

PalArch's Journal of Archaeology of Egypt / Egyptology

THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY: PRIVATE COMPANIES IN SAUDI ARABIA

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Ohud Alsama, Malak Abunar. The Impact Of Training And Development On Employee Productivity: Private Companies In Saudi Arabia-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 711-720. ISSN 1567-214x

Keywords: Employee, Training, Development, Organization, Productivity, Saudi Arabia.

ABSTRACT

The purpose of this research was to examine the relationship between the training and development on employee productivity in private companies at Saudi Arabia. The variables of training and development were training method, training period, selection of trainers, delivery styles, comfort and convenience, that affect employee productivity were analyzed. This work was done based on quantitative method. The target population was employees working in private companies in Jeddah. The sample size of this work was 61 employees. Data collection was carried out using a questionnaire. Data analysis was done using SPSS software. The data were analyzed in terms of reliability analysis, correlation analysis and regression analysis. The findings of this work have shown that the five independent variables that are training method, training period, selection of trainers, delivery styles, and comfort and convenience have a relationship with employee productivity in the company. The results of this study will help the management of the institution to determine the impact of staff training on organizational performance and to identify performance weaknesses that can be improved through training.

CCS Concepts

• *Information systems* → *Database management system engines* • *Computing methodologies* → *Massively parallel and high-performance simulations.*

INTRODUCTION

Human resources have become the most important factors in the management of organizations, where the success of any organization depends on the

employee of the organization [1]. Human resources management is one of the management tasks that make, develop and manage the human element. The value of training can not be reduced at all stages of development of human resources. Studies have long shown that there is a strong correlation between training work and outstanding employee performance standards [2]. In order to develop and improve the skills and skills required by employees, as well as for good performance at work, it is necessary to set up training programs that may affect employee incentives and commitment [1,2].

Employees have value in each company, where they can increase the reputation of the company or vice versa, depending on the level of employees [3]. Employees are often responsible for the necessary work to be done, as well as for customer satisfaction and product quality. On the basis of different perspectives, training is defined as a number of activities undertaken to learn and continue within an organization aimed at improving the performance of staff [4]. Training programs affect staff and help them recognize progress and updates, acquire the skills needed to perform a specific job well, and minimize work errors [3,4].

According to Bournois et al. [5], strong organizations are thought to spend a great deal of time on training, because training helps the workforce to obtain information that helps them to work more precisely and enables employees to learn from their experience. Staff who are properly trained tend to keep their jobs longer. Buckley et al. [6] stated that there is growing concern among the majority of corporate employees who say that their companies do not know how important a training program is to the performance of employees because they generally reduce training budgets each year.

Job training is usually more common in companies because corporate structures are large, and the likelihood of mobility within the company's internal boundaries is high for large firms [7]. According to Khan et al. [8], there are two main types of training, which are on-the-job training and off-the-job training. The main difference between the two types of training is that, in the case of on - the-job training, the staff member learns at their place of work and during their work. While off - the-work training takes place away from the employee's own working environment. Job training is becoming important when the goal is to build economies around high productivity [9].

Most companies face problems related to employees, such as a lack of sufficient knowledge and skills for employees to perform the job well. The lack of a training and development program in the company is the reason for these problems [10]. Bhat [11] found that when profits fall, most companies make cuts in their training program budgets because companies do not know the impact of the training and development program on the performance of employees. The work done by Samwel [12] has also indicated a positive relationship between training and employee performance in the company due to an increase in employee skills. Thus, that is why employees are an important part of the company to gain competitive advantages and the training program helps to achieve this goal [12]. Furthermore, Bournois et al. [13]

stated that the employees need to increase their level of competence to know the responsibilities of the job.

Some employees know that training programs are important and some of them do not know how to work well because of training problems. Thus, in order to survive in a competitive society with other companies, organization it must be interested in a training program to increase the performance of employees. Therefore, this study was done to analyze effect of training and development on employee's productivity in Saudi Arabia.

