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### ROLE AND IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE AND COMPANY PRODUCTIVITY IN SAUDI ARABIA'S PRIVATE SECTOR

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#### **ABSTRACT**

Training provides an opportunity for employees to expand their knowledge and experience. Most employees have weaknesses in their job performance; training helps strengthen those skills that an employee needs to improve. This study aims to find the impact of training and development on employee's performance and company productivity in private sector in Saudi Arabia. The method used in this study is quantitative method and the primary data area collected through online survey. The questionnaire questions are designed related to the training programs process and its impact on the employees, employee's performance, also the productivity of the company. The study sample is the employees of Pubba Company, Alessay Company, and Saudi airline. The sample of this study was selected randomly, targeted different age and gender. The study was conducted on 70 employees voluntary. The results of the study found that there is a positive relationship between conducting training program and employee's performance and company productivity, which lead to enhance the performance of employees and higher the productivity.

#### **INTRODUCTION**

Training is generally defined as the continuous process whereby the trainee is provided with the necessary information and skills to be able to perform better specific tasks, and to positively develop his performance and prepare him to cope with change in the future [1]. The training builds high confidence for the employee because they have a strong ability to understand widely and this confidence drives them to perform better to produce new ideas. Training is an

important component to ensure availability of qualified staff and therefore, there is a constant need for staff development and training is an important part of this process. Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees [2].

“The main object of every organization is to improve its performance but it can never be possible without the efficient performance of employees” [3]. The lack of skilled employees can create a problem for efficient performance in any organization. This problem will lead to many other problems such as poor performance, low productivity and losing organization [4]. Training may address this problem by improving employee’s skills and ability to higher performance and productivity. Also, organizations’ effort to provide the right number and kind of training and development opportunities is considered favourable by many employees.

In arrange to plan their specialists to do their work as craved, organizations give preparing as to optimize their employee’s potential. Most of the firms, by applying long-term arranging, contribute in the building unused aptitudes by their workforce, empowering them to manage with the dubious conditions that they may confront in future, in this way, making strides the worker execution through predominant level of inspiration and commitment. When workers recognize their organization intrigued in them through training preparing programs, they in turn apply their best endeavours to accomplish organizational objectives, and appear tall execution on work [5].

The victory of organizations is in any case subordinate on its learned, gifted as well as experienced workforce. In this manner in arrange to preserve maintainability, organizations must see persistent worker preparing and advancement as priceless. Training and development is exceptionally fundamental at all worker levels, due to the reason that aptitudes disintegrate and ended up out of date over a period of time and has to be renewed [6].

According to Nda and Fard [6] productivity defined as the efficiency with which things are being produced. Training is considered to have an enormous effect on organizational efficiency. Training as a process is one of the most unavoidable strategies to upgrade the productivity of people and communicating organizational objectives to staff. It is moreover taken note that more cost in preparing has driven to more productivity [7].

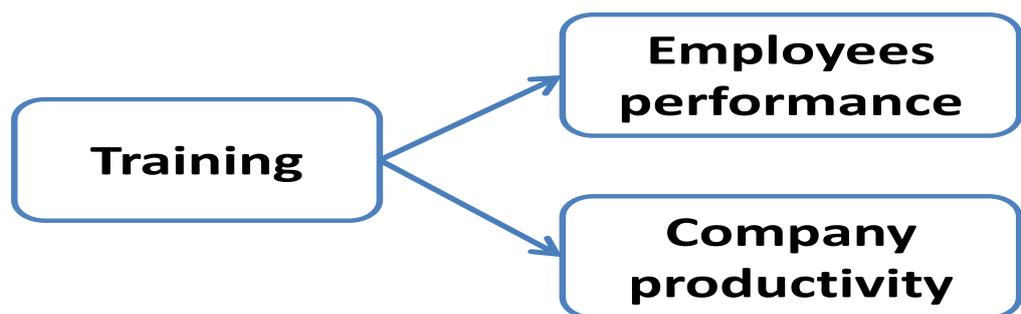
Training encourages the upgrading of skills and leads to increment commitment, prosperity, and sense of belonging, in this way straightforwardly reinforcing the organization’s competitiveness [8]. Training has the particular part in the accomplishment of an organizational objective by joining the interface of organization and the workforce. The essential part of training is to progress the employees’ skill for current and future duties and responsibilities. Concludes training of the employees can improve their commitment level, information sharing and their honour to work in the organization [9, 10]. Therefore, this study determines the role and impact of training and

