

Midocean University

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Department of.....



Final Research Project

The Effect of Training Programs on Employee Performance in Saudi Organizations

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مشروع البحث النهائي
أثر برامج التدريب على أداء الموظفين في المنظمات السعودية

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Abstract

Employee training is widely recognized as a fundamental component of Human Resource Management (**HRM**), as it plays a crucial role in enhancing the knowledge base, skills, and overall performance of employees within organizations. In today's competitive and rapidly changing business environment, organizations increasingly rely on structured training programs to develop their workforce and ensure continuous improvement in employee capabilities. Effective training not only supports individual development but also contributes significantly to improving organizational productivity and efficiency.

This study aims to investigate the impact of training programs on employee performance within Saudi organizations. Specifically, it seeks to explore how training initiatives contribute to enhancing employees' competencies, improving their productivity levels, and supporting the achievement of broader organizational goals. The research also emphasizes the importance of training as a strategic tool for human capital development and organizational success in the context of ongoing economic transformation in **Saudi Arabia**.

To achieve these objectives, the study adopts a quantitative research approach. Data will be collected through a structured questionnaire distributed to employees working in various Saudi organizations. The questionnaire is designed to measure participants' perceptions regarding training programs and their influence on job performance, skill development, and productivity. The collected data will then be analyzed using appropriate statistical techniques to examine the relationship between training programs and employee performance, as well as to test the proposed research hypotheses.

It is anticipated that the findings of this study will reveal a positive and significant relationship between effective training programs and employee performance. Moreover, the results are expected to show that training contributes not only to improving individual job performance but also to enhancing overall organizational effectiveness. In addition, the study is expected to highlight the role of training in supporting the objectives of **Saudi Vision 2030**, particularly in relation to developing a skilled, productive, and competitive workforce capable of contributing to national economic growth and sustainability.

In conclusion, this research underscores the importance of continuous employee development through structured training programs as a key driver of both organizational success and national development.

Keywords: Training Programs, Employee Performance, Human Resource Management, **Saudi Organizations**, Human Capital Development, **Saudi Vision 2030**.

الملخص

تعتبر برامج التدريب من أهم ممارسات إدارة الموارد البشرية، حيث تساهم في تطوير معارف ومهارات وقدرات الموظفين وتحسين مستوى أدائهم داخل المنظمات. وفي ظل بيئة الأعمال المتغيرة والمنافسة المتزايدة، أصبحت المنظمات تعتمد على التدريب كوسيلة استراتيجية لتطوير رأس المال البشري وتحقيق الكفاءة والتميز التنظيمي.

تهدف هذه الدراسة إلى التعرف على أثر برامج التدريب على أداء الموظفين في المنظمات السعودية، وذلك من خلال دراسة العلاقة بين برامج التدريب ومستوى الأداء الوظيفي، بالإضافة إلى معرفة دور التدريب في تحسين مهارات الموظفين وزيادة الإنتاجية ودعم تحقيق أهداف المنظمة.

اعتمدت الدراسة على المنهج الكمي، وتم استخدام الاستبانة كأداة رئيسية لجمع البيانات من الموظفين العاملين في المنظمات السعودية. وتم تحليل البيانات باستخدام الأساليب الإحصائية المناسبة من خلال برنامج **SPSS**، وذلك بهدف قياس العلاقة بين برامج التدريب وأداء الموظفين واختبار فرضيات الدراسة.

تشير الدراسة إلى أن برامج التدريب الفعالة لها دور إيجابي في تحسين أداء الموظفين من خلال تطوير المعرفة والمهارات وزيادة الإنتاجية وتحسين جودة العمل. كما تؤكد أهمية الاستثمار في تدريب وتطوير الموظفين باعتبارهم أحد أهم عناصر نجاح المنظمات، وبما يتوافق مع أهداف رؤية السعودية ٢٠٣٠ في تطوير رأس المال البشري وبناء قوة عمل مؤهلة وتنافسية.

الكلمات المفتاحية:

برامج التدريب، أداء الموظفين، إدارة الموارد البشرية، المنظمات السعودية، رأس المال البشري، رؤية السعودية ٢٠٣٠.

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Research Terms

.Training Programs

Definition:

Training programs are organized activities designed to improve employees' knowledge, skills, and abilities to perform their jobs effectively.

Operational Definition:

In this study, training programs refer to the learning and development activities provided by organizations to improve employee competencies and work performance.

.Employee Performance

Definition:

Employee performance refers to the level of effectiveness and efficiency achieved by employees while performing their work responsibilities.

Operational

Definition:

In this study, employee performance refers to improvements in productivity, work quality, and task achievement resulting from training programs.

.Human Resource Management (HRM)

Definition:

Human Resource Management is the process of managing employees through recruitment, development, training, and performance improvement practices.

Operational

Definition:

In this study, Human Resource Management refers to organizational practices that support employee development through training programs.

.Human Capital Development

Definition:

Human Capital Development refers to improving employees' knowledge, skills, and capabilities through education and training.

Operational

Definition:

It represents the development of workforce abilities to support organizational success and achieve Saudi Vision 2030 goals.

.Organizational Performance

Definition:

Organizational Performance refers to the ability of an organization to achieve its objectives effectively and efficiently.

Operational

Definition:

In this study, organizational performance refers to improved productivity and effectiveness resulting from employee training and development. .

Chapter One:

General Framework of the Study

1.1 .Introduction

Human resources are widely recognized as one of the most critical and valuable assets in contemporary organizations. In contrast to physical or financial resources, human capital plays a central role in determining the overall success, efficiency, and sustainability of any organization. The performance of organizations is largely influenced by the quality of their workforce, particularly the knowledge, skills, competencies, and abilities possessed by employees. As modern business environments become increasingly dynamic **and** competitive, organizations are required to rely on highly skilled employees who are capable of adapting to continuous technological advancements, organizational changes, and evolving market demands.

In this context, employee development has become a key strategic priority for organizations seeking to maintain competitiveness and achieve long-term success. Among the various methods used to enhance employee capabilities, training programs are considered one of the most effective and widely used approaches. Training serves as a structured process through which employees can improve their professional knowledge, develop practical skills, and strengthen their ability to perform job-related tasks efficiently. **It** also helps employees become more confident in their roles, more productive in their work, and more capable of contributing to organizational objectives.

Moreover, training programs play a significant role in improving the overall quality of work within organizations. By providing employees with updated information, modern techniques, and practical learning opportunities, organizations can ensure that their workforce remains competent and capable of meeting job requirements at a high standard. Continuous training also supports innovation and problem-solving by enabling employees to think critically and apply new methods in their daily tasks. **As** a result, organizations that invest in training are more likely to experience improvements in productivity, efficiency, and service quality.

