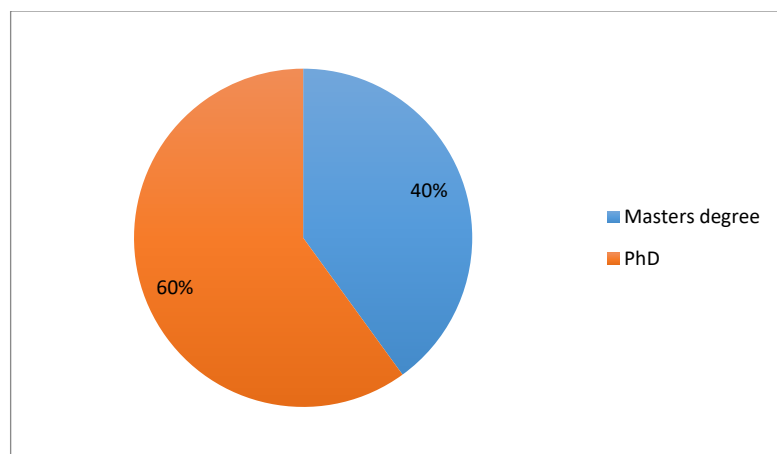
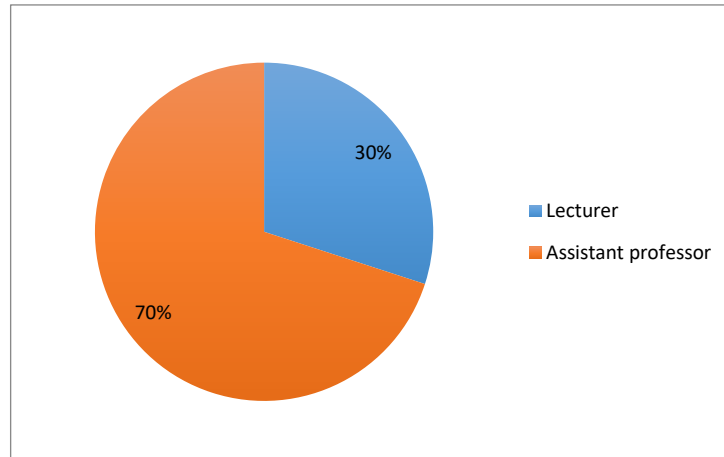
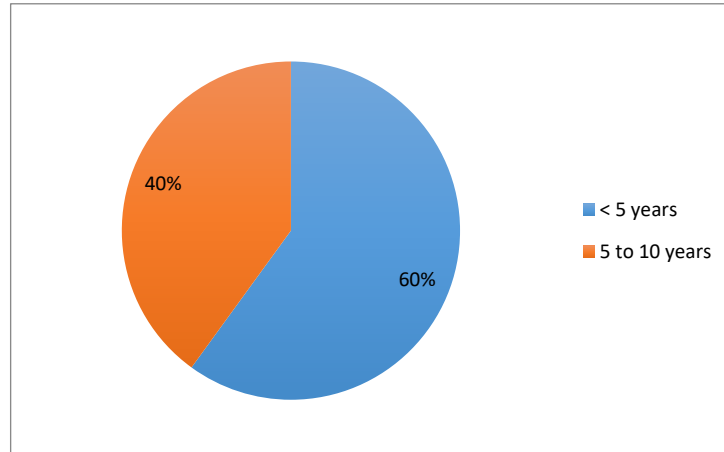


Figure 3: Education level of respondents

Based on Figure 4, 30% respondents job positions were lecturer and 70 % respondents' job position were assistant professor.

**Figure 4:** Job position

Based on Figure 5, 60% of the respondents have work experience under 5 years and 40 % of the respondents have work experience between 5 to 10 years.

**Figure 5 :** Work experience

Questionnaire Analysis

Respondent's feedback on questions related to training and job satisfaction in their company is discussed in this section. The respondents were asked 'How effective is the training you receive at your company?'. Based on Figure 6, 20 % of the respondents stated it was moderate, 70 % of the respondents stated it was effective and 10 % of the respondents stated it was very effective.

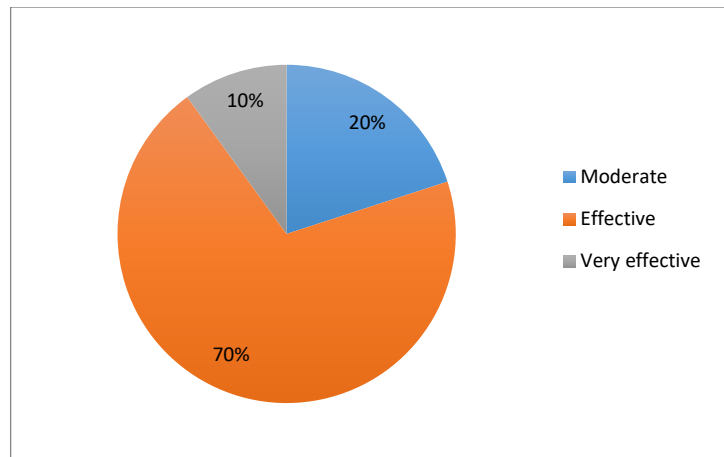


Figure 6 : How effective is the training received at the company

The respondents were asked 'In general, do you like working in your institution?'. Based on Figure 7, 60 % of the respondents strongly agree and 40 % of the respondents agree.

