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College of Management



Master of Business Administration Specialization

**Training and Development Practices and Their Impact on Employee Performance:
Evidence from the Telecommunications Service Sector in Saudi Arabia**

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Dedication

To those who instilled values in me and provided me with wisdom,

To those whose prayers were the secret to my success and my support throughout all stages
of my life,

To my generous parents, I dedicate the fruits of my labor and work, in gratitude and
appreciation.

To those who supported and encouraged me in my academic career,

To my brothers, friends, and colleagues,

To all of you, I dedicate this humble work, in gratitude for all your sincere support.

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Praise be to God, by whose grace good deeds are accomplished, and with whose help and guidance I have completed this modest work.

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Abstract

The study titled investigates how training and development initiatives affect employee performance within the Saudi telecommunications industry. Using a sample of 248 participants, the research employs quantitative methods to analyze the relationship between training practices and employee outcomes. Key findings indicate that well-structured training programs significantly enhance employee productivity, engagement, and skill development. Based on the results, the study recommends that organizations invest in continuous professional development, tailor training programs to employee needs, and implement effective evaluation mechanisms to maximize performance benefits.

Keywords: Training and Development, Employee Performance, Human Resource Practices, Telecommunications Sector, Saudi Arabia, Employee Engagement, Skill Enhancement

Chapter One

Introduction

In today's highly competitive and rapidly evolving business environment, organizations increasingly recognize human capital as one of their most valuable strategic assets. The effectiveness, adaptability, and productivity of employees largely determine an organization's ability to achieve sustainable competitive advantage. Within this context, training and development have emerged as critical managerial functions that enable employees to acquire new knowledge, enhance existing skills, and develop attitudes that align with organizational goals. As technological innovation, globalization, and market liberalization continue to reshape industries, organizations are compelled to invest systematically in employee development to remain responsive to change. This is particularly relevant in service-oriented sectors, where employee performance directly influences service quality, customer satisfaction, and overall organizational success (Faugoo, 2024).

Training and development practices encompass a wide range of planned activities designed to improve employees' competencies, performance, and career growth. Training typically focuses on short-term skill acquisition and job-specific knowledge, enabling employees to perform their current roles more effectively. Development, on the other hand, adopts a longer-term perspective, aiming to prepare employees for future responsibilities through continuous learning, leadership development, and professional growth initiatives. When effectively implemented, these practices not only enhance individual performance but also contribute to higher levels of motivation, job satisfaction, organizational commitment, and employee retention. Consequently, organizations that prioritize structured and strategic training and development programs are better positioned to foster a high-performance work culture (Pahuja, 2024).

Employee performance is a multidimensional construct that reflects how well employees execute their assigned tasks, meet performance standards, and contribute to organizational objectives. It includes aspects such as productivity, quality of work, efficiency, creativity, and behavioral outcomes such as teamwork and communication. In service sectors, employee performance holds particular significance because employees often represent the primary point of interaction between the organization and its customers. As a result, any improvement in employee competencies and attitudes through training and development is likely to have a direct and measurable impact on service delivery and customer perceptions. Understanding the factors that influence employee performance, therefore, remains a central concern for both researchers and practitioners (Nastase, 2025).

The telecommunications service sector represents one of the most dynamic and strategically important industries in Saudi Arabia. Driven by rapid technological advancements, digital transformation, and increasing customer expectations, this sector plays a vital role in supporting economic diversification and national development initiatives such as Saudi Vision 2030. Telecommunications companies operate in an environment characterized by intense competition, continuous innovation, and strict regulatory requirements. To cope with these challenges, organizations in this sector must rely on a highly skilled, knowledgeable, and adaptable workforce. Effective training and development practices are essential to ensure that employees can keep pace with emerging technologies, deliver high-quality services, and maintain operational efficiency (Aldahhan, 2023).

Despite the growing emphasis on training and development in Saudi organizations, there remains a need for empirical evidence that clearly demonstrates how these practices influence employee performance, particularly within the telecommunications service sector. Cultural, organizational, and contextual factors unique to Saudi Arabia may shape the design, implementation, and outcomes of training and development initiatives. Therefore, findings from other countries or industries may not be directly applicable. This study seeks to address this gap by examining the nature of training and development practices adopted by telecommunications service providers in Saudi Arabia and assessing their impact on various dimensions of employee performance (Rožman, 2023).

By focusing on the telecommunications service sector in Saudi Arabia, this study contributes to both academic literature and managerial practice. Academically, it extends existing research on human resource development by providing context-specific insights into the relationship between training and development practices and employee performance in a rapidly developing economy. Practically, the findings are expected to assist managers, human resource professionals, and policymakers in designing more effective training and development strategies that align with organizational objectives and national workforce development goals. Ultimately, the study underscores the importance of investing in human capital as a key driver of organizational performance and long-term competitiveness in the Saudi telecommunications industry.

Study Problem

Despite the increasing recognition of training and development as essential strategic tools for enhancing employee capabilities, many organizations in the telecommunications service sector in Saudi Arabia continue to face challenges in translating these practices into tangible improvements in employee performance. Telecommunications companies invest substantial financial and managerial resources in training programs, technical workshops, and professional development initiatives; however, the effectiveness of these investments often remains unclear. In many cases, training activities are implemented without a systematic assessment of employee needs, clear performance objectives, or robust evaluation mechanisms. As a result, there is uncertainty regarding whether existing training and development practices are aligned with organizational goals and whether they genuinely contribute to improved employee performance in a highly competitive and technologically driven environment.

The rapid pace of technological change in the telecommunications sector places continuous pressure on employees to update their skills and knowledge. While training programs are designed to address these demands, inconsistencies in program quality, relevance, and delivery methods may limit their impact. In the Saudi context, additional factors such as workforce nationalization policies, cultural considerations, and varying levels of employee educational backgrounds further complicate the effective implementation of training and development initiatives. Consequently, organizations may experience gaps between the intended outcomes of training programs and actual employee performance, creating a critical managerial and research problem that warrants in-depth investigation (Gethe, 2024).

Problems Arising from the Main Research Problem

- One of the key problems arising from this main research issue is the misalignment between training and development programs and the actual skill requirements of employees. When training content does not reflect the real challenges employees face in their daily tasks, it fails to enhance job performance and may lead to frustration, low motivation, and wasted organizational resources. This misalignment can be particularly detrimental in the telecommunications service sector, where employees must possess up-to-date technical expertise, problem-solving abilities, and customer service skills to meet evolving market demands.

- Another significant problem is the lack of systematic evaluation of training and development outcomes. Many organizations focus primarily on the delivery of training activities rather than measuring their effectiveness in terms of performance improvement. Without clear performance indicators and feedback mechanisms, it becomes difficult to determine whether training initiatives contribute to productivity, service quality, or employee efficiency. This lack of evaluation can prevent organizations from identifying weaknesses in their training strategies and from making informed decisions about future investments in employee development.
- Additionally, ineffective training and development practices may contribute to broader organizational challenges such as low employee engagement, reduced job satisfaction, and high turnover rates. Employees who perceive training programs as irrelevant or insufficient may feel undervalued or ill-prepared to handle job demands, which can negatively affect their commitment and performance. In the Saudi telecommunications sector, where competition for skilled talent is intense, these issues can undermine organizational stability and long-term competitiveness (Al-Oun, 2025).

Based on the main research problem and the challenges arising from it, the central research question of this study is formulated as follows: ***To what extent do training and development practices influence employee performance in the telecommunications service sector in Saudi Arabia?***

Study Questions

Main Research Question:

- To what extent do training and development practices influence employee performance in the telecommunications service sector in Saudi Arabia?

Sub-Research Questions:

1. What types of training and development practices are currently implemented in telecommunications service companies in Saudi Arabia?
2. To what extent are training needs properly identified and aligned with employees' job requirements and organizational objectives in the telecommunications service sector?
3. How do training and development practices affect different dimensions of employee performance, such as productivity, quality of work, efficiency, and service delivery?
4. What is the relationship between the training methods and delivery approaches used and the effectiveness of employee performance improvement in the telecommunications service sector?

5. To what extent do training evaluation and follow-up mechanisms contribute to sustaining and enhancing employee performance after the completion of training programs?

Study Importance

- Scientific Importance

The scientific importance of this study lies in its contribution to the existing body of knowledge on human resource management, particularly in the areas of training and development and their relationship with employee performance. Although numerous studies have examined the impact of training and development on employee outcomes, much of the existing literature is concentrated in developed economies or in sectors other than telecommunications. Consequently, there is a limited understanding of how these practices function within the context of developing and emerging economies such as Saudi Arabia, where organizational structures, labor market dynamics, and cultural values differ significantly. By focusing on the telecommunications service sector in Saudi Arabia, this study addresses an important gap in the literature and provides context-specific empirical evidence that can enrich theoretical discussions and comparative research in human resource development.

This study advances scientific understanding by examining training and development as multidimensional constructs rather than isolated activities. It explores how various aspects of training—such as needs assessment, program design, delivery methods, and evaluation—interact to influence different dimensions of employee performance. This comprehensive approach allows for a more nuanced analysis of the mechanisms through which training and development practices affect employee outcomes. In addition, the study contributes to theory by testing established human resource and performance models within a new empirical setting, thereby assessing their applicability and robustness in the Saudi telecommunications sector. The findings may also stimulate future research by identifying new variables, relationships, or contextual factors that warrant further investigation (Walters, 2017).

- Practical Importance

From a practical perspective, the importance of this study is reflected in its potential to support managerial decision-making and organizational effectiveness in the telecommunications

service sector in Saudi Arabia. Telecommunications companies operate in a highly competitive and technology-driven environment where employee performance directly affects service quality, customer satisfaction, and organizational reputation. By providing empirical evidence on the impact of training and development practices on employee performance, this study offers valuable insights for managers and human resource professionals seeking to optimize their investment in employee development. The findings can help organizations identify which training practices are most effective and how they can be aligned with strategic objectives to achieve measurable performance improvements.

The study holds practical significance for policymakers and stakeholders involved in workforce development and national economic transformation initiatives, such as Saudi Vision 2030. Enhancing the skills and capabilities of the workforce is a central pillar of these initiatives, and the telecommunications sector plays a critical role in supporting digital transformation and economic diversification. The results of this study can inform the design of more effective training policies, professional development frameworks, and talent management strategies that support sustainable workforce development. Furthermore, by highlighting best practices and potential shortcomings in current training and development approaches, the study can assist organizations in improving employee engagement, reducing turnover, and fostering a culture of continuous learning. Ultimately, the practical importance of this research lies in its ability to bridge the gap between theory and practice and to contribute to improved employee performance and organizational competitiveness in the Saudi telecommunications industry (Qalati, 2022).

Study Objectives

Main Objective:

- The main objective of this study is to examine the impact of training and development practices on employee performance in the telecommunications service sector in Saudi Arabia, with the aim of determining how these practices contribute to enhancing employees' skills, competencies, and overall work performance within a highly competitive and technology-driven environment.

Sub-Objectives:

1. To identify the prevailing training and development practices implemented by telecommunications service companies in Saudi Arabia and assess their key characteristics.
2. To examine the extent to which training needs assessment is conducted and its role in aligning training programs with employees' job requirements and organizational goals.
3. To analyze the impact of training and development programs on different dimensions of employee performance, including productivity, quality of work, efficiency, and service delivery.
4. To evaluate the effectiveness of training methods and delivery approaches used in the telecommunications service sector and their influence on employee learning and performance outcomes.
5. To assess the role of training evaluation and follow-up mechanisms in determining the overall effectiveness of training and development practices and their contribution to sustained employee performance improvement.

Study Hypotheses**Main Hypothesis:**

- H₀: Training and development practices have no significant impact on employee performance in the telecommunications service sector in Saudi Arabia.
- H₁: Training and development practices have a significant impact on employee performance in the telecommunications service sector in Saudi Arabia.

Sub-Hypotheses:

1. H₁₁: Training needs assessment has a significant positive impact on employee performance in the telecommunications service sector in Saudi Arabia.
2. H₁₂: Training program design and content have a significant positive impact on employee performance in the telecommunications service sector in Saudi Arabia.
3. H₁₃: Training methods and delivery approaches have a significant positive impact on employee performance in the telecommunications service sector in Saudi Arabia.

4. H₁₄: Employee participation in training and development programs has a significant positive impact on employee performance in the telecommunications service sector in Saudi Arabia.
5. H₁₅: Training evaluation and follow-up mechanisms have a significant positive impact on employee performance in the telecommunications service sector in Saudi Arabia.

Scientific Theory Used to Prepare Research

The study is generally grounded in several well-established scientific and management theories that explain how employee capabilities develop and how organizational investment in human resources leads to improved performance. The most relevant theoretical foundations include Human Capital Theory, Resource-Based View (RBV) of the Firm, Adult Learning Theory, and Social Learning Theory. Together, these theories provide a conceptual explanation for why organizations invest in training and development and how such practices influence employee performance and organizational outcomes.

1. Human Capital Theory

One of the primary theoretical foundations of research on training and development is Human Capital Theory, originally developed by economists such as Gary Becker and Theodore Schultz. This theory views employees' knowledge, skills, abilities, and competencies as a form of capital that can generate economic value for organizations and societies. According to this perspective, investments in education, training, and professional development enhance employees' productive capabilities in much the same way that investments in machinery or technology improve physical productivity.

Within the context of the telecommunications service sector in Saudi Arabia, Human Capital Theory explains that organizations that invest in structured training programs, technical skill development, and professional learning opportunities are effectively increasing the value of their workforce. Telecommunications companies operate in a highly dynamic technological environment characterized by rapid innovations, digital transformation, and constant upgrades in communication infrastructure. Consequently, employees must continuously develop new competencies to remain effective in their roles. Training programs allow employees to update their knowledge of new technologies, improve problem-solving abilities, and develop customer service skills, all of which contribute directly to higher levels of job performance.

Human Capital Theory suggests that when organizations allocate resources toward employee development, they are making long-term strategic investments. These investments lead to improved productivity, higher service quality, and enhanced organizational competitiveness. In the telecommunications sector, where service reliability and technical expertise are crucial, well-trained employees can respond more efficiently to network issues, provide better customer support, and contribute to innovation. Thus, the theory provides a logical explanation for the relationship between training initiatives and improved employee performance.

2. Resource-Based View (RBV) of the Firm

Another important theoretical perspective underpinning the study is the Resource-Based View of the Firm, which was notably advanced by scholars such as Jay Barney. The RBV argues that organizations achieve sustainable competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Among these resources, human resources—particularly skilled and knowledgeable employees—are considered one of the most critical strategic assets.

From this perspective, training and development programs are mechanisms through which organizations strengthen their internal resources. In service industries such as telecommunications, employees interact directly with customers, manage technical systems, and ensure service continuity. Their competence, expertise, and ability to adapt to technological change can significantly influence organizational success. Therefore, companies that systematically develop their employees through training programs create a workforce that is difficult for competitors to replicate.

In the Saudi telecommunications sector, which includes large firms operating in a competitive market environment, the ability to maintain a highly skilled workforce becomes a strategic necessity. Training programs in areas such as digital systems, customer relationship management, cybersecurity, and emerging communication technologies help organizations build unique capabilities. According to the Resource-Based View, these capabilities contribute not only to improved individual employee performance but also to the long-term strategic advantage of the organization.