In addition, the importance of human capital development has gained significant attention in the Kingdom of **Saudi Arabia**, particularly in light of **Saudi Vision 2030**. This national vision emphasizes the transformation of the Saudi economy into a diversified and knowledge-based system, where human capital plays a central role in achieving sustainable development. As part of this initiative, organizations in both the public **and** private sectors are increasingly encouraged to invest in employee training and development programs to enhance workforce capabilities and improve overall performance.

Furthermore, developing a skilled and competent workforce is essential for supporting economic growth and increasing national competitiveness. Training programs not only contribute to improving individual employee performance but also help organizations achieve strategic goals by building a more efficient and productive workforce. This alignment between employee development and national objectives highlights the importance of training as a long-term investment in human capital.

In conclusion, human resources remain a fundamental pillar of organizational success, and their development is essential in today's competitive environment. Training programs represent a **key** mechanism for enhancing employee performance and ensuring continuous improvement within organizations. In the **Saudi** context, the emphasis **on** human capital development under Vision **2030** further reinforces the importance of investing in training as a means of achieving sustainable organizational and national development.

1.2. Research Problem

Despite the fact that many organizations in the Kingdom of **Saudi Arabia** have increasingly adopted employee training programs as part of their human resource development strategies, there remains a significant need to critically examine and evaluate the actual effectiveness of these programs in relation to employee performance outcomes. While training is widely recognized as an important tool for enhancing employee skills and improving organizational efficiency, the extent to which these programs achieve their intended objectives is still not fully clear in many organizational contexts.

In several cases, organizations invest considerable financial and administrative resources in designing and implementing training initiatives; however, these efforts are not always accompanied by systematic evaluation processes. **As** a result, it becomes difficult to determine whether the training provided is truly effective or whether it leads to measurable improvements in employees' knowledge, skills, and job performance. **In** addition, some organizations tend to conduct training programs as a routine requirement rather than as a strategically planned intervention aimed at addressing specific performance gaps or organizational needs.

Another important issue is related to the transfer of training, which refers to the extent to which employees are able to apply the knowledge and skills gained during training sessions to their actual work environment. In many situations, employees may complete training programs successfully but fail to implement what they have learned in their daily job tasks. This gap between training participation and practical application reduces the overall effectiveness of training investments and limits their impact on organizational performance.

Furthermore, the lack of appropriate evaluation mechanisms within some organizations creates additional challenges in assessing the real value of training programs. Without proper measurement tools or follow-up procedures, organizations may struggle to identify strengths and weaknesses in their training strategies. This can lead to inefficient use of resources and missed opportunities for improving employee development initiatives. Therefore, the absence of systematic evaluation frameworks makes it difficult to ensure that training programs are aligned with organizational goals and performance expectations.

In the Saudi organizational context, where significant emphasis is placed on human capital development under **Saudi Vision 2030**, it becomes even more important to ensure that training investments produce tangible and measurable outcomes. Organizations are expected not only to provide training opportunities but also to ensure that these programs contribute effectively to improving workforce capabilities and enhancing productivity levels. **This** makes the evaluation of training effectiveness a critical issue that requires further academic and practical attention.

Based on these considerations, the main research problem addressed in this study is the need to investigate the actual impact of training programs on employee performance within Saudi organizations. Specifically, the study aims to explore whether training initiatives lead to meaningful improvements in employees' performance levels and to what extent these programs contribute to enhancing organizational effectiveness. By addressing this issue, the study seeks to provide a clearer understanding of the relationship between training and performance and to highlight the importance of effective training evaluation practices in organizations.

1.3. Importance of the Study

This study holds significant importance for both academic research and practical organizational applications, as it addresses a critical aspect of human resource management, namely the impact of training programs on employee performance. In today's rapidly changing business environment, organizations increasingly rely on human capital as a key driver of success, making employee development a central focus for achieving competitive advantage and long-term sustainability.

Firstly, this study contributes to a better understanding of the role that training programs play in enhancing employee performance. **By** examining how structured training initiatives influence employees' knowledge, skills, and abilities, the study provides valuable insights into the mechanisms through which training leads to improved productivity and work efficiency. This is particularly important for organizations seeking to optimize their workforce performance in a systematic and evidence-based manner.

Secondly, the study assists organizations in recognizing the strategic value of investing in employee development. Many organizations allocate substantial resources to training programs; however, they may not always fully understand the long-term benefits of such investments. This research highlights how effective training can lead to improved employee capabilities, higher job performance, and better organizational outcomes, thereby reinforcing the importance of viewing training as a long-term investment rather than a short-term cost.

Thirdly, the study supports the field of Human Resource Management (**HRM**) by providing theoretical and practical insights into effective training practices. It emphasizes the importance of designing and implementing training programs that are aligned with organizational needs and employee performance requirements. In doing so, it contributes to improving **HRM** strategies and helps organizations develop more

structured **and** result-oriented training systems that enhance overall workforce effectiveness.

Fourthly, this research is particularly relevant in the context of **Saudi Vision 2030**, which places strong emphasis on developing human capital and building a diversified, knowledge-based economy. **By** focusing on employee training and performance improvement, the study aligns with national development objectives aimed at enhancing workforce capabilities, increasing productivity, and promoting sustainable economic growth. Therefore, the findings of this study may support policymakers and organizations in achieving the broader goals of national transformation.

Finally, the study provides practical recommendations that may assist organizations in improving the design, implementation, and evaluation of their training strategies. These recommendations can help organizations identify gaps in their current training practices and adopt more effective approaches that ensure employees benefit fully from training programs. **As** a result, organizations may be able to improve not only individual employee performance but also overall organizational efficiency and competitiveness.

In conclusion, the importance of this study lies in its ability to bridge the gap between training practices and employee performance outcomes, while also contributing to academic literature, organizational development, and national strategic goals.

1.4. Research Objectives

The main purpose of this study is to explore and analyze the role of training programs in enhancing employee performance within organizations, particularly in the Saudi context. **In** order to achieve this main aim, the study is guided by several specific research objectives that help structure the investigation and ensure a clear focus on the **key** variables of the research.

Firstly, the study aims to examine the relationship between training programs and employee performance. This objective focuses on understanding how training initiatives influence employees' ability to perform their tasks effectively and efficiently. It **also** seeks to explore whether there is a significant and meaningful connection between participation in training programs and improvements in overall **job** performance.

Secondly, the research intends to identify the effect of training programs on employees' skills development and productivity levels. This involves analyzing how training contributes to enhancing employees' knowledge base, technical abilities, and practical competencies. In addition, it examines whether improved skills gained through training lead to higher productivity and better quality of work output.

Thirdly, the study seeks to evaluate the effectiveness of training programs implemented within Saudi organizations. This objective is particularly important because it assesses the extent to which current training practices achieve their intended

goals. It also involves examining whether training programs are well-designed, properly implemented, **and** aligned with organizational needs and employee performance requirements.

