

PalArch's Journal of Archaeology of Egypt / Egyptology

TRAINING PROGRAMS EVALUATION IN THE KING ABDULAZIZ MEDICAL CITY

¹*Sara Mohammad Alotaibi*, ²*Abdulquddus Mohammad*

¹College Of Business, Effat University, Qasr Khuzam St., Kilo. 2, Old Mecca Road. P.O.Box
34689, Jeddah 21478, Saudi Arabia.

²College Of Business, Effat University, Qasr Khuzam St., Kilo. 2, Old Mecca Road. P.O.Box
34689, Jeddah 21478, Saudi Arabia.

Sara Mohammad Alotaibi, Abdulquddus Mohammad. Training Programs Evaluation In The King Abdulaziz Medical City--Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 585-594. ISSN 1567-214x

Keywords: Training Program, Employee, Organization, Hospital, Saudi Arabia

ABSTRACT:

Training and development programs are an important component of the organization. It is a common practice in the organization to train employees on the basis of job requirements. However, these training programs need to be evaluated every now and then in order to meet the training requirements. This work was done to analyze the training program provided at King Abdulaziz Medical City. This work has focused on the evaluating the effectiveness of the training program and its impact on hospital employees. This work was done based on quantitative research method. The sample population of this work was non-medical staff from King Abdulaziz Medical City. The sample size was 10 employees. Data collection was done using survey questionnaire. The findings of this work have shown that 50% of respondents said they are satisfied with their training and can train others. This has shown how strong the training program is offered by the organization. Furthermore, the results have shown that all respondents agree that they are satisfied with the method of training and the training program has improved their skills. Moreover, all of the respondents have agreed that they have applied the knowledge that was gained from the training program in their daily work. Hence it is concluded that the training program at King Abdulaziz Medical City is effective and has a positive impact on the employees.

INTRODUCTION:

Human resource management is defined as an organization whose main function is to take care of recruitment, selection, training and development, and which also helps to direct employees of the organization [1]. It also

includes hiring well-trained employees and hiring them in the right place. Training can be one of the most important issues for human resource managers because it can improve the productivity and efficiency of employees [2].

The benefit of the employee training programs is that it delivers a great deal of value to employees in order to provide a higher service that can satisfy the customer [3]. This can also strengthen the name of the company on the market. Having a good reputation and a positive word of mouth, the company's customer rate will increase as well as high revenues [3]. Thus, by having a strong reputation, this can motivate the employer to do its utmost to serve the customers of the company. By applying a training program to any business, productivity and quality of work will increase rapidly. That's why companies believe that training is not a cost, but an investment that will return more in the near future and help employees to be more professional [4]. In addition, training can provide employees with a view to their work, their role and an overall idea of how to do it in a successful manner [4].

In order to improve training program, the evaluation of training was applied to see whether or not the training met the required expectations [5]. Getha-Taylor et al. [6] stated that training assessment can be described as a continuous and organized process of evaluating the importance or prospective importance of a training session. The assessment should be carried out annually to evaluate the efficiency of the training program [6]. Punjaisri and Wilson [7] stated that evaluation of the training program is done to analyzed and examine its effectiveness. Assessments are carried out by collecting data on the participants and analyzing whether they have learned new skills or acquired knowledge. [7]. In addition, Imran and Tanveer [8] reported that each program needs to be assessed at all times for improvement and to know its level of correspondence with the needs of the organization. However, these improvements are measured by the professional team, the feedback trainees, the action plan, or the follow-up [8].

The evaluation of a training program has different techniques, based on different theories and methods depending on the type of training applied [9]. It is important for the organization to evaluate the program to ensure its growth and position in the industry. It is important to invest in the most appropriate evaluation program and to improve the method of training evaluation. Furthermore, Newcomer et al.[10] stated that training assessment offers a means of understanding the investments that training generates and offers the data required to enhance training method. To ensure that the organization obtains the best training in its programs, the main step is to identify the core objective of the evaluation of training [10]. Furthermore, Mertens and Wilson [11] found that to evaluate a program, it is important to choose an aspect where the program can be evaluated. That is why an organization needs to decide on its objectives and what kind of outcome it needs [11].

