

The Impact of Training on Enhancing Job Performance at SABIC, Jubail KSA

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Graduation Project – 1

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1 Chapter 1: Introduction

1.1 Introduction

The Industrial Revolution marked a period of unprecedented advancement across multiple sectors, necessitating swift adaptation at all levels—individual, organizational, and societal. Elevating living standards emerged as a central objective in response to these rapid changes. This imperative for adaptability continues to be vital for contemporary enterprises, which face complex internal and external transformations in today's dynamic landscape (Hedaya et al., 2022). Consequently, an organization's capacity to embrace change has become a key determinant of its survival and achievement of strategic goals (Marta, 2017). Moreover, the prevailing materialistic orientation within modern work environments has redefined success metrics, positioning human capital as the foundational element in driving organizational excellence (Arafat et al., 2023).

Training is widely recognized as a vital and intricate element of human resource development, receiving substantial emphasis due to its role in enhancing employee performance. Through targeted training initiatives, individuals seek to refine their competencies and adapt effectively to occupational demands, ensuring they carry out their responsibilities with confidence and efficiency (Arafat et al., 2023). Conceptually, training encompasses a broad set of activities aimed at imparting, cultivating, and improving skill sets, productivity, professionalism, behavior, and ethical standards—aligned with the functional requirements of specific positions (Mangkongara, 2013). Closely related is the concept of employee development, which refers to systematically expanding an employee's capacity to meet and exceed performance expectations. As employees grow professionally, their satisfaction increases, which in turn contributes to heightened organizational productivity and profitability (Chambers, 2006).

Zheng (2009) highlighted a statistically significant correlation between employee training and enhanced performance, particularly in the execution of diverse tasks. The findings demonstrated that employees who underwent training exhibited greater proficiency across various job functions, whereas those without training showed reduced performance capabilities. This establishes a clear and direct link between training initiatives and employee effectiveness. In most professions, on-the-job training constitutes an essential component of workforce development, providing tangible advantages for both employees and organizations. Training programs are commonly implemented to orient new hires to their responsibilities and organizational protocols, thus facilitating smoother integration and higher efficiency (Tukunimulongo et al., 2016).

Although previous research has shown that training is generally successful, it has often been unclear exactly what type of training and how best to deliver it to maximize performance gains. An employee's performance in a company does not always improve after attending training, sometimes an employee's performance declines. This is due to several factors, namely the qualifications of the employees who will participate in the training are not suitable, the providers are not suitable, the content of the training materials, training methods, training sites, training environment and training time (Nordiana Dehan & Pratama, 2018).

It is hoped that the research will provide information that can be useful to all managers in line with the implementation of on-the-job training. It also aims to help them find effective ways to develop and implement on-the-job training. It is expected that human resources training institutions will find this study very useful in developing their future training programs. Bafaneli et al. (2015). By uncovering optimal training approaches, this research provides actionable recommendations for company to invest wisely and get the most out of their training programs. Moreover, it takes into account the dynamic nature of today's business environment, ensuring its findings are directly relevant and applicable. This research not only builds on existing knowledge but also lays the groundwork for further exploration of specific training modalities and their impact in different contexts. Ultimately, it has the potential to significantly advance knowledge, improve organizational practices, and boost employee performance in the modern business landscape.

While previous research has established a positive correlation between training and performance, factors influencing the effectiveness of training programs remain an area of exploration. This research aims to address this gap by examining the relationship between various training practices and employee performance outcomes at SABIC. The findings of this study are expected to provide valuable insights for SABIC's management in designing and implementing effective training programs, ultimately contributing to improved employee performance and organizational success

1.2 Research Problem

In light of the rapidly evolving nature of the contemporary business landscape, organizations increasingly regard training as a strategic instrument for empowering human resources with the requisite skills and knowledge to attain optimal performance. While the positive impact of training on employee efficiency is widely recognized, a critical gap persists in understanding the most effective training formats, delivery mechanisms, and contextual variables that shape training outcomes in dynamic market conditions. Accordingly, this research seeks to address these gaps by examining the influence of diverse training practices on employee performance within SABIC, located in JUBAIL, Saudi Arabia.