3. Adult Learning Theory

Training effectiveness is also explained through principles derived from Adult Learning Theory, commonly associated with the work of Malcolm Knowles. Adult Learning Theory, also known as andragogy, focuses on how adults learn differently from children and emphasizes that adult learners are self-directed, goal-oriented, and motivated by practical applications of knowledge.

In organizational settings, this theory suggests that training programs should be designed to meet the specific needs of employees, focusing on practical skills and real workplace problems. Employees are more likely to benefit from training when the learning process is interactive, experience-based, and relevant to their job responsibilities. For example, telecommunications employees may learn more effectively through simulations, technical demonstrations, hands-on training with communication equipment, and case-based problem solving.

Adult Learning Theory also highlights the importance of experiential learning, where employees draw upon their previous work experiences as part of the learning process. In the telecommunications sector, technicians, engineers, and customer service representatives bring prior knowledge to training sessions, which enhances learning outcomes when training is structured to encourage participation and collaboration. As a result, organizations that design training programs based on adult learning principles are more likely to achieve improvements in employee performance.

4. Social Learning Theory

Another theoretical framework relevant to training and development is Social Learning Theory, proposed by Albert Bandura. This theory emphasizes that individuals learn not only through direct instruction but also by observing others, imitating behaviors, and receiving feedback from their environment.

In the workplace, employees often acquire new skills by observing experienced colleagues, mentors, or supervisors. Training programs that incorporate coaching, mentoring, and collaborative learning environments enable employees to learn through observation and interaction. For example, new telecommunications technicians may learn operational procedures by working alongside experienced engineers who demonstrate troubleshooting methods and system maintenance techniques.

Social Learning Theory also stresses the importance of reinforcement and feedback in shaping behavior. When employees receive recognition or rewards for applying newly learned skills effectively, they are more likely to continue demonstrating those behaviors. Consequently, organizations that combine formal training with mentoring and supportive supervision can enhance the transfer of learning from training sessions to actual job performance.

5. Integration of Theoretical Foundations in the Study

The integration of these theoretical perspectives provides a comprehensive framework for understanding the relationship between training and development practices and employee performance. Human Capital Theory explains why organizations invest in training as a means of enhancing employee productivity. The Resource-Based View highlights how a well-trained workforce can create sustainable competitive advantage. Adult Learning Theory provides insight into how training should be designed to maximize learning effectiveness, while Social Learning Theory explains how employees internalize new skills through observation and interaction.

Together, these theories support the central assumption of the study: that systematic training and development initiatives improve employees' knowledge, skills, and competencies, which in turn lead to higher levels of job performance. In the context of the telecommunications service sector in Saudi Arabia, where technological innovation and service quality are critical success factors, effective training programs play a crucial role in ensuring that employees can meet evolving industry demands and contribute to organizational growth and competitiveness.

Chapter Two

Previous Studies

Introduction

Chapter Two presents the theoretical and empirical foundations that support the current study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia. The purpose of this chapter is to provide a comprehensive understanding of the major concepts, models, and empirical findings that relate to the relationship between organizational training and development practices and the performance levels of employees. By reviewing relevant academic literature and theoretical perspectives, this chapter establishes the conceptual background necessary for examining how training initiatives influence workforce effectiveness within the telecommunications service industry.

Organizations operating in highly competitive and technology-driven sectors increasingly recognize that employee capabilities represent one of the most valuable assets for achieving sustainable success. In service-oriented industries, such as telecommunications, employees are directly involved in delivering services, solving technical issues, interacting with customers, and maintaining the quality and reliability of communication systems. Consequently, organizations place significant emphasis on developing their human resources through structured learning opportunities and professional development initiatives. These practices aim to enhance employees' knowledge, technical skills, and competencies, enabling them to perform their duties more efficiently and effectively.

In this context, the literature review explores the major concepts associated with workforce development and performance improvement within organizations. It provides an in-depth explanation of training and development practices as essential managerial strategies designed to enhance employees' abilities and productivity. These practices include formal training programs, on-the-job learning, workshops, professional development activities, mentoring systems, and continuous learning opportunities that enable employees to adapt to technological advancements and changing organizational demands. Understanding the nature and role of such practices is essential for evaluating how they influence employee behavior, job performance, and overall organizational effectiveness.

The chapter discusses the concept of employee performance and the various dimensions through which it can be evaluated. Employee performance is widely regarded as a critical indicator of organizational success, as it reflects the extent to which individuals accomplish their assigned tasks and contribute to organizational goals. Performance may include aspects

such as productivity, service quality, efficiency, problem-solving ability, and the capacity to meet organizational expectations. In sectors like telecommunications, where operational accuracy and customer satisfaction are essential, employee performance plays a pivotal role in determining the quality and reliability of services delivered to customers.

In addition to conceptual explanations, this chapter reviews a wide range of previous empirical studies that have examined the relationship between training, development initiatives, and employee performance across different industries and geographical contexts. Examining these studies provides valuable insights into how organizations have implemented training programs and the extent to which these initiatives have influenced employee outcomes. The analysis of previous research helps identify consistent findings, methodological approaches, and gaps in the literature that justify the need for the present study. By synthesizing these empirical contributions, the chapter highlights how earlier research has shaped the understanding of training effectiveness and employee development within modern organizations.

The chapter also presents the theoretical perspectives that underpin the relationship between training and employee performance. Various theories in human resource management and organizational behavior emphasize the importance of investing in employee development as a strategic tool for enhancing productivity and organizational competitiveness. These theoretical foundations provide a logical explanation of how training initiatives contribute to the development of employees' knowledge, skills, and attitudes, ultimately leading to improved job performance. Understanding these theories is crucial for interpreting the relationship examined in this research and for developing a conceptual basis that guides the analysis of the study variables.

Chapter Two serves as a critical foundation for the research by integrating conceptual discussions, theoretical explanations, and empirical evidence related to training and development practices and employee performance. Through a comprehensive review of relevant literature, the chapter establishes a clear understanding of the key constructs examined in the study and demonstrates their significance within organizational contexts. This discussion ultimately supports the development of the research framework and provides the intellectual basis for analyzing how training and development practices influence employee performance within the telecommunications service sector in Saudi Arabia.

Dependent and Independent Variables

- Dependent Variable: Employee Performance

Employee performance represents the primary outcome that organizations seek to enhance through effective human resource management practices. In the context of this study, employee performance refers to the degree to which employees successfully fulfill their job responsibilities and contribute to the achievement of organizational objectives. It encompasses various dimensions such as productivity, efficiency, service quality, problem-solving ability, and the capacity to meet performance standards established by the organization. Within the telecommunications service sector in Saudi Arabia, employee performance plays a particularly significant role because employees are directly responsible for maintaining communication systems, providing technical support, responding to customer inquiries, and ensuring the reliability of telecommunication services.

High levels of employee performance are essential for organizations operating in competitive and technology-driven environments. Telecommunications companies rely heavily on skilled employees who possess the technical knowledge and operational competence required to manage complex communication networks and deliver high-quality services to customers. Employees who demonstrate strong performance are typically characterized by their ability to complete tasks accurately, adapt to technological changes, maintain high levels of customer satisfaction, and contribute to organizational innovation. As a result, organizations invest considerable resources in improving the capabilities and competencies of their workforce, recognizing that employee performance directly influences productivity, service quality, and overall organizational effectiveness.

Employee performance is viewed as a measurable outcome that reflects how effectively employees apply their knowledge, skills, and abilities in the workplace. It is influenced by various organizational factors, including training opportunities, workplace support, and continuous professional development initiatives. By examining employee performance as the dependent variable, the study seeks to determine how specific training and development practices implemented by organizations in the telecommunications sector contribute to improving employees' effectiveness and their ability to perform job-related tasks successfully.

- Independent Variable: Quality of Training Programs

The quality of training programs represents one of the key independent variables examined in this research. Training programs are structured learning activities designed to enhance employees' knowledge, technical skills, and competencies required for performing their roles effectively. However, the effectiveness of such programs largely depends on their quality, which includes factors such as the relevance of the training content, the expertise of trainers, the methods used for delivering training, and the extent to which the training addresses employees' actual job requirements.

High-quality training programs are carefully designed to align with organizational objectives and the specific needs of employees. In the telecommunications sector, where technological advancements occur rapidly, training programs must be continuously updated to reflect new communication technologies, network management systems, cybersecurity practices, and customer service techniques. When training programs are well-designed and delivered using appropriate instructional methods, they enable employees to acquire practical knowledge and develop the skills required to perform their duties more efficiently.

The quality of training programs influences employees' motivation to participate in learning activities and apply newly acquired knowledge in the workplace. Training initiatives that incorporate interactive learning methods, real-world simulations, and hands-on practice tend to be more effective in improving employees' technical capabilities and problem-solving skills. Consequently, organizations that invest in high-quality training programs are more likely to experience improvements in employee performance, as employees become better equipped to handle complex tasks and respond to operational challenges within the telecommunications environment.

- Independent Variable: Continuous Professional Development

Continuous professional development represents another important factor influencing employee performance. Unlike traditional training programs that may occur occasionally, continuous professional development refers to ongoing learning opportunities that enable employees to continuously update and expand their knowledge and skills throughout their careers. This concept emphasizes the importance of lifelong learning within organizations, particularly in industries characterized by rapid technological advancement and evolving professional requirements.

In the telecommunications sector, continuous professional development is essential for ensuring that employees remain knowledgeable about emerging technologies, updated operational procedures, and innovative service delivery methods. Through workshops, specialized courses, professional certifications, seminars, and on-the-job learning opportunities, employees can enhance their technical expertise and adapt to the changing demands of the industry. Such development initiatives help employees remain competitive and capable of performing complex tasks associated with modern telecommunication systems.

Continuous professional development also contributes to employees' personal and professional growth by encouraging them to pursue higher levels of expertise and competence. Employees who engage in ongoing learning tend to demonstrate greater confidence in their abilities, improved problem-solving skills, and a stronger commitment to organizational goals. These benefits ultimately translate into improved work performance, as employees become more capable of addressing technical challenges, delivering efficient services, and maintaining high standards of professional conduct within the organization.

- Independent Variable: Organizational Support for Training

Organizational support for training refers to the extent to which an organization encourages, facilitates, and invests in the development of its employees through training and learning opportunities. This form of support includes providing financial resources for training programs, allocating time for employees to participate in learning activities, offering access to professional development opportunities, and creating an organizational culture that values continuous learning and improvement.

When organizations actively support training initiatives, employees are more likely to perceive that their professional growth is valued and encouraged by management. This perception can increase employees' motivation to participate in training activities and apply the skills they acquire in their daily work. Organizational support may also involve managerial encouragement, mentoring programs, and the provision of modern training facilities or digital learning platforms that make learning more accessible and effective.

In the telecommunications service sector, where technical competence is essential for maintaining communication infrastructure and delivering reliable services, organizational support for training becomes a critical factor in workforce development. Companies that prioritize employee learning create an environment in which employees feel empowered to

enhance their capabilities and remain up to date with technological advancements. As a result, employees are better prepared to perform their duties effectively and contribute to the organization's long-term success.

Relationship Between the Variables

The relationship between the variables examined in this study reflects the fundamental principle that investments in employee development lead to improved individual and organizational outcomes. Training and development practices, represented by the quality of training programs, continuous professional development, and organizational support for training, serve as essential mechanisms for enhancing employees' knowledge, skills, and competencies. When employees participate in well-designed training programs, engage in ongoing professional learning, and receive strong organizational support for their development, they are more likely to perform their job responsibilities effectively.

These independent variables collectively contribute to creating a learning-oriented organizational environment in which employees are continuously encouraged to develop their abilities and adapt to evolving workplace demands. As employees acquire new technical skills and expand their professional knowledge, their capacity to perform complex tasks, solve problems, and provide high-quality services improves significantly. In the telecommunications sector, where operational efficiency and customer satisfaction are closely linked to employee competence, the impact of training and development initiatives on performance becomes particularly evident.

The relationship examined in this study suggests that effective training and development practices positively influence employee performance. Organizations that invest in high-quality training programs, promote continuous professional development, and provide strong support for employee learning are more likely to cultivate a highly skilled workforce capable of achieving superior performance levels. By examining these relationships within the telecommunications service sector in Saudi Arabia, the study aims to provide valuable insights into how organizations can strategically use training and development practices to enhance workforce effectiveness and achieve sustainable organizational success.

Previous Studies

Currently, many organizations are facing trials when competing in the turbulent business environment; this is coupled with the current Covid-19 pandemic, which has worsened the strength of the organizations. The telecommunication companies in Malaysia was also not spared in this situation. Therefore, a crucial strategy for the telecommunication companies to gain competitive advantage is by conducting training to its employees at all levels to overcome this current drawback. This research aims to discover if training impacts job performance and job satisfaction which are two crucial variables that leads to the telecommunication company's survival and growth. Therefore, in order to achieve the objective of this research, the survey procedure is used to develop a thorough profile, which is gathered from 316 out of 500 formal standardized questionnaires sent to employees at three major telecommunication companies in Malaysia. This research utilized the quantitative methods to produce empirical outcomes and substantiations that answer the research questions. The literature examined the areas of training, job performance, and job satisfaction to fill the gap and to determine the significance of training programs conducted on job performance and job satisfaction. The analysis shows that training is statistically significant and has a strong relationship with job performance and job satisfaction. The hypothesis depicted that training programs conducted in the telecommunication companies have a significant relationship with job performance and job satisfaction of the employees. Thus, the findings of this study (Kanapathipillai, 2020) could aid as an example to other companies in Malaysia to not take granted of the impact of training on job performance and job satisfaction. By undertaking continuous training, companies could rise against the current economic problems caused by the Covid-19 pandemic and continue to survive and flourish as well as maintain its competitive strength.

(Othayman, 2020) This research aims to identify the challenges confronting the delivery of training and development in the context of Saudi Arabia. Saudi Arabia is a country which is currently in a transformational phase, triggered by domestic factors like Vision 2030 and global factors. Through a process known as Saudization, the government of Saudi Arabia seeks to improve the quality of human resource in the country and provide the maximum opportunities to its youth that constitutes a significant part of its population. To this end, the government is heavily investing in training and development programs and the education sector. This study collects secondary data from government documents, databases, articles, reports, books, and previous studies undertaken by the government to measure the

effectiveness of its training and development programs. Various findings have been summarised from the perspective of challenges confronting the delivery of training and development programs in Saudi Arabia.

The focus of the study (Zaman, 2020) is to examine the impact of Training design and Training & Development practices on employees' performance of insurance sector in Kingdom Saudi Arabia. The study conforms to both quantitative and qualitative research. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and lastly concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employees' performance. This study shows that the training program, design and implementation must be planned and systematic approach, towards enhancing performance and productivity. It has been observed that most organization meet their training needs, then design training activities in a rational manner and finally assess the results of training. The study concludes that if organizations invest in right type of employees' training it can enhance employee performance as well as competencies and skills. In addition, training design as a useful means in job involvement, delivery styles, organization commitment, quality services and importantly most it plays a key role to enhance employees' performance.

The aim of this study (Younas, 2018) was to explore the impact of training and development on employee performance. This study conducted under the framework of banking sector of Pakistan. Study finding reveal development leads to better employee performance, training and development both increase the employee performance. Organizations need to spend on training and development of its employees for sustainable long term competitive edge.

