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IMPACT OF TRAINING AND DEVELOPMENT PROGRAM ON PERCEIVED PERFORMANCE OF EMPLOYEES IN BSF, KSA

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ABSTRACT

While the banking organizations are spending much time, resources, and money to provide training and development program for the employees. This study examines the impact of these programs on perceived performance of employees in the Banque of Saudi Fransi (BSF) through online survey method. This study outlined on the opportunities for BSF workers and how they perceived of the impact of the developmental programs on their performance. The obtained results indicate that training and development programs have a positive impact not only on the organizations and banking sectors but also increases the self-confidence of the employees.

INTRODUCTION

The human resource departments are vital for any organization. The Human Resource (HR) department has different functions that need to be well managed and organized to ensure that the company is achieving its objectives without obstacles. The roles of HR consist of selecting, hiring, training, paying worker's expenses and staff relations (Rotich, 2015). One of these roles of HR is providing training and development programs to employees and ensures they perform at their highest potential. According to Bernatek (2016), that program of training and development in an organisation help fresh employees adapt to the new workplace effectively. Training and development are used together to bring about the overall acclimation, improvement, and education of an organization's employees (Bernatek, 2016). However, even though it's always introduced together, there are differences in the meaning and objectives between Training and Development. As Morrison in 2015 has

defined that training is a short-term program that taught trainee with specific skills and/ or behaviours to do the task in hand. The need for this program is to increase employees' performance and ability to do their current work efficiency. The training aims for specific tasks (Morrison, 2015). Development is a long and futurist program; it assists in creating an overall growth by forming opportunities to develop employee's knowledge and skills. The development "aims conceptual and general knowledge" (Morrison, 2015). Training and development have set to meet particular function in the organization which is fulfilling the needs of the job requirements and performance with the firm to achieve its objectives. Besides, it's essential to establish, develop, and maintain employees' productivity and knowledge through training and development programs.

In 1977, Banque of Saudi Fransi BSF was founded by Royal Decree which is a Saudi Arabia joint stock company (BSF, 2016). This bank has provided several programs to meet the requirement of the organisation such as fresh graduate development program for fresh employees, professional program, management program and leadership program to emphasize the employee to explore their talent and skill in many aspects (BSF, 2016). BSF has understood the needs of training and development to improve their productivities to become one of the leading banks in Saudi Arabia. These developmental programs are assisting the organization in creating a secure environment where employees can pursue their career and focus on their tasks and avoid resignation. As a result of these programs, employees can build a long relationship with the bank's customers which are an important aspect of banking to have loyal and regular customers. Therefore, this study examines the impact of the four types of training and development programs that offered by BSF to the employees.

METHODOLOGY

Quantitative Method

This study used quantitative method to statically explore the effectiveness of the training and developments in the BSF. It's a descriptive research, which aims to state the fact about how employees' perceived training and development program in the BSF and to measure how people's attitude toward BSF developmental program. The survey method allows gathering as many data and background of the contributor and consumes less time to be completed. Furthermore, the survey gives more flexibility than other methods since that applicant can have chosen when and where to take the survey. The privacy protection has benefited the study by gaining more accurate answers from the participants. There are four different types of developmental programs in the BSF and this is crucial to expand the survey to cover participants who are at a different level in the organization. Thus, the survey was the suitable method for collecting data.

Type of the Survey

The survey is adopting the Likert scale. “Likert scale refers to the total sum of all Likert items in the question, not the 1-5 range you see associated with each item” (Vanek, 2012). While “A “Likert item” is a statement that the respondent is asked to evaluate in a survey” (Vanek, 2012). This chosen scale is containing five options (strongly agree, agree, natural, disagree, or disagree). This option allows participants to select the best fit that describes their feeling toward the giving statement. Or in another word, as quoted from Vanek in 2012 that: This is a very useful question type when you want to get an overall measurement of sentiment around a particular topic, opinion, or experience and to also collect specific data on factors that contribute to that sentiment. (Vanek, 2012).

Selected Data Collection

The research’s primary source was collected through the questionnaire survey.