development on employee's performance and company productivity in private sector in Saudi Arabia.

**METHODOLOGY**

This study used both qualitative research method by gathering information from other research related to the topic as a secondary data, and also will use a quantitative method by applying a field survey to gather the information from participates as a primary data. The theoretical framework is illustrated in Figure

1.



**Figure 1.** Theoretical Framework

*The Site*

The sites that considered for this study are Pubba Company, Alessay, and Saudi Airline. These three companies are private sector and success organizations. They offer different service and product. Pubba Company offers health insurance; Alessay offers electronic products and Saudi Airline for air transport.

*Participants*

The survey sample is about 70 employees selected randomly in private sector in Saudi Arabia.

*Data Collecting Tools*

Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. A questionnaire survey is designed to examine the relationship between employee's performance and company productivity through perceived training programs. This study sued 5-point likert scale survey approach to gather the participant's response. The information provided by participants in this survey will be kept strictly confidential and responses will be treated as anonymous.

The questionnaire survey consists of two sections. The first section is related to the demographic questions of the sample which consist of general background information about age, gender, and training programs perceived. The second section is concentrates on the sample perspectives and opinion of training and its relationship to increase their performance and company productivity.

**Questionnaire Questions**

- Qn1. My organization provides me adequate opportunities for training.
- Qn2. My organization arrange for me on-the-job training.
- Qn3. My organization arranges for me off-the-job training.
- Qn4. Training that are provided by my organization are relevant.
- Qn5. Training helps function well in my role.
- Qn6. Training enhances my performance level.
- Qn7. Training helped me understand and appreciate my job as whole.
- Qn8. I can incorporate the concept learned during training into my daily work right away.
- Qn9. Lack of training increase stagnation and redundancy in organization.
- Qn10. I benefit more from on-the-job training.
- Qn11. I benefit more from off-the-job training.
- Qn12. When i receive training or are nominated for training i feel valued.
- Qn13. Training makes me understand how meaningful my role is to the company.
- Qn14. Training helps me improve my overall job performance.
- Qn15. Training helps me reduce the number of mistakes in my work.
- Qn16. Companies who spend more on employees training and development end up gaining more profit.
- Qn17. Training provides me an opportunity to enhance my profit by adding new skills.
- Qn18. Training will ultimately help improving company's performance.

**RESULT AND DISCUSSION**

The population of this study is 70 employees from three different private sector companies. Table 1 tabulates the demographic profile of the participants. Majority of the respondents are male about 72.86% and female about 27.14%. Most of the respondents are age between 26 to 33 years old by 38.57%, followed by 34 to 41 years old by 31.43%. The obtained background information also indicates that majority of the respondents about 48.57% received average training 1 to 3 times per year. While, there are 31.43% of the respondents received average training less than one time per year.

**Table 1.** Demographic Profile of The Participants

Criteria	Items	Number (n)	Percentage (%)
<b>Gender</b>	Male	51	72.86
	Female	19	27.14
<b>Age</b>	18-25	10	14.29
	26-33	27	38.57
	34-41	22	31.43
	42-49	11	15.71
<b>Average training per year</b>	Less than 1	22	31.43
	1-3	34	48.57
	3-5	6	8.57
	More than 5	8	11.43

Figure 2 (Qn1) shows that 37% of respondents agree that their organization provide them adequate opportunities for training, 30% are neutral, 15% are strongly disagree, 9% strongly agree, and 9% disagree. This shows that the majority of respondents agree that their organization provide them with adequate opportunities for training.