King Abdulaziz Medical City (KAMC) for the National Guard is a well-known medical center in Saudi Arabia [12]. Working in a hospital, one of the

main objectives is to provide clients with the best and the highest quality of services. In other words, to ensure that the needs of patients are always a priority that must be fully addressed and that employees have their own needs. Thus, it is very important to ensure that employees are taken care of and provided with the proper training program, assistance and guidance when necessary [13]. This will ensure that employees are able to provide a good service to the hospital client. Therefore, there is a need to ensure that the training programs are evaluated every now and then. Hence, this work was done to analyse the training program provided at King Abdulaziz Medical City. No previous studies have been carried out to evaluate the hospital training programs. This study is the first attempt to understand and evaluate these programs.

METHODOLOGY

In this work, the effectiveness of the training program and its impact on hospital employees is analyzed. This work has utilized quantitative research method. The sample population of this work was non-medical employees from King Abdulaziz Medical City. The sample size is 10 employees. The data was collect through survey questionnaire. The questionnaires were distributed online. The data were analyzed in terms of basic statistics and is presented in graphical form.

RESULT AND DISCUSSION

Demographic Analysis

Based on Figure 1, 70% of the respondents were males and 30% of the respondents were females. Based on Figure 2, 30% of the respondents were aged between 20 to 29 years, 20% of the respondents were aged between 40 to 45 years and 50% were aged above 45 years. According to Figure 3, 30% of the respondents have worked for less than 2 years, 20% have worked for less than 8 years and 50% of the respondents have worked for more than 10 years.