The training and Development teams of every organization aim to drive better employee performance and make a better impact on their businesses. In order to achieve maximum performance, it is critical to consider the capacity building of organizations and institutions. For example, it has been indicated as a means for ensuring the continued existence of organizations by building institutional strength and reducing reliance on key individuals. Effective capacity building allows an organization to continue its work despite staff turnover or changes in the operating environment. (Mekdad, 2024) This paper focuses on determining the impact of training and development on employee performance by focusing on the insights

of sustainable capacity building at one of the organizations in Qatar's telecommunication sector. It also determines the employees' opinions of how training programs could build the capacity of employees. A probability technique was employed in this research by using a simple random sampling method to select participants randomly and a quantitative approach was employed by using a survey-based data collection through a questionnaire. The population of the selected company consisted of 150 employees, the data was received from 122 employees reflecting a response rate of 88.5% of the sample size selected, and it was examined through descriptive statistics, reliability analysis, correlation matrix, and regression analysis. The findings demonstrated that an alpha value of all variables is above 0.84, which shows that the results for the test are highly reliable and valid. The results proved that there is a high correlation where all independent variables (Training Needs Assessment, Training Content, and Training Evaluation) are correlated with the dependent variables (Task Performance and Work Environment) with coefficients greater than 0.97, respectively. Regression analysis shows the strength of the link between variables, the R Square value in regression statistics table is 0.980, which means that the predictor variables in the model (Training and Development) explain higher and stronger relationship with (Employee performance), the P-value shows a value of 0.0012 which results in accepting the alternative hypothesis which is 'training & development affects employee performance'. The originality of the current paper comes in identifying the implementation of training and development with employee performance and how sustainable capacity building helps to upskill and re-skill employees, specifically in one of the Qatari organizations in the telecommunication sector. The researchers have proposed a model to outline a sustainable solution of training and development designed to enhance capacity building through employee performance. The research has outlined the essential aspects of training and development and its impact of employee performance in the telecommunication sector. This study proved that all variables of training and development such as training needs assessment, training content, and training evaluation are correlated with performance. Moreover, this research proves that training and development affects employee performance.

Commentary on previous studies:

- **Similarities between the current study and previous studies**

Previous studies consistently highlight the critical role of training and development in improving employee performance, productivity, and job satisfaction across service-oriented

sectors. Like these studies, the current research recognizes that systematic training programs—including needs assessment, program design, delivery methods, and evaluation mechanisms—are essential for enhancing employee skills, motivation, and overall organizational effectiveness. Both prior research and the current study emphasize that continuous investment in employee development enables organizations to maintain a competitive edge, improve service quality, and adapt to rapidly changing business environments. The shared understanding is that training and development positively influence both individual employee outcomes and broader organizational performance indicators.

- Differences between the current study and previous studies

While previous research examined training and development in sectors such as banking, insurance, and telecommunications in regions outside Saudi Arabia, the current study focuses specifically on the telecommunications service sector within Saudi Arabia. This localized focus allows for the consideration of unique cultural, organizational, and regulatory factors, as well as the influence of national initiatives aimed at workforce development. Additionally, earlier studies often analyzed training or development separately or concentrated on general employee outcomes, whereas the current study investigates multiple dimensions of training and development practices collectively, assessing their direct and measurable impact on various aspects of employee performance. This approach provides a more comprehensive understanding of how training and development programs function within a specific organizational and national context.

- Research gap

The research gap addressed by this study stems from the limited empirical evidence regarding the effectiveness of training and development practices in Saudi Arabia's telecommunications sector. Although prior studies have demonstrated that training programs positively influence employee performance in other countries and industries, there is a lack of context-specific research examining how these practices operate within the unique organizational structures, cultural norms, and policy frameworks of Saudi Arabia. This study fills this gap by providing empirical data on the relationship between comprehensive training and development initiatives and employee performance, offering insights for managers and policymakers seeking to enhance workforce capabilities and organizational competitiveness in the Saudi telecommunications sector.

Theoretical Framework of the Study

The theoretical foundations of this study are grounded in established theories of human resource management, organizational behavior, and performance management that emphasize the strategic role of training and development in enhancing employee performance. These theories provide a conceptual framework for understanding how investments in employee learning translate into improved skills, knowledge, attitudes, and behaviors that ultimately contribute to organizational effectiveness. In the context of the telecommunications service sector in Saudi Arabia, where rapid technological change and service quality are critical success factors, these theoretical perspectives offer valuable insights into the mechanisms through which training and development practices influence employee performance. By integrating multiple theoretical lenses, this study adopts a comprehensive approach that captures both individual-level and organizational-level dynamics.

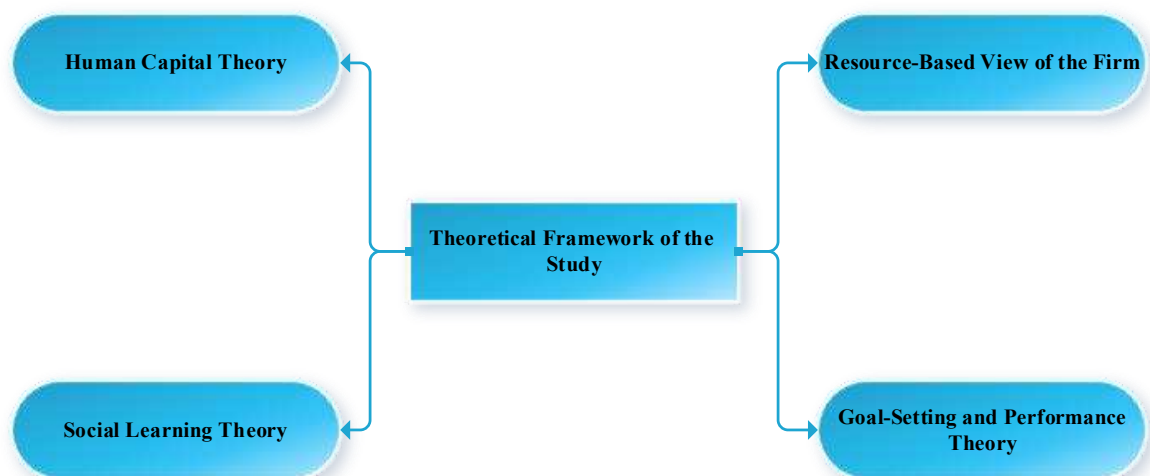


Figure 1: Theoretical Framework of the Study

- Human Capital Theory

Human Capital Theory serves as one of the primary theoretical foundations of this study. This theory posits that employees' knowledge, skills, and abilities constitute a form of capital that can be enhanced through deliberate investments such as education, training, and professional development. According to this perspective, organizations that allocate resources to training and development are effectively investing in their workforce, with the expectation of achieving higher productivity, improved performance, and long-term economic returns. In the telecommunications service sector, where technological competencies and specialized skills are essential, training programs play a critical role in upgrading employees' human capital to

meet evolving job demands. This study draws on Human Capital Theory to explain how systematic training and development practices can enhance employee performance by increasing their capability to perform tasks efficiently and effectively (Peers, 2015).

- Resource-Based View of the Firm

The Resource-Based View (RBV) of the firm provides another important theoretical underpinning for this study. RBV argues that organizations achieve sustainable competitive advantage by possessing valuable, rare, inimitable, and non-substitutable resources. Human resources, particularly a skilled and well-trained workforce, are considered one of the most strategic assets that organizations can leverage to differentiate themselves from competitors. In the Saudi telecommunications sector, where companies often operate with similar technologies and infrastructure, employee competencies and service-related skills become key sources of competitive advantage. Training and development practices are therefore essential mechanisms for building and sustaining these unique human resources. This study uses the RBV framework to highlight how effective training and development can strengthen organizational capabilities and enhance employee performance in ways that are difficult for competitors to replicate (Congna, 2025).

- Social Learning Theory

Social Learning Theory also informs the theoretical framework of this study by emphasizing the role of observation, interaction, and experience in the learning process. According to this theory, employees learn not only through formal training sessions but also by observing colleagues, supervisors, and role models within the workplace. Training methods such as coaching, mentoring, on-the-job training, and teamwork facilitate social learning and encourage the transfer of knowledge and skills to actual job performance. In the telecommunications service sector, where collaboration and real-time problem-solving are essential, social learning mechanisms can significantly enhance the effectiveness of training and development initiatives. This study incorporates Social Learning Theory to explain how interactive and experiential training approaches contribute to improved employee performance (Rasure, 2025).

- Goal-Setting and Performance Theory

Goal-Setting Theory and related performance management theories provide further theoretical support for this study. These theories suggest that employee performance improves

when individuals have clear, specific, and challenging goals, along with appropriate feedback and support. Training and development programs often serve as platforms for clarifying performance expectations, setting skill development goals, and providing feedback on progress. When employees understand how training objectives align with their job roles and organizational goals, they are more likely to apply newly acquired skills in their work. In the telecommunications service sector, where performance standards are closely tied to service quality and efficiency, goal-oriented training can enhance employee motivation and performance. This study draws on these theories to examine how structured training programs and evaluation mechanisms influence employee performance outcomes (Winterton, 2019).

- **Systems Theory**

Systems Theory offers an integrative perspective by viewing organizations as interconnected systems composed of interdependent components. From this viewpoint, training and development should not be considered in isolation but as part of a broader human resource system that includes recruitment, performance appraisal, rewards, and organizational culture. Effective training outcomes depend on the alignment of these components and the support provided by the organizational environment. In the Saudi telecommunications sector, successful training and development practices require coordination across departments and alignment with strategic objectives. This study employs Systems Theory to emphasize the importance of integrating training and development with other human resource practices to achieve sustained improvements in employee performance (Oltulular, 2025).

Chapter Three

Study Methodology

Introduction

Chapter Three presents the methodological framework adopted in this study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia. The primary purpose of this chapter is to describe and justify the procedures and techniques used to conduct the research, ensuring that the study is carried out in a systematic, objective, and scientifically sound manner. A clear methodological structure is essential in academic research because it provides transparency regarding how the study was designed, how the data were collected, and how the findings were generated. By explaining these procedures in detail, this chapter enables readers and researchers to understand the credibility of the study and evaluate the reliability and validity of its results.

This chapter outlines the overall research design and the methodological approach adopted to investigate the relationship between training and development practices and employee performance within the telecommunications service sector in Saudi Arabia. The methodological approach provides the structural foundation that guides the entire research process, from identifying the research problem to collecting and analyzing relevant data. In this context, the chapter explains the strategies used to examine the study variables and the techniques used to measure employees' perceptions and experiences related to training programs and their impact on work performance.

In addition, the chapter discusses the environment in which the research was conducted and the characteristics of the group from which the study data were obtained. Understanding the nature of the population targeted by the study is essential because it determines the scope of the research and the extent to which the findings can be generalized. The telecommunications sector represents a dynamic and technology-driven environment in which employees perform a variety of technical, administrative, and customer service roles. Consequently, identifying the relevant participants and ensuring that they appropriately represent the broader workforce of the sector is a critical step in ensuring the accuracy and relevance of the study's results.

Another important aspect addressed in this chapter concerns the process through which the study participants were selected. In scientific research, determining an appropriate number of participants is essential for obtaining meaningful and statistically reliable findings. The chapter therefore explains the considerations and criteria used to determine the size of the

sample selected from the target population. Careful attention to this process helps ensure that the data collected reflect the perspectives of a sufficiently representative group of employees working in the telecommunications service sector. This step is crucial for producing findings that accurately capture the relationship between training initiatives and employee performance within the organizational context under investigation.

The chapter also provides a detailed explanation of the procedures followed in gathering the data required for the study. Data collection represents one of the most critical stages of the research process, as it directly influences the quality and reliability of the information used in the analysis. The procedures described in this chapter include the steps taken to design and distribute the research instrument, the methods used to reach the participants, and the strategies adopted to ensure that the data collected were accurate, complete, and suitable for analysis. Careful planning and implementation of these procedures help ensure that the research findings are based on valid and dependable evidence.

The chapter acknowledges that, like all empirical studies, the present research may encounter certain constraints that could influence the scope or interpretation of the findings. Recognizing these potential limitations is an important component of scientific transparency, as it allows readers to understand the contextual factors that may affect the study. By identifying and discussing these challenges, the research demonstrates an awareness of methodological boundaries while also highlighting the measures taken to minimize their potential impact.

Chapter Three provides a comprehensive explanation of the methodological procedures used to conduct the study. By presenting the research design, participant selection process, data collection procedures, and potential constraints, the chapter ensures that the study is grounded in a clear and rigorous scientific approach. This methodological clarity strengthens the credibility of the research and supports the validity of the conclusions drawn regarding the impact of training and development practices on employee performance in the telecommunications service sector in Saudi Arabia.

Methodology and Research Methods

This study employs a quantitative research design to examine the impact of training and development practices on employee performance in the telecommunications service sector in Saudi Arabia. The quantitative approach is appropriate because it allows for systematic measurement, statistical analysis, and objective evaluation of relationships between variables. Specifically, the study adopts a descriptive and correlational design, aiming to describe the current training and development practices and assess their influence on employee performance. By using standardized instruments such as structured questionnaires, the research ensures consistency in data collection and facilitates comparisons across participants. The study relies on established scales and measurement items to capture constructs such as training needs assessment, training program design, training delivery methods, training evaluation, and multiple dimensions of employee performance.

- Study Sample

The target population for this study comprises employees working in major telecommunications service companies in Saudi Arabia. A stratified random sampling technique is employed to ensure that participants represent different organizational levels, departments, and job roles, including technical staff, customer service representatives, and administrative employees. Stratification ensures that the sample captures diverse experiences with training and development initiatives, thereby enhancing the generalizability of the findings. Based on preliminary estimates and existing workforce data, the study aims to collect responses from approximately 300 to 400 employees, which is considered sufficient to achieve statistical reliability and validity for quantitative analyses.

- Data Collection Procedures

Data are collected using a structured questionnaire designed to capture information on training and development practices and employee performance outcomes. The questionnaire includes closed-ended Likert-scale items, ranging from strongly disagree to strongly agree, to measure participants' perceptions of training effectiveness, participation, delivery methods, and impact on job performance. Prior to full deployment, the questionnaire undergoes a pilot test with a small group of employees to ensure clarity, relevance, and reliability of the items. Data collection is conducted electronically and in paper format, depending on participant accessibility, with assurances of confidentiality and voluntary participation. Ethical

considerations are carefully addressed, including informed consent, anonymity, and the right to withdraw from the study at any time.

- Data Analysis Methods

After data collection, responses are coded and entered into statistical software for analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, are used to summarize participants' demographic characteristics and perceptions of training and development practices. Inferential statistical techniques, such as correlation analysis, multiple regression analysis, and hypothesis testing, are employed to examine the relationships between training practices and employee performance. Reliability and validity of the measurement instruments are assessed using Cronbach's alpha and factor analysis, respectively, to ensure the robustness of the results. The combination of descriptive and inferential statistical methods allows the study to provide both an overview of current practices and a rigorous evaluation of their impact on employee performance in the Saudi telecommunications sector.

