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IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERCEIVED PERFORMANCE AND PRODUCTIVITY

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ABSTRACT

The importance of training and development in today's human resource practices is a fact that cannot be denied. Any company that seeks constant excellence should invest in this department. Countless research and studies are held to determine specifically how training and development transform organization and ways to better the practice of training and development. This study identifies the awareness of training and development in the companies located in KSA and two level of awareness was found in Saudi Arabia. This study used only questionnaire survey to gather the primary data. The company owners have a wider level of awareness and investing their employees by providing them with the proper training. Workforce awareness, employees in Saudi companies have a deep understand of how training help elevate their performance level. Employees in the organization of KSA perceive training and development beneficial and perceive the ways that it benefits them. However the different types of trainings provided need further studies.

INTRODUCTION

According to a recent industry report by the American Society for Training and Development (ASTD), organizations in the U.S. alone spend more than \$126 billion annually on employee training and development to enhance the basis of skills, knowledge, and motivation of their workforce [1]. Employees are an asset to the organization but employers are more concerned about reaching deadlines and profit maximization rather than employees skills development, without which employee performance could be hampered.

Employee development programs that range from certification to education reimbursement, even to basic job skills training, demand high amounts of costs especially with the awareness of the effectiveness and importance of these programs. Employees noticing and acknowledging organization's care and effort in offering their employees the best programs they can get their hands on or can afford lead to greater loyalty to the organization as well as enhanced job satisfaction [2]. Training and development that can be added to the employees' resumes are big ticket items in terms of compensation plans [3].

Job training is defined as a method where the learner develops skills in the real work environment by actually using the machinery and the materials during training [4]. It is simply having a person to learn the job by actually doing it. Conducting a class room training outside the work place setting, which can be anywhere from the work site, such as the organization cafeteria or meeting room, this is a form of an Off- Job training [4]. According to Smith,(2000) this method generate learners who are inquisitive (have flexible thought processes, and are open to new ideas) it also help guide learners through the process of learning and applying effective oral and written communication skills, encourage learners to acquire the skills required to function in work environment [6].

Organizations should look at the positive effects of development plans that include "train-the trainer" (training that trains employees to become trainers of a skill) which lead to exponential benefits to the organization [7, 8]. These training can aim to achieve several goals from how employees can do their own jobs better to employees being groomed to replace their supervisors. In addition, employees who become trainers might be further inclined to stay with the organization, and possibly reduce employee turnover [9].

According to Frost et al. (2000) Although employee training documentation will almost never completely protect an employer from legal liabilities, training and certification can hopefully reduce legal costs and reputation damage for the organization. No organization is free from tasks that require training and certification in order for an employee to successfully execute the minimum job requirements related to that position. Having the proper training and documentation do not only help incorrectly performing the job but also limit liability in the case of human error on the part of these employees. Most professionals in Human Resources agree that limiting organizational liability when training employees is a very important aspect of employee development [10].

Organizations are faced with many obstacles in maintaining good quality of workforce, which is a core ingredient for a successful business [11]. These obstacles may include attraction of the quality workforce towards the organization, recruitment of intelligent, dynamic as well as enthusiastic people in the organization, motivation of current employees with different techniques, and retention of the current workforce for maintaining the organizational status in the competitive market. In order to overcome such obstacles, organizations turn to training which has proved to be a parameter for

enhancing the ability of the workforce for achieving the organizational objectives [12]. More the developed employees, more they will be satisfied with their job, hence increasing the firm's productivity and profitability [13]. Therefore, this study determine how training and development impacts employee perception regarding different aspects at work.

METHODOLOGY

The research design followed a quantitative approach, using the descriptive method of research. The research instrument used was an electronic questionnaire with a 5-point type scale. The questionnaire was developed using word processing software and was transcribed and hosted on Google Forms and forwarded to respondents from this platform. The data gathered in this study is therefore primary data.

Rationale for Research Design

Given the time and cost limitations, qualitative research was not feasible and quantitative approach was chosen. According to Saunders & Lewis, (2012) exploratory research might cause tentative answers, which would in any event require research that is more detailed [14]. Therefore, a descriptive method was used in this study.

