

Evaluating the Impact of Training on Team Performance: A Study on
Product Specialists in Medical Device Industry in Saudi Arabia

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Graduation Project – 1

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- **Acknowledgement and Dedication**

- **Abstract**

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Evaluating the Impact of Training on Team Performance: A Study of Product Specialists in Medical Device Industry in Saudi Arabia

Introduction:

Training and development are major requirements for employee success in the medical device industry. This is because big medical device companies aim to market, sell and maintain contracts with medical institutions such as hospitals, polyclinics and governmental contracts. With so much at stake, companies like Smith + Nephew, Stryker and Zimmer BioMed allocate vast budgets for training their sales staff and technical-support specialists. Large medical corporations always aim to improve their work; and they can only do that by having a well-trained and capable staff. Mahadevan and Yap (2019) highlight that the employees in these corporations “need to put in a lot of effort. Firstly, they will need to understand the product feature and then, to master the selling approach and technique. All of these would be quite impossible without proper training and guideline from their company especially in today’s business environment” (p. 7).

Recent research indicates that sales representatives who have undergone extensive training by their corporations are more capable and knowledgeable than employees without similar training (Mahadevan & Yap, 2019). Such staff members would perform tasks required of them in a more proficient way (Zahiruddin, 2012). They would have the confidence and motivation to achieve their tasks in a timely manner. They would also be committed to the company’s message and strive to perform these tasks with quality and dedication (Mohan & Gomathi, 2015).

In addition, training location is an important factor to be considered when it comes to training and development. Medical device companies need to think whether to offer their training in-house (i.e. on the job training) or in a separate location (i.e. off-the job training). On-the job training is offered within the company walls, and employees would learn how to handle technical machinery from their supervisors/colleagues. On the other hand, off-the-job training requires the company to arrange for external training and development opportunities, usually with specialized consultants and institutes (Mahadevan & Yap, 2019).

There are advantages and disadvantages to both types of training. First, on-the-job training is beneficial for fast knowledge transfer as the staff member would learn and practice as they do the job (Baum & Devine, 2007). Such training is important with task-oriented activities that require handling surgical devices and equipment; as they require certain steps to be followed in a sequence (Blanchard & Thacker, 1998). This type of training is quite beneficial as it saves time and money, but it is not without its disadvantages, as employee's lack of experience may lead to several errors increasing the possibility of accidents (Reddy, 2016). On the other hand, with off-the job training, staff members can focus on learning the required skills with minimal distraction as such training is held in training facilities which would be fully equipped with any required tools and surgical devices (Shafini et al, 2016). In addition, the training program is more structured, as it is delivered by expert trainers and has a clear agenda. This would lead to greater benefit on part of the trainees (Ramya, 2016). Role play and simulations give the training extra significance (Smith, 2002; Hamilton, 1990). However, as employees require time off work to conduct the training, workload will accumulate and build up. They would have to rush through it decreasing the quality of performance for the sake of finishing what needs to be done (Riley, 2018).

Research problem:

This study aims to investigate the role of training and development on team performance. It also looks at whether employees prefer their training to be in-house or at specialized training facilities. It looks at how product specialists in the medical device industry in Saudi Arabia view and appreciate the training and development provided for them by the Human Resource Management Department in their corporations and the effect this training has on team performance, and motivation, and dedication.

Research Significance:

This study will help medical device industry professionals identify the importance of team training and the results this training will have on motivation, performance, and dedication. Also, it will help researchers shed light on the effects of training location on team performance, as it identifies the effect of location on team performance whether it is on-the-job or off-the-job training.

Research Questions:

This study seeks to answer the following questions:

- **Main Research Question 1: How does training and development affect team performance in the medical device industry in Saudi Arabia?**
 - Sub-Question 1: What type of training is offered to employees in the medical device industry?
 - Sub-Question 2: How does training and development influence team performance?
 - Sub-Question 3: How does training and development affect each employee's motivation for success?
 - Sub-Question 4: How does training and development affect staff dedication to the company?
- **Main Research Question 2: How does training location affect training success in the medical device industry in Saudi Arabia?**
 - Sub-Question 1: Where do the medical device companies offer their training?
 - Sub-Question 2: What are the benefits and shortcomings of on-the-job-training?
 - Sub-Question 3: What are the benefits and shortcomings of off-the-job-training?

Research Objectives:

- To examine the effect of training and development on team performance in the medical device industry in Saudi Arabia.
- To explore the type of training offered to employees in the medical device industry.
- To evaluate the effect of training and development on team performance.
- To examine the impact of training and development on employee's motivation for success and dedication to the company.
- To investigate the role of location (on-the-job-training or off-the-job-training) on training success.

