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" أثر التدريب في ادارة المشاريع على جودة الاداء في شركات الصناعات الغذائية في

مدينة ينبع الصناعية "

The impact of training in project management on the quality of performance in companies for food industries in Yanbu Industrial City

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Contents

Introduction	6
Study Problem.....	7
Significance of the study	9
Objectives of the study.....	10
Research Questions.....	10
Theoretical framework.....	11
Methodology and Research Methods.....	11
Instrumentation and study tools	13
Fields of Study	16
Bibliography	17

الملخص

مجال البحث للدراسة المقترحة في صناعة تجهيز الأغذية. فعلى الرغم من تداول وجهة نظر عامة مفادها أن إدارة المشاريع هي تتم غالباً في صناعات مثل الهندسة والصحة والانشاءات ، فانه يتم أيضاً العمل بها في صناعة الأغذية لتحقيق أهداف مختلفة لتعزيز الاداء والمنافسة بين منظمات تصنيع الأغذية. تركز معظم أنشطة إدارة المشاريع التي يتم إجراؤها في صناعة الأغذية بشكل أساسي على تحقيق أهداف تنظيمية محددة تقع غالباً في مجال التحسين المستمر للجودة، لذلك، تقدم صناعة المواد الغذائية مجالاً غنياً للدراسة لفحص تأثير التدريب على إدارة المشروع على جودة المنتجات الغذائية، منها رضا العملاء ، والتعاون والعمل الجماعي بين الموظفين ، وأداء المنظمات في صناعة الأغذية. (al et Pinna، 2018)

وتعد جودة المنتجات، ورضا العملاء ، والتعاون ، والعمل الجماعي بين الموظفين وأداء المنظمات في صناعة الأغذية من المكونات الرئيسية للمنظمات الناجحة في نفس الصناعة الغذائية (al et Pinna، 2018) على الرغم من وجود طرق مختلفة لتحسين جودة المنتجات ورضا العملاء، إلا ان التدريب على مهارات إدارة المشاريع أيضاً تلعب دوراً مهماً في تحقيق المتغيرات المذكورة أعلاه (al et Pinna، 2018). لذلك ، فإن الغرض من الدراسة المقترحة هو دراسة كيف يمكن للتدريب على علوم إدارة المشاريع أن يعزز جودة المنتجات الغذائية، ورضا العملاء، والتعاون وتأثير ذلك على توحيد مفردات العمل لتواصل اجود واسرع.

فيما يتعلق بمجال الدراسة، فقد أجرى العديد من الباحثين دراسات تتعلق بالمجال الحالي مع التركيز على الجوانب المختلفة المتعلقة بنطاق مجال الدراسة المقترح. على سبيل المثال، استكشف (Loo 1996) أهمية التدريب على أساسيات إدارة المشروع وتدريب فريق التطوير والتدريب الإداري من خلال مناقشة عوامل التنفيذ التي غالباً ما تسهل التنفيذ الناجح لأساليب التدريب في مكان العمل والنتائج المتوقعة.

ووفقاً للدراسة ، يعتبر المدربون والمديرون أن تبني إدارة المشاريع يمكن تنفيذه مع تغيرات محدودة في مكان العمل وأن التكاليف المبذولة في اعتماد إدارة المشاريع غالباً ما تكون ضئيلة مقارنة بالمزايا المحتملة المتعلقة بتحسين كفاءة الفريق والفرد، معايير جودة العمل ، والحد من إجهاد الموظفين ، وتقليل الصراع بين الفرق والأفراد في المنظمات.

لكن، لم يركز أي من الأبحاث السابقة على تأثير عملية التدريب على إدارة المشاريع في مجال صناعة الأغذية مع التركيز بشكل خاص على تأثيره على جودة المنتجات الغذائية.