Design Questionnaires

The self-administered questionnaire is used to investigate the impact of training and development programs on perceived performance of employees in BSF. The quantitative questions consist of four sections. The first section is gathering information about the participants. Then the other three sections had different related questions and used Likert Scale to determine perception of employees regarding the training and development programs, training and Development opportunities available for BSF employees, and Employee perceived of impact of Training and Development programs on their performance. All the statements are provided with the answering system to select the most suitable choice which is demographic questions such as age and gender. Other questions that work related such as the level of work experience and the number of attending developmental programs through their career at BSF.

After gaining a background of the participants, the survey focuses in gaining insight knowledge about the perception of employees regarding the training and development programs. In this section, the worker explained if they joined the BSF because they have a different developmental program. Also, clarified if these programs have improved their knowledge that relates to their positions, whether they find these programs set regardless to their needs or not, and lastly is know if these Training and development are mandatory. These questionnaires emphasize on examine if the programs are designed for the right levels, these developmental programs set to meet the jobs’ need, and whether the developmental program does suit them or not.

The second section of this survey is to Fig. the opportunities of Training and development perceived to employees through asking these statements. First, these programs are useful not only for on-the-job performance but also for off-the-job and personal experience. Second, the number of training and development within the bank is sufficient. Third, the developmental programs are changing based on the needs of the current market. The third section of the survey is presented the employee's perceived performance. This section has

identified four questions which are Training and development have developed my skills, Training and development have helped me to understand the organizations' objectives, I don't gain any skills during Training and development that offered by the bank, and After attending the Training and development, I gained knowledge about job requirements.

Survey Sample and Distribution

The survey had been reviewed and edited before distribution. After revising the questionnaires, the acceptance has been made by the supervisor before creating an online. By using Monkey Survey Website, a link was given to use for completing the survey. The survey link is distributed to many different departments in BSF with permission.

Participants

The participant of this study is limited to the employees of the Banque Saudi Fransi (BSF) as to focus on the developmental programs that offered by the bank to its workers. This study is conducted in the over BSF in Eastern Province, Middle Province, and Western Province. The survey is distributed to employees of all different ages from 20 years to above 59. The survey is designed for both gender male and female and all level of workers whether they are fresh graduates less than a year, entry level who have experience from 1 to 3 years, or working for more than three years, managers are also surveyed, and executives. The target number of participants are approximately 50 staff, and 63 are successfully completed the survey. Although the number of participants is quite small, the outcomes can illustrate the greatest benefits of a small group in BSF workplace.

Data Analysis Method

Since the quantitative is a numeric result and there are different strategies to analyse the data by using Excel Spread sheet, Microsoft Access, and by SPSS (Research Methodology, 2016). The selected analysis for the conducted study in this paper has performed online via using SurveyMonkey.com. The research implicit the results regarding the four sections and each section has analysed separately.

RESULT AND DISCUSSION

Demographic sources

The numbers of participants in this study are 63 BSF employees. Majority of respondents are female about 57.14% and the remaining are male participants. Fig. 1 shows the ages of the employees who participated in this study are between 20 to 29 years about 47.62% is the highest age group. About 25.40% of participants are in between age group of 30 -39 years old. 15.87% of participants are between ages of 40-49. Lastly, only six respondents out of 63 are at the age of 50-59 and one participant is 60 years old or above. Fig. 2 shows the responses for the four levels of experiences. The majority are entry

level with experience less than a year. 38.10% of the participants have experienced less than a year, 26.98% have experience 1-3 years, 11.11% of the participants have experience from 3-5 years, and 23.81% have more than five years of experience.