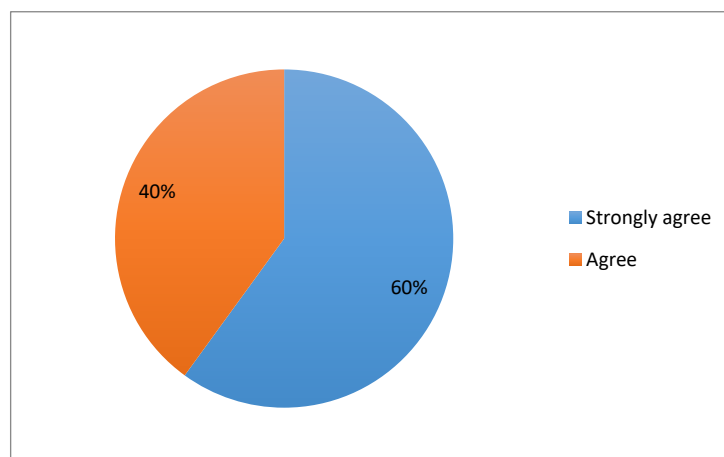


Figure 7 : Like working at company

The respondents were asked 'In general, you do not like your job?'. Based on Figure 8, 10 % of the respondents strongly agree, 20 % of the respondents disagree and 70 % of the respondents strongly disagree.

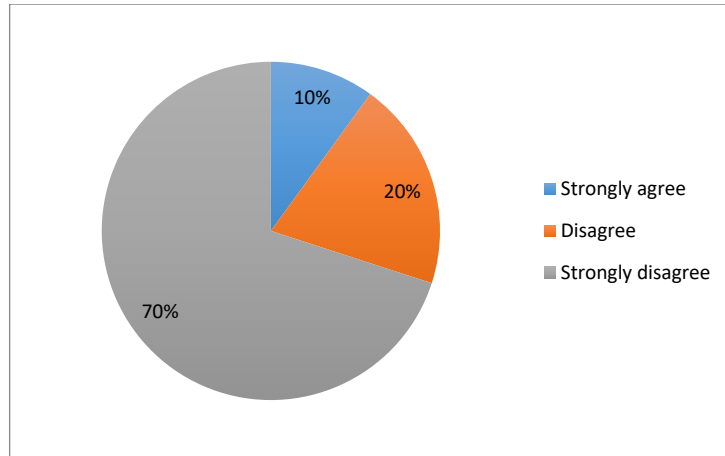


Figure 8 : Do not like the job

The respondents were asked ‘Overall, are you satisfied with your job?’. Based on Figure 9, 50 % of the respondents agree and 50 % of the respondents strongly agree.

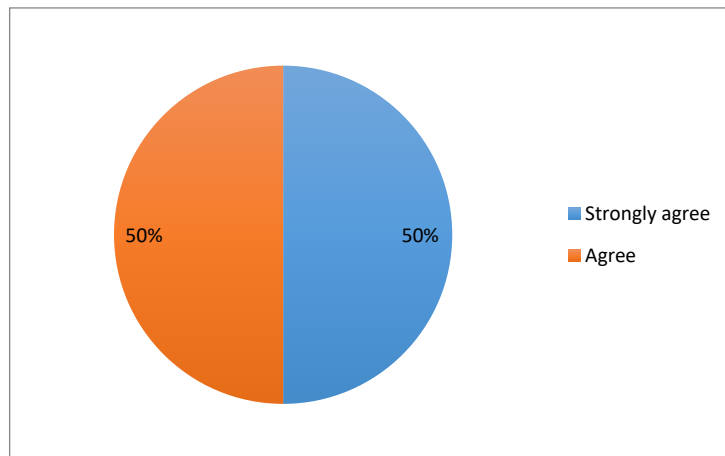


Figure 9 : Satisfied with job

Overall Discussion

The findings of this work have shown that majority of the respondents are female. Furthermore, majority of the respondents are in the age group between 31 to 40 years old. Likewise, all of the respondents are well educated as all of them have completed postgraduate studies. The result of this work have shown that 70 % of the respondents are working as assistant professor and the remaining were lecturers. Thus, this has shown that the respondents are working with a good job position. Majority of the respondents have work experience less that 5 years. In terms of job training, 80 % of the respondents have stated that they have received effective job training at their workplace. This result has shown that the organization is concerned with its employees and has provided training to its employees for the development of skills and knowledge. In terms of job satisfaction, all of the respondents have agreed that they like working at their workplace. This has indicated that they are happy with their current work. Furthermore, 90 % of the respondents have disagreed

that they do not like their job. Moreover, all of the respondents have agreed that they are overall satisfied with their job. The outcome of this study is in accordance to the work of Hanaysha and Tahir [17], where it was reported that job training enhances the skills of the employees. This will in return enhance the overall performance of the employees. Furthermore, the work of Huang and Su [18] have stated that employees are tend to be satisfied with their work if the organization provides adequate support such as job training and development, which is inline with outcome of this study. The work of Ocen et al. [19] has confirmed that training builds employees commitment towards their job and this leads to overall job satisfaction. Overall, efficient training has a significant effect on job satisfaction, and having a healthy amount of satisfied staff will assist an organization to achieve competitive advantage in the marketplace

CONCLUSION

The relationship between training efficiency and job satisfaction was examined in this study. However, this study is not considered to be very generalized as it only looked at the relationship between training and job satisfaction from the perspective of employees in one organization in Saudi Arabia. Overall, this study successfully examined the perceptions of the employees and found that employees have high satisfaction rates and have received effective training programs. An effective and efficient training program will lead to job satisfaction. The outcome of this work is significant, as many organizations can benefit from this study, change their ideas on training, or improve their training programs. In addition, this study can be considered as a reference to support the positive effect of training on job satisfaction.

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