ستكون نتائج الدراسة ضرورية لمتخذي القرار في المنظمات من خلال تزويدهم بالمعرفة حول كيفية استخدام التدريب على إدارة المشاريع في مجال صناعة الأغذية وكيف يمكنهم استخدام هذه المعرفة لاكتساب ميزة تنافسية في صناعة وتجيز الأغذية وتنفيذ مشاريع التحسين المستمر المتعلقة بالجودة.

ستبنى الدراسة المقترحة منهجية التحليل النوعي، qualitative analysis وتصميم بحث استكشافي للمساعدة في فحص تأثير التدريب على إدارة المشاريع على صناعة الأغذية. مع التأكيد أن المنهجية النوعية المعتمدة مصممة بطريقة تساعد في الكشف عن تصور وسلوك الجمهور المستهدف فيما يتعلق بهدف الدراسة وأسئلة البحث. من المتوقع أن تكون نتائج الدراسة النوعية المقترحة أكثر وصفية وسيتم سحب الاستنتاجات بسهولة من المعلومات التي سيتم الحصول عليها من المشاركين في الدراسة. وستشمل طريقة البحث ما يفكر فيه التنفيذيين والموظفين الافراد ولماذا يفكرون بهذه الطريقة فيما يتعلق بمجال الدراسة المقترح.

كما تم اختيار تصميم البحث الاستكشافي لهذه الدراسة لأنه سيساعد في تضيق نطاق الموضوع قيد البحث ، وصياغة بيان مشكلة واضح للبحث الميداني حول موضوع الدراسة المقترحة. ستشمل الخطوات التي سيتم اتباعها لإجراء الدراسة المقترحة ؛ تحديد مشكلة البحث، وافترض الموقف ، وتصميم منهجية البحث ، وجمع البيانات وتحليلها ، وتوفير السبل للبحث المستقبلي

ستكون عينة البحث من منظمات الصناعات الغذائية الذين يمكنهم تنفيذ التدريب على إدارة المشاريع لتحسين جودة المنتجات الغذائية ، ورضا العملاء ، والتعاون ، والعمل الجماعي بين الموظفين ، وأداء المنظمات في مجال صناعة الأغذية. سيتم استخدام طريقة أخذ العينات الهادفة لتكوين عينة الدراسة المكونة من اثني عشر مشاركاً الذين سيتم إعطاؤهم أسئلة تتعلق بأهداف الدراسة وأسئلة البحث (Thapa and Rai ، 2015) سيتم اختيار المشاركين في العينة من قبل الباحث بناء على معرفتهم وخبرتهم وفهمهم لأسئلة البحث في الدراسة. ومن غير المحتمل

أن تؤدي طريقة أخذ العينات الهادفة إلى عينة تمثيلية لتمثيل عينة البحث ، ومع ذلك ، ستكون تقنية أخذ العينات سهلة وسريعة إلى حد ما لتحقيق مجموعة من النتائج من ردود المشاركين (Thapa and Rai ، 2015) معيار العينة يستلزم ان يكون المشارك قد عمل كمدير مشاريع في صناعة الأغذية ، ويجب أن يكون قد عمل لأكثر من خمس سنوات ، ويجب أن يكون لديه معرفة واسعة فيما يتعلق بالتدريب على إدارة المشاريع وفوائده.

ستبنى الدراسة المقترحة مقابلات متعمقة شبه منظمة لجمع البيانات من المشاركين حول تصوراتهم وأفكارهم ووجهات نظرهم فيما يتعلق بتأثير التدريب على إدارة المشاريع باستخدام المقابلات وجهاً لوجه او عن بعد لجمع البيانات من المشاركين الذين لديهم دراية جيدة بالمعرفة حول مدى أهمية التدريب على إدارة المشاريع في مختلف الصناعات ومن أولئك الذين يعملون كمديري مشاريع في صناعة الأغذية.