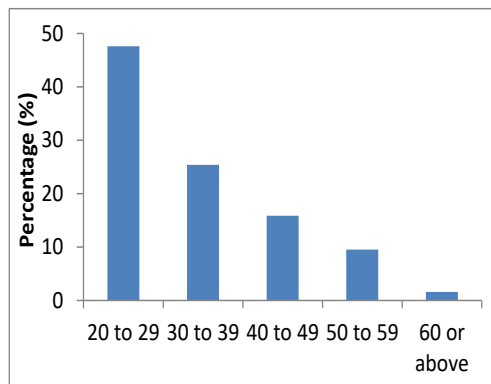


Fig. 1. Participant’s age

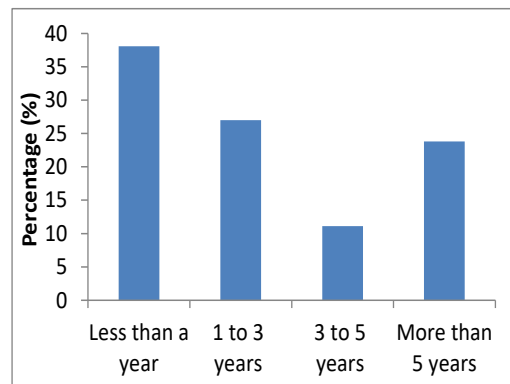


Fig. 2. Participant’s levels of experiences

Fig. 3 illustrates the frequency of participant attending for training and development program per years. About 14.29% had never attended any training and development program. 33.33% had attended one time while 26.98%, which is the majority group had attended the program from 2 to 3 times. About 15.87% of participants had attended the programs from 4 to 5 times per year. Workers who had attended training program more than five times are 9.52%.

Based on Fig. 3, most of the employees had attended these programs at least one time per year. Surprisingly, those nine employees have participated in this study had never attended these programs, which conflicts with the fact that the developmental programs are mandatory. But several reasons lead to this conflict such as these employees are just get hired in the bank and have previous experience, apply for positions other than banking or customer relation or misunderstanding the statement. The last program they had attended was more than a year.

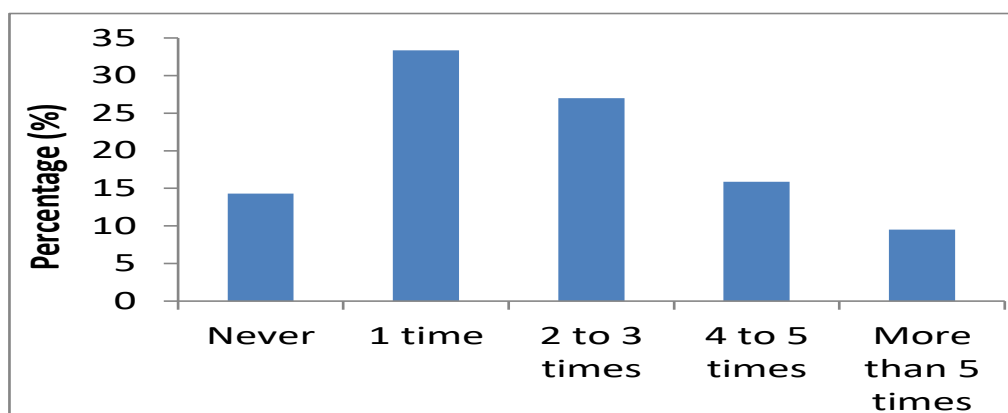


Fig. 3. Number of participants attending training and development program per years

Perception of Employees Regarding Training and Development

The participants were asked different statements in order to determine their perception of training and development program. The first statement is to determine if employees had joined the BSF because they have different development program. Fig. 4 shows the highest result is 50.79% of the employees are agreed with the statement while 22.22% strongly agreed. However, 23.81% of the participants are in nature with the statement. Only one of the 63 disagreed, and another one had strongly disagreed.

Second statement “Training and development have improved my knowledge that related to my position,” Fig. 5 shows the highest is 53.97% of the employees are agreed, 20.63% of the respondents are strongly agreed. About 19.05%, 4.76% and 1.59% of the respondents are no sure, disagreed and strongly disagreed with the statement.

The third statement, “Training and development set regardless to the needs of the employees.” Fig. 6 shows participants are 47.62% agreed, 25.40% strongly agreed, 19.05% are in natural, 6.35% disagreed, and 1.59% has strongly disagreed.

The fourth statement in this section is to know whether these programs are mandatory or not. Fig. 7 shows about 30.16% of the respondents are agreed with the statement, 28.57% strongly agreed, 25.40% are not sure, 12.70% disagrees, and 3.17% did not agree with the statement.

It’s very obvious that the participants of BSF employees are attending these developmental programs because it’s not optional and it doesn't set based on the need of the employee. However, the majority had agreed that such programs are developing their knowledge and skills to meet the needs of their tasks, in another meaning improve on-the-job performances. Indeed, these programs have positive impacts on the trainees. One of these advantages is developing the knowledge throughout the programs to increase their performances on their job.