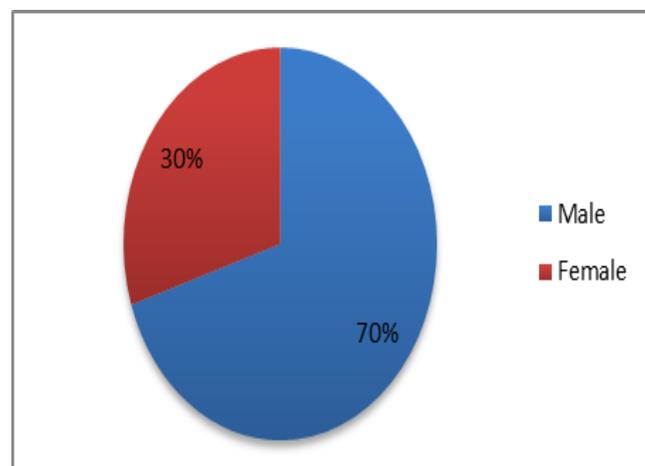


Figure 1: Gender of respondents

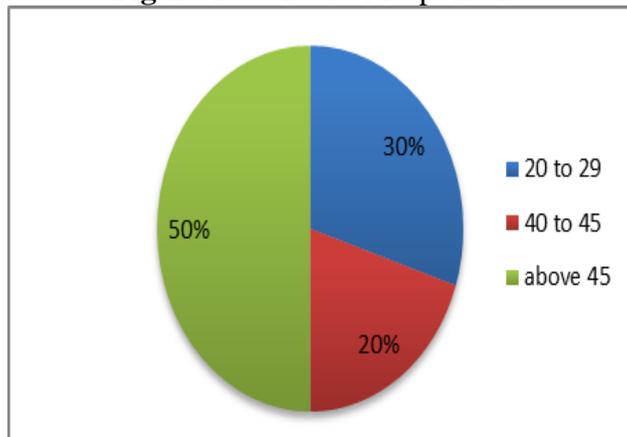


Figure 2: Age of respondents

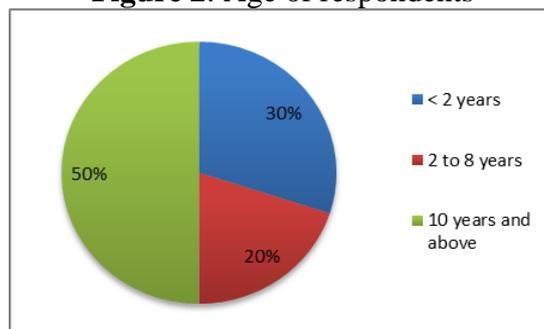


Figure 3: Years of employment at hospital

Questionnaire Analysis

The respondents were asked several question related to the training program provided at King Abdulaziz Medical City. The outcome of each question is presented. The respondents were asked “Do you feel competent in executing your daily task at your workplace?”. Based on Figure 4, 10% stated that they would feel more competent with additional training, 40% of the respondents feel that they have adequate training to carry out any task, and 50% of the respondents feel that they are very competent and they could train other employees.

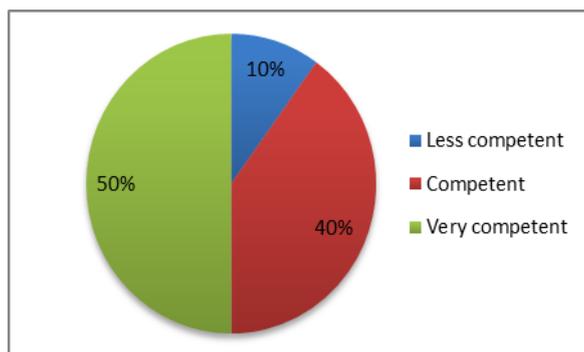


Figure 4: Competent in executing daily task

The respondents were asked “Did you attend any training program at the hospital?”. Based on Figure 5, 50% of the respondents stated yes and 50% stated no.

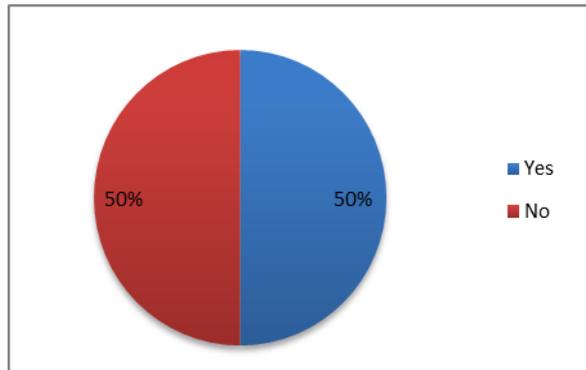


Figure 5: Attended training at hospital

The respondents were asked “Are you satisfied with the training programs?”. Based on Figure 6, 50% of the respondents stated yes and 50% stated no.

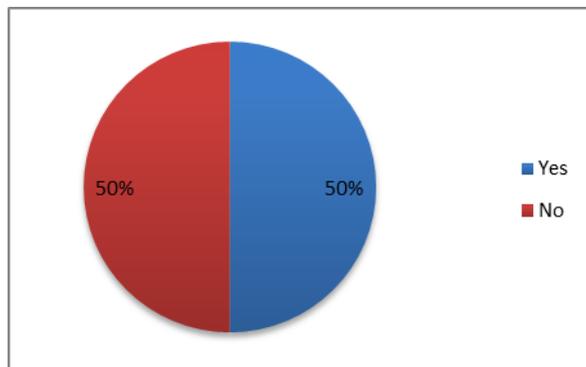


Figure 6: Satisfied with the training program

The respondents were asked “Were the training needs assessed before the training program?”. Based on Figure 7, 20% strongly agree, 40% agree, 20% were neutral, 0% disagree, and 20% strongly disagree.