Introduction

Project management in organizations often entails the organization and planning of organizations' resources to execute tasks, plan events, and complete significant duties conducted in the production processes of organizations (Ramazani & Jergeas, 2015: 41). It entails a one-time activity or ongoing projects, and associated resources managed such as finances, personnel, intellectual property, and technology. For many decades, project management has been associated with fields in construction management, engineering, and more lately information technology and healthcare (Ramazani & Jergeas, 2015: 43). These fields have a sophisticated set of components that have to be assembled and completed in well-constructed fashions to create fully-functioning products (Porananond & Thawesaengskulthai, 2014). Regardless of the industry, project managers often have a rough estimation of the same responsibilities such as defining the objectives and goals of projects and determining the components of projects to be completed and the people to execute the completion duties (Ramazani & Jergeas, 2015: 49). Nonetheless, they are also responsible for creating quality control check that ensures the completion components can meet the required standards.

Project management is often associated with the construction and information technology (IT) industries. However, it is equally applicable in the beverage and food industry. In the food industry, the main objective of project managers is to ensure and oversee the management and organizational goals of food organizations (Porananond &

Thawesaengskulthai, 2014: 101). They are often responsible for ensuring the sourcing of food and beverage products, sourcing kitchen equipment and supplies, and planning new projects. Moreover, they are also responsible for managing finances and budgets and projecting possible incomes (Porananond & Thawesaengskulthai, 2014: 103). In the context of the proposed study, the quality of products, customer satisfaction, collaboration, teamwork amongst employees, and the performance of organizations in the food industry are key components of successful organizations in the same industry (Pinna et al., 2018). Even though there are various avenues for enhancing the quality of products, customer satisfaction, collaboration and teamwork amongst employees, and the performance of organizations in the food industry, project management training equally plays an important role in achieving the aforementioned variables (Pinna et al., 2018). Therefore, the purpose of the proposed study is to examine how project management training can enhance the quality of products, customer satisfaction, collaboration, and teamwork amongst employees, and the performance of organizations in the food industry.

Study Problem

The general objective of the research is to examine the impact of providing project management training on the team communications in the food industry. Concerning the present field of study, various researchers have conducted studies relating to the present field with a focus on various aspects relating to the scope of the proposed field of study. For instance, Ramazani and Jergeas (2015) examined how training and education institutions can prepare project managers for future project endeavours by assessing project management

development from the working oil and gas sector's project managers' perspectives. Ramazani and Jergeas (2015) concluded that project management training institutions must do more to ensure they are well prepared and perform from good to great to deliver the goals of projects. Egginton (2012) identified the barriers often experienced by project managers as apprentice practitioners in the transition process from project management education training courses into project-centric work-places to improve the understanding of classroom-based education limitations at individual levels. According to the results, some of the benefits associated with project management class-based training are numerous and are often associated with barriers hindering the application of learning in project management workplaces.

On the other hand, Loo (1996) explored the significance of training on project management basics training team development and management training by discussing the implementation factors that often facilitate the successful implementation of training approaches at the workplace and the expected outcomes. According to the study, trainers and managers often regarded the adoption of project management can be executed with limited disruptions at the workplace and that the costs incurred in the adoption of project management are often minimal compared with the potential advantages concerning improved team and individual efficiency, the standards of the quality of work, reduction of employee stress, and minimizing conflict among teams and individuals in organizations. However, none of the previous research focused on the impacts of project management training on the food industry with specific emphasis on the effects of project management training on the quality of food products, customer satisfaction, collaboration and teamwork amongst employees, and the performance of food organizations in the food industry. Therefore, the specific purpose of the

proposed study is to examine the impact of project management training on the quality of food products, customer satisfaction, collaboration and teamwork amongst employees, and the performance of food organizations in the food industry.

Significance of the study

The findings of the proposed study will be significant to both future research and practice. In the context of future research, the findings of the study may be employed by future researchers to conduct studies with different objectives but in the same field of study; the food industry. The findings of the proposed study will provide knowledge that may be used by future researchers to conduct successful studies by comparing their findings to the findings of the present study, preparing literature reviews that may be insightful for their studies, and providing explanations of why their findings might be similar or different to the findings of the proposed study. In the context of practice, the findings of the proposed study might be significant in providing knowledge to project management managers and teams on how project management training can improve the quality of food products, customer satisfaction, collaboration, and teamwork amongst employees, and the performance of food organizations in the food industry. The findings of the study may be essential to them by providing them with knowledge on how project management training is being used by an organization in the food industry and other industries and how they can employ this knowledge to gain a competitive advantage in the food processing industry.