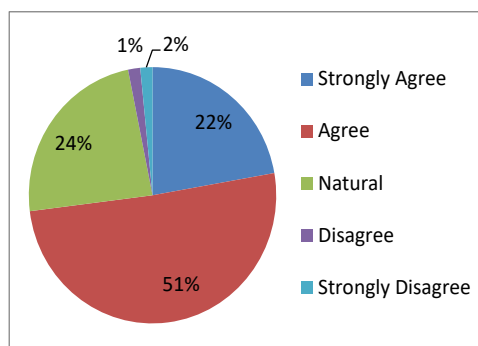


Fig. 4. Response on “I joined BSF because they have a different developmental program”

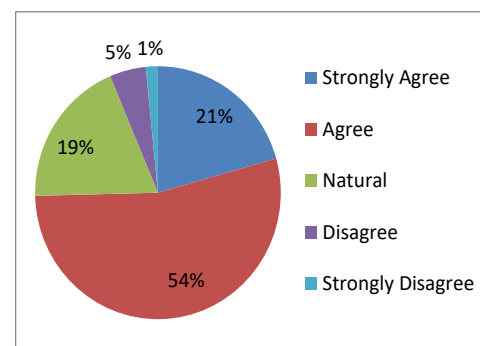


Fig. 5. Response on “Training and development have improved their knowledge that relates to their positions”

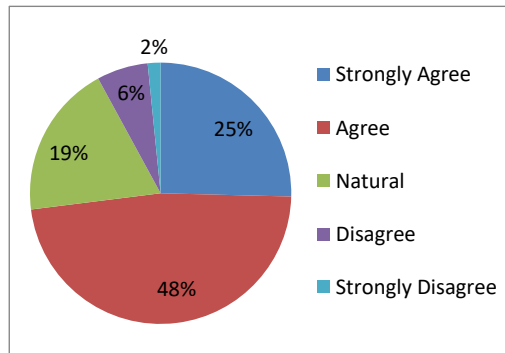


Fig. 6. Response on “Training and development set regardless to their needs of the employees”

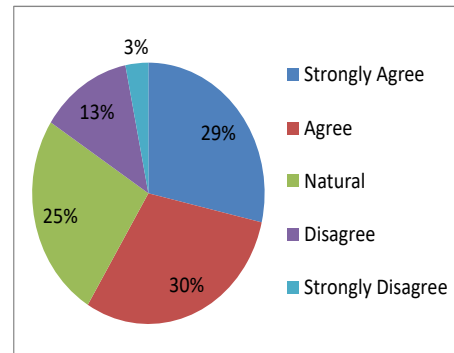


Fig. 7. Response on “Training and development are mandatory”

The fifth statement “The programs are designed for right levels” agreed by majority of respondents about 49.21% follow by 15.87% of the respondents who are strongly agreed as shown in Fig. 8. About 26.98% of the respondents are neutral with the statement. While, about 6.35% and 1.59% of the respondents are disagree and strongly disagreed with the statement respectively. The sixth statement, “These developmental programs set to meet the jobs’ need”. Fig. 9 shows about 12.70% of the employees strongly agreed that these programs are related to the necessity of the task (on-the-job). 57.14% agreed with the above statement and it is the highest percentage. About 22.22% are natural and 6.35% are disagreed. About 1.59% of the employees strongly disagreed who find that these programs don’t meet the need of the job. The last statement in this section is “The developmental program doesn't suit me” The perspective is to know if these programs assist off-the-job performance or not. Fig. 10 shows that 11.11% strongly agreed and 36.51% agreed with the statement. While only 15.87% of the participants who had answered naturally. About 25.40% and 11.11% of the respondents are disagreed and strongly disagreed respectively.