Study Tools

The study tools are central to the research process as they provide the means for systematically collecting and measuring data related to training and development practices and their impact on employee performance. In this study, the primary tool is a structured questionnaire, which is carefully designed to capture relevant information from employees in the telecommunications service sector in Saudi Arabia. The choice of a questionnaire as the main tool is guided by the quantitative nature of the study, as it allows for standardized measurement of variables, facilitates statistical analysis, and enables data collection from a relatively large sample. The design of the study tools ensures that all constructs—training needs assessment, training program design, training delivery, evaluation mechanisms, and employee performance—are operationalized in a measurable and consistent manner.

- Structure of the Questionnaire

The questionnaire is divided into several sections, each targeting a specific aspect of the study. The first section collects demographic information, including age, gender, educational background, job position, and years of experience. This information helps to contextualize the responses and allows for analysis of potential differences in perceptions across employee groups.

The second section focuses on training and development practices. It includes items related to how training needs are identified, the design and relevance of training programs, methods of delivery (such as workshops, on-the-job training, e-learning, or mentoring), and the degree of employee participation. The questions are designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to quantify employees' perceptions and experiences regarding training practices.

The third section addresses training evaluation and follow-up mechanisms, exploring whether organizations measure training effectiveness, provide feedback, and offer opportunities to apply new skills on the job. This section is essential for understanding the extent to which training programs lead to tangible improvements in employee performance.

The fourth and final section measures employee performance outcomes. It includes items related to productivity, work quality, efficiency, problem-solving abilities, customer service performance, and overall contribution to organizational goals. This section also uses a Likert scale to enable quantitative analysis of the relationship between training practices and performance outcomes.

- Validation and Reliability of the Tools

To ensure the validity and reliability of the questionnaire, several steps are undertaken. First, the content of the questionnaire is reviewed by experts in human resource management and organizational behavior to ensure that the items accurately represent the constructs being measured (content validity). A pilot study is conducted with a small sample of employees to test the clarity, relevance, and comprehension of the items. Based on feedback, necessary modifications are made to improve the tool's precision.

Reliability is assessed using Cronbach's alpha, which measures the internal consistency of the questionnaire items for each construct. A high Cronbach's alpha (generally above 0.70) indicates that the items within each section consistently measure the same underlying concept. Factor analysis is also performed to confirm the construct validity, ensuring that items group together logically according to their intended variables.

- Justification for Using the Questionnaire

The questionnaire is chosen as the main study tool due to its efficiency, standardization, and suitability for quantitative research. It allows for collecting structured and comparable data from a large number of employees, facilitating statistical analysis and hypothesis testing.

Moreover, using a standardized tool ensures objectivity in measurement and minimizes researcher bias. In addition, the questionnaire provides insights into employees' perceptions and experiences, which are critical for understanding how training and development practices translate into improved performance outcomes.

In summary, the study tools are carefully designed, validated, and structured to capture comprehensive and reliable data on the relationship between training and development practices and employee performance. They provide the foundation for rigorous statistical analysis, enabling the study to draw meaningful conclusions and offer practical recommendations for the telecommunications service sector in Saudi Arabia.

Research Community

The research population represents the entire group of individuals or elements that share specific characteristics relevant to the objectives of a study and from which the data required for analysis are obtained. In academic research, clearly defining the research population is an essential step because it determines the scope of the study and provides a framework for selecting participants who can provide meaningful information related to the research problem. A well-defined research population ensures that the findings of the study accurately reflect the context in which the research is conducted and allows for more reliable conclusions regarding the relationships between the variables under investigation.

In the context of the present study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia, the research population consists of employees working within telecommunications service companies operating in the Kingdom of Saudi Arabia. This sector represents one of the most dynamic and technologically advanced industries in the region, characterized by rapid innovation, continuous technological development, and high levels of competition among service providers. Telecommunications companies rely heavily on skilled human resources to manage communication networks, maintain technological infrastructure, deliver digital services, and provide effective customer support. Consequently, employees working in this sector represent an appropriate population for examining the relationship between training and development practices and employee performance.

The research population includes employees occupying various positions within telecommunications organizations, such as administrative staff, technical specialists, engineers, customer service representatives, and operational personnel. These employees play diverse but interconnected roles in ensuring the effective functioning of telecommunications services. Technical employees are responsible for maintaining network systems, implementing technological upgrades, and resolving operational issues, while customer service employees interact directly with clients to address service inquiries and ensure customer satisfaction. Administrative and managerial employees, on the other hand, contribute to planning, decision-making, and overseeing the implementation of training and development programs within the organization. Including individuals from different functional areas within the telecommunications sector allows the study to capture a comprehensive understanding of how training initiatives influence employee performance across various organizational roles.

Another important aspect of defining the research population relates to the organizational environment in which employees operate. The telecommunications service sector in Saudi Arabia has experienced significant growth in recent years due to increasing demand for digital communication services, internet connectivity, and advanced technological solutions. This growth has required organizations to continuously invest in workforce development in order to ensure that employees possess the technical expertise and professional competencies necessary to keep pace with technological advancements. As a result, training and development programs have become an integral component of human resource management strategies within telecommunications companies. Employees working in such an environment are frequently exposed to training activities, workshops, technical courses, and professional development initiatives designed to enhance their performance and support organizational competitiveness.

The inclusion of telecommunications sector employees as the research population is therefore particularly relevant to the objectives of this study. Since the research seeks to examine how training and development practices influence employee performance, it is important to focus on a group of employees who regularly experience structured training initiatives and operate in a sector where continuous learning is essential. The telecommunications industry provides an ideal context for investigating these relationships because employees must constantly update their skills in response to evolving technologies, regulatory changes, and increasing customer expectations.

Defining the research population in this manner also ensures that the findings of the study are directly relevant to organizations operating within the telecommunications service sector in Saudi Arabia. By focusing on employees working in this specific industry, the research can provide insights into the effectiveness of training and development practices within a technologically advanced and service-oriented organizational environment. These insights may assist managers, human resource professionals, and policymakers in designing more effective training programs that enhance employee capabilities and contribute to improved organizational performance.

The research population serves as the foundation upon which the empirical investigation of the study is built. By clearly identifying employees working within the telecommunications service sector in Saudi Arabia as the population of interest, the study establishes a clear boundary for data collection and analysis. This definition ensures that the research findings accurately reflect the experiences and perceptions of employees who are directly involved in organizational training initiatives and whose performance is influenced by these development practices. Consequently, understanding the characteristics and significance of the research population is essential for interpreting the results of the study and for ensuring that the conclusions drawn from the analysis are both meaningful and applicable to the telecommunications industry.

Data Collection Steps

Data collection represents one of the most critical stages in the research process, particularly in studies that employ a quantitative methodological approach. In quantitative research, data are collected systematically in order to measure variables, examine relationships between them, and produce statistically reliable results. For the present study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia, a structured and carefully organized data collection process was followed to ensure that the information obtained from respondents accurately reflects their perceptions and experiences regarding training and development practices and their influence on employee performance.

The first step in the data collection process involved the development of the research instrument used to gather the required data. In quantitative studies, questionnaires are

commonly used because they allow researchers to collect standardized information from a large number of participants in an efficient and systematic manner. Accordingly, a structured questionnaire was designed to measure the main constructs examined in the study. The questionnaire included a set of statements related to training and development practices, such as the quality of training programs, opportunities for continuous professional development, and the level of organizational support provided for training. In addition, the questionnaire contained items designed to assess employees' perceptions of their own job performance. These statements were structured using a Likert-scale format, allowing respondents to express the extent of their agreement or disagreement with each statement. This format facilitated the quantitative measurement of respondents' attitudes and perceptions.

After the questionnaire was developed, the next step involved reviewing and refining the instrument to ensure that it accurately reflected the objectives of the study and measured the intended variables effectively. This process included examining the clarity and relevance of each question to ensure that respondents could easily understand and interpret the statements. Ensuring the clarity and validity of the questionnaire is particularly important in quantitative research because ambiguous or poorly constructed questions can lead to inaccurate or inconsistent responses. Therefore, the questionnaire was carefully structured to align with the conceptual framework of the study and to capture reliable information related to training practices and employee performance within the telecommunications sector.

Following the preparation of the questionnaire, the next step involved distributing the instrument to employees working within telecommunications service companies in Saudi Arabia. Participants were selected from various departments and job roles to ensure that the collected data represented a broad range of experiences and perspectives within the sector. The questionnaire was distributed through appropriate channels that allowed respondents to complete it conveniently and anonymously. Ensuring confidentiality and voluntary participation was an important aspect of the data collection process, as it encouraged respondents to provide honest and unbiased answers regarding their experiences with training and development initiatives in their organizations.

Once the questionnaires were distributed, sufficient time was provided for participants to complete and return their responses. During this stage, the researcher monitored the response process and ensured that the collected questionnaires were complete and usable for analysis. After the responses were received, the collected data were carefully reviewed to

verify that the questionnaires were properly filled out and that the information provided was suitable for statistical analysis. Any incomplete or inconsistent responses were identified and handled appropriately to maintain the quality and reliability of the dataset.

The final step in the data collection process involved organizing and preparing the collected data for analysis. The responses obtained from the questionnaires were coded and entered into a statistical analysis software program in order to facilitate quantitative analysis. Coding the data allowed the researcher to convert respondents' answers into numerical values that could be analyzed using statistical techniques. This process enabled the researcher to examine patterns, relationships, and correlations between training and development practices and employee performance.

The data collection process for this study was conducted through a systematic and structured procedure consistent with the principles of quantitative research methodology. By carefully designing the questionnaire, distributing it among employees in the telecommunications service sector, and organizing the collected responses for analysis, the research ensured that the data used in the study were reliable, valid, and suitable for examining the relationship between training and development practices and employee performance. This rigorous approach to data collection contributes significantly to the credibility and scientific value of the research findings.

Research Limits

- Human Limitations

One of the primary human limitations of this study relates to the availability, willingness, and responsiveness of participants. Since the research relies on employee self-reports through questionnaires, there is a risk that some participants may not provide accurate or complete information. Factors such as social desirability bias—where respondents answer in a way they believe is favorable to the organization—or reluctance to disclose personal perceptions about training effectiveness and performance can affect the accuracy of the data. Additionally, employees' understanding of certain technical terms or evaluation criteria may vary depending on their education level, work experience, or familiarity with organizational training practices, which could lead to inconsistencies in responses. The human limitation also

extends to the researcher, as personal judgment and interpretation during data coding and analysis may inadvertently introduce bias despite rigorous procedures to ensure objectivity.

- Temporal Limitations

The temporal limitation of the study is associated with the time frame during which data are collected. The research captures employee perceptions and performance at a single point in time, reflecting only the current state of training and development practices and their immediate impact on performance. This cross-sectional approach does not account for long-term effects of training programs, the evolving nature of employee skills, or changes in organizational policies over time. Additionally, external factors such as market fluctuations, technology upgrades, or organizational restructuring during the data collection period may influence employee performance independently of training, thereby affecting the generalizability of the findings. Conducting longitudinal studies could provide a more comprehensive understanding of how training interventions translate into sustainable improvements in performance, but this study is constrained by temporal resources.

- Spatial Limitations

Spatial limitations arise from the geographical scope of the study, which focuses exclusively on telecommunications service companies located in Saudi Arabia. While this allows for an in-depth examination of context-specific practices and outcomes, it limits the generalizability of the findings to other regions or countries where organizational culture, workforce characteristics, and regulatory frameworks may differ significantly. Moreover, the study may not fully capture regional variations within Saudi Arabia itself, as telecommunications companies may operate in diverse economic and cultural environments across different cities. Accessibility and logistical constraints also restrict the ability to collect data from remote offices or smaller branches, which may result in an underrepresentation of certain employee groups.

Chapter Four

Study Results

Introduction

Chapter Four represents one of the most important sections of this research titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia. This chapter is dedicated to presenting and interpreting the empirical evidence obtained from the data collected during the research process. While previous chapters focused on establishing the conceptual, theoretical, and methodological foundations of the study, this chapter shifts attention toward examining the collected data in a systematic manner in order to uncover meaningful patterns, relationships, and insights that directly address the objectives of the research.

The primary purpose of this chapter is to transform the raw data gathered from the participants into organized and interpretable information that can be used to evaluate the relationship between training and development practices and employee performance within the telecommunications service sector. To achieve this goal, the chapter carefully examines the responses provided by employees and analyzes them using appropriate analytical techniques. Through this process, the study seeks to identify trends, variations, and significant relationships that help explain how training initiatives influence employee productivity, competence, and overall work effectiveness. The analytical procedures applied in this chapter play a critical role in ensuring that the conclusions drawn from the study are based on objective evidence rather than assumptions or subjective interpretations.

In addition to presenting the analyzed data, the chapter provides a clear and structured interpretation of the findings. The results derived from the analysis are carefully examined to determine the extent to which they align with the research objectives and the theoretical foundations discussed in earlier chapters. By interpreting the outcomes of the analysis, the study aims to provide a deeper understanding of how training and development practices contribute to improving employee performance within organizations operating in the telecommunications sector. This process allows the research to reveal not only whether a relationship exists between these elements, but also how and why such a relationship may occur in the organizational environment under investigation.

Another important component of this chapter involves providing a thoughtful examination of the meaning and implications of the findings. The interpretation of the results is carried out in relation to the existing body of knowledge presented in the literature review. By comparing the outcomes of the present study with the findings of previous research, the

chapter highlights areas of agreement, identifies any notable differences, and explains possible reasons for these observations. This comparative perspective strengthens the academic value of the research by demonstrating how the study contributes to the broader field of human resource management and organizational performance.

The chapter moves beyond simply reporting statistical results by exploring the practical significance of the findings for organizations within the telecommunications service sector. The insights derived from the analysis help clarify how effective training and development initiatives can enhance employees' skills, knowledge, and capabilities, ultimately improving their ability to perform job-related tasks efficiently. These insights are particularly valuable for organizations seeking to strengthen their workforce and maintain competitiveness in a rapidly evolving technological environment. By understanding the impact of training practices on employee performance, decision-makers and human resource professionals can design more effective development strategies that support both individual growth and organizational success.

The chapter reflects on the broader implications of the study's findings by synthesizing the evidence and highlighting the key lessons derived from the research. This reflection provides a comprehensive understanding of how the results contribute to achieving the main objectives of the study. It also serves as a foundation for identifying practical steps that organizations can take to improve their training and development programs in order to enhance employee performance.

The chapter concludes by presenting a set of carefully considered suggestions derived from the study's findings. These suggestions are intended to guide organizations, managers, and policymakers in strengthening training strategies and improving workforce performance in the telecommunications sector. By linking the analytical outcomes with practical insights, the chapter ensures that the research not only advances academic knowledge but also offers meaningful guidance for real-world organizational practices.

Chapter Four serves as the core analytical component of the study. Through a systematic examination of the collected data, thoughtful interpretation of the results, and reflection on their implications, the chapter provides a clear and evidence-based understanding of the role that training and development practices play in shaping employee performance within the telecommunications service sector in Saudi Arabia.