METHODOLOGY

This study has adopted quantitative research method. The target population was employees in private companies in Jeddah. The sample size of this work were 61 employees. Data collection was done using questionnaire. In the first part, the questionnaire consisted of general questions of age, level of education, position and years of experience. The second section focused on independent variables in training and development and the last section focused on employee productivity. The collected data were analyzed using SPSS software. Figure 1 shows the conceptual framework of this study. Based on Figure 1, there are basically five independent factors and one dependent factor in the search. Independent factors are the training method, the training period, the selection of trainers, delivery styles, comfort and convenience, while the dependent variable is employee productivity.

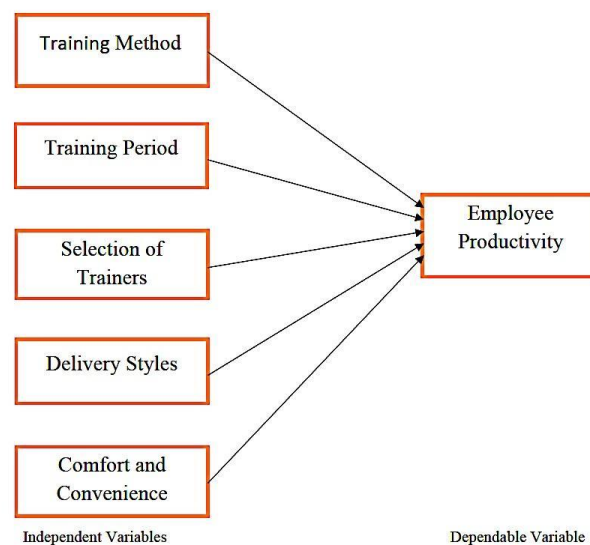


Figure 1. Conceptual framework

Result And Discussion

Demographic Characteristics

Based on Figure 2, 19.67 % of the respondents were male and 80.33 % were female.

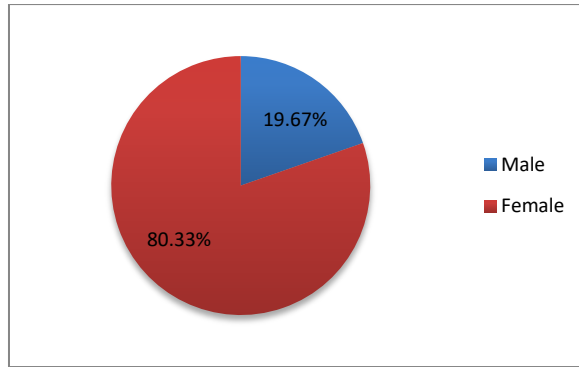


Figure 2.Gender

Based on Figure 3, 77.05 % of the respondents were aged between 21 to 30 years old, 13.11 % were aged between 31 to 40 years old, and 9.84% were aged between 41 to 50 years old.

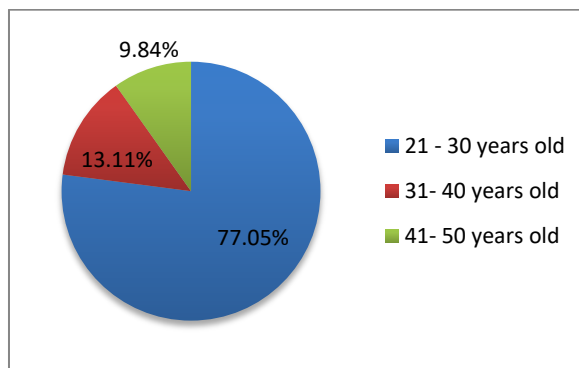


Figure 3.Age

Based on Figure 4, 6.56 % of the respondents have completed diploma, 63.30% have completed bachelor degree, 12.11 % have completed master degree and 18.03% have completed other level of education.

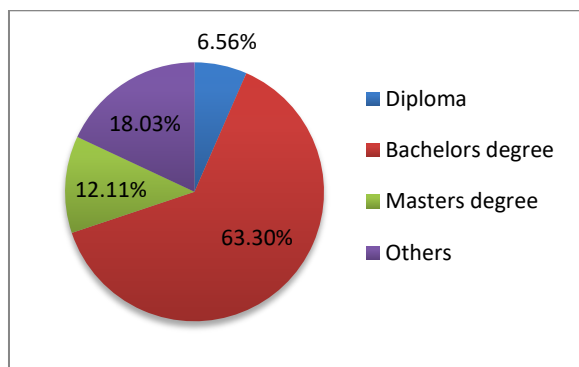


Figure 3 Level of education

Reliability analysis

Based on Table 1, for the training method, the value of Cronbach's Alpha for the training method is 0.902. The value of Cronbach's Alpha is 90.2%, which

means that the training method is very reliable. Based on Table 1, for training period, the value of Cronbach's Alpha for the training period is 0.916. Thus, the value of Cronbach's Alpha is 91.6%, which means that the training period is very reliable. Based on Table 1, for selection of training, the value of Cronbach's Alpha is 0.904. Thus, the value of Cronbach's Alpha is 90.4%, which means that the selection of training is very reliable. Based on Table 1, for delivery styles, the value of Cronbach's Alpha is 0.905. Thus, the value of Cronbach's Alpha is 90.5%, which means that the delivery styles is very reliable. Based on Table 1, for comfort and convenience, the value of Cronbach's Alpha is 0.926. Thus, the value of Cronbach's Alpha is 92.6 %, which means that the comfort and convenience is very reliable. Based on Table 1, for employee productivity, the value of Cronbach's Alpha is 0.923. Thus, the value of Cronbach's Alpha is 92.3%, which means that the employee productivity is very reliable.

Table 1 Reliability Analysis

Variable	Cronbach's Alpha
Training method (TM)	0.902
Training period (TP)	0.916
Selection of training (ST)	0.904
Delivery styles (DS)	0.905
Comfort and convenience (CC)	0.926
Employee productivity (EP)	0.923

Correlation analysis

Based on Table 2, the correlation between the variables shows that the relationship between the variable employee productivity, training method, training period, selection of trainers, delivery styles, comfort convenience. These values indicate a positive and clear correlation between variables.

Table 2 Correlation Analysis

Variable	Analysis	TM	TP	ST	DS	CC	EP
TM	Pearson Correlation	1	0.828	0.690	0.693	0.572	0.547
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	61	61	61	61	61	61
TP	Pearson Correlation	0.828	1	0.807	0.777	0.733	0.633
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	61	61	61	61	61	61
ST	Pearson Correlation	0.690	0.807	1	0.853	0.759	0.764

	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	61	61	61	61	61	61
DS	Pearson Correlation	0.693	0.777	0.853	1	0.751	0.765
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	61	61	61	61	61	61
CC	Pearson Correlation	0.572	0.733	0.759	0.751	1	0.863
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	61	61	61	61	61	61
EP	Pearson Correlation	0.547	0.663	0.764	0.765	0.863	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	61	61	61	61	61	61

Regression analysis

Based on Table 3, a simple linear model was fitted between the training method as independent variable and employee productivity as a dependent variable. The analysis found that R Square is equal to 0.299. This means that the model interprets 29.9% of the variance in employee productivity. Thus, the result of R-square here is low.

Table 3 Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.547 ^a	0.299	0.287		0.82573

Predictors: (Constant), Avg-TM

Based on Table 4, a simple linear model was fitted between the training period as independent variable and employee productivity as a dependent variable. The analysis found that R Square equals 0.439, which means that the model interprets 43.9% of the variance in employee productivity. Thus, the result of R-square here is low.

Table 4.Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.663 ^a	0.439	0.429		0.73857

Predictors: (Constant), Avg-TP

Based on Table 5, a simple linear model was fitted between the selection of trainers as independent variable and employee productivity as a dependent variable. The analysis found that the R square coefficient is 0.584, which means that the model interprets 58.4% of the variation in employee productivity. Thus, the result of R-square here is high.

Table 5.Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.764 ^a	0.584	0.577	0.63619

a. Predictors: (Constant), Avg-ST

Based on Table 6, a simple linear model was fitted between the delivery styles as independent variable and employee productivity as a dependent variable. The analysis found that the R square is 0.585. This means that the model interprets 58.5% of the variance in employee productivity. Thus, the result of R-square here is high.

Table 6 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.765 ^a	0.585	0.578	0.63534

a. Predictors: (Constant), Avg-DS

Based on Table 7, simple linear model was fitted between the comfort and convenience as an independent variable and employee productivity as a dependent variable. The analysis found that the R Square coefficient is 0.744. This means that the model interprets 74.4% of the variance in employee productivity Thus, the result of R-square here is high.

Table 7 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.863 ^a	0.744	0.740	0.49880

Predictors: (Constant), Avg-CC

Overall Discussion

This work analyzed the relationship between training method and employee productivity. According to the result, which showed analysis in the rate of 90.2%, and Pearson correlation, which indicated that there is a positive relationship between the training method and employee productivity Therefore, the training method and employee productivity are positively related. Conversely, the regression analysis of the training method and

employee productivity was low, which shows 29.9%. However, the work of Khanfar [14] has confirmed that training has a large impact on employee productivity and that employees need to constantly update themselves in order to work better.

This work analyzed the relationship between training period and employee productivity. According to the result, which showed analysis in the rate of 91.6%, and Pearson correlation, which indicated that there is a positive relationship between the training period and employee productivity. Therefore, the training period and employee productivity are positively related. However, the result of the regression analysis of the training period and employee productivity was low, which shows 43.9%. The work of Barrett [15] has confirmed that the training period is very important and that the company should take care of it. In addition, employees should take part in the training because it affects the productivity of employees in the company.

This work has analyzed the relationship between selection of trainers and employee productivity. According to the result, which showed analysis in the rate of 90.4%, and Pearson correlation, which indicated that there is a positive relationship between the selection of trainers and employee productivity. Therefore, the selection of trainers and employee productivity are positively related with each other. Also, the result of the regression analysis of the selection of trainers and employee productivity was high, which shows 58.4%. The result is therefore in line with the work of Hanaysha [16], where it has been stated that the training and development programs must ensure the quality of the selection of trainers for training programs for employees.

This work has analyzed the relationship between delivery styles and employee productivity. According to the result, which tested the reliability statistic, which showed analysis in the rate of 90.5%, and Pearson correlation, which indicated that there is a positive relationship between the delivery styles and employee productivity. Therefore, the delivery styles and employee productivity are positively related with each other. Also, the result of the regression analysis of the selection of trainers and employee productivity was high, which shows 58.5%. The results of this work are therefore consistent with the work of Algharibeh et al. [17], where it has been confirmed that the delivery of training and development styles with employee productivity is interrelated.

This work analyzed the relationship between comfort and convenience and employee productivity. According to the result, which tested the reliability statistic, which showed analysis in the rate of 92.6%, and Pearson correlation, which indicated that there is a positive relationship between the comfort and convenience and employee productivity. Therefore, the comfort and convenience and employee productivity are positively related with each other. Also, the result of the regression analysis of the comfort and convenience and employee productivity was high, which shows 74.4%. The result of this work is similar to the work of Awan and Tahir [18], where it has been stated that it is important to make employees feel comfortable during their training and development program.

CONCLUSION

This study has analyzed effect of training and development on employee's productivity in Saudi Arabia. The findings of this work have shown that the five independent variables that are training method, training period, selection of trainers, delivery styles, and comfort and convenience have a relationship with employee productivity in the company. For future works, the authors recommend improving the size and scope of the research in terms of the number of respondents and the geographical location in order to obtain more accurate results.

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