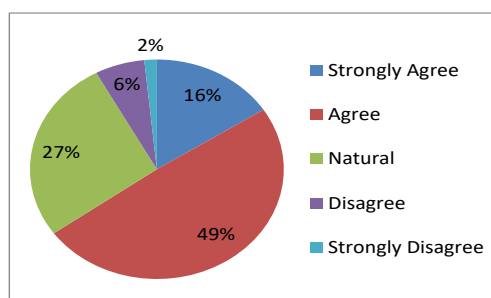


Fig. 8. Response on “The programs are designed for right levels”

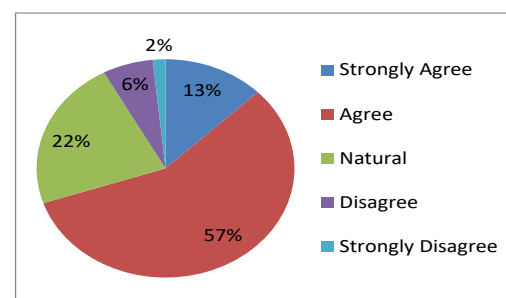


Fig. 9. Response on “These developmental programs set to meet the jobs’ need”

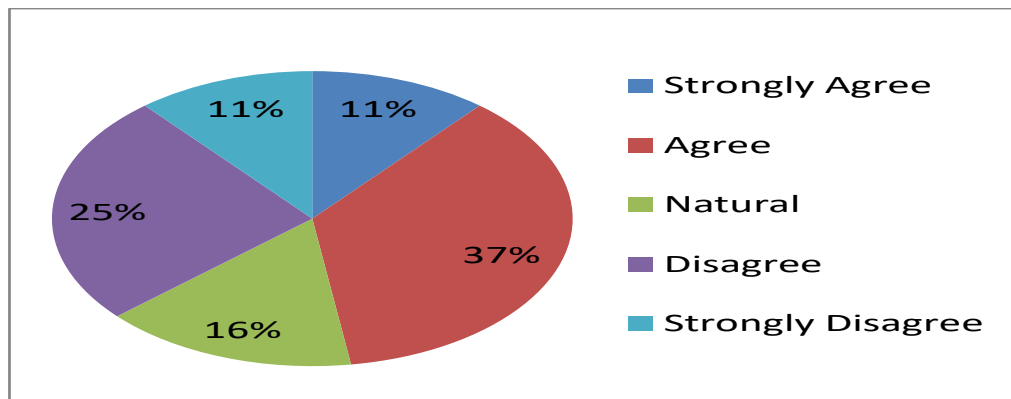


Fig. 10. Response on “The developmental program doesn't suit me”

The above statistic shows that even though the majority of employees think that the developmental programs that offered by the bank are designed for the right level, they don’t believe that these programs are suitable for them.

Training and Development Opportunities available for BSF Employee

The aim of this section is to explore if the developmental programs are providing opportunities to the trainees or not. In this section, Fig. 11 shows about 47.62% of participants agreed with the fact that these programs are useful for both on-the-job and off-the-job performances and 25.40% strongly agreed. Participants who are in natural with statement are about 20.64%. About 3.17% of the participants are both disagreed and strongly disagreed with the statement.

Next, Fig. 12 shows about 15.87% and 38.10% of the participants are strongly agreed and agree respectively with this statement “the number of Training and development within the bank is sufficient.” There are 20.64% of the participants are neutral with the statement. While, about 14.29% and 3.17% of the participants are disagreed and strongly disagreed with the statement. The last statement of this section is “The developmental programs are changing based on the need of the current market”. Fig. 13 shows about 20.64% and 46.03% of the respondents are strongly agreed and agreed with the statement respectively. There are 22.22% of the respondents are natural with the statement. While, about 6.35% and 4.76% of the participants are disagreed and strongly disagreed with the statement respectively.

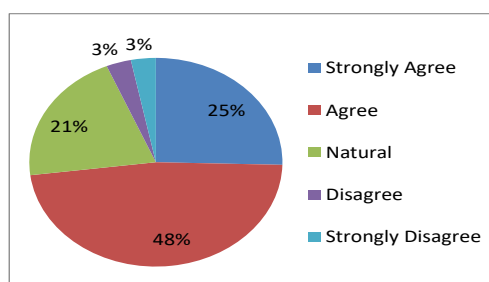


Fig. 11. Response on “These programs are useful not only for on-

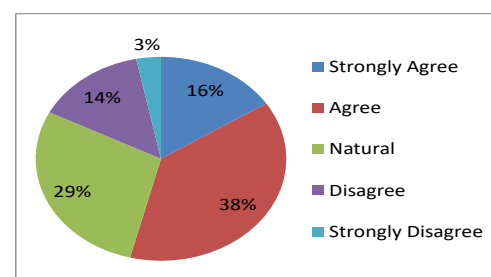


Fig. 12. Response on “The number of Training and development within the

the-job performance but also for off- bank is sufficient.”
 the-job and personal experience”