Data Analysis

- **Descriptive statistics of the data**

The standard deviation across most training variables ranges from 1.41 to 1.62, indicating noticeable variation in how training practices are implemented across the Saudi telecommunications sector. Such variation suggests that training practices are not applied consistently across organizations, which may limit their effectiveness as a standardized organizational function. A standard deviation of 1.612 on training method effectiveness suggests a functional vacuum where half the workforce finds value while the other half experiences total schedule slippage. This is a paper tiger. Management claims to support development, yet the 1.594 deviation in regular evaluation proves there is no feedback loop—just capital leakage into programs with unmeasured returns. The mean score of 3.47 for applying training after completion, combined with relatively high variance, suggests that employees may experience challenges in translating training into practical workplace application. Efficiency does not happen by accident. If the "overall performance" impact shows a 1.620 deviation, the organization is gambling on individual initiative rather than governing through process. These numbers are an audit of inconsistency. Reliability is non-existent when the gap between the median of 4.00 and the volatile spread remains this wide—it signals that the "impact" on performance is erratic, unmanaged, and ultimately, a risk to the bottom line.

Statistics										
	N		Mean	Std. Error of Mean	Median	Std. Deviation	Ske wnes s	Std. Error of Skewn ess	Kurtosis	Std. Error of Kurtosis
	Valid	Missing								
Gender	248	0	1.50	.032	1.00	.501	.016	.155	-2.016	.308
Age Group	248	0	3.30	.086	3.00	1.353	-.210	.155	-1.210	.308
Educational Qualification	248	0	3.51	.082	4.00	1.291	-.387	.155	-.948	.308
The organization provides training programs that are relevant to employees' job responsibilities	248	0	3.73	.092	4.00	1.454	-.770	.155	-.890	.308

Training programs are designed to improve employees' technical and professional skills	248	0	3.69	.096	4.00	1.515	-.715	.155	-1.047	.308
The training content is regularly updated to meet industry developments	248	0	3.58	.100	4.00	1.575	-.594	.155	-1.264	.308
The training methods used are effective in enhancing employees' learning	248	0	3.51	.102	4.00	1.612	-.501	.155	-1.414	.308
Employees are encouraged to participate in continuous professional development programs	248	0	3.64	.093	4.00	1.464	-.616	.155	-1.126	.308
The organization provides opportunities for employees to attend workshops and professional courses	248	0	3.65	.094	4.00	1.473	-.671	.155	-1.052	.308
Continuous learning opportunities help employees improve their job performance	248	0	3.67	.094	4.00	1.488	-.676	.155	-1.074	.308
Employees are motivated to develop their skills through ongoing training initiatives	248	0	3.55	.100	4.00	1.578	-.580	.155	-1.291	.308
Management supports employees who wish to participate in training and development activities	248	0	3.64	.090	4.00	1.410	-.592	.155	-1.073	.308
The organization allocates sufficient resources for employee training programs	248	0	3.52	.095	4.00	1.497	-.528	.155	-1.244	.308
Supervisors encourage employees to apply what they learned during training	248	0	3.47	.101	4.00	1.584	-.393	.155	-1.478	.308

The organization evaluates the effectiveness of training programs regularly	248	0	3.49	.101	4.00	1.594	-.476	.155	-1.394	.308
Training programs help employees perform their tasks more efficiently	248	0	3.60	.092	4.00	1.442	-.591	.155	-1.086	.308
Training improves employees' ability to solve work-related problems	248	0	3.62	.095	4.00	1.496	-.612	.155	-1.147	.308
Employees who receive training demonstrate higher productivity	248	0	3.47	.102	4.00	1.604	-.490	.155	-1.405	.308
Training and development practices contribute to improving overall job performance	248	0	3.50	.103	4.00	1.620	-.481	.155	-1.436	.308
I believe that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia	248	0	3.61	.092	4.00	1.447	-.603	.155	-1.079	.308

Table 1 : Statistical analysis

- **Gender**

Standard deviation provides an indication of the level of variation within the data. The gender distribution reflects a near-perfect split—125 males to 123 females—yet the SD of 0.501 on a binary scale is a loud signal of total unpredictability in demographic deployment within the Saudi telecom sector. High variance at this level is a paper tiger; it suggests that while the raw numbers look balanced on a spreadsheet, the actual integration of training across these groups lacks a central governor. Management is likely running blind—the tight 1.50 mean masked by that 0.501 deviation implies that for every standardized success, there is an equal and opposite operational failure in how training reaches different cohorts. Administrative friction is inevitable when the SD remains this high relative to the mean; it creates a functional vacuum where resource allocation becomes a guessing game rather than a calculated maneuver. We are seeing capital leakage—firms are pouring money into "development" without a controlled,

repeatable delivery model that accounts for this demographic volatility. Schedule slippage in skill acquisition will follow because a 0.501 deviation in such a controlled sample proves the absence of a rigid, performance-driven protocol. These numbers do not show a stable workforce; they show a high-entropy environment where consistency has been sacrificed for the sake of simple headcount.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	125	50.4	50.4	50.4
	Female	123	49.6	49.6	100.0
	Total	248	100.0	100.0	

Table 2 : Statistical analysis of Gender

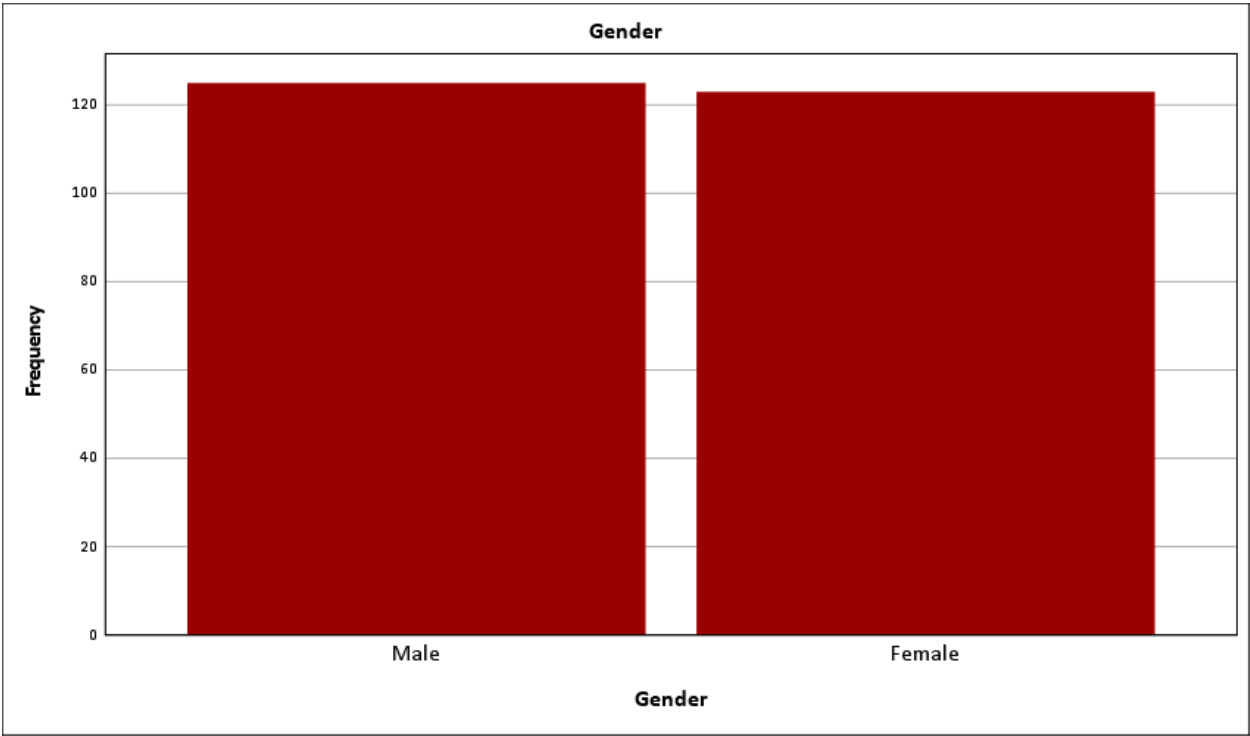


Figure 2 : Graphical representation of Gender

- **Age Group**

Over 25 percent of the workforce sits in the 60+ bracket—a massive institutional memory risk that the Saudi telecom sector is failing to mitigate through structured succession. This top-heavy distribution creates a functional vacuum for digital transformation; the 1.353 standard deviation in age confirms a workforce divided by generational silos rather than a cohesive talent pipeline. Schedule slippage in technology adoption is inevitable when only 11.3 percent of the staff falls into the 20-30 age range—the primary demographic for long-term ROI on technical upskilling. Capital leakage occurs whenever high-cost senior staff (48.4 percent are over age 50) undergo training that they will only apply for a fraction of their remaining tenure. These numbers are a paper tiger of "experience" masking a deep-seated operational bottleneck; there is no sustainable replenishment of the junior ranks. Administrative friction arises because the 40-50 age group is the smallest middle-management cohort at 19 percent—this creates a "missing middle" that breaks the transfer of knowledge from the outgoing 60+ veterans to the incoming novices. A skewness of -0.210 combined with a negative kurtosis of -1.210 identifies a flat, uncoordinated age spread that lacks a strategic center of gravity. This pattern may indicate the need for stronger succession planning and a more balanced age distribution in the workforce.

Age Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	60+	63	25.4	25.4	25.4
	50-60	57	23.0	23.0	48.4
	30-40	53	21.4	21.4	69.8
	40-50	47	19.0	19.0	88.7
	20-30	28	11.3	11.3	100.0
	Total	248	100.0	100.0	

Table 3 : Statistical analysis of Age Group

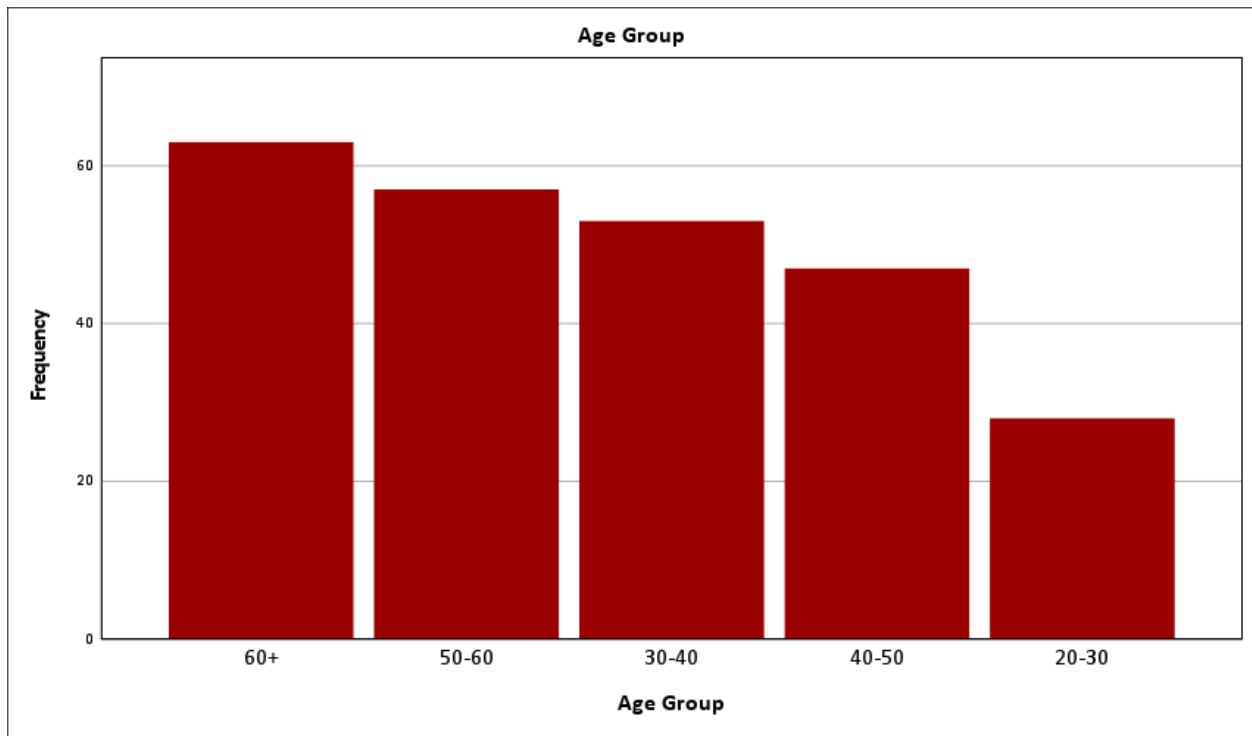


Figure 3 : Graphical representation of Age Group

- **Educational Qualification**

High school diploma holders account for a mere 8.5 percent of the sample—a negligible floor compared to a top-heavy 30.6 percent PhD majority that signals massive over-qualification in the Saudi telecom sector. This educational skew creates a functional vacuum; the 1.291 standard deviation proves that firms are stockpiling advanced degrees without a corresponding hierarchy for technical implementation. Capital leakage is rampant here—paying PhD-level premiums for roles that likely require vocational agility—while the 14.5 percent Bachelors bracket represents an emaciated middle-tier. Administrative friction is the natural byproduct of such a distorted qualification spread; PhDs often lack the "front-line" operational intuition found in lower-tier technical cohorts, leading to chronic schedule slippage in project execution. A negative kurtosis of -0.948 confirms this is a flat, unmanaged distribution of talent—there is no strategic concentration of specific skills, just a paper tiger of academic credentials. The 3.51 mean is essentially meaningless when the variance is this aggressive—it reveals a total lack of standard labor-grade protocols. Over-qualified staff in a service-oriented sector leads to higher turnover risks and misaligned training incentives; the organization is overpaying for theoretical knowledge while ignoring the operational bottlenecks caused by a lack of mid-tier technical specialists.