Theoretical Gaps:

This research seeks to contribute to the theoretical understanding of training effectiveness by studying the relationship between different training practices and employee performance at SABIC Company. This study can identify the factors that affect the effectiveness of training

programs. This can contribute to developing a more comprehensive theoretical framework for understanding the effectiveness of training in different contexts.

1.2.1 Empirical Gaps:

The results can provide valuable insights to the SABIC management team in designing and implementing effective training programs tailored to meet the specific needs of their employees and organizational goals. This can lead to improved employee performance, increased productivity, and ultimately, enhanced organizational success.

These insights can also benefit training organizations by informing the development of more impactful programs and other organizations by helping them improve their training practices and achieve better results. By understanding the factors that contribute to training effectiveness, these organizations can create more targeted and impactful training programs for their clients.

1.3 Research significant:

The process of continuous training is considered one of the most important effective means of influencing and adapting the human resource to work and keeping it always in the picture with the latest developments and scientific and practical methods at the internal and external levels of the organization. The modern vision of training has proven that it is one of the best types of organizational investments, and that it is an investment with a high return. In the short and long term, management must provide financial capabilities and specialists for training, which may be expensive for the organization, but the return will be comfortable for it by improving the level of efficiency and performance of individuals as well as raising productivity, thus ensuring the continued survival of the organization (Arafat et al, 2023)

1.3.1 Theoretical significance:

This research seeks to contribute to the theoretical understanding of training effectiveness by studying the relationship between different training practices and employee performance at **SABIC**. This study can identify the factors that affect the effectiveness of training programs. This can contribute to developing a more comprehensive theoretical framework for understanding the effectiveness of training in different contexts.

The findings may challenge or refine existing theoretical models of training effectiveness by highlighting previously not considered factors or interactions between variables. This can lead to a more nuanced and comprehensive understanding of the complex relationship between training and performance

1.3.2 Empirical significance:

The results can provide valuable insights to the **SABIC** management team in designing and implementing effective training programs tailored to meet the specific needs of their employees and organizational goals. This can lead to improved employee performance, increased productivity, and ultimately, enhanced organizational success.

These insights can also benefit training organizations by informing the development of more impactful programs, and other organizations by helping them improve their training practices and achieve better results. By understanding the factors that contribute to training effectiveness, these organizations can create more targeted and impactful training programs for their clients.

1.4 Research Questions

- What is the impact of management's interest in the training component on improving job performance in SABIC company?
- What is the impact of training programs in the institution on Improving job performance in SABIC company?
- What is the impact of implementing and evaluating training within the organization on Improving job performance in SABIC company?

1.5 Research Objective

- To analyze the impact of training on enhancing job performance at SABIC.
- To examine how management's attention to the training component influences employee performance at SABIC.
- To evaluate the effectiveness of institutional training programs in improving job performance within SABIC's work environment.
- To explore the role of implementing and assessing internal training activities in strengthening staff competency and overall job performance at SABIC

1.6 Research Hypotheses

- **Primary Hypothesis (H₁):**
Training activities have a statistically significant influence on enhancing job performance within SABIC.
- **Sub-Hypothesis (H_a):**
Management's attention to training initiatives significantly contributes to improvements in job performance at SABIC.
- **Sub-Hypothesis (H_b):**
The availability and quality of training programs within SABIC play a vital role in advancing employee performance.
- **Sub-Hypothesis (H_c):**
The execution and systematic evaluation of training efforts within SABIC have a measurable effect on employee job performance outcomes.