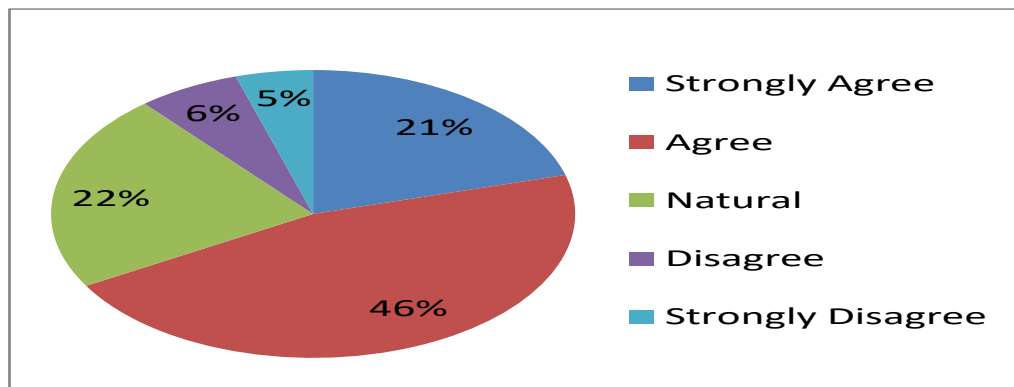


Fig. 13. Response on “The developmental programs are changing based on the need of the current market.”

The overall outcomes of this section are that employees believe that BSF had offered a different developmental program which is sufficient to develop their on-the-job and off-the job performances; especially that these programs are changing and enhancing to meet the marker requirements.

Employee perception of impact of Training and Development on performance

The main objective of this section is to know the how the employee perceives performance. The response on first statement of “Training and development have developed my skills” where Fig. 14 shows that 26.98% of the participants strongly agreed with the statement while the majority about 47.62%, agreed with the statement. The percentage of the people who were doubtful about the statement is 15.87%. The participants who disagreed are 6.35% and 3.17% strongly disagreed.

The second statement on “Training and development have helped me to understand the organizations' objectives” indicated about 15.87% and 44.44% of the participants are strongly agreed and agreed with the statement respectively. Fig. 15 shows about 20.64% of the participants are neutral with the statement. There are 15.87% and 3.17% of the participants are disagreed and strongly disagreed with the statement.

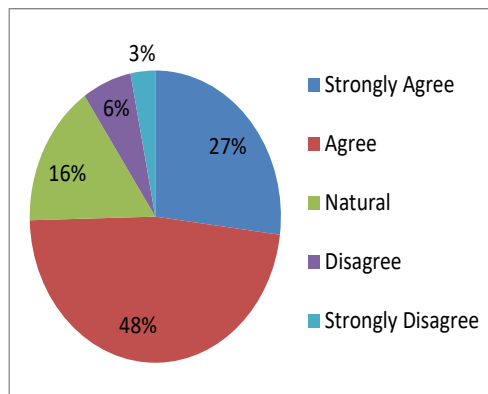


Fig. 14. Response on “Training and development have developed my skills

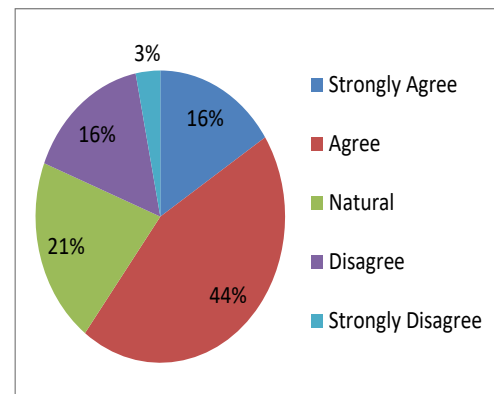


Fig. 15. Response on “Training and development have helped me to understand the organizations' objectives”

The third statement, “I don’t gain any skills during training and development that offered by the bank” was the third statement shown in Fig. 16 that about 44.44% of the participants are support the statement. While, there are 26.98% neutral with the statement. About 20.64% and 7.94% of the participants are disagreed and strongly disagreed with the statement respectively.