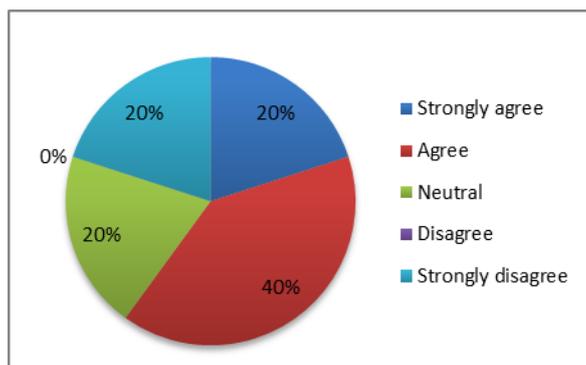


Figure 7: Training needs were assessed

The respondents were asked “Were the program objectives and outcomes clear?”. Based on Figure 8, 50% strongly agree and 50% agree.

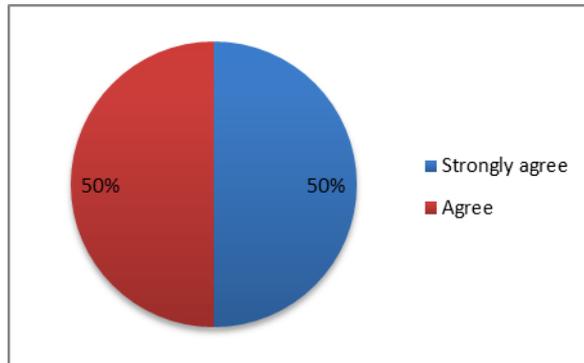


Figure 8: Program objectives and outcome were clear

The respondents were asked “Are you satisfied with the method of training?”. Based on Figure 9, 40% strongly agree and 60% agree. Besides that, the respondents were asked “Did the program help you to improve your skills?” Based on Figure 10, 60% strongly agree and 40% agree. After that, the respondents were asked “After the training program, did you begin to apply the knowledge that you gained?”. Based on Figure 11, 20% strongly agree and 80% agree.

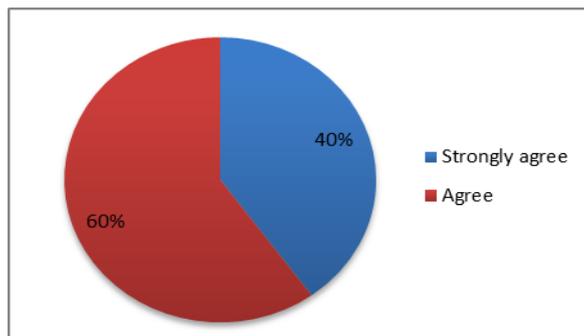


Figure 9: Satisfied with the method of training

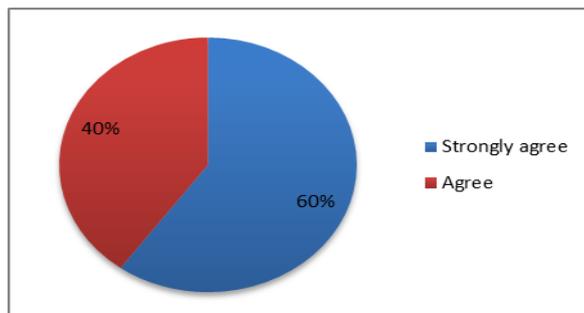


Figure 10: Program improved employee’s skills

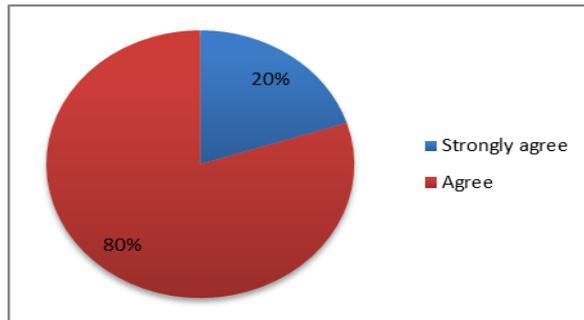


Figure 11: Applied the knowledge that was gained

The respondents were asked “Did the training program assist you to have a positive attitude towards your job?”. Based on Figure 12, 80% strongly agree and 20% agree.