1.7 Research Model

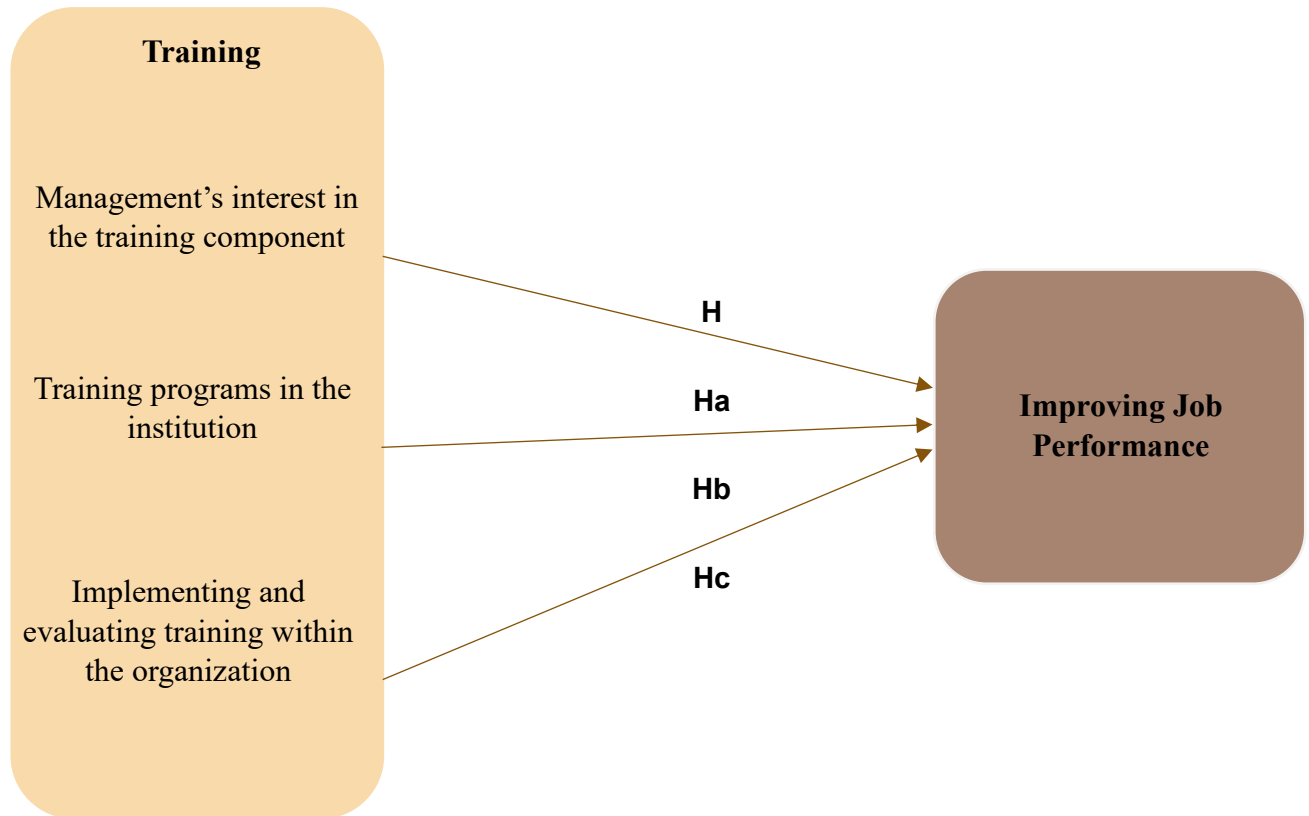


Figure 1: Designed By The Researcher, (2024)

1.8 Research Methodology

- **Research philosophy:** Positivism
- **Research approach:** Deductive
- **Research strategy:** Case study
- **Research choice:** Mixed Methods
- **Time horizon:** Cross-sectional
- **Data collection and analysis techniques:** Questionnaires