The last statement in this section is to evaluate if these employees gained knowledge about job requirements after attending these programs or not. Fig. 17 shows about 25.40% and 42.86% of the respondents are strongly agreed and agreed with the statement respectively. About 25.40% of the respondents are neutral with the statement. While, there are 4.76% and 1.59% of the respondents are disagreed and strongly disagreed with the statement respectively. Since this section is more personal oriented, the employees are exposed to different statements to illustrate how the developmental programs effect not only the knowledge needed for the job but also personal skills.

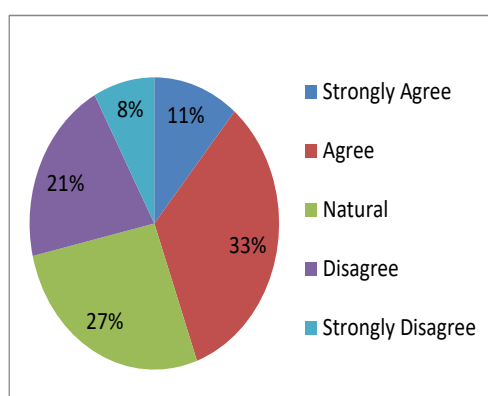


Fig. 16. Response on “I don’t gain any skills during training and development that offered by the bank”

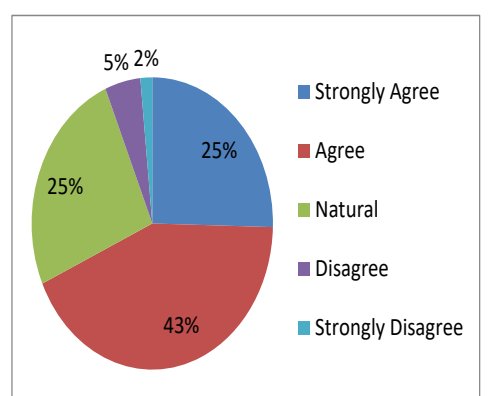


Fig. 17. Response on “After attending the training and development program, I gained knowledge about job requirements”

In fact, knowing the how employees perceived these programs are vital for drawing the conclusion of the conducted study. So, the questionnaire in this section used the alternate item to test the accuracy of the responses according to Sauro “The major reason for alternating item wording is to minimize extreme response bias and acquiescent bias” (Sauro, 2011). Therefore, the first statement was positive while the third statement was the same but negative. Unfortunately, the majority of participants had agreed with both statements, which means that employees had misunderstood the statements or didn’t carefully get through the statements and answered based on their own perspective.

So, it is hard to determine the validity of these questions. However, there is a huge difference between people who had strongly agreed with the first and third statements. 17 participants strongly agreed that these programs develop their skills while only six people strongly agreed that the developmental program didn’t develop their abilities. Nevertheless, people who strongly agreed that these programs developed their skills were also strongly agreed that after attending the developmental program, they gained knowledge of their job requirements, which helps them to perform better. However, the survey had shown consistency in responding if the training and development programs help employees to understand and meet the requirement of their positions.

CONCLUSION

The conducted study had proved that BSF employees’ perception is positive and seeking for organizations that provide many training and development programs. They are seeking to be working on organizations that enhance different abilities in employees such as skills and knowledge. Although the BSF workers believe that these programs are mandatory and somehow it doesn’t suit them, they find developmental programs fulfilled the need of the job. Furthermore, these programs are set to meet the different organizational levels. Throughout the conducted study, employees had demonstrated that they are satisfied with the number of offered training and development programs. In addition that these programs are changing rapidly based on the changed occurs in the market thus repetitive information will not happen. The overall outcomes of this study had measured the employees’ perceived of the impact of the developmental programs on their performance. BSF employees find that these programs do increase their level of productivity. Nevertheless, employees in the BSF gain different knowledge, skills and understand the on hands tasks, the objectives that they are required to meet in the bank after they successful completed the programs. Finally, the training and development programs have a positive impact not only on the organizations and banking sectors but also for employees by increasing their capabilities and gain self-confidence. Therefore, training and development program should be continued and improved to achieve its purpose.

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