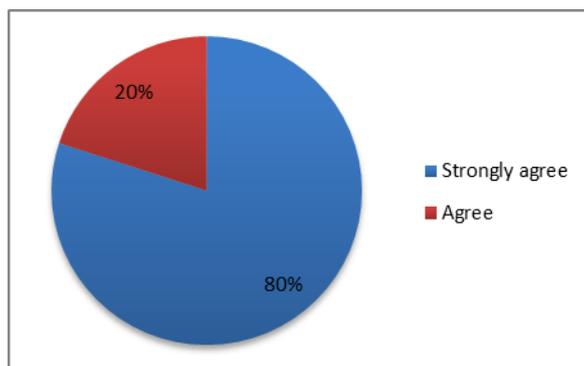


Figure 12: Training program assisted to have a positive attitude towards job

The respondents were asked “Did the training program assist you to improve the work quality and productivity?”. Based on Figure 13, 80% of the respondents strongly agreed and 20% of the respondents agree.

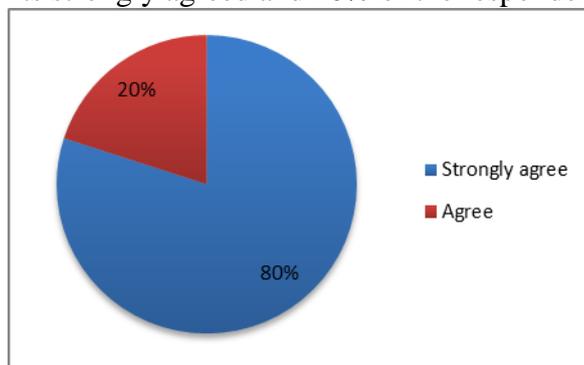


Figure 13: Training program assist to improve the work quality and productivity

The respondents were asked “Was the training provided as an incentive for encouraging better work performance?” Based on Figure 14, 60% of the respondents strongly agreed and 40% of the respondents agree.

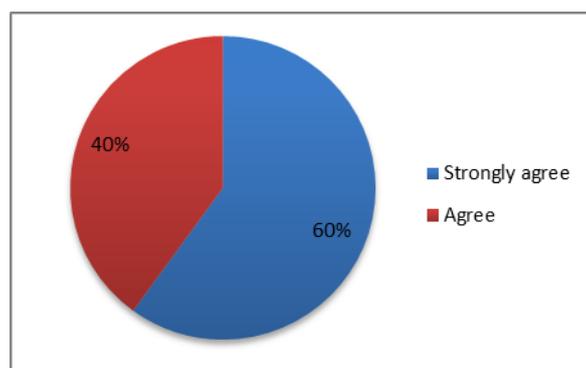


Figure 14: Training provided was an incentive for encouraging better work performance

Overall Discussion

The findings of this work have shown that majority of the respondents, about 90% were competent in executing daily tasks at the hospital. The results have shown that 50% of the respondents have attended the training program offered by the hospital management. In addition, the results have shown that 50% of the respondents were satisfied with the training program. Furthermore, 60% of the respondents have agreed that training needs were accessed. In addition, all of the respondents have agreed that training program objectives and outcomes were clear. Moreover, the results of this work have shown that all respondents agree that they are satisfied with the method of training and the training program has improved their skills. In addition, all of the respondents have agreed that they have applied the knowledge that was gained from the training program. Likewise, all of the respondents have agreed that the training program assisted to have a positive attitude towards their job, and it has improved work quality and productivity. Finally, the result showed that all the respondents agreed that the training provided was an incentive to encourage better work performance. The findings of this work are in line with the work of Bertram et al. [14] where it was found that training programs that were evaluated had exhibited a better outcome among employees. It has improved the overall skills of the employee. Furthermore, the work of Bezrukova et al. [15] found that training programs that were evaluated according to the needs of the organization has demonstrated better output, which is in accordance to the findings of this work.