Objectives of the study

1. To determine how the quality of products in the food processing industry can be improved through project management training.
2. To determine how customer satisfaction in the food industry can be improved by utilizing project management training.
3. To determine how collaboration and teamwork amongst employees in the food industry can be enhanced through the adoption of project management training.
4. To determine how the performance of organizations can be improved through the adoption of project management training in the food industry.

Research Questions

The primary research question of the proposed study is:

How does project management training influence/impact organizations in the food industry?

The research objectives and answers to the primary research questions will be achieved by the use of the following research questions:

1. Does project management training enhance the quality of food products in the food industry?
2. Does project management training improve customer satisfaction in the food industry?
3. Does project management training enhance collaboration and teamwork amongst employees in the food industry?

4. Does project management training boost the performance of organizations in the food industry?

Theoretical framework

The study will adopt the Kanban theoretical framework to aid in examining the impact of providing project management training in the food industry. The Kanban project management is a unique framework for project management training that often puts reliance on the Kanban methodology and is perceived to be suitable for organizations of any size (Miltenburg, 1993). The Kanban framework is suitable for aiding to learn how to break down the activities of projects, track their progress, obtain status reports in real time, and achieve transparency in organizations (Miltenburg, 1993: 199). The Kanban principle is often perceived to be a simple, efficient, and flexible approach to managing workflow in organizations. It enables users to manage and organize their processes by visualizing all steps of organizational workflow on a Kanban board using two primary principles; the change management principles and the service delivery principle (Alaidaros et al 2019: 1093). The proposed study equally adopts the Kanban theoretical perspective because it aids in visualizing the flow of work, limiting work in progress, managing the flow of work, implementing feedback loops, and improving collaboration among colleagues in a project.

Methodology and Research Methods

The proposed study will adopt a qualitative methodology and an explorative research design to aid in examining the influence of project management training on the food industry. In research, qualitative

research methods often seek to gather and capture data that cannot be expressed statistically or numerically. This methodology often comprises some interpretation level from researchers in the process of collecting data such as coded surveys, observations, and interview responses (Williams, 2007: 7). Historically, the qualitative methodologies of research originated from the behavioral and social sciences. The modern world is too sophisticated making it too complicated to comprehend what individuals perceive and think (Williams, 2007: 7). This explains why online qualitative methods of research are making it easier to understand these elements since it is regarded as a tool that is descriptive and more communicative compared to other qualitative methods of research.

Investigators may often use multiple qualitative methods in a single study as well as a critical or theoretical framework to aid them in interpreting and analyzing the collected data. A qualitative study is often regarded as a market research tool that often focuses on collecting data through conversational and open-ended communication (Williams, 2007: 11). For the case of this research, it will be the responsibility of the researcher to ensure that the qualitative methodology adopted is designed in a manner that will aid in revealing the perception and behaviour of the target audience regarding the objective of the study and the research questions. The results of the proposed qualitative study are expected to be more descriptive and the inferences will be withdrawn effortlessly from the information that will be obtained from the participants of the study. This research method will entail what individuals think and why they think that way concerning the proposed field of study.

The research will also adopt an exploratory research design as the primary methodological approach to aid in achieving the objectives of

the study. Exploratory research is perceived as a methodological approach that often examines research questions that may have not been examined in-depth in the past (Stebbins, 2001). An exploratory research design is primary and qualitative in nature. However, research that adopts a large sample size and is conducted in an exploratory manner can equally be quantitative as well. Moreover, it is equally perceived as an interpretive research or grounded theory approach as a result of its open-ended and flexible nature (Stebbins, 2001). The exploratory research design is adopted for this study because it will aid the researcher to narrow down the topic under investigation, formulating a clear problem statement, and offering the researcher a 'lay on the land' on the topic of the proposed study. The steps that will be followed for conducting the proposed study will include; identifying the research problem, hypothesizing the situation, designing the research methodology, collecting and analyzing the data, and providing avenues for future research.