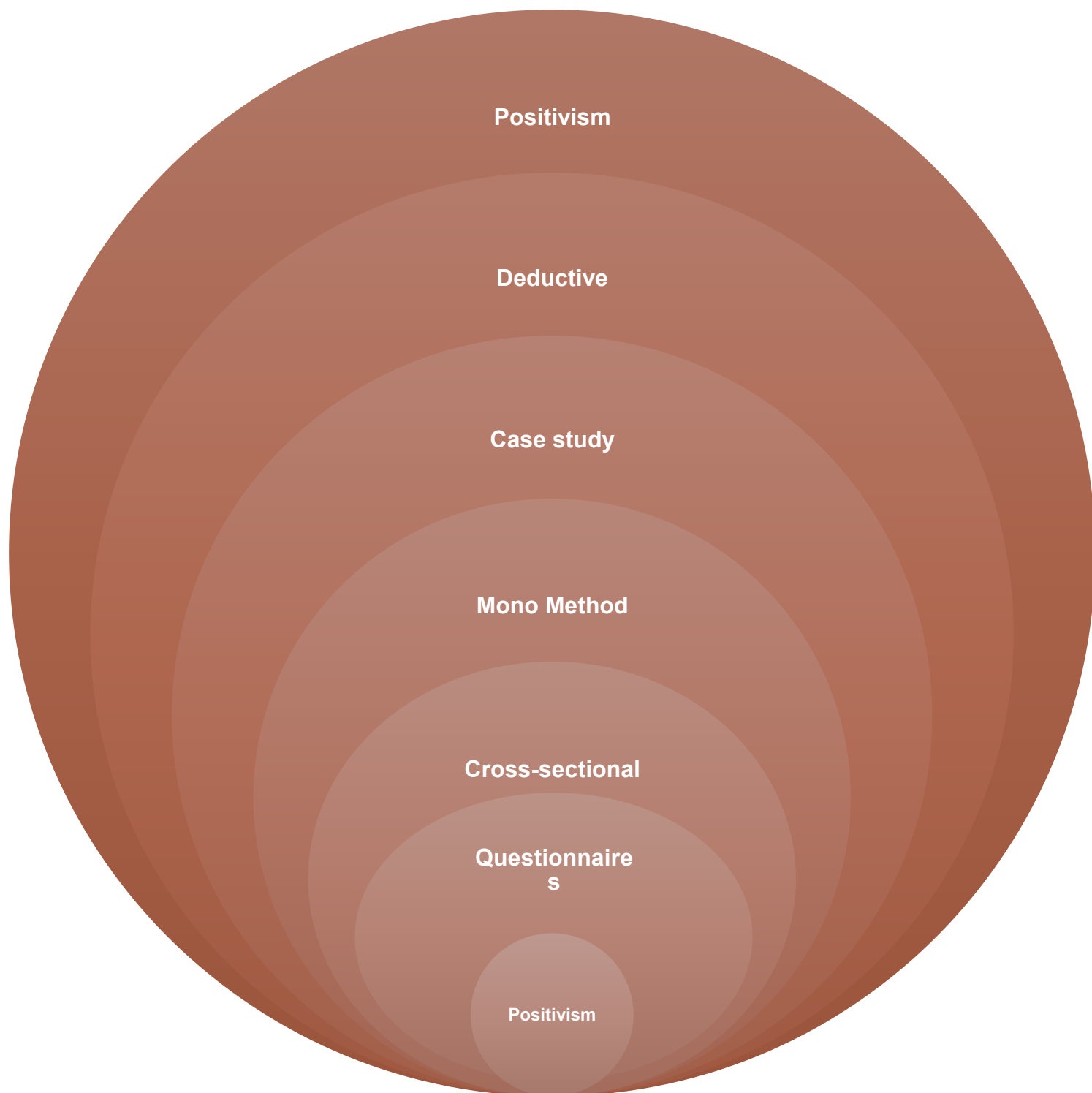


Figure ٧: Designed By The Researcher, (2024)

1.9 Empirical Study

A field study will be conducted at **SABIC**, the leading Saudi company in the global chemicals industry, to study how training programs affect employee job performance. The study will use a mixed methods approach, combining quantitative data from surveys and performance measures with qualitative data from interviews with employees and supervisors. This comprehensive approach will capture changes in an employee's knowledge, skills, and job performance after training. By analyzing pre- and post-training data, researchers can isolate the effect of the training program itself. The expected result is to show the positive impact of training on employee performance. The results will be used to develop more targeted training programs to address identified skills gaps and improve employee satisfaction. Ultimately, this study aims to contribute to **SABIC's** mission of delivering world-class innovation and sustainable solutions by ensuring that its workforce possesses the skills and knowledge necessary to excel.

1.10 Project Structure



Figure 3: Designed By The Researcher, (2024)

2 Chapter 2: Literature Review

2.1 Introduction

In today's dynamic business environment, organizations require a skilled and adaptable workforce to achieve their strategic goals. Training and development programs play a crucial role in equipping employees with the necessary knowledge, skills, and abilities to perform their jobs effectively. This literature review explores the significant impact of training on job performance, examining how well-designed programs can enhance employee capabilities, boost productivity, and contribute to overall organizational success.

Employee performance is a critical factor in the success of any organization. Skilled and knowledgeable employees are more productive and efficient and contribute to a positive work environment. Training programs have long been recognized as a key strategy for improving employee performance. This literature review explores the impact of training on job performance, examining how well-designed training programs can enhance employees' knowledge, skills, and attitudes, ultimately leading to better performance outcomes.