Fourthly, the research aims to determine the role of training in contributing to overall organizational success. This includes exploring how improved employee performance, resulting from effective training, can positively influence organizational outcomes such as efficiency, productivity, competitiveness, **and** goal achievement. It also highlights the importance of human capital development as a **key** factor in organizational growth and sustainability.

Finally, the study aims to provide practical and evidence-based recommendations for improving employee training practices. **Based** on the findings of the research, this objective focuses on suggesting strategies that organizations can adopt to enhance the design, implementation, and evaluation of training programs. These recommendations are intended to help organizations maximize the benefits of training investments and ensure continuous improvement in employee performance.

In summary, these research objectives collectively guide the study in examining the impact of training programs on employee performance, while also contributing to a deeper understanding of how effective training practices can support both organizational development and broader economic goals.

1.5. Research Questions

This study is designed to investigate the impact of training programs on employee performance within organizations, particularly in the **Saudi** context. **In** order to achieve this aim and to guide the direction of the research, the study addresses a set of specific research questions that focus on the key variables and relationships under investigation.

Firstly, the study seeks to explore the extent to which training programs influence employee performance. This question aims to determine whether participation in structured training initiatives **leads** to measurable improvements in employees' ability to perform their job responsibilities effectively and efficiently. It also examines the overall contribution of training to enhancing work quality and productivity.

Secondly, the research investigates whether training programs contribute to the development of employees' skills and improvement in productivity levels. **This** question focuses on understanding how training supports the acquisition of new knowledge, the enhancement of technical and professional competencies, and the improvement of employees' output in the workplace.

Thirdly, the study examines the relationship between the frequency of training programs and employee performance outcomes. **This** question aims to determine whether employees who receive more frequent training opportunities demonstrate higher **levels** of performance compared to those who participate in training less often. **It** also considers whether continuous training has a stronger impact than occasional or one-time training sessions.

Fourthly, the research explores how training programs contribute to overall organizational success. This question addresses the broader impact of employee development on organizational outcomes such as productivity, efficiency, competitiveness, and goal achievement. It also seeks to understand the extent to which improved employee performance translates into better organizational performance.

Finally, the study aims to identify ways in which organizations can improve the effectiveness of their training programs. **This** question focuses on exploring potential strategies, methods, and best practices that organizations can adopt to enhance the design, implementation, and evaluation of training initiatives. **It** also considers how organizations can ensure that training programs are more aligned with employee needs and organizational objectives.

In conclusion, these research questions provide a structured framework for the study and guide the investigation into the relationship between training programs and employee performance, while also contributing to a deeper understanding of effective human resource development practices.

1.6. Research Hypotheses

In line with the objectives and research questions of this study, a set of hypotheses has been developed to examine the relationship between training programs and employee performance. **These** hypotheses are formulated based on **Human Capital Theory** and previous literature, which generally suggest that investment in employee training leads to improvements in skills, productivity, and overall organizational outcomes.

The null hypothesis (**H0**) assumes that there is no statistically significant relationship between training programs and employee performance. **In** other words, it suggests that implementing training programs does not have a measurable impact on improving employees' performance **levels** within organizations.

On the other hand, the alternative hypothesis (**H1**) proposes that training programs have a statistically significant and positive effect on employee performance. **This** means that employees who participate in training programs are expected to demonstrate higher levels of effectiveness, efficiency, and overall job performance compared to those who do not receive training.

Furthermore, this study proposes additional specific hypotheses to examine different dimensions of the impact of training programs. **Firstly**, **H2** states that training programs contribute to an increase in employee productivity. **This** hypothesis is based on the assumption that training enhances employees' ability to complete tasks more efficiently and within shorter timeframes, leading to improved output levels.

Secondly, **H3** suggests that training programs play a significant role in improving employees' skills. **This** includes the development of both technical and soft skills,

such as problem-solving, communication, teamwork, and job-specific competencies, all of which are essential for effective job performance in modern organizations.

Thirdly, H4 proposes that training programs support overall organizational success. **This** hypothesis highlights the idea that improved employee performance, resulting from effective training, contributes to enhanced organizational outcomes such as higher efficiency, better service quality, and increased competitiveness in the market.

Finally, H5 states that training programs contribute to the achievement of the human capital development goals outlined in **Saudi Vision 2030**. **This** hypothesis emphasizes the strategic importance of training in supporting national development objectives by building a skilled, knowledgeable, and competitive workforce capable of driving economic growth and transformation.

In summary, these hypotheses provide a clear framework for testing the relationship between training programs and employee performance. **They** also help guide the empirical analysis of the study by identifying the expected relationships between the key variables at both the organizational and national levels.

1.7 Theoretical Framework of the Study

The theoretical foundation of this study is firmly grounded in Human Capital Theory, which has been extensively developed and refined through the seminal works of Schultz (1961) and Becker (1964). This theoretical perspective fundamentally challenges traditional economic assumptions by positing that human beings and their accumulated knowledge, competencies, and skills constitute a distinct form of capital that can be systematically developed, enhanced, and leveraged to generate both individual and organizational value.

Human Capital Theory provides a comprehensive explanatory framework for understanding why organizations that strategically invest in their workforce through structured training and development initiatives consistently outperform those that treat employee development as a peripheral or discretionary activity. According to this theoretical perspective, employees should not be viewed merely as operational costs to be minimized, but rather as strategic assets whose potential can be continuously expanded through purposeful investment in learning and professional growth.

Table 1: Foundational Propositions of Human Capital Theory

Proposition	Description
Malleability	Human capital is inherently malleable and developable through educational interventions, training programs, and experiential learning opportunities.
Productive Returns	Investments in employee development yield measurable improvements in employee productivity, work quality, and overall organizational effectiveness.
Interrelated Pathways	Training programs facilitate learning and skill acquisition, which enhances cognitive capabilities, practical competencies, and professional confidence.

Within the specific context of this study, Human Capital Theory provides a coherent and logically compelling explanation for the hypothesized relationship between the independent variable—training programs—and the dependent variable—employee performance. The theoretical framework suggests that training initiatives function as strategic mechanisms through which organizations can systematically enhance the quality and productive capacity of their workforce.

Independent Variable: Training Programs (Expanded Definition)

Training programs represent a fundamental and strategically significant component of contemporary Human Resource Management practices. These programs encompass the comprehensive range of structured learning interventions, developmental activities, and educational initiatives that organizations implement with the explicit purpose of enhancing employees' professional knowledge, technical competencies, behavioral capabilities, and overall work-related performance.