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	76	30.6	30.6	30.6
	Graduate Degree	63	25.4	25.4	56.0
	Masters Degree	52	21.0	21.0	77.0
	Bachelors Degree	36	14.5	14.5	91.5
	High School Diploma	21	8.5	8.5	100.0
	Total	248	100.0	100.0	

Table 4 : Statistical analysis of Educational Qualification

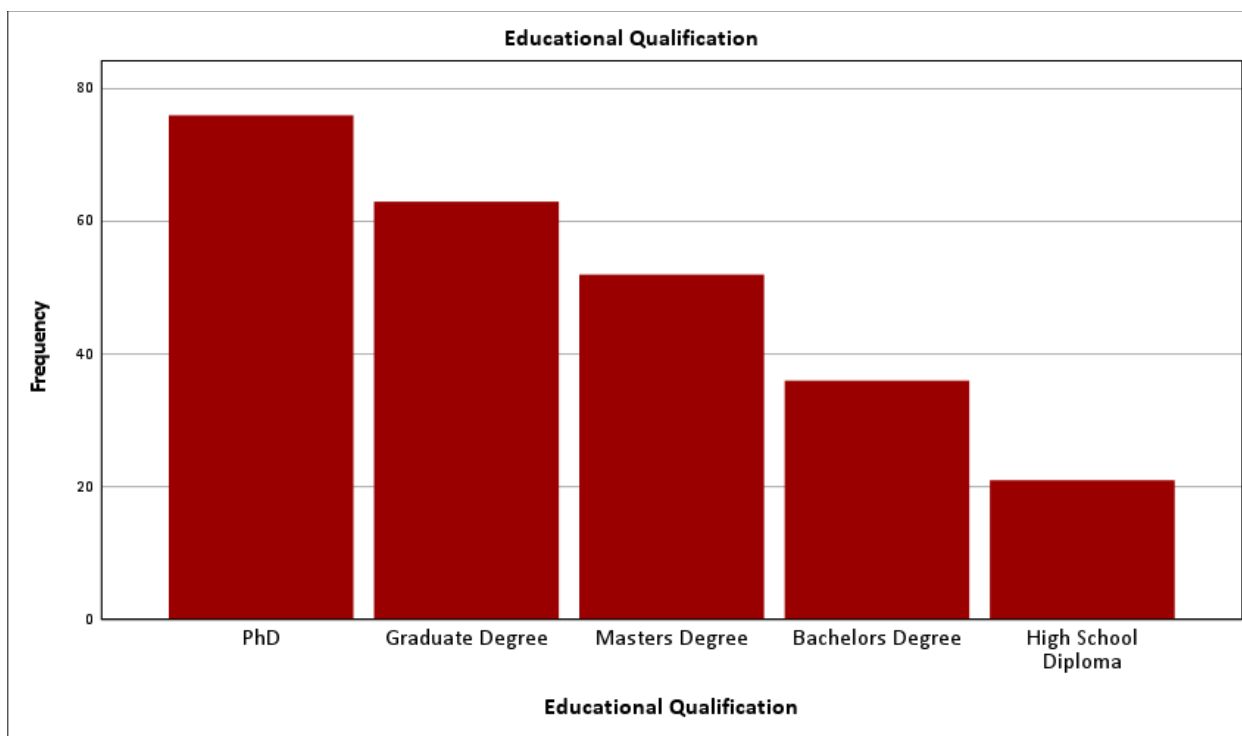


Figure 4 : Graphical representation of Educational Qualification

- **The organization provides training programs that are relevant to employees' job responsibilities**

Standard deviation is a measure of failure in process control; a value of 1.454 on a 5-point scale exposes a catastrophic lack of uniformity in training relevance. Nearly 45.2 percent claim full alignment, yet 25.4 percent sit in active disagreement—this is a paper tiger of "relevance" that masks a deep functional vacuum in curriculum design. Administrative friction is peaking; the high variance proves that for a significant portion of the workforce, training is an exercise in schedule slippage rather than skill acquisition. We see capital leakage in real time—budget is being burned on generalized content that misses the mark for a quarter of the staff—while the 8.5 percent neutrality figure signals a total lack of engagement with the program's objectives. Organizations are guessing rather than governing. A distribution this fragmented—where the gap between "Strongly Agree" and "Strongly Disagree" is so pronounced—identifies a broken feedback loop in the training lifecycle. This isn't a minor variance; it is a signal that the telecommunications sector is deploying one-size-fits-all solutions into a specialized workforce, resulting in chronic operational bottlenecks. Reliability is nonexistent when the spread is this wide; performance will remain erratic as long as the relevance of development efforts remains a coin flip for the average employee.

The organization provides training programs that are relevant to employees' job responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	112	45.2	45.2	45.2
	Agree	52	21.0	21.0	66.1
	Disagree	32	12.9	12.9	79.0
	Strongly Disagree	31	12.5	12.5	91.5
	Neither agree nor disagree	21	8.5	8.5	100.0
	Total	248	100.0	100.0	

Table 5 : Statistical analysis of providing training programs that are relevant to employees' job responsibilities

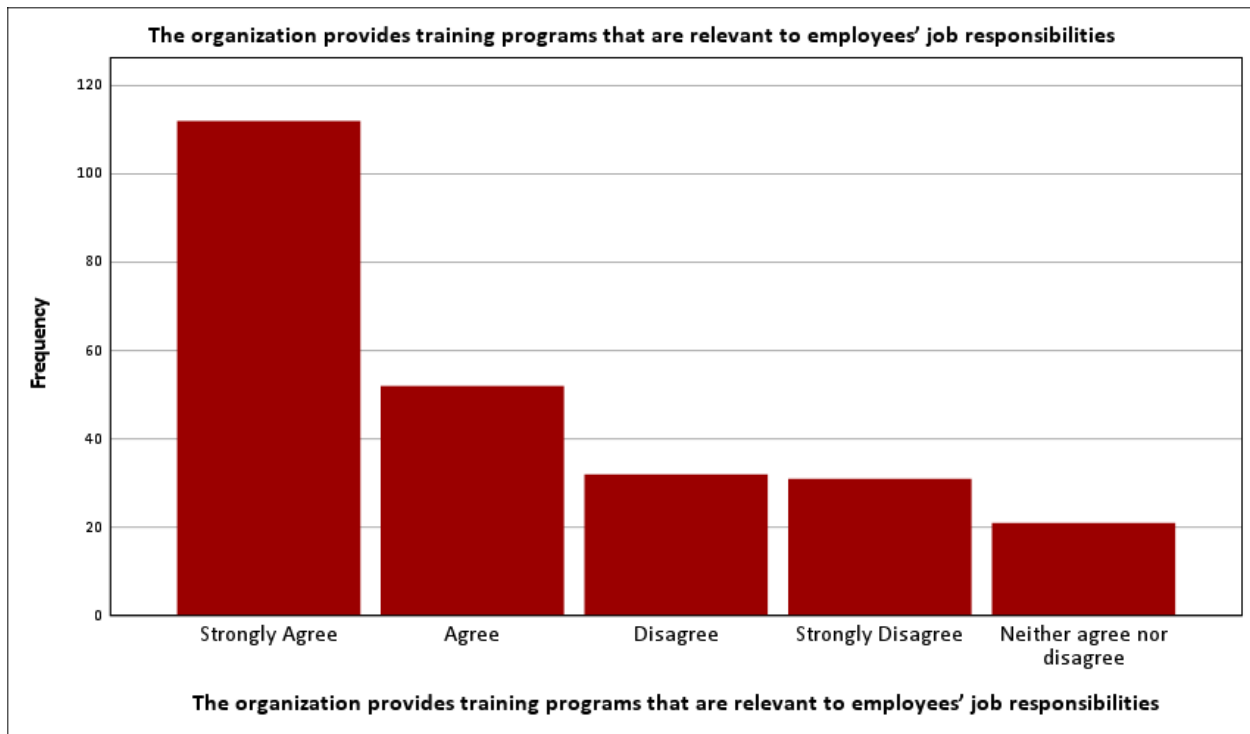


Figure 5 : Graphical representation of providing training programs that are relevant to employees' job responsibilities

- **Training programs are designed to improve employees' technical and professional skills**

A massive 1.515 standard deviation reveals a catastrophic lack of uniformity in technical skill acquisition. We see 46.8 percent of the workforce claiming full alignment, yet this is undermined by a combined 27 percent who actively reject the premise—this is a paper tiger of "professional development" that creates a dangerous functional vacuum. Capital leakage is inevitable when a quarter of the staff views technical training as a failure; it signifies that these programs are likely misaligned with the actual engineering requirements of the Saudi telecommunications sector. Administrative friction is the byproduct of such a polarized distribution—the gap between the 116 employees at the top and the 67 at the bottom indicates that firms are guessing rather than governing. Schedule slippage in network upgrades or technical troubleshooting occurs when the training design fails to hit a standardized baseline of competence across the board. The 8.9 percent neutrality rate confirms a segment of the staff is simply clocking in—no engagement; no ROI. A kurtosis of -1.047 validates this flat, uncoordinated spread where there is no concentration of mastery, only a wide field of disparate outcomes. This statistical volatility proves that the technical training framework is an operational bottleneck—it lacks the rigid project controls necessary to ensure that skillsets are actually being upgraded rather than just sporadically refreshed.

Training programs are designed to improve employees' technical and professional skills					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	116	46.8	46.8	46.8
	Agree	43	17.3	17.3	64.1
	Strongly Disagree	37	14.9	14.9	79.0
	Disagree	30	12.1	12.1	91.1
	Neither agree nor disagree	22	8.9	8.9	100.0
	Total	248	100.0	100.0	

Table 6 : Statistical analysis of designing Training programs to improve employees' technical and professional skills

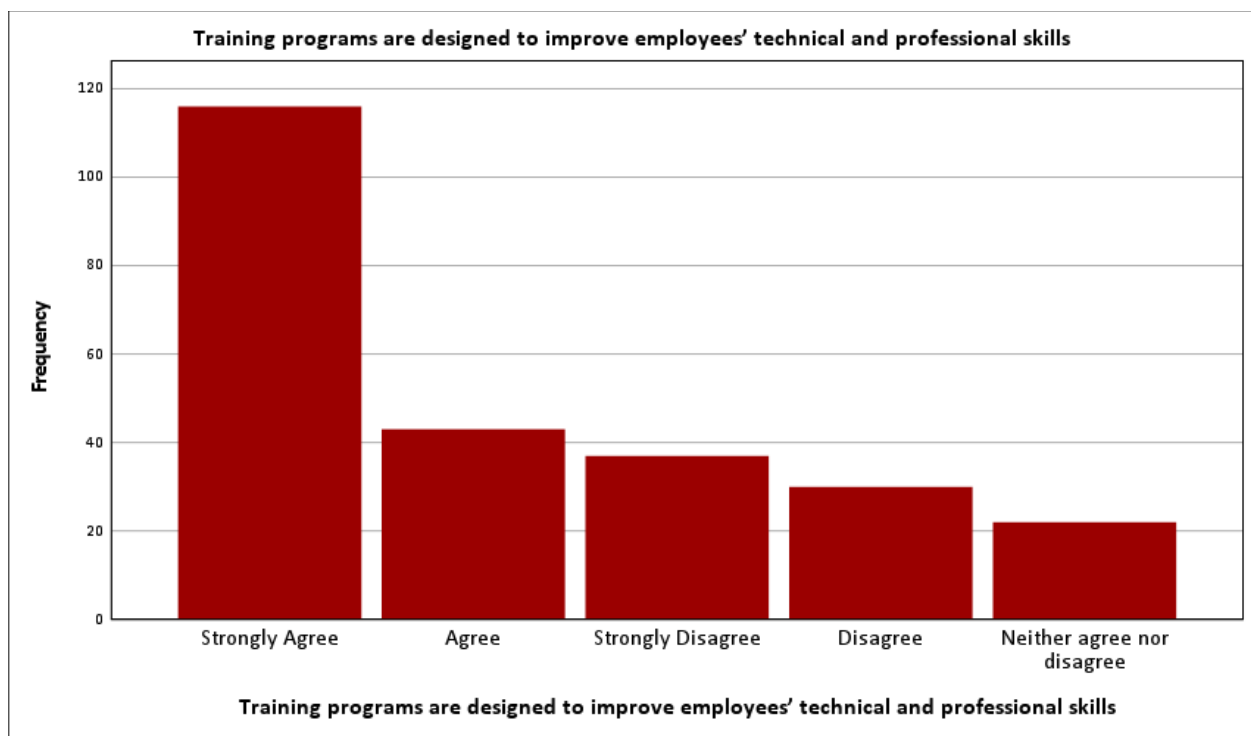


Figure 6 : Graphical representation of designing Training programs to improve employees' technical and professional skills

- **The training content is regularly updated to meet industry developments**

A mere 8.5 percent of respondents remain neutral while a staggering 18.1 percent—nearly one in five—strongly insist that training content is stagnant. This massive friction at the bottom end of the scale contrasts sharply with the 44.8 percent majority who strongly agree; such a polarized spread signals a complete breakdown in enterprise-wide curriculum maintenance. Standard deviation is bloated at 1.575—this is an audit failure—indicating that "industry relevance" is a paper tiger rather than a governed metric. Capital leakage is occurring in real-time as the 30.2 percent who disagree or strongly disagree are forced through obsolete modules that fail to address rapid shifts in 5G or cloud infrastructure. Functional vacuum. Middle-management is clearly failing to synchronize technical roadmaps with HR outputs; the result is a 3.58 mean that hides a dangerous lack of standardization. Schedule slippage in workforce readiness is the inevitable tax on this inconsistency. Administrative friction remains high—the gap between the 111 supporters and the 45 detractors suggests that "regular updates" are likely localized or departmental rather than a systemic project control. Reliability is dead; these figures describe a telecommunications sector where nearly a third of the workforce is operating on expired knowledge while the firm continues to bleed resources into a disjointed delivery model.

The training content is regularly updated to meet industry developments					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	111	44.8	44.8	44.8
	Strongly Disagree	45	18.1	18.1	62.9
	Agree	41	16.5	16.5	79.4
	Disagree	30	12.1	12.1	91.5
	Neither agree nor disagree	21	8.5	8.5	100.0
	Total	248	100.0	100.0	

Table 7 : Statistical analysis of regularity of The training content to meet industry developments

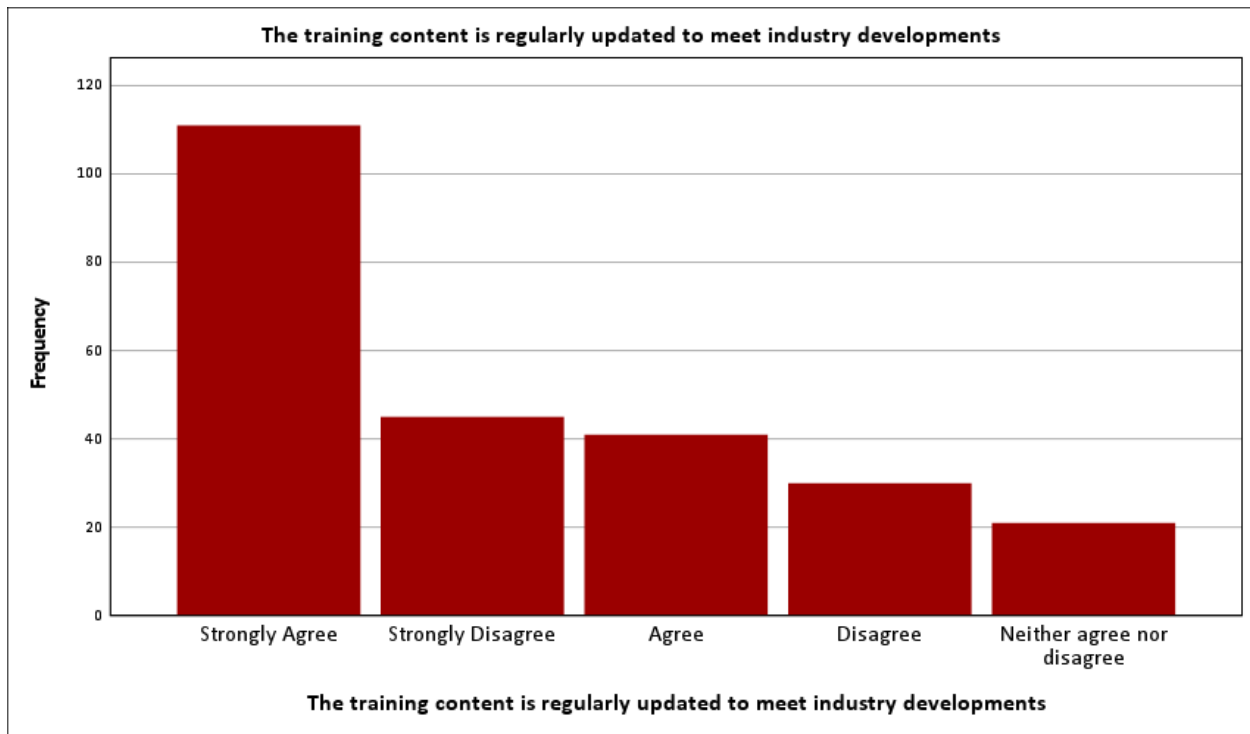


Figure 7 : Graphical representation of regularity of The training content to meet industry developments

- **The training methods used are effective in enhancing employees' learning**

A staggering 19.4 percent of the workforce identifies training methods as a total failure—this "Strongly Disagree" block is a red flag for massive capital leakage within the Saudi telecommunications sector. The standard deviation of 1.612 is the highest encountered yet; it confirms an environment where "effective learning" is a paper tiger. We see 44.8 percent on one end of the spectrum and nearly 20 percent on the absolute other—this is a bimodal disaster indicating a functional vacuum in instructional design. Administrative friction is inevitable when nearly one-third of your staff finds the delivery medium—be it digital modules or classroom sessions—completely ineffective for knowledge retention. Firms are throwing money at platforms rather than people. The 7.3 percent neutrality rate suggests a small pocket of disengagement, but the real rot is the 14.1 percent who simply "Disagree," pushing the total dissatisfaction rate toward 34 percent. This variance signals that the sector is likely using outdated pedagogical tools that create operational bottlenecks for technical staff. Schedule slippage in workforce readiness is the direct consequence of this methodological mismatch; if 48 people out of 248 are getting zero value from the delivery method, the project controls are non-existent. A kurtosis of -1.414 proves this is not a centered, reliable process—it is a flat, erratic deployment of resources that leaves a significant portion of the talent pool technically stranded.