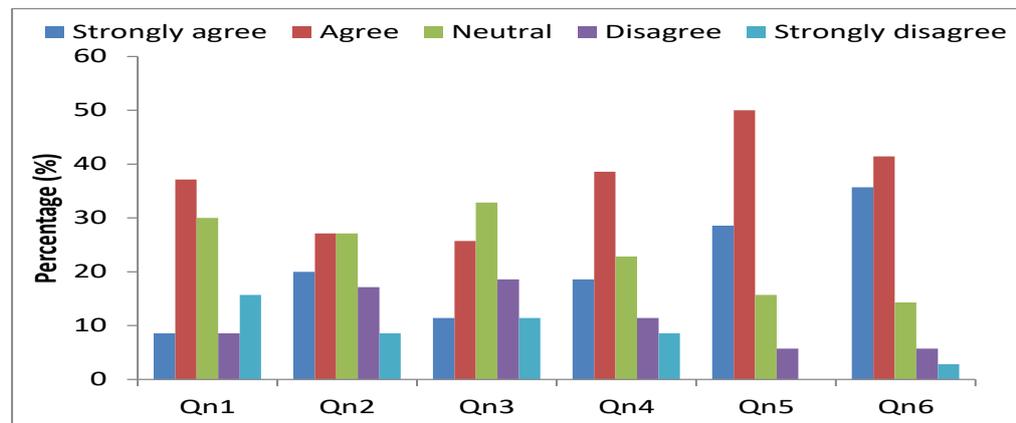
Figure 2 (Qn2) shows that 27% of respondents are agree and 27% are neutral about that their organization arrange for them on-the-job training, 20% strongly agree, 17% disagree, and 9% strongly disagree. This indicate the majority of respondents are agree and neutral that their organization arrange for them on-the-job training.

Figure 2 (Qn3) shows that 33% of the respondents are neutral that their organizations arrange for them off-the-job training, 26% agree, 19% disagree, 11% strongly disagree, and 11% strongly agree. This indicates that the organization needs to offer more in off-the-job training.

Figure 2 (Qn4) shows that 39% of the respondents agree that training provided by their organizations are relevant, 23% are neutral, 19% strongly agree, 11% disagree, and 9% strongly disagree. This indicate that the training are provided by the organizations are relevant to their task.

Figure 2 (Qn5) shows that 50% of the respondents agree that training helps function well in their role and 29% are strongly agree, 16% neutral, and 6% disagree. These percentages appear that training play vital role in helps function well.

Figure 2 (Qn6) shows that 42% of respondents agree that training enhance their performance level, 36% are strongly agree, 14% are neutral, 6% disagree, and 3% are strongly disagree. This indicates that the majority of respondents agree that training enhance performance level, so training affect performance.



**Figure 2.** Respondent’s Feedback on Question 1 To Question 6

Figure 3 (Qn7) shows that 41% of respondents are strongly agree that training helped them understand and appreciate their job as whole, and 33% are agree about that, 14% neutral, 7% disagree, and 4% strongly disagree. This shows

that training play important role on making employees understand and appreciate their job as whole.