Research Hypotheses:

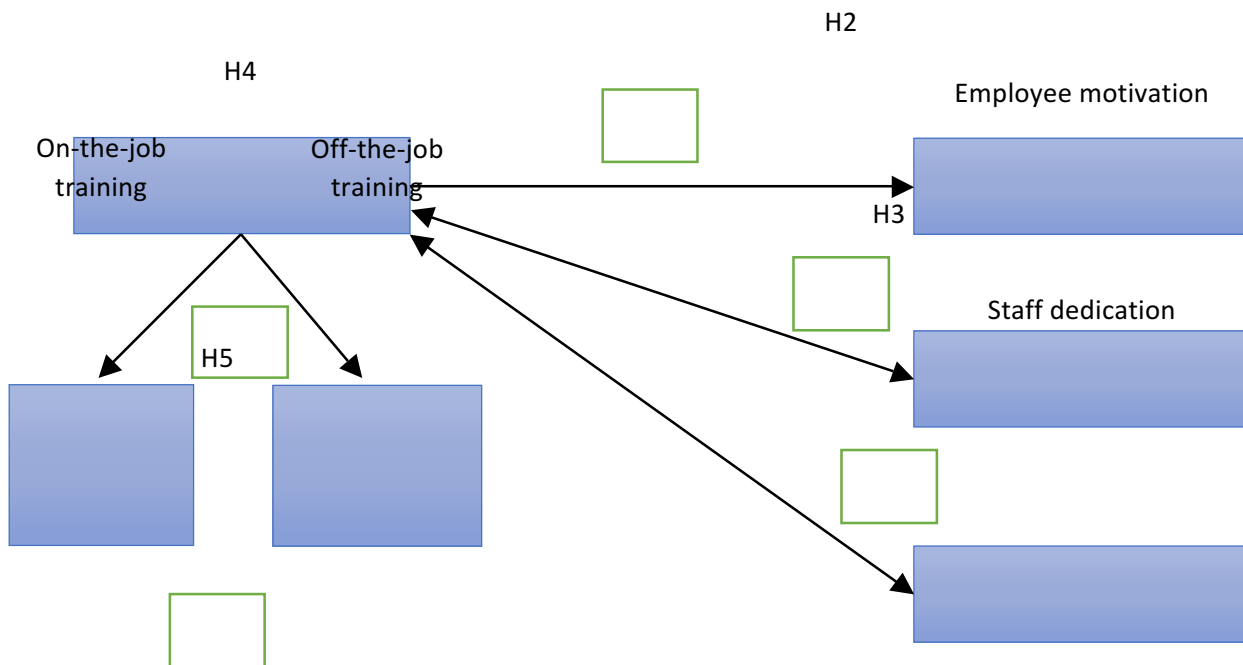
- H1: There is a statistically significant relationship between training and team performance.
- H2: There is a statistically significant relationship between training and employee's motivation for success.
- H3: There is a statistically significant relationship between training and the staff's dedication for the company.
- H4: There is a statistically significant positive relationship between training location and training success.
- H5: Off-the-job training is more statistically significant than on-the-job training.

Research Model:

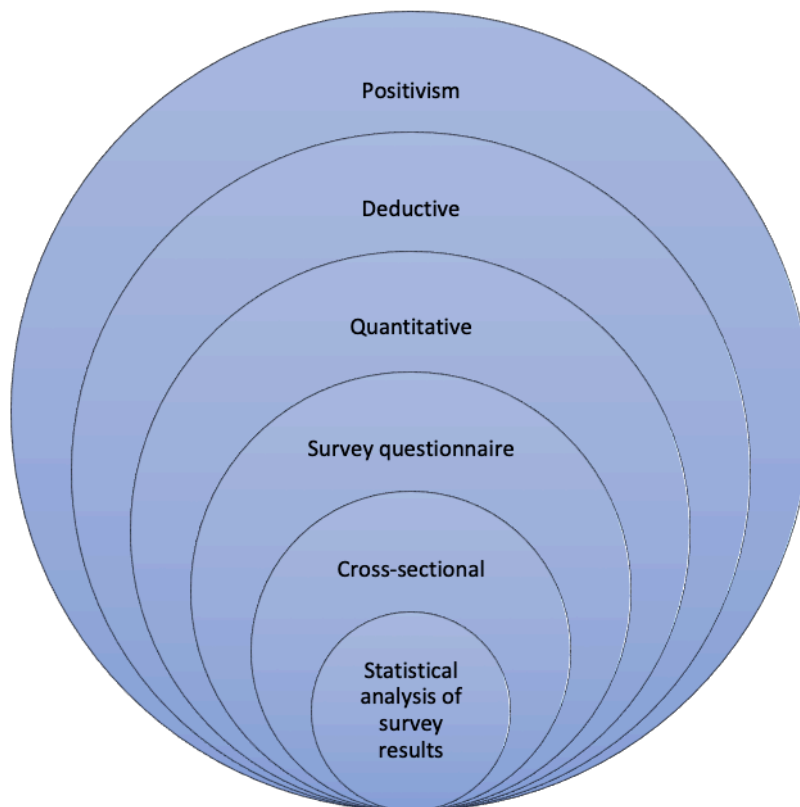
H1

Training & development

Team performance



Research Methodology:



Research Philosophy: Positivist

Research Approach: Deductive

Research Strategy: Quantitative

Research Choice: Survey questionnaire

Time Horizon: Cross-sectional

Data Collection and Analysis Techniques: Statistical analysis of survey results

Suggested Project Structure:

The study will comprise of the following chapters:

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Statistical Analysis
- Chapter 5: Discussion and Conclusion

Empirical Study:

This study will be conducted on 3 international medical device companies which are based in Saudi Arabia: Smith + Nephew, Boston Scientific, Medtronic, Johnson & Johnson and Striker. Over 200 staff members of these companies are expected to participate in the study. An online survey questionnaire will be distributed to them via WhatsApp. The questionnaire is based on the work of Jaseel (2018) Umer et al., (2020), Alzayedat et al., (2017) and Mahadevan and Yap (2019).

Literature Review & Theoretical Framework

Conclusion

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