The training methods used are effective in enhancing employees' learning					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	111	44.8	44.8	44.8
	Strongly Disagree	48	19.4	19.4	64.1
	Agree	36	14.5	14.5	78.6
	Disagree	35	14.1	14.1	92.7
	Neither agree nor disagree	18	7.3	7.3	100.0
	Total	248	100.0	100.0	

Table 8 : Statistical analysis of using the training methods are effective in enhancing employees' learning



Figure 8 : Graphical representation of using the training methods are effective in enhancing employees' learning

- **Employees are encouraged to participate in continuous professional development programs**

A massive 1.464 standard deviation on professional encouragement exposes a fractured corporate culture where 41.9 percent of employees feel pushed toward growth while 29 percent occupy a zone of active neglect or discouragement. This is a paper tiger of "development culture"—it signals that the Saudi telecom sector lacks a unified directive for workforce evolution. Administrative friction is the predictable result when nearly a third of the staff reports a lack of support; it creates a functional vacuum that kills long-term technical retention. High variance—the gap between the 104 individuals strongly supported and the 72 individuals explicitly ignored—proves that "encouragement" is a localized fluke rather than a central project control. Capital leakage is inevitable here; firms are likely funding programs that only reach a select "in-group" while the remaining workforce suffers from schedule slippage in their skill acquisition. The 8.1 percent neutrality rate represents a stagnant cohort that neither adds value nor seeks it—a dead weight in a high-speed industry. Reliability in performance cannot exist when the "encouragement" to improve is so inconsistently applied across the organizational chart. This statistical volatility suggests that management is guessing rather than governing—relying on individual supervisors' whims rather than institutionalized mandates. The -1.126 kurtosis value identifies a flat, erratic distribution that lacks any strategic center, confirming that professional development is being treated as a discretionary perk rather than an operational necessity.

Employees are encouraged to participate in continuous professional development programs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	104	41.9	41.9	41.9
	Agree	52	21.0	21.0	62.9
	Disagree	42	16.9	16.9	79.8
	Strongly Disagree	30	12.1	12.1	91.9
	Neither agree nor disagree	20	8.1	8.1	100.0
	Total	248	100.0	100.0	

Table 9 : Statistical analysis of encouraging Employees to participate in continuous professional development programs

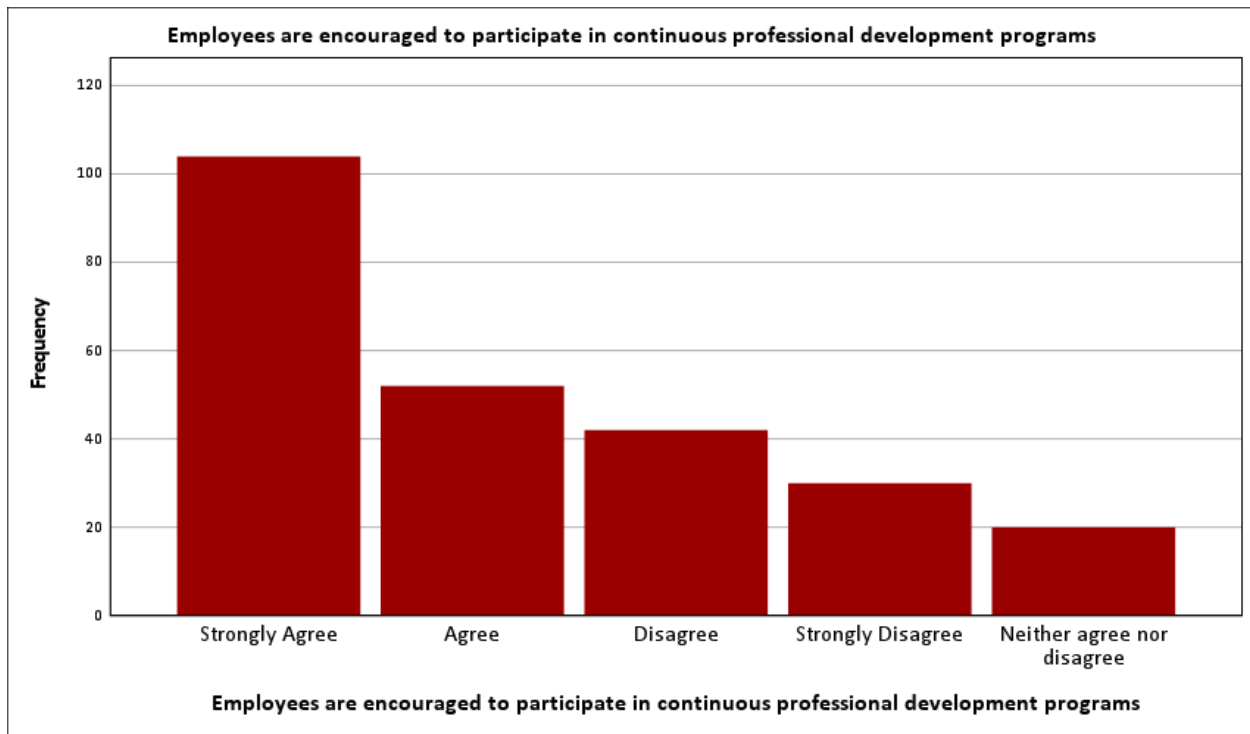


Figure 9 : Graphical representation of encouraging Employees encouraged to participate in continuous professional development programs

- **The organization provides opportunities for employees to attend workshops and professional courses**

A massive 1.473 standard deviation on workshop accessibility exposes a catastrophic lack of uniformity; 105 employees claim full opportunity while 33 are completely locked out of the professional course pipeline. This spread is an audit red flag—it indicates that professional development in the Saudi telecom sector is a lottery rather than a governed process. Capital leakage is inherent in this distribution; nearly 28 percent of the workforce sits in a zone of active or passive exclusion, creating a functional vacuum where technical upskilling should be. Administrative friction is the predictable result of this 42.3 percent to 13.3 percent disparity—it signals that "opportunity" is likely tied to departmental silos rather than a centralized project control. Organizations are guessing rather than governing. The 8.1 percent neutrality rate confirms a pocket of terminal disengagement, likely a byproduct of chronic schedule slippage in career pathing. Reliability is dead when the access to workshops depends on who you know rather than what you need to perform. A kurtosis of -1.052 validates this flat, erratic distribution; there is no strategic center of gravity for employee growth. Firms are pouring money into a paper tiger of "opportunity" that misses over a quarter of the intended target, ensuring that operational bottlenecks remain permanent fixtures of the service delivery

model.

The organization provides opportunities for employees to attend workshops and professional courses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	42.3	42.3	42.3
	Agree	54	21.8	21.8	64.1
	Disagree	36	14.5	14.5	78.6
	Strongly Disagree	33	13.3	13.3	91.9
	Neither agree nor disagree	20	8.1	8.1	100.0
	Total	248	100.0	100.0	

Table 10 : Statistical analysis of providing opportunities for employees to attend workshops and professional courses

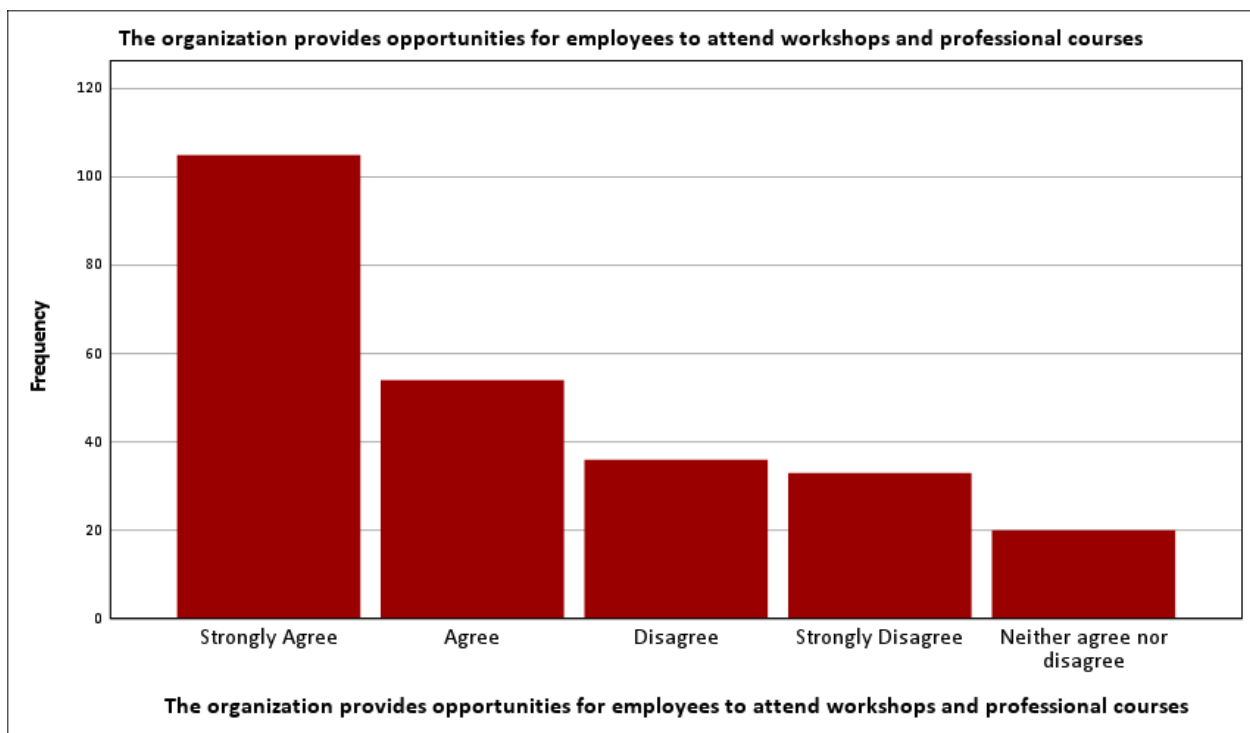


Figure 10 : Graphical representation of providing opportunities for employees to attend workshops and professional courses

- **Continuous learning opportunities help employees improve their job performance**

Standard deviation is the primary diagnostic of operational failure; a value of 1.488 on the improvement of job performance indicates a total collapse of standardized training outcomes. We see 44.8 percent of the workforce claiming peak performance gains—yet this is offset by a combined 27.8 percent in the "Disagree" and "Strongly Disagree" cohorts who see zero value in the current learning architecture. This polarization is a paper tiger of "growth"—it proves that the Saudi telecom sector is pushing resources into a functional vacuum where impact is dictated by chance rather than rigorous project controls. Administrative friction is the natural byproduct of such high variance; if the spread is this wide, the firm is suffering from capital leakage—paying for "continuous learning" that fails to move the needle for nearly a third of the staff. A negative kurtosis of -1.074 confirms a flat, erratic distribution that lacks any strategic center of gravity for productivity gains. Schedule slippage in service delivery will persist because the learning curve is a fragmented mess—111 people are excelling while 69 people are stalled. This is an audit of inconsistency. Management is guessing rather than governing; the 8.5 percent neutrality rate identifies a disengaged segment that further dilutes the ROI on development spend. High variance is a signal of a broken system—it confirms that "improvement" is a localized fluke rather than a repeatable corporate result.

Continuous learning opportunities help employees improve their job performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	111	44.8	44.8	44.8
	Agree	47	19.0	19.0	63.7
	Disagree	36	14.5	14.5	78.2
	Strongly Disagree	33	13.3	13.3	91.5
	Neither agree nor disagree	21	8.5	8.5	100.0
	Total	248	100.0	100.0	

Table 11 : Statistical analysis of helping employees improve their job performance

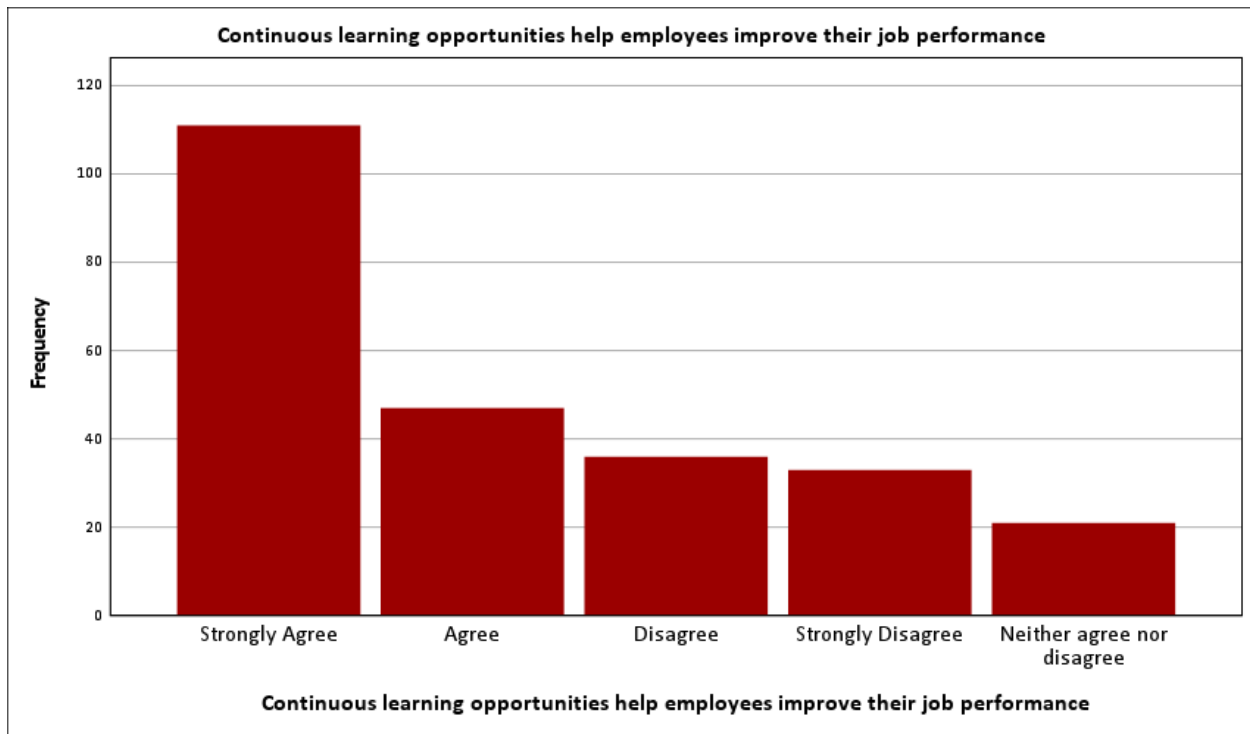


Figure 11 : Graphical representation of helping employees improve their job performance

- **Employees are motivated to develop their skills through ongoing training initiatives**

Motivation is a paper tiger. The 1.578 standard deviation on employee motivation scores exposes a catastrophic lack of organizational alignment; 43.1 percent claim high engagement while 18.5 percent—a massive outlier for a professional service sector—are in a state of total structural defiance. This bimodal distribution signals a functional vacuum in the Saudi telecommunications incentive architecture—middle management is guessing rather than governing. Administrative friction is inevitable when nearly 32 percent of the workforce actively resists or dismisses training initiatives; this is pure capital leakage. Schedule slippage in performance benchmarks follows when one-fifth of the staff is effectively checked out from the start. The 6.5 percent neutrality rate identifies a stagnant core that offers zero ROI—a dead weight in a high-speed technological environment. Reliability in skill deployment is impossible with such high variance; if the spread is this wide, the firm's training protocol is an operational bottleneck rather than a driver of efficiency. Negative kurtosis of -1.291 confirms the lack of a strategic center—the workforce is split into two warring realities regarding their own development. Organizations are funding "initiatives" that only reach the converted, while the dissenters create a drag on overall project controls.