CONCLUSION

This work has analyzed the effectiveness of the training program and its impact on hospital employees. The key findings of this work have demonstrated a good satisfaction level among employees about the current training programs. Furthermore, all of the respondents have agreed that the training program has improved their skills and approach to their job. The findings of this work have shown that training evaluation has been used to measure the overall outcomes from provided training programs, which will enhance and improve the outcome to meet the organization's needs. In order to further improve the training outcome, the authors recommend that the organization

include senior staff in the training session so that they can share their work experience with the new staff of the organization.

ACKNOWLEDGMENTS

The authors are grateful for the support given by the King Abdulaziz Medical City and College of Business, Effat University.

REFERENCES

- Noe, R. A., Hollenbeck, J. R., Gerhart, B., and Wright, P. M. 2017. Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education.
- Asfaw, A. M., Argaw, M. D., and Bayissa, L. 2015. The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3, 04, 188.
- Dhar, R. L. 2015. Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
- Sonnenstuhl, W. J., and Trice, H. M. 2018. Strategies for employee assistance programs: The crucial balance (No. 30). Cornell University Press.
- Kucherov, D., and Manokhina, D. 2017. Evaluation of training programs in Russian manufacturing companies. *European Journal of Training and Development*, 41, 2, 119-143.
- Getha-Taylor, H., Fowles, J., Silvia, C., and Merritt, C. C. 2015. Considering the effects of time on leadership development: A local government training evaluation. *Public Personnel Management*, 44, 3, 295-316.
- Punjaisri, K., and Wilson, A. 2017. The role of internal branding in the delivery of employee brand promise. In *Advances in corporate branding*. 91-108. Palgrave Macmillan, London.
- Imran, M., and Tanveer, A. 2015. Impact of training and development on employees' performance in banks of pakistan. *European journal of training and development studies*, 3, 1, 22-44.
- Kirkpatrick, J. D., and Kirkpatrick, W. K. 2016. Kirkpatrick's four levels of training evaluation. Association for Talent Development.
- Newcomer, K. E., Hatry, H. P., and Wholey, J. S. 2015. Handbook of practical program evaluation. USA: John Wiley & Sons.
- Mertens, D. M., and Wilson, A. T. 2018. Program evaluation theory and practice. Guilford Publications.
- Al Shahry, F., Alhuwail, W. M., Alshehri, G. M., Al-Motairi, J. A., Paulraj, S. J. V., Othman, F., and Algamdi, G. 2018. Ergonomic effects on workers of selected healthcare areas of King Abdulaziz Medical City, National Guard Hospital, Riyadh Saudi Arabia. *Bioscience Biotechnology Research Communications*, 11, 4, 595-602.
- Karhula, K., Puttonen, S., Ropponen, A., Koskinen, A., Ojajärvi, A., Kivimäki, M., and Härmä, M. 2017. Objective working hour characteristics and work-life conflict among hospital employees in the Finnish public sector study. *Chronobiology international*, 34, 7, 876-885.

Bertram, R. M., Blase, K. A., and Fixsen, D. L. 2015. Improving programs and outcomes: Implementation frameworks and organization change. *Research on Social Work Practice*, 25, 4, 477-487.

Bezrukova, K., Spell, C. S., Perry, J. L., and Jehn, K. A. 2016. A meta-analytical integration of over 40 years of research on diversity training evaluation. *Psychological Bulletin*, 142, 11, 1227.

***This form below helps us to understand your paper better, so please fill in the information of all authors. The form itself will not be published.**

Authors' background

| Position can be chosen from: Prof. / Assoc. Prof. / Asst. Prof. / Lect. / Dr. / Ph. D Candidate / Postgraduate / Ms. | | | | |
|---|--|--|--------------------|---------------------------|
| Paper ID | Position , Full Name, Working unit & nation | Email address | Research Interests | Personal website (if any) |
| | Assoc. Prof., Dr. AbdulQuddus Mohammad, Effat University, Saudi Arabia | amohammad@effatuniversity.edu.sa | | |
| | Student, Sara Mohammad Alotaibi, Effat University, Saudi Arabia | salotebi@effatuniversity.edu.sa | | |