Population and Sampling

The population of this study consisted of current employees at private companies in KSA. Both male and female employees were given the opportunity to complete the survey at the job site.

Method of Collection

The survey was distributed through email and Whatsapp, which is the popular messenger application for smart phones. The survey starts with a cover letter explaining the purpose of the study. The participants were advised that all answers would be strictly confidential.

Introduction to questionnaire

The introduction section was the first page of the questionnaire and dealt with the topic being researched, the voluntary nature of completing the questionnaire as well as the confidential nature of the questionnaire.

Main Body of Questionnaire

The main body of the questionnaire followed the introduction and consisted of four sections:

- Section 1 – This section largely dealt with demographics

- Section 2 – This section posed questions that target to answer research objectives.

The questionnaire was hosted online. All questions were made compulsory which facilitated a 100% completion rate by all 35 respondents.

Result And Discussion

Data was collected using an online questionnaire that was hosted on a survey website. The selected sample was then sent an email and messages on Whatsapp with an embedded link to the online questionnaire. The questionnaire was based on a tested questionnaire of (The effect of training & development and employee engagement on perceived business performance) by Fabian David Manuel from the University Pretoria [15].

Demographic

Participants were asked their age and responded by selecting one of the age groups presented to them in the online questionnaire. Table 1 shows a good spread of age across age groups with 40% of respondents in the 34 to 41 age groups. The majority of respondents, nearly 97%, were Male. This summary depicts the respondents' role across the subject company and majority about 49% are executive employees.

Table 1 depicts those staff that actually received or attended training sessions versus those staff that responded 'no' to having received training. About 66% of the participants attend training 1-3 times per year.

Table 1. Demographic of the participants

Characteristic	Categories	Frequency (n)	Percentage (%)
Age group	18-25	3	8.57
	26-33	7	20
	34-41	14	40
	42-49	8	22.86
	50-57	2	5.71
	58-65	1	2.86
Gender	Male	34	97.14
	Female	1	2.86
Employee status	Executive Employees	17	48.57
	Management	11	31.43
	Non-Administrative	7	20
Training frequency	Less than 1	5	14.29
	1-3	23	65.71
	3-5	4	11.43
	More than 5	3	8.57

Questionnaire Scale

In section two, all questions are based on 5 points scale, whereas 1 is Strongly Disagree, 2 is Disagree, 3 is neither Agree nor Disagree, 4 is Agree and 5 is Strongly Agree. The questionnaire questions are:

My organization provides me adequate opportunities for training.

According to Figure 1, majority of the respondents about 37% and 34% agree and strongly agree respectively that their organization provides them adequate opportunities for training. This has signified their company has aware of the important of the employee training in order to enhance their basis of skills, knowledge and motivation of their workforce.

My organization arranges for me on-the-job training

According to Figure 1, only 10.34% agree and strongly agree that their organization arranges them on-the-job training. Van der Klink and Streumer, (2002) claims that the frequent use of this type of training stems from three incentives, the favorable relationship between training costs and benefits, the responsibility to train just-in-time and the expectation of appositve transfer of what was learned to the employees' work situation [16].

My organization arranges for me off-the-job training

According to Figure 1, there are 42.31% agree and strongly agree that their organization arranges them on-the-job training. According to Smith (2000) off-the-job training is flexible thought processes and employees gain opportunity to explore more skills [6].

Trainings that are provided by my organization are relevant

According to Figure 1, about 43% of the participants agree that the provided retraining is relevant. While, there are 40% and 11.43% of the participants strongly disagree and disagree respectively that the provided training are relevant. This signifies the fulfillment and quality of training provided by the organization.

Training helps function well in my role

According to Figure 1, about 34% and 43% of the participants strongly disagree and disagree respectively that the training help function well in their role. This indicates that the Saudi companies required understanding the impact training has on their employees and on their jobs.