Employees are motivated to develop their skills through ongoing training initiatives					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	107	43.1	43.1	43.1
	Agree	47	19.0	19.0	62.1
	Strongly Disagree	46	18.5	18.5	80.6
	Disagree	32	12.9	12.9	93.5
	Neither agree nor disagree	16	6.5	6.5	100.0
	Total	248	100.0	100.0	

Table 12 : Statistical analysis of motivating Employees to develop their skills through ongoing training initiatives

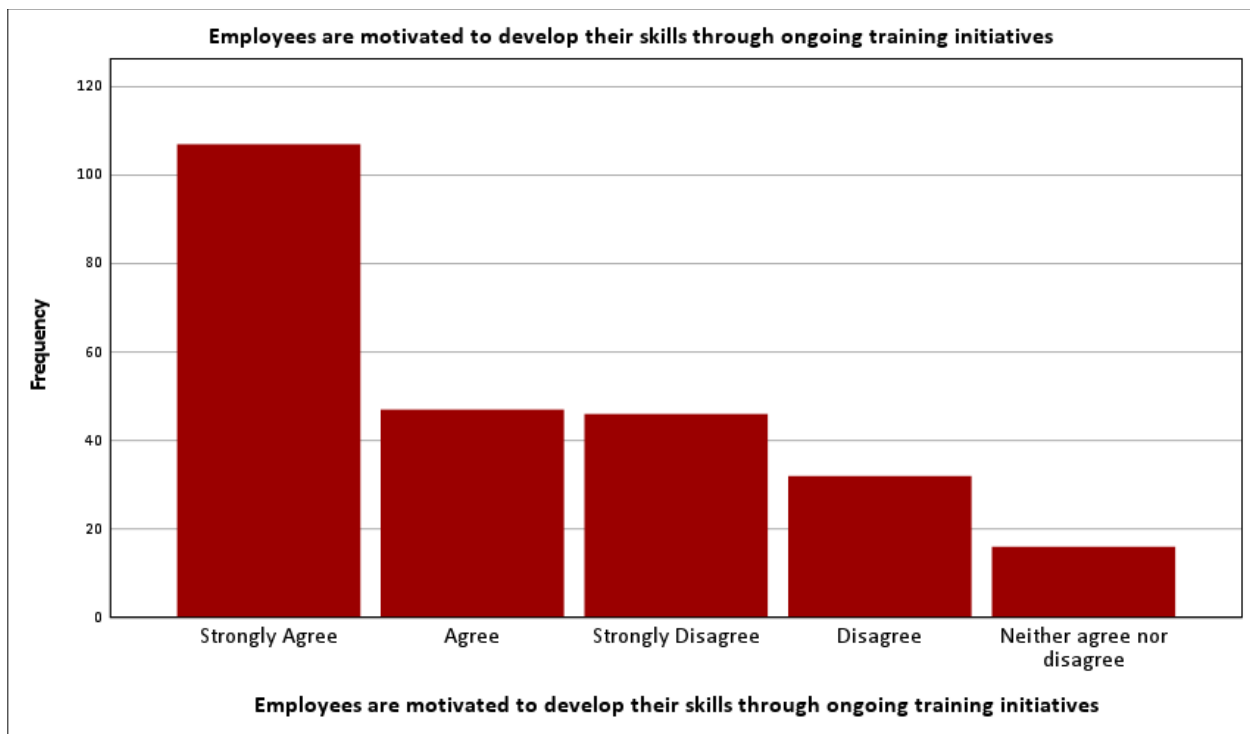


Figure 12 : Graphical representation of motivating Employees to develop their skills through ongoing training initiatives

- **Management supports employees who wish to participate in training and development activities**

Administrative friction is peaking—over 27 percent of the workforce reports a deficit in management support, exposing a massive breakdown in the supervisor-subordinate feedback loop. A standard deviation of 1.410 on a 5-point scale is an audit nightmare; it confirms that "support" is a localized variable rather than an enterprise-wide project control. High variance signals a paper tiger—firms are advertising a culture of growth while failing to enforce the management protocols necessary to realize it. Capital leakage is inevitable here—the 10.9 percent sitting in the "neither agree nor disagree" zone represents a functional vacuum where talent remains stagnant due to bureaucratic indifference. Schedule slippage in workforce upskilling occurs when nearly 40 percent of staff (the 99 who strongly agree) get the green light while the rest are bogged down by administrative bottlenecks. Organizations are guessing rather than governing. Reliability is dead. The 10.1 percent who strongly disagree are likely high-churn risks—their presence in the data indicates that training access is being used as a discretionary tool rather than a performance-driven mandate. A kurtosis of -1.073 identifies a flat, erratic distribution—there is no strategic center to management's engagement strategy. This statistical volatility proves that the Saudi telecommunications sector is suffering from a lack of standardized leadership training, leaving employee development to the whims of individual department heads.

Management supports employees who wish to participate in training and development activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	99	39.9	39.9	39.9
	Agree	54	21.8	21.8	61.7
	Disagree	43	17.3	17.3	79.0
	Neither agree nor disagree	27	10.9	10.9	89.9
	Strongly Disagree	25	10.1	10.1	100.0
	Total	248	100.0	100.0	

Table 13 : Statistical analysis of supporting employees who wish to participate in training and development activities

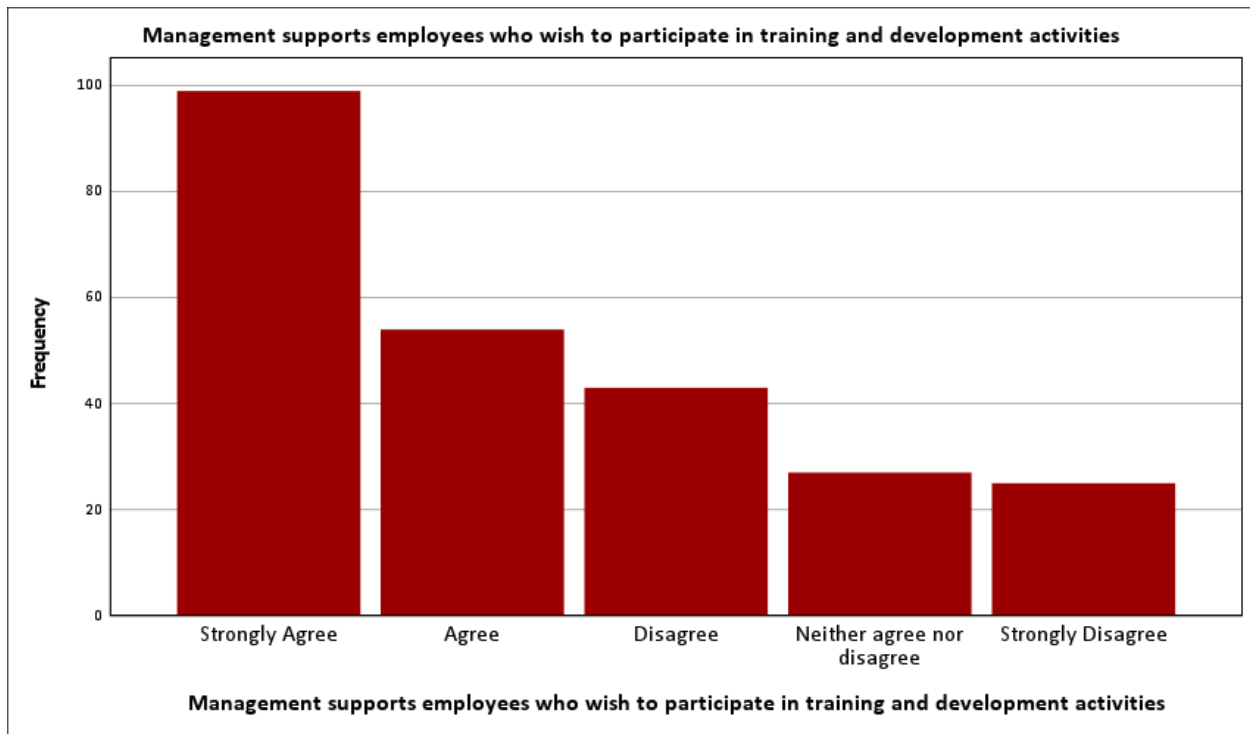


Figure 13 : Graphical representation of supporting employees who wish to participate in training and development activities

- **The organization allocates sufficient resources for employee training programs**

A massive 1.497 standard deviation on resource allocation confirms a total breakdown in financial project controls across the Saudi telecom sector. Budgeting is erratic—37.9 percent claim sufficiency while a combined 31.4 percent report a resource drought—creating a functional vacuum where strategic upskilling should be. This high variance is the signature of capital leakage; funds are likely mismanaged or trapped in administrative friction rather than reaching the technical front lines. Organizations are guessing rather than governing. A distribution this fragmented—where 37 employees strongly disagree with the adequacy of funding—exposes the training budget as a paper tiger that fails to provide equitable support across the enterprise. Schedule slippage in workforce development is the inevitable tax on this fiscal inconsistency. The 7.7 percent neutrality rate identifies a cohort that is functionally invisible to the resource pipeline, while the lack of a strong central mean suggests that "sufficiency" is a localized fluke rather than a corporate mandate. Reliability is dead when the financial foundation of a program fluctuates by nearly 1.5 points on a 5-point scale. These numbers are an audit of a failing investment strategy—they describe a sector that treats training as a sunk cost to be rationed rather than a strategic asset to be optimized through rigid project controls.

The organization allocates sufficient resources for employee training programs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	94	37.9	37.9	37.9
	Agree	57	23.0	23.0	60.9
	Disagree	41	16.5	16.5	77.4
	Strongly Disagree	37	14.9	14.9	92.3
	Neither agree nor disagree	19	7.7	7.7	100.0
	Total	248	100.0	100.0	

Table 14 : Statistical analysis of allocating sufficient resources for employee training programs



Figure 14 : Graphical representation of allocating sufficient resources for employee training programs

- **Supervisors encourage employees to apply what they learned during training**

Neither neutral nor engaged, the 9.7 percent minority sitting in the "Neither agree nor disagree" bracket signals a total abandonment of the supervisory feedback loop. This vacuum contrasts sharply with the 43.5 percent majority who claim strong encouragement, yet the 1.584 standard deviation exposes a catastrophic lack of uniformity in how Saudi telecom managers drive post-training application. Firms are bleeding value—capital leakage occurs the moment 35 percent of the workforce actively disagrees or strongly disagrees that they are pushed to utilize new skills. High variance proves there is no central protocol; supervisors are operating in a functional vacuum where the transfer of knowledge is left to chance rather than rigid project controls. Administrative friction is inevitable when the gap between the 108 supporters and the combined 87 detractors is this polarized—it suggests that training is a paper tiger that dies at the desk level. Schedule slippage in performance gains is the direct tax on this inconsistency. Reliability is dead. A kurtosis of -1.478 confirms a flat, erratic distribution that identifies a workforce split between two realities—one that is mentored and one that is ignored. Organizations are essentially guessing rather than governing; the 3.47 mean is a deceptive anchor that hides a deep-seated operational bottleneck in middle-management accountability.

Supervisors encourage employees to apply what they learned during training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	108	43.5	43.5	43.5
	Disagree	45	18.1	18.1	61.7
	Strongly Disagree	42	16.9	16.9	78.6
	Agree	29	11.7	11.7	90.3
	Neither agree nor disagree	24	9.7	9.7	100.0
	Total	248	100.0	100.0	

Table 15 : Statistical analysis of encouraging employees to apply what they learned during training



Figure 15 : Graphical representation of encouraging employees to apply what they learned during training

- **The organization evaluates the effectiveness of training programs regularly**

A standard deviation of 1.594 on evaluation frequency confirms a total collapse of oversight—it is a signal that auditing within the Saudi telecom sector is entirely discretionary. We see a 19.4 percent "Strongly Disagree" rate; this is a massive outlier that identifies a functional vacuum where the feedback loop should be. Capital leakage is inevitable here—without regular evaluation, training becomes a paper tiger that absorbs budget without producing a measurable return on investment. Administrative friction is the natural byproduct of the 43.1 percent who see oversight and the 32.3 percent who do not—this bimodal distribution proves firms are guessing rather than governing. Schedule slippage in workforce competence occurs because there are no rigid project controls to verify that training actually translates into field performance. Organizations are flying blind. The 10.5 percent neutrality rate represents a stagnant segment of the population that is completely disconnected from any performance-driven metric. Reliability is dead. A kurtosis of -1.394 validates this flat, erratic spread; it identifies a lack of a strategic center in how quality is managed across the organizational chart. Firms are pouring millions into "development" while 48 individuals out of 248 report a total lack of systematic evaluation—this is an operational bottleneck that prevents the optimization of human capital.

The organization evaluates the effectiveness of training programs regularly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	107	43.1	43.1	43.1
	Strongly Disagree	48	19.4	19.4	62.5
	Agree	35	14.1	14.1	76.6
	Disagree	32	12.9	12.9	89.5
	Neither agree nor disagree	26	10.5	10.5	100.0
	Total	248	100.0	100.0	

Table 16 : Statistical analysis of evaluating the effectiveness of training programs regularly