This review will delve into the existing research on the subject, analyzing the various types of training programs and their effectiveness in different job contexts. We will explore how training can improve both hard skills, such as technical expertise, and soft skills, such as communication and teamwork. Additionally, the review will examine factors that influence the success of training programs, including needs assessment, delivery methods, and employee engagement.

Through the different types of training programs offered by organizations and how they meet specific skill development needs, the impact of training on various aspects of job performance, including productivity, accuracy, quality of work, decision making, and the factors that influence the effectiveness of training programs. Potential challenges will also be identified. related to training and how organizations can overcome them to maximize the return on their investment in training.

By examining existing research and evidence, this review aims to provide a comprehensive understanding of the relationship between training and job performance. This knowledge can be valuable to organizations

in designing and implementing effective training programs that contribute to a more skilled, high-performing workforce.

2.2 First variable: Training

Training is the process of teaching or developing specific skills, knowledge, and fitness in oneself or others to achieve useful competencies ([Wikipedia], n.d.). These competencies can improve an individual's capability, capacity, productivity, and performance (Noe et al., 1986). Training forms the core of apprenticeships and provides the foundation for technical colleges and polytechnics (Schiesser, 1985).

Training extends beyond acquiring basic skills for a particular trade or profession. It provides ongoing opportunities to maintain, upgrade, and update skills throughout one's working life (Baldwin & Ford, 1987). Professionals often refer to this as professional development (Naylor & Briggs, 1963). Training also encompasses the development of physical fitness relevant to specific areas like sports, martial arts, and military applications (Bompa & Buzzichelli, 2019). Certain professions are inherently dangerous and require a minimum level of competence to ensure the safety of practitioners and those around them (Geller, 2006). Occupations like occupational diving, rescue, firefighting, and operating specific machinery often require assessment and certification to demonstrate this minimum competence before individuals can practice (International Labour Organization, 2001).

On-the-job training takes place within a typical work environment, utilizing the actual tools, equipment, and materials trainees will encounter in their roles (Noe et al., 2019). It is often considered the most effective method for vocational training (Schiesser, 2017). This approach involves employees receiving training at the workplace while performing their actual job duties. A professional trainer (or sometimes an experienced employee) guides the process, offering hands-on experience supplemented by formal classroom sessions if needed. On-the-job training can also leverage web-based technology or video conferencing tools (Baldwin & Ford, 1988). This method is applicable across all departments within an organization.

Simulation-based training utilizes technology to support trainee development, particularly beneficial for skills requiring extensive practice or those with significant responsibility for safety (Gery, 1991). This method allows trainers to identify, analyze, and address skill deficiencies in a controlled, virtual environment. It also provides trainees with the opportunity to experience and learn from rare real-world events like emergencies or system failures. Trainers can run scenarios and observe trainee responses, enhancing their

preparedness for real-world situations. Common examples where simulation training is used include piloting aircraft, spacecraft, locomotives, and ships; operating air traffic control systems; power plant operations; advanced military training; and advanced emergency response training like firefighting and first aid (Gery, 1991).

Off-the-job training occurs outside of regular work hours, implying that employees are not considered directly productive during the training period (Noe et al., 2019). This method involves training employees at a dedicated location away from the actual work environment. It often utilizes techniques like lectures, seminars, case studies, role-playing, and simulation (Baldwin & Ford, 1988). The advantage of off-the-job training is that it allows participants to focus more intently on the training content without work distractions. This type of training has been shown to be more effective for inculcating concepts and ideas (Baldwin & Ford, 1988). Many personnel selection companies offer services to improve employee competencies and change work attitudes through off-the-job training programs (Society for Human Resource Management, 2023). Internal training programs can cover a wide range of topics, from problem-solving skills to leadership development.