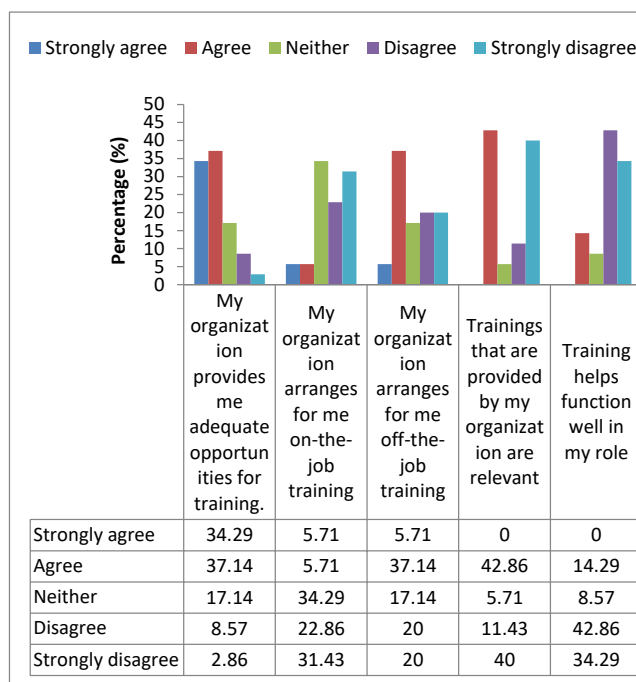


Figure 1 Participant’s feedback for Question 1 to Question 5

Training enhances my performance level

According to Figure 2, about 51.42% of the participants agree and strongly agree that training enhances their performance level. This result aligns with the finding of Arthur et al. (2003) where employees have training had an overall positive effect on job-related behaviors or performance [17].

Training helped me understand and appreciate my job as a whole

According to Figure 2, about 80% agree and strongly agree that training help them understand and appreciate their job as a whole. From Katcher and Snyder (2003) one of the reasons that training is important is Morale improvement. Developing employee skills contributes to the full personal development, happy employees may be productive, but more productive employees are happier [9].

I can incorporate the concept learned during training into my daily work right away

According to Figure 2, about 85.71% of the participants agree and strongly agree that they manage to incorporate the concept learned during training into their daily work right away. This reveals that relevant and proper training significant benefits the employees and whole organization.

Lack of training increases stagnation and redundancy in organization

According to Figure 2, about 60% of agree and strongly agree that lack of training increases stagnation and redundancy in an organization. Sadler-smith et al. (2000) claims that training can reduce the gap between an ideal optimal

stage of development. The range of training methods used has been expanded by the application of technology [18].

I benefit more from on-the-job trainings

According to Figure 2, about 68.57% agree and strongly agree that they are beneficial more from on-the-job trainings. The field study conducted by Frayne & Geringer (2000) in which training -related performance improvement was sustained over a 12-month period after training ended [19].