Instrumentation and study tools

The population under investigation is the food organizations and how they can implement project management training to enhance the quality of food products, customer satisfaction, collaboration, and teamwork amongst employees, and the performance of food organizations in the food industry. A purposive sampling method will be used to formulate the study sample of twelve participants who will be administered with questions relating to the study objectives and the research questions (Rai and Thapa, 2015). The participants of the sample will be chosen by the investigator based on their knowledge, experience, and understanding of the research questions of the study. A

purposive sampling method will unlikely result in a representative sample to represent the population, however, the sampling technique will be fairly easy and quick to achieve a range of outcomes from the responses of participants (Rai and Thapa, 2015). The inclusion criteria of the participants will be; must have worked as project managers in the food industry, must have worked for more than five years, and must have vast knowledge relating to project management training and its benefits.

The proposed study will adopt the use of interviews to collect data from participants who are well-versed with knowledge on how project management training is significant in various industries and from those working as project managers in the food industry. Specifically, the proposed study will adopt semi-structured in-depth interviews to collect data from the participants on their perceptions, thoughts, and views regarding the impact of project management training on the quality of food products, customer satisfaction, collaboration, and teamwork amongst employees, and the performance of food organizations in the food industry. The semi-structured interviews will be administered to the highly experienced project managers in the food industry and those working in various project teams in the food industry to ensure that the desired outcomes are achieved. The interview questions will relate to the impact of project management training on the quality of food products, customer satisfaction, collaboration and teamwork amongst employees, and the performance of food organizations in the food industry.

The participants will be contacted using emails and online meetings to brief them on the objective of conducting the study and how the findings of the research will be important for improving the performance of organizations in the food industry through the administration of project management training. Once informed consent

has been granted by the participants, the schedules for the day and time for administering the interviews will be arranged by the researcher and the participants with an allocation of thirty minutes for each participant recommended. Once the interviews have been conducted and data analysis performed, the overall findings of the research will be shared with the participants via emails to as agreed to ensure that they also benefit from the findings and be enlightened on how other organizations in the food industry are using project management training to enhance various aspects of their organizations. Most importantly, various ethical considerations will be observed before and during the interview process to ensure that confidentiality, privacy, and informed consent are observed.

The data analysis process will be conducted using thematic analysis to ensure that the outcomes of the study are in line with the objectives of the study and the research questions. Thematic analysis is a qualitative data analysis tool often applied to texts from transcripts and interviews. By using thematic analysis, the researcher will closely examine the collected data to identify the prevalent themes, patterns, and ideas of meaning that will be found in the data collected and recorded from the interviewees of the study (Braun and Clarke, 2012). It is expected that the researcher will conduct the thematic analysis using the six primary steps which are; familiarization, coding generation of themes, review of themes, naming and definition of themes, and conducting a final write-up (Braun and Clarke, 2012). This data analysis method will be adopted because it will provide more theoretical freedom to the researcher, high flexibility, and provision of a detailed and rich account of the qualitative data.

Fields of Study

The field of research for the proposed study is the food processing industry. Even though there is a public view that project management is often conducted in industries such as engineering and health, its skills are also being incorporated into the food industry to achieve various objectives to boost performance among food processing organizations. Most of the project management activities performed in the food industry are primarily focused on the achievement of specific organizational objectives that often fall within the realm of quality and continuous improvements. Therefore, the food industry presents a rich field of study for the proposed investigation to examine the impact of project management training on the quality of food products, customer satisfaction, collaboration and teamwork amongst employees, and the performance of food organizations in the food industry.

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