A more recent development in job training is the On-the-Job Training Plan (OJT Plan). The United States Department of the Interior recommends that a proper OJT plan should include (U.S. Department of the Interior, n.d.):

- An overview of the subjects to be covered
- The expected duration of the training in hours
- An estimated completion date
- A method for evaluating the effectiveness of the training

Researchers have developed training methods for artificial-intelligence devices as well. Evolutionary algorithms, including genetic programming and other methods of machine learning, use a system of feedback based on "fitness functions" to allow computer programs to determine how well an entity performs a task. The methods construct a series of programs, known as a "population" of programs, and then automatically test them for "fitness", observing how well they perform the intended task. The system automatically generates new programs based on members of the population that perform the best. These new members replace programs that perform the worst. The procedure repeats until the achievement of optimum performance. (Banzhaf, et al, 1998) In robotics, such a system can continue to run in real-time after initial training, allowing robots to adapt to new situations and to changes in themselves, for example, due to wear

or damage. Researchers have also developed robots that can appear to mimic simple human behavior as a starting point for training.

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List Of Appendices

4 Appendices

Welcome!

We are conducting a research study titled "The Impact of Training on Improving Job Performance at SABIC, Jubail KSA". Your participation is valuable in helping us understand how training programs contribute to employee performance within our company.

This questionnaire aims to gather your insights and experiences regarding the training programs you have participated in at SABIC. Your honest and anonymous responses will be crucial in identifying strengths, weaknesses, and areas for improvement within our training programs.

By completing this questionnaire, you are contributing to:

Evaluating the effectiveness of training programs at SABIC.

Identifying areas where training can be improved to better support employee performance.

Shaping future training initiatives to be more relevant and impactful for employees.

The questionnaire should take approximately 10-15 minutes to complete. All your responses will be kept confidential and anonymous.

Before you begin, please note:

There are no right or wrong answers. We value your honest feedback.

Your participation is entirely voluntary. You may choose to stop the questionnaire at any time.

We appreciate your time and cooperation

Variable	Variable Dimensions	Number Of Statements	Source
Training	- Management's interest in the training component Innovation in operations - Training programs in the institution - Implementing and evaluating training within the organization	1-17	Arafat et al (2025) The role of training in improving employee productivity for economic institutions
Improving Job Performance	Performance	1-10	Khoudra et al (2025) The role of administrative control in improving employee performance

4.1 Personal Information:						
Gender	Male		Female			
Age	From 20 to 35		From 35 to 50			
Qualification	Secondary		Bachelor's		Master's	
Seniority in the company	Less than 3 years		3 to 5 years		More than 5 years	

4.2 First variable: Training

No.	statement	Agree	Neutral	Disagree
The first dimension: management's interest in the training component				
1	The training needs of employees are determined based on the results of the performance evaluation.			

2	The training needs of employees using new technologies in the organization are identified.			
3	The need for training courses is determined when new jobs are created.			
4	The training needs of employees were identified based on measurable scientific standards.			
The second dimension: training programs in the institution				
5	The organization works to find training programs that match the content of the training courses.			
6	The training programs are designed to match the actual needs of the trainees.			
7	The institution has the information technology needed for training programs.			
8	The organization uses its website to provide information about training programs.			
9	When designing programs, the organization works to develop sufficient instructions for the trainee regarding the training content and application of activities.			
The third dimension: implementing and evaluating training within the organization				
10	The organization uses presentation programs such as Point Power to implement training programs			
11	Email is used to communicate between trainers and trainees.			
12	Multimedia is used in training programs (electronic images - electronic video).			
13	The organization relies on modern training programs			
14	Training programs are implemented through cooperative interaction between trainees.			
15	The organization works to compare the performance of employees before and after benefiting from training programs			
16	The organization uses assessment tools to measure skill performance for some skilled tasks.			

17	The trainees' performance is monitored after the training programs			
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4.3 Second variable: Improving Job Performance

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The overall performance level of the institution is high					
2	The performance level at maximum power is very high					
3	The performance level under actual power is very high					
4	The level of performance in the case of external interventions to manage the affairs of the institution leads to a weak level					
5	The level of performance in the event of a weak system of incentives, wages and rewards becomes singular					
6	The level of performance in the absence of a spirit of cooperation between the different administrative levels leads to extreme decline					
7	The level of performance in the event of gaps in the administrative structure declines and deteriorates					
8	Performance level if technical training for maintenance work is neglected					
9	The level of performance, if attention is paid to training maintenance workers, flourishes and develops					
10	The level of performance in the absence of a positive role model for employees weakens and declines					

https://docs.google.com/forms/d/e/1FAIpQLScMb21rLaM_pD3Je5Kse_9eRAzETViOLgzJN8ZdIX06CrNi_w/viewform?usp=header