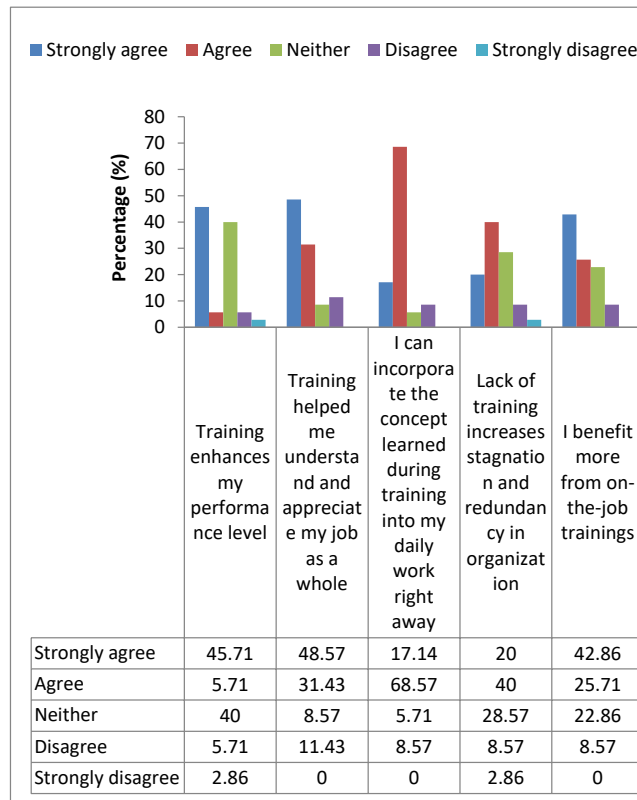


Figure 2 Participant’s feedback for Question 6 to Question 10

I benefit more from on-the-job trainings

According to Figure 3, about 77% agree and strongly agree that they are benefit more from on-the-job trainings. Even though they believe on-the-job training can benefit employee a lot, but organization still doing off-the-job training in order to enhance the employee quality is various aspects.

When I receive training or are nominated for training I feel valued

According to Figure 3, about 79% agree and strongly agree that they feel valued when they participates in the training. The employee personally feels knowledgeable and become more confident to complete their task. Training and development that can be added to the employees’ résumés are big ticket items in terms of compensation plans.

Training makes me understand how meaningful my role is to the company

According to Figure 3, about 51% agree and strongly agree that training make them understand how meaningful their role in an organization. Taylor (2000) claims that employees will appreciate the efforts of their organization by providing them a valuable training in order to polish them. This led the employees to have greater loyalty as well as enhance job satisfaction [3].

Training helps me improve my overall job performance

According to Figure 3, about 71% agree and strongly agree that training helps to improve overall job performance. The provided training benefits them in certain degree of aspects which is useful in their job application.

Training helps me reduce the number of mistakes in my work

According to Figure 3, about 57% agree and strongly agree that training helps to reduce the number of mistakes in their work. In 2000 Frost et al. argues that training may in certain course may create awareness and reduce the chances or doing mistake in workplace [10].

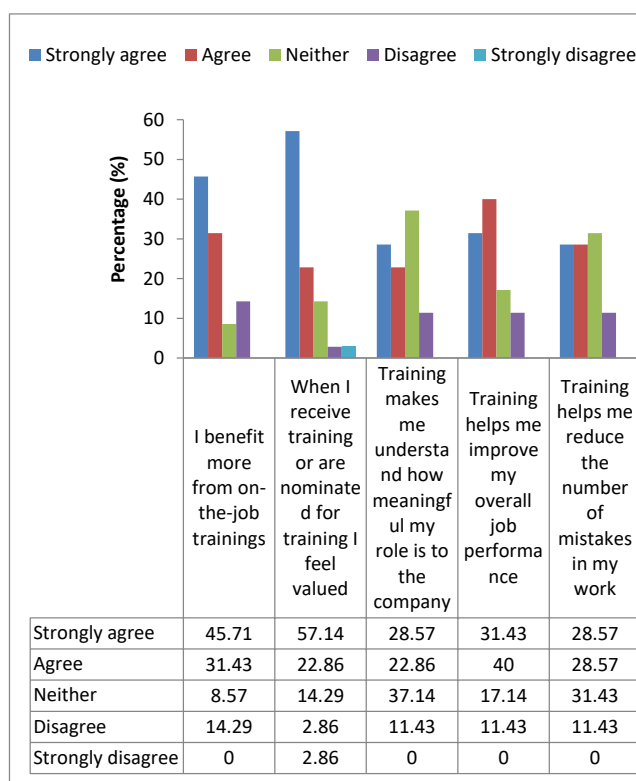


Figure 3.Participant’s feedback for Question 11 to Question 15

CONCLUSION

Training and development is one of the most crucial parts of most organizations. HR departments companies outside Saudi Arabia mostly support this HRM function, both in principle and economically in terms of

budgets. The gathered data show a clear relationship between training and development and employee perceived performance. Respondents clearly indicated their belief that training and development will enhance their performance. Majority of the respondents agree that training provide positive statements to all the questions posed regarding training and development and its relationship to employee's perceived performance. Most employees believe in On- job training than they do Off the job training also companies provide more On- job training than they do Off- the job training.

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