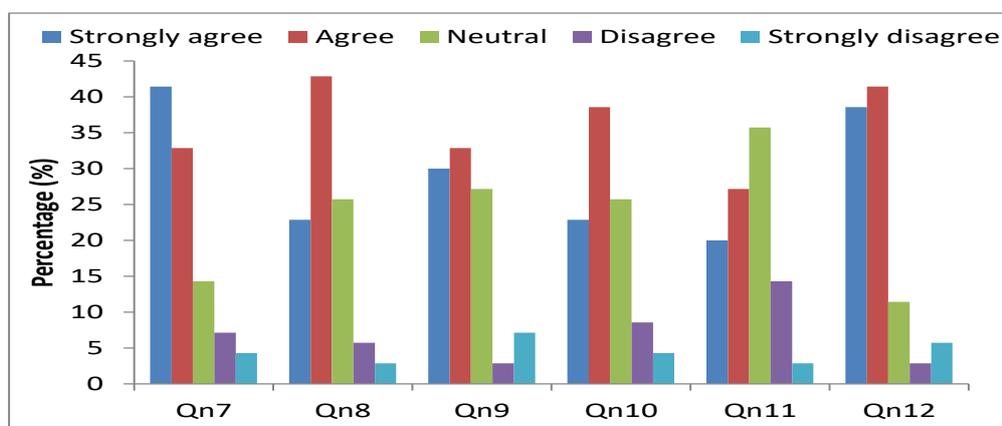
Figure 3 (Qn8) shows that 43% of respondents agree that they can incorporate the concept learned during training into their daily work right away, and 26% are neutral, 23% strongly agree, 6% disagree, and 3% strongly disagree. This shows that the majority of respondents agree that they can incorporate the concept learned during training into their daily work right away which makes their work easier for them.

Figure 3 (Qn9) shows that 33% of respondents agree that lack of training increase stagnation and redundancy in organization, and 30% strongly agree, 27% are neutral, 7% strongly disagree, and 3% disagree. This indicate that Lack of training increase stagnation and redundancy in organization and organization need training program for renewal and out of routine and to be with developments that occur.

Figure 3 (Qn10) shows that 39% of respondents agree that they benefit more from on-the-job training, 26% are neutral, 23% strongly agree, 9% disagree, and 4% strongly disagree. This indicates that companies need to conduct more on-the-job training because employees benefit more from it.

Figure 3 (Qn11) shows that 36% of respondents are neutral that they benefit more from off-the-job training, and 27% are agree, 20% strongly agree, 14% disagree, and 3% strongly disagree. This indicates that the companies need to work on enhancing off-the-job training because the majority of respondents show that they are neutral about it.

Figure 3 (Qn12) shows that 41% of respondents are agree that when they receive training or are nominated for training feel valued, 39% are strongly agree, 11% neutral, 6% strongly disagree, and 3% disagree. This shows that employees want to learn new knowledge and skills and they feel that they are valued for the company when organization nominated them for training program.



**Figure 3.** Respondent’s Feedback On Question 7 To Question 12

Figure 4 (Qn13) shows that 39% of the respondents are strongly agree that training makes them understand how meaningful their role is to the company, 37% are agree, 14% neutral, 9% disagree, and 1% strongly disagree. This mean that training benefit both employees and organizations because employees are able to perform well and understand what they are do and organization will have talented employees who will raise the productivity.

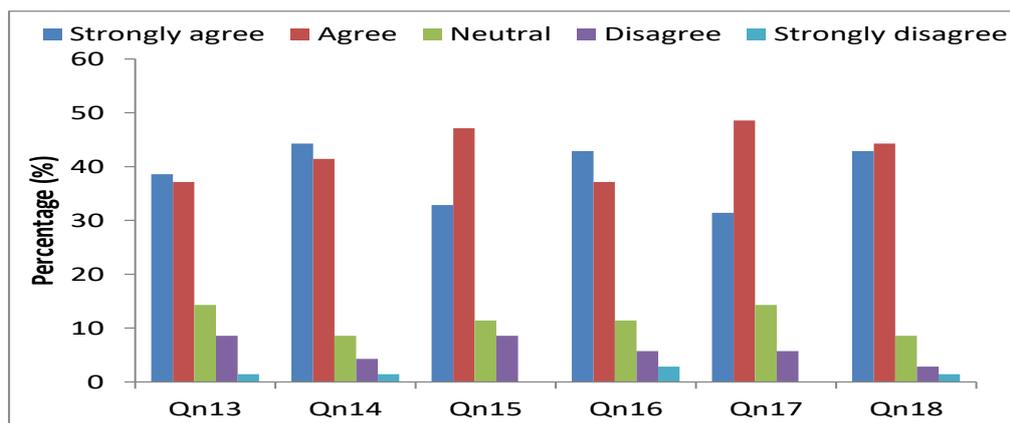
Figure 4 (Qn14) shows that 44% of respondents are strongly agree that training helps them improve their overall job performance, 41% are agree, 9% neutral, 4% disagree, and 1% strongly disagree. This indicates that training playing vital role in enhancing and improving overall job performance for employees.

