

جامعة ميدأوشن

كلية الإدارة

قسم / تخصص إدارة الموارد البشرية



**Enhancing Organizational Performance through Strategic Employee
Training and Development in Arabian Agricultural Services Company
(ARASCO)**

إعداد الطالب/ نجم محمد الحربي

إشراف/

د. الفيصّل عبد الحميد

د. فايز جراد

العام الدراسي:

2025

Introduction:

Employee training and development are critical components of organizational success, especially in an evolving business environment like Arabian Agricultural Services Company (ARASCO). With the Vision 2030 initiative emphasizing workforce enhancement and economic diversification, organizations must invest in continuous employee training to enhance skills, boost productivity, and maintain a competitive edge=

This study was selected due to the increasing importance of human capital in modern economies and the need to understand how structured training programs influence organizational growth. Historically, workforce development has been a crucial aspect of economic advancement, with various studies indicating a direct link between training efforts and business success=

The significance of this study extends beyond individual organizations, as its findings can contribute to national economic policies, corporate governance strategies, and talent management frameworks. Understanding the effectiveness of training programs at ARASCO will provide insights into the broader economic implications of workforce development, offering recommendations for both private and public sector initiatives.

By analyzing existing research and industry practices, this study aims to connect theoretical frameworks with practical applications, contributing to ongoing discussions on human resource management and organizational performance. It will explore how employee training aligns with corporate goals, evaluate challenges faced by organizations, and identify areas for further enhancement=

Study Problem

The research problem is that organizations like ARASCO invest significantly in employee training and development, yet there is insufficient empirical evidence demonstrating the direct impact of these initiatives on organizational performance. To what extent do employee training and development programs contribute to enhancing productivity, employee engagement, retention, and innovation? This study seeks to answer this overarching question by addressing the following questions:

1. How does employee training influence overall organizational productivity at ARASCO?
2. What is the impact of training programs on employee engagement and job satisfaction?
3. To what extent do training initiatives contribute to employee retention rates?
4. How do different training models align with corporate goals to enhance performance?

This study aims to explore the effectiveness of various training models and their alignment with corporate objectives to identify best practices for optimizing organizational growth.

Importance of the Study

The current study may be useful in enhancing the understanding of the impact of employee training and development on organizational performance at ARASCO. Given the emphasis on workforce enhancement under Vision 2030, this research is significant in shedding light on best practices for employee development and organizational success.

Theoretical Significance: This study may contribute to existing literature by expanding knowledge on the relationship between training initiatives and organizational performance. It will build upon human capital theory and workforce development frameworks to provide new insights into training effectiveness.

Practical Importance: The findings of this study may be useful for HR professionals, business leaders, and policymakers in designing and implementing training programs that align with corporate objectives. It may also help ARASCO optimize its workforce strategies to drive productivity and innovation.

Objectives of the Study

1. To examine the relationship between employee training and organizational performance at ARASCO.
2. To explore the effectiveness of different training methods in enhancing employee productivity and engagement.
3. To investigate the role of training programs in improving employee retention and job satisfaction.
4. To identify the challenges ARASCO faces in implementing employee training and development programs.

Study Questions

General Question: To what extent do employee training and development programs contribute to enhancing organizational performance at ARASCO?

Sub-Questions:

1. How does employee training impact productivity at ARASCO?
2. What are the most effective training methods in improving employee engagement and job satisfaction?
3. To what extent do training initiatives influence employee retention rates?
4. What challenges does ARASCO face in implementing training and development programs?

Research Hypotheses

A research hypothesis is a specific, testable statement that predicts the expected relationship between variables in a study. It serves as a foundation for empirical investigation and analysis, guiding the direction of the research. A hypothesis consists of two variables that are in relation to each other and aims to be proven through research. As a result of this study, conclusions and theories will be developed to contribute to the broader understanding of employee training and organizational performance=

The following hypotheses are formulated based on interdisciplinary perspectives, incorporating elements from human resource management, organizational behavior, and economics=

H1: Employee training and development are positively associated with organizational performance at ARASCO, as measured by productivity, efficiency, and financial outcomes=

H2: There is a significant relationship between training methods (e.g., on-the-job training, e-learning, workshops) and employee engagement and job satisfaction.