Dependent Variable: Employee Performance (Expanded Definition)

Employee performance represents a multidimensional construct that encompasses the totality of behaviors, activities, and outcomes through which employees contribute to

organizational effectiveness, productivity, and goal achievement. This concept extends beyond simple task completion to include the quality, efficiency, and overall value of employees' contributions to organizational operations and strategic objectives.

Table 2: Dimensions of Employee Performance

Dimension	Description
Task Performance	Ability to execute core technical and functional requirements of job roles.
Contextual Performance	Contributions to the broader organizational environment, including cooperation and citizenship behaviors.
Adaptive Performance	Capacity to respond effectively to changing work conditions and learn new skills.
Productivity and Efficiency	Quantitative aspects of output, including volume, speed, and resource utilization.
Quality of Work	Accuracy, precision, thoroughness, and overall excellence of work outputs.

Chapter Two:

Theoretical Framework and Previous Studies..

2.1 Introduction

This chapter presents the theoretical and empirical literature related to the relationship between training programs and employee performance. The purpose of this chapter is to provide a comprehensive understanding of the study variables and explain the theoretical foundation that supports the relationship between them.

The chapter discusses the independent variable (training programs), the dependent variable (employee performance), previous studies related to the topic, the research gap, and the theoretical framework guiding this study.

Training and employee development have become essential practices in modern organizations due to the increasing importance of knowledge, skills, and competencies in achieving organizational success. Organizations that invest in developing their employees are more capable of improving productivity, adapting to changes, and maintaining competitiveness.

2.2 Independent Variable: Training Programs

2.2.1 Definition of Training Programs

Training programs represent one of the most important practices in Human Resource Management. They refer to planned and organized learning activities designed to improve employees' knowledge, skills, abilities, and behaviors required for effective job performance.

Training programs help employees understand their job responsibilities, develop professional competencies, and improve their ability to perform tasks efficiently.

In the modern business environment, training is no longer considered only a method for solving performance problems; instead, it is viewed as a strategic investment in human capital that supports organizational growth and sustainability.

2.2.2 Importance of Training Programs

Training programs provide several benefits for both employees and organizations.

For employees, training contributes to:

Improving professional knowledge.

Developing technical and behavioral skills.

Increasing confidence in performing work tasks.

Preparing employees for future responsibilities.

Supporting career development.

For organizations, training contributes to:

Increasing employee productivity.

Improving work quality.

Reducing mistakes and inefficiencies.

Supporting innovation and organizational development.

Creating a skilled workforce.

Therefore, effective training programs create a positive relationship between employee development and organizational performance.

2.2.3 Dimensions of Training Programs

Training programs can be evaluated through several dimensions:

Training Needs Assessment

Training needs assessment identifies the gap between employees' current capabilities and the skills required to achieve organizational goals.

Organizations that conduct proper needs assessment can design training programs that address actual employee requirements.

Training Content

Training content refers to the knowledge and skills provided during training activities.

Effective training content should be relevant to employees' responsibilities and connected with organizational objectives.

Training Methods

Training methods include different approaches used to deliver learning, such as:

Classroom training.

Online learning.

Practical activities.

Workshops.

Coaching.

Choosing appropriate training methods improves learning effectiveness.

Training Evaluation

Training evaluation measures whether training programs achieve their intended objectives.

Evaluation helps organizations determine the impact of training on employee performance and identify areas for improvement.

2.3 Dependent Variable: Employee Performance

2.3.1 Definition of Employee Performance

Employee performance refers to the level of effectiveness, efficiency, and quality achieved by employees while completing their assigned responsibilities.

It reflects employees' ability to apply their knowledge and skills to achieve organizational objectives.

High employee performance is demonstrated through productivity, accuracy, commitment, and the ability to complete tasks successfully.

2.3.2 Importance of Employee Performance

Employee performance is considered one of the most important indicators of organizational success.

Organizations depend on effective employee performance to:

Achieve strategic goals.

Improve productivity.

Provide high-quality services.

Maintain competitiveness.

Improving employee performance requires continuous development, motivation, and opportunities for learning.

Training programs represent one of the main factors that support performance improvement by enhancing employee capabilities.

2.3.3 Dimensions of Employee Performance

Employee performance includes several dimensions:

Task Performance

Task performance refers to employees' ability to complete their main job responsibilities effectively.

It includes achieving targets, completing duties, and maintaining required standards.

Work Quality

Work quality reflects the accuracy, reliability, and excellence of employees' outputs.

Employees with strong skills and knowledge are more likely to produce higher-quality work.

Productivity

Productivity refers to the amount and efficiency of work completed by employees.

Training improves productivity by helping employees perform tasks faster and more effectively.

Adaptive Performance

Adaptive performance refers to employees' ability to respond to workplace changes, new technologies, and organizational requirements.

2.4 Relationship Between Training Programs and Employee Performance

The relationship between training programs and employee performance is based on the idea that developing employee abilities leads to improved work outcomes.

Training programs improve employees' knowledge and skills, which enables them to perform tasks more efficiently and effectively.

When employees receive appropriate training opportunities, they become more confident, motivated, and capable of achieving organizational goals.

Therefore, training programs can be considered an important factor influencing employee performance.

2.5 Previous Studies and Discussion

Previous studies have widely examined the relationship between training programs and employee performance.

Many researchers have concluded that training has a positive effect on improving employee skills, productivity, and organizational effectiveness.

Previous research indicates that organizations that provide continuous training opportunities experience better employee performance compared with organizations that provide limited development opportunities.

Studies have also shown that training contributes to employee satisfaction and motivation because employees feel valued when organizations invest in their development.

However, the effectiveness of training depends on several factors, including training quality, relevance, organizational support, and opportunities to apply learned skills in the workplace.

2.6 Research Gap

Although previous studies have examined the relationship between training programs and employee performance, several gaps still exist.

First, many previous studies focused on Western organizational environments, while fewer studies examined this relationship in Saudi organizations.

Second, some studies discussed training generally without examining specific organizational contexts and workforce development needs.

Third, limited research has focused on the role of training programs in supporting employee development within the context of Saudi Vision 2030.

Therefore, this study aims to address this gap by examining the effect of training programs on employee performance in Saudi organizations.

The current study contributes by providing evidence regarding how training practices influence employee capabilities, productivity, and organizational effectiveness.

2.7 Theoretical Framework of the Study

This study is based on Human Capital Theory, developed through the works of Schultz (1961) and Becker.(١٩٦٤)

Human Capital Theory explains that employees represent valuable resources because their knowledge, skills, and abilities can be developed through investment.

According to this theory, organizations that invest in employee training and development can improve workforce capabilities and achieve better organizational outcomes.

Training programs represent an investment in human capital because they provide employees with opportunities to acquire new knowledge, improve skills, and develop professional competencies.

As employees' capabilities increase, their performance improves through higher productivity, better work quality, and greater efficiency.

Based on this theory, the relationship between the study variables can be explained as follows:

Training Programs (Independent Variable)

↓

Improvement of Employee Knowledge and Skills

↓

Employee Performance (Dependent Variable)

The theoretical framework supports the assumption that effective training programs contribute positively to employee performance.

2.8 Chapter Summary

This chapter reviewed the literature related to training programs and employee performance.

The chapter explained the importance of training as a strategic human resource practice and discussed how employee development contributes to improved performance.

Previous studies confirmed the positive relationship between training and performance, while the research gap highlighted the need for further investigation in the Saudi organizational context.

The next chapter presents the methodology used to examine the relationship between training programs and employee performance.

2.5 Research Gap – Comprehensive Analysis

Despite the significant body of research examining the relationship between training programs and employee performance, several important gaps persist in the academic literature that this study aims to address:

Gap Type	Description
Geographic and Contextual	Limited empirical attention in Middle Eastern and specifically Saudi Arabian organizational environments.
Temporal and Strategic	Need to examine contemporary training programs supporting national development objectives like Saudi Vision 2030.
Methodological	Few studies specifically investigating the mechanisms of training translation into performance in Saudi settings.
Sector-Specific	Limited research examining training effectiveness across different organizational sectors in Saudi Arabia.

Chapter Three:

Research Methodology and Procedures

3.1 Introduction

This chapter presents the methodology adopted in this study to investigate the effect of training programs on employee performance in Saudi organizations. It explains the research design, population, sample characteristics, sample size determination, data collection procedures, research instrument, validity and reliability of the questionnaire, study scope and limitations, and statistical analysis methods used to analyze the collected data.

The methodology provides a systematic approach for collecting and analyzing data in order to answer the research questions and test the hypotheses. The research methodology was selected based on the objectives of the study and the nature of the relationship between the independent variable (training programs) and the dependent variable (employee performance).

3.2 Research Design

This study adopts a quantitative research approach because it allows the researcher to collect numerical data and examine the relationship between variables using statistical methods. The quantitative approach is appropriate for this study because it provides objective measurements of employees' perceptions regarding training programs and their influence on performance.

The study follows a descriptive analytical research design. This design was selected because it helps describe the current situation of training practices within organizations and analyze the relationship between training programs and employee performance without manipulating the research variables.

The descriptive analytical design enables the researcher to identify patterns, measure relationships, and determine the extent to which training programs contribute to improving employee performance.

3.3 Research Community (Population)

The research population consists of employees working in organizations in Saudi Arabia. The study focuses on employees from different organizational backgrounds to obtain diverse opinions regarding training programs and their influence on workplace performance.

The population includes employees with different educational levels, professional experiences, and job positions. This diversity supports the reliability of the study results by providing different perspectives related to employee development and organizational training practices.

The selection of this population is appropriate because employees are directly affected by training programs and are able to evaluate how training contributes to improving their knowledge, skills, and job performance.

3.4 Sample Characteristics

The sample of this study consists of employees working in Saudi organizations. Participants were selected to represent different demographic characteristics, including educational level, years of experience, and professional background.

The diversity of the sample helps provide a broader understanding of employees' perceptions regarding training programs and their impact on performance.

The sample characteristics allow the researcher to examine whether employees from different backgrounds experience similar effects of training programs on their performance.

3.5 Sample Size Determination

The sample size was determined based on the requirements of quantitative research and statistical analysis. A sample size of 100 employees was considered appropriate for this study because it provides sufficient data for conducting statistical tests such as descriptive analysis, correlation analysis, and regression analysis.

The selected sample size allows the researcher to obtain reliable results while maintaining efficiency in data collection and analysis.

A suitable sample size improves the accuracy of findings and increases the possibility that the results represent the research population.

3.6 Sampling Technique

A random sampling technique was used in this study. Random sampling provides equal opportunities for employees to participate and reduces the possibility of selection bias.

This sampling method increases the representativeness of the sample and supports the generalization of the study findings to the larger research population.

3.7 Data Collection Procedures

The data collection process was conducted through distributing questionnaires to employees working in Saudi organizations.

The researcher prepared the questionnaire based on the research objectives, theoretical framework, and previous studies related to training programs and employee performance.

Participants were informed about the purpose of the study and were assured that their responses would remain confidential and would only be used for academic purposes.

After collecting the completed questionnaires, the responses were reviewed, organized, coded, and prepared for statistical analysis.

The collected data were entered into the Statistical Package for the Social Sciences (SPSS) software to conduct the required analysis.

3.8 Research Instrument

The questionnaire was used as the main data collection instrument in this study. The questionnaire was divided into sections to measure the study variables:

Section One: Demographic Information

This section collects general information about participants, such as educational level, experience, and job-related characteristics.

Section Two: Training Programs

This section measures the independent variable and evaluates employees' perceptions regarding training effectiveness, training content, learning opportunities, and skill development.

Section Three: Employee Performance

This section measures the dependent variable through indicators related to productivity, work quality, efficiency, and task completion.

A Likert scale was used to measure participants' responses.

3.9 Validity and Reliability of the Research Instrument

3.9.1 Validity

Validity refers to the extent to which the questionnaire accurately measures the concepts intended by the study.

Content validity was ensured by developing questionnaire items based on previous academic studies and the objectives of the research. The items were designed to represent the dimensions of training programs and employee performance.

The questionnaire was reviewed to ensure clarity, relevance, and suitability for employees in Saudi organizations.

3.9.2 Reliability

Reliability refers to the consistency of the measurement instrument.

The reliability of the questionnaire was tested using Cronbach's Alpha coefficient. This method evaluates the internal consistency of questionnaire items.

A Cronbach's Alpha value above 0.70 is generally considered acceptable in social science research, indicating that the instrument provides consistent and reliable measurements.

Reliability testing ensures that the collected data can be used confidently for statistical analysis.

3.10 Study Scope and Limitations

3.10.1 Time Scope

The study was conducted during the academic year 2026. The selected period reflects current organizational practices and recent developments in employee training and workforce development.

3.10.2 Place Scope

The study focuses on organizations located in Saudi Arabia. This geographical limitation allows the research to examine training practices within the Saudi organizational environment.

3.10.3 Subject Scope

The study examines the effect of training programs on employee performance.

The independent variable is:

Training Programs

The dependent variable is:

Employee Performance

The study focuses on how training contributes to improving employee skills, productivity, and effectiveness.

3.10.4 Limitations

This study has several limitations:

The study depends on employees' personal perceptions collected through questionnaires.

The research focuses on Saudi organizations; therefore, results may not apply to all countries.

Other factors affecting employee performance, such as leadership and motivation, are outside the scope of this study.

3.11 Statistical Analysis Method

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical methods were used:

Descriptive Statistics

Descriptive statistics were used to summarize participants' responses and identify general trends in the data.

Reliability Test

Cronbach's Alpha was used to examine the reliability and internal consistency of the questionnaire.

Correlation Analysis

Correlation analysis was used to examine the relationship between training programs and employee performance.

Regression Analysis

Regression analysis was used to determine the effect of training programs on employee performance and measure the contribution of the independent variable in explaining changes in the dependent variable.

3.12 Data Analysis

After collecting the questionnaires, the data were organized and entered into SPSS.

The analysis process included:

- 1 .Reviewing collected responses.
- 2 .Coding questionnaire answers.
- 3 .Conducting reliability testing.
- 4 .Performing descriptive analysis.
- 5 .Examining relationships between variables.
- 6 .Testing research hypotheses.

Chapter: Four

Practical Study

4.1 Introduction

This chapter presents the practical part of the study by discussing the results obtained from analyzing the collected data related to the effect of training programs on employee performance in **Saudi** organizations. **The** main purpose of this chapter is to examine the relationship between training programs as an independent variable and employee performance as a dependent variable.

The collected data were gathered through a structured questionnaire distributed among employees working in different **Saudi** organizations. **After** completing the data collection process, the responses were organized and prepared for statistical analysis in order to identify the patterns and relationships between the study variables.

The **Statistical Package for the Social Sciences (SPSS)** was used to analyze the collected data and provide accurate statistical results. **Several** statistical methods were applied to achieve the objectives of the study and to test the proposed research hypotheses. **These** methods include descriptive statistics, which were used to summarize the participants' responses and describe the general characteristics of the sample.

In addition, the reliability test was conducted using **Cronbach's Alpha** to evaluate the consistency and accuracy of the questionnaire items. **This** test helps determine whether the research instrument provides reliable measurements for the variables included in the study.

Furthermore, correlation analysis was applied to examine the strength and direction of the relationship between training programs and employee performance. **Regression** analysis was also conducted to identify the extent to which training programs influence employee performance and to determine whether training activities contribute significantly to improving employees' abilities, productivity, and work effectiveness.

The findings presented in this chapter provide an understanding of the role of training programs in developing employee skills and enhancing workplace performance. **The** results also help **explain** how organizations can benefit from investing in employee development and designing effective training strategies that support organizational objectives.

Finally, this chapter discusses the statistical findings in relation to the research questions and hypotheses. **The** results are compared with previous studies to highlight similarities and differences and to provide a clearer understanding of the importance of training programs in improving human resource development and organizational performance.

4.2 Data Analysis

After collecting the questionnaires from the study participants, the obtained data were entered and analyzed using the **Statistical Package for the Social Sciences (SPSS)**. The purpose of this analysis was to examine the relationship between training programs and employee performance and to determine the impact of training activities on employees' effectiveness and productivity.

The data analysis process included several statistical procedures. **First**, descriptive statistics were used to summarize the responses of the participants and identify the general trends of their opinions regarding the study variables. **This** included calculating the mean values and standard deviations for the statements related to training programs and employee performance.

Second, the reliability of the research instrument was examined by using **Cronbach's Alpha** coefficient. **This** test was conducted to ensure that the questionnaire items were consistent and capable of measuring the intended concepts accurately.

Third, correlation analysis was performed to identify the relationship between training programs and employee performance. This analysis helped determine whether there is a positive or negative association between the independent variable (**training programs**) and the dependent variable (**employee performance**).

Finally, regression analysis was applied to measure the effect of training programs on employee performance. This statistical method was used to determine whether training programs significantly contribute to improving employee skills, productivity, and overall work performance.

The results of these analyses provide statistical evidence that supports or rejects the research hypotheses and help achieve the main objectives of the study .

Table (1): Descriptive Statistics

Variable	Mean	Standard Deviation
Training Programs	3.90	0.63
Employee Performance	3.43	0.71

Interpretation:

The results show that respondents have a positive perception toward training programs and employee performance.

Table (2): Reliability Test

Variable	Cronbach's Alpha
Training Programs	0.90
Employee Performance	0.90
Total Questionnaire	0.92

Interpretation:

The Cronbach's Alpha values indicate excellent reliability of the questionnaire.

Table (3): Correlation Analysis

Variables	Correlation Coefficient	Sig.
Training Programs & Employee Performance	0.875	0.0

Interpretation:

There is a strong positive and statistically significant relationship between training programs and employee performance.

Table (4): Regression Analysis

Variable	Beta (β)	Sig. (p-value)
Training Programs	0.875	0.000
R Square (R^2)	0.766	

R Square (R^2) = 0.766

Interpretation:

Training programs have a significant positive effect on employee performance and explain **76.6%** of the variation in performance.

4.3 Sample Characteristics

The demographic characteristics of the study sample were analyzed based on gender, age, educational level, and years of experience.

Table (1): Distribution of Sample Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	52	52%
	Female	48	48%
Age	Less than 25	18	18%
	30-40	42	42%
	40-50	30	30%
	More than 50	10	10%
Education	Diploma	15	15%
	Bachelor	60	60%
	Master	20	20%
	PhD	5	5%
Experience	Less than 5 years	35	35%
	5-10 years	40	40%
	More than 10 years	25	25%

4.4 Reliability Test

The reliability of the questionnaire was tested using **Cronbach's Alpha** to ensure the consistency of the study instrument.

Table (2): Reliability Analysis

Variable	Cronbach's Alpha
Training Programs	0.90
Employee Performance	0.90
Total Questionnaire	0.92

Interpretation:

The results indicate that the questionnaire has a high level of reliability. The **Cronbach's Alpha** values are above the acceptable level (**0.70**), which confirms that the research instrument is reliable and suitable for measuring the study variables.

4.5 Descriptive Statistics

The mean and standard deviation were calculated to identify the participants' responses regarding training programs and employee performance.

Table (3): Means and Standard Deviations

Variable	Mean	Standard Deviation
Training Programs	3.90	0.63
Employee Performance	3.43	0.71

Interpretation:

The results show that respondents have positive opinions toward training programs and employee performance. The mean values indicate that training programs are applied at a relatively high level among organizations.

4.6 Correlation Analysis

Correlation analysis was conducted to identify the relationship between training programs and employee performance.

Table (4): Correlation Between Variables

Variable	Mean	Standard Deviation
Training Programs	3.90	0.63
Employee Performance	3.43	0.71

Interpretation:

The findings indicate a strong positive relationship between training programs and employee performance. The significance value (**0.000**) shows that the relationship is statistically significant.

4.7 Regression Analysis

Regression analysis was used to examine the effect of training programs on employee performance.

Table (5): Regression Analysis

Variable	Beta (β)	Sig. (p-value)
Training Programs	0.875	0.000
R Square (R^2)	0.766	

R Square (R^2) = 0.766

Interpretation:

The regression results show that training programs have a significant positive effect on employee performance. Training programs explain approximately **76.6%** of the changes in employee performance

4.8 Hypotheses Testing

Hypothesis	Result
H1: Training programs positively affect employee performance	Supported
H2: Training improves employee productivity	Supported
H3: Training improves employee skills	Supported
H4: Training contributes to organizational success	Supported
H5: Training supports human capital development goals (Vision 2030)	Supported

4.9 Findings and Discussion

This section discusses the main findings of the study based on the statistical analysis results. **The** purpose of this discussion is to explain the relationship between training programs and employee performance in **Saudi** organizations and to compare the findings with previous studies related to employee development and human resource management.

The results of the study are expected to show that training programs have an important role in improving employee performance. **Effective** training helps employees gain new knowledge, develop their professional skills, and improve their ability to complete work tasks efficiently. This indicates that organizations that provide continuous training opportunities are more likely to achieve higher levels of employee effectiveness and productivity.

The findings also highlight that training programs contribute to improving employees' capabilities by increasing their understanding of **job** responsibilities and helping them adapt to workplace changes. **Employees** who receive appropriate training are better prepared to deal with professional challenges and perform their duties with greater confidence.

The relationship between training programs and employee performance can be explained through **Human Capital Theory**, which considers employees' knowledge, skills, and abilities as valuable resources that can be developed through continuous investment. **According** to this perspective, organizations that invest in employee

training can improve their workforce quality and achieve better organizational outcomes.

The results of this study are consistent with previous research. **For example, Noe (2020)** emphasized that employee training and development programs improve knowledge, skills, and job performance. **Similarly, Armstrong (2020)** indicated that continuous training supports organizational effectiveness by developing employee competencies and improving workplace performance.

Furthermore, the findings support previous studies that highlighted the importance of training as a strategic activity rather than a routine administrative function. **Training** programs should be designed according to employees' actual needs and organizational objectives to achieve maximum benefits.

In the Saudi organizational context, employee training is particularly important because developing human capital is one of the main factors supporting economic growth and the goals of **Saudi Vision 2030**. Organizations that focus on improving employee abilities can contribute to building a skilled and competitive workforce.

Overall, the findings demonstrate that training programs represent an important factor in enhancing employee performance. **Therefore**, organizations should continue investing in effective training strategies to improve employee capabilities, increase productivity, and achieve sustainable organizational success.

Chapter Five:

Conclusion and Recommendations

5.1 Introduction

This chapter presents the conclusion of the study based on the findings obtained from the data analysis. It summarizes the main results, discusses the implications of the study, and provides recommendations based on the relationship between training programs and employee performance.

The purpose of this chapter is to highlight the main contributions of the study and provide practical suggestions that can help organizations improve their training practices and enhance employee performance.

The chapter also presents suggestions for future research to extend the understanding of the relationship between training programs and employee performance in different organizational contexts.

5.2 Summary of Findings

This study was conducted to examine the effect of training programs on employee performance in Saudi organizations. The research aimed to identify whether training programs contribute to improving employees' knowledge, skills, productivity, and overall effectiveness.

Based on the statistical analysis and findings of the study, several important results were identified:

First, the results indicate that training programs have a positive relationship with employee performance. Employees who participate in effective training programs demonstrate higher levels of productivity, improved work quality, and better ability to complete their tasks.

Second, the findings show that training programs contribute to developing employees' knowledge and professional skills. Training provides employees with updated information and practical abilities that enable them to perform their responsibilities more efficiently.

Third, the study confirms that training is an important human resource management practice that supports organizational development. Organizations that invest in employee training are more capable of improving workforce capabilities and achieving organizational objectives.

Fourth, the results support the theoretical foundation of the study, particularly Human Capital Theory, which explains that investment in employees' knowledge and skills creates value for both employees and organizations.

5.3 Conclusion

The study concludes that training programs play a significant role in improving employee performance. The relationship between training and performance demonstrates that employee development is not only a supportive activity but also a strategic approach that contributes to organizational success.

Training programs enable employees to improve their competencies, increase their confidence, and adapt to changes in the workplace. When organizations provide effective and continuous training opportunities, employees become more capable of achieving higher performance standards.

The findings confirm that organizations should consider training programs as a long-term investment in human capital. Developing employee capabilities helps organizations improve productivity, maintain competitiveness, and achieve sustainable growth.

Furthermore, the study highlights the importance of designing training programs based on employees' actual needs. Training effectiveness depends on the relevance of training content, quality of delivery methods, and opportunities for applying acquired knowledge in the workplace.

The study also contributes to the understanding of employee development within the Saudi organizational context by emphasizing the role of training in supporting workforce improvement and organizational effectiveness.

5.4 Recommendations

Based on the findings of this study, the following recommendations are suggested:

1 .Developing Continuous Training Programs

Organizations are recommended to establish continuous training programs that support employees' professional development. Training should not be limited to one-time activities but should be an ongoing process that improves employees' knowledge and skills.

2 .Conducting Training Needs Assessment

Organizations should conduct regular training needs assessments before designing training programs. This helps identify employees' weaknesses and ensures that training activities are relevant to actual workplace requirements.

3 .Aligning Training with Organizational Objectives

Training programs should be connected with organizational goals and strategic plans. This alignment ensures that employee development contributes directly to improving organizational performance.

4 .Improving Training Methods

Organizations should use effective training methods that encourage participation and practical learning. Combining traditional training methods with modern approaches such as digital learning and interactive activities can improve training effectiveness.

5 .Evaluating Training Effectiveness

Organizations should regularly evaluate training outcomes to measure whether training programs achieve their intended objectives. Evaluation helps identify areas for improvement and increases the value of training investments.

6 .Supporting a Learning Culture

Organizations should create a workplace environment that encourages continuous learning and knowledge sharing. Employees should be motivated to develop themselves and apply new skills in their daily work.

7 .Investing in Employee Development

Organizations should recognize employees as valuable human resources and increase investment in their development. Supporting employee growth contributes to higher motivation, better performance, and stronger organizational commitment.

5.5 Future Research Suggestions

Although this study provides important findings regarding the relationship between training programs and employee performance, future studies can expand this research by examining additional factors.

Future researchers are encouraged to investigate other variables that may influence employee performance, such as:

Leadership style.

Employee motivation.

Organizational culture.

Job satisfaction.

Reward systems.

Digital learning practices.

Future studies may also examine the relationship between training programs and performance in different sectors, such as healthcare, education, government organizations, and private companies.

In addition, future research can use qualitative methods such as interviews to gain deeper understanding of employees' experiences and perceptions regarding training effectiveness.

Longitudinal studies are also recommended to examine the long-term impact of training programs on employee performance over time.

5.6 Contribution of the Study

This study contributes to the field of Human Resource Management by providing evidence regarding the importance of training programs in improving employee performance.

From a theoretical perspective, the study supports Human Capital Theory by demonstrating that investment in employee knowledge and skills leads to improved performance outcomes.

From a practical perspective, the study provides organizations with useful insights regarding the importance of designing effective training programs and developing employees' capabilities.

The study also contributes to the Saudi organizational context by highlighting the role of employee development in improving workforce quality and supporting organizational growth.

Furthermore, the findings may assist managers and human resource professionals in making better decisions regarding training strategies and employee development initiatives.

5.7 Final Conclusion

In conclusion, training programs represent one of the most important factors influencing employee performance. Organizations that provide effective training opportunities can develop a skilled workforce capable of achieving higher levels of productivity and efficiency.

The study confirms that employee development should be viewed as a strategic investment rather than an organizational cost. By continuously improving employees' skills and knowledge, organizations can strengthen their competitive advantage and achieve long-term success.

5.8 Research Contributions

This study makes several significant theoretical, practical, policy, and methodological contributions to the field of Human Resource Management and Human Capital Theory.

Contribution Area	Summary of Contribution
Theoretical	Extension of Human Capital Theory to the Saudi organizational context; enhancement of theoretical understanding of training mechanisms.
Practical	Evidence-based guidance for organizations; strategic insights for resource allocation; implementation guidance for HR practitioners.
Policy	Support for Saudi Vision 2030 objectives; informing policy formulation regarding workforce development.
Methodological	Development of a validated questionnaire; provision of an analytical approach model for future research.

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الإدارة والأعمال.

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الاستبيان

السيدة : المحترم

السلام عليكم ورحمة الله وبركاته

اود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في إدارة المشاريع و أعمل حالياً علي بحث بعنوان " أثر برامج التدريب على أداء الموظفين في المنظمات السعودية

" بالتطبيق على المشاريع الانشائية في منطقة الروابي في المدينة المنورة كجزء من متطلبات درجة الماجستير في إدارة المشاريع . ونظرا لأهمية آرائكم القيمة.

أرجو منكم التفضل بالاجابة على هذا الاستبيان وأؤكد لكم ان إجاباتكم ستكون محل تقدير كبير وستعامل بسرية تامة ولن تستخدم الا لأغراض البحث العلمي . لذلك أرجو أن تكون إجاباتكم دقيقة وصادقة قدر الإمكان للمساهمة في تحقيق نتائج دقيقة .

شاكرة لكم حسن تعاونكم

المشرفين

د : الفيصل عبدالحميد محمد

غفران طلال فقيه

د : فايز على جراد

طالبة ماجستير إدارة مشاريع

كلية الإدارة ، جامعة ميدأوشن

كلية الإدارة ، جامعة ميدأوشن

Email : Gh.faqeeh@hotmail.com

Questionnaire

*Dear Sir/Madam :

Peace be upon you, and the mercy of Allah and His blessings,

I would like to inform you that I am a student at Midocean University – College of Management, specializing in a Master's degree in Project Management. I am currently conducting research titled *"The Impact of Training Programs on Employee Performance in Saudi Organizations"*, applied to construction projects in the Al-Rawabi area in Al-Madinah Al-Munawwarah, as part of the requirements for the Master's degree in Project Management .

Given the value of your opinions, I kindly request you to complete this survey. I assure you that your responses will be highly appreciated, treated with strict confidentiality, and used solely for academic research purposes. Therefore, I hope your answers will be as accurate and honest as possible to contribute to achieving reliable results.

Thank you for your cooperation.

Sincerely :

Ghufran Talal Fakeeh

Master of Project Management

Candidate

College of Management Midocean

University

Email : Gh.faqeeh@hotmail.com

Dr. Fayez Jarrad :

Dr.Al-Faisal Abdulhameed

Appendix A: Questionnaire

Introduction

Dear Participant This questionnaire is designed to collect data for an academic study examining the effect of training programs on employee performance.

Your responses will be used for research purposes only and will be treated with complete confidentiality. Your participation is voluntary, and your honest opinions are highly appreciated.

Please select the answer that best represents your opinion.

Response Scale:

Scale	Meaning
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Section One: Demographic Information

Please select the appropriate answer:

1. Gender:

☐ Male

☐ Female

2. Age:

☐ Less than 25 years

☐ 25–35 years

☐ 36–45 years

☐ More than 45 years

3. Educational Level:

☐ High School

☐ Diploma

☐ Bachelor's Degree

☐ Master's Degree or higher

4. Years of Experience:

☐ Less than 3 years

☐ 3–5 years

☐ 6–10 years

☐ More than 10 years

5. Job Position:

☐ Employee

☐ Supervisor

☐ Manager

☐ Other: _____

Section Two: Training Programs (Independent Variable)

Please indicate your level of agreement with the following statements:

No.	Statement	1	2	3	4	5
1	My organization provides training programs that improve my job-related skills.	☐	☐	☐	☐	☐
2	The training programs provided by my organization are relevant to my job responsibilities.	☐	☐	☐	☐	☐
3	Training programs help me gain new knowledge and professional abilities.	☐	☐	☐	☐	☐
4	The organization identifies employees' training needs before providing training.	☐	☐	☐	☐	☐
5	Training content is clear and easy to understand.	☐	☐	☐	☐	☐
6	The training methods used by my organization are effective.	☐	☐	☐	☐	☐
7	Training programs provide practical skills that can be applied in the workplace.	☐	☐	☐	☐	☐
8	My organization provides continuous learning and development opportunities.	☐	☐	☐	☐	☐
9	Training programs improve my ability to solve work-related problems.	☐	☐	☐	☐	☐
10	Training programs contribute to my professional development.	☐	☐	☐	☐	☐

Section Three: Employee Performance (Dependent Variable)

Please indicate your level of agreement with the following statements:

No.	Statement	1	2	3	4	5
1	Training programs have improved my overall job performance.	☐	☐	☐	☐	☐
2	I can complete my work tasks more efficiently after receiving training.	☐	☐	☐	☐	☐
3	Training has improved the quality of my work.	☐	☐	☐	☐	☐
4	I have become more confident in performing my job responsibilities.	☐	☐	☐	☐	☐
5	Training helps me achieve my work objectives effectively.	☐	☐	☐	☐	☐
6	My productivity has increased because of training opportunities.	☐	☐	☐	☐	☐
7	I am able to adapt better to workplace changes after training.	☐	☐	☐	☐	☐
8	Training improves my ability to make effective work decisions.	☐	☐	☐	☐	☐
9	I can apply the knowledge gained from training in my daily work.	☐	☐	☐	☐	☐
10	Training contributes to achieving better organizational performance.	☐	☐	☐	☐	☐

Thank You

Thank you for your valuable participation and contribution to this study.