Figure 4 (Qn15) shows that 47% of respondents agree that training helps they reduce the number of mistakes in their work, and 33% strongly agree, 11% neutral, and 9% disagree. This shows that training enhance the skills of employees which lead to reduce the number of mistakes in work which also benefit the companies in terms of good reputation that they have efficient workers.

Figure 4 (Qn16) shows that 43% of respondents are strongly agree that companies who spend more on employees training and development end up gaining more profit, and 37% agree, 11% are neutral, 6% disagree, and 3% strongly disagree. This indicates that companies are not losing when they provide training for employees on the contrary, they earn more. The more they spend in training employees the more gain they will have.

Figure 4 (Qn17) shows that 49% of respondents agree that training provides them an opportunity to enhance their profit by adding new skill, 31% agree, 14% are neutral, and 6% disagree. This show that training affects income by adding new skill which is give them more opportunities to work in several fields, this led to higher income because they have unique skills.

Figure 4 (Qn18) shows that 44% of respondents agree that training will ultimately help improving company's performance, 43% are strongly agree, 9% neutral, 3% disagree, and 1% strongly disagree. This indicates that training help improving company's performance because it depends on talent employees and this happened when organization provides training to their workers.



**Figure 4.** Respondent's Feedback On Question 13 To Question 18

**OVERALL DISCUSSION**

The demographic results showed that the respondent's age is young and middle age and majority of respondents are male. Also, most of the respondents attend 1 up to 3 training programs during one year.

The obtained results showed that majority of the respondents agree that their organization provide them with adequate opportunities for training. Majority of the respondents agree their organization arranged on-job training and off-job training for them. Majority of the respondents agree that their organization provided training program relevant to their task and also the training helps function well in their role as well as enhance their performance level.

Majority of the respondents strongly agreed about the training helped them to understand and appreciate their job as whole. Majority of the respondents agreed that they can incorporate the concept learned during training into their daily work right away. Majority of the respondents strongly agree and agree about that lack of training increase stagnation and redundancy in organization. Majority of the respondents agreed that they benefit more from on-job training as well as off-job training. Majority of the respondents strongly agree and agree that they feel valued when they nominated or received for training.

Majority of the respondents strongly agree and agree that training makes them understand how meaningful their role is to the company. Majority of the respondents strongly agree and agree that training helps them improve overall job performance, also reduce the number of mistakes in the work. Majority of the respondents strongly agree and agree that companies who spend more on employees training and development end up gaining more profit, which provides employee opportunities by adding new skills. Majority of the respondents strongly agree and agree that training will ultimately help improving company's performance.

**CONCLUSION**

Based on the collected survey information, this study conclude that training play a very important role for organization and employees, companies who providing training are not losing on the contrary, they are gain more from skilled and talent employees these in self-lead to increase the productivity of the company. Employees who received training programs will feel valued to

the company which make them satisfy and perform well in the job. On other hand, training will increase their income by adding new skills and knowledge which give them the opportunities to gain new experience to work in several fields. Company productivity refer to employee's productivity, when the company provides training programs for its employees, the productivity ratio will increase because the employees are able to work in many fields. This reduces the dependence on the talented employees because they all have the same skills and are able to produce more. At the end the results shows that, there is a positive relationship between training and employees performance and company productivity, training help in enhance performance of employees which lead to increase and improve company productivity.

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