H3: ARASCO experiences lower employee turnover rates and higher levels of workforce stability when implementing well-structured training and development programs=

H4: Employee training and development initiatives contribute to career growth opportunities and skill enhancement, which in turn influence job satisfaction and motivation=

H5: ARASCO achieves better operational efficiency and overall business performance when aligning training programs with corporate objectives=

Previous Studies and Theoretical Framework

Previous studies are a crucial component of scientific research, providing a foundation for understanding the research problem. A review of relevant literature will offer insights into global and local perspectives on employee training and its impact on organizational performance.

This study will build on prior research by synthesizing findings from various empirical studies, such as those conducted by Noe (2017) on the effectiveness of structured training programs and Becker's (1964) human capital theory, which underscores the importance of workforce investment in organizational success. Additionally, studies by Salas et al. (2012) have demonstrated the impact of tailored training interventions on employee engagement and retention.

The research methodologies employed in these studies vary, with Noe (2017) using a combination of experimental designs and longitudinal surveys to measure the effectiveness of structured training programs. Becker's (1964) work relied on econometric modeling to quantify the impact of human capital investment on productivity. Salas et al. (2012) conducted meta-analyses of previous training programs, systematically reviewing case studies and survey data from multiple industries to evaluate their impact on workforce engagement and retention.

By leveraging these previous studies, this research aims to refine existing knowledge and introduce new perspectives tailored to ARASCO's organizational context. To ensure accuracy and depth, this study will systematically collect and analyze sufficient data on employee training programs, workforce development strategies, and their effectiveness in improving productivity, engagement, and retention. It will critically examine the methodologies and findings of earlier studies, identifying gaps and potential biases to provide a more holistic understanding of training effectiveness.

Drawing from human capital theory, learning theories, and best practices in workforce development, this study will assess how previous research has addressed training effectiveness, highlighting both strengths and shortcomings. By avoiding the pitfalls of past studies and adopting a forward-looking approach, this research will contribute valuable insights into optimizing employee training programs to enhance ARASCO's organizational performance.

Theoretical Premises of Study

This research recognizes that theory and research are interdependent, with theory serving as a consolidation of knowledge and an outcome of scientific inquiry. By leveraging empirical research, theories related to employee training and development continue to evolve and validate their hypotheses. This study is grounded in the assumption that well-structured training programs, supported by theoretical frameworks and empirical findings, lead to improved employee performance, subsequently enhancing overall organizational productivity and efficiency.

Methodology and Research Methods

A descriptive and applied research approach will be used, incorporating both qualitative and quantitative methods. Surveys and interviews will be conducted with employees and HR professionals at ARASCO to gather comprehensive insights into training effectiveness and organizational performance.

Study Tools (Data Collection Tools)

Questionnaires to collect quantitative data on employee perceptions=

Interviews with HR professionals for qualitative insights.

Case studies of organizations with successful training programs=

Study Limitation

This research will be limited to ARASCO, reflecting a spatial limit as it focuses solely on one organization rather than a broader industry or regional perspective. Data collection may be restricted by company policies on confidentiality and employee participation, which could impact the generalizability of findings beyond ARASCO's specific corporate environment.

Study Structure

This study is structured into multiple chapters and sections, each will address a specific aspect of the research topic=

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Data Analysis and Findings

Chapter 5: Conclusion and Recommendations

Main References

- Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. University of Chicago Press.
- Noe, R. A. (2017). *Employee Training and Development*. McGraw-Hill Education.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). "The Science of Training and Development in Organizations: What Matters in Practice." *Psychological Science in the Public Interest*, 13(2), 74-101.
- Kirkpatrick, D. L. & Kirkpatrick, J. D. (2006). *Evaluating Training Programs: The Four Levels*. Berrett-Koehler Publishers.
- Baldwin, T. T., Ford, J. K., & Blume, B. D. (2009). "Transfer of Training 1988–2008: An Updated Review and New Agenda for Future Research." *International Review of Industrial and Organizational Psychology*, 24, 41-70.
- Cascio, W. F. (2018). *Managing Human Resources*. McGraw-Hill Education.
- Saudi Vision 2030 (2016). *Kingdom of Saudi Arabia Vision 2030*. Retrieved from <https://vision2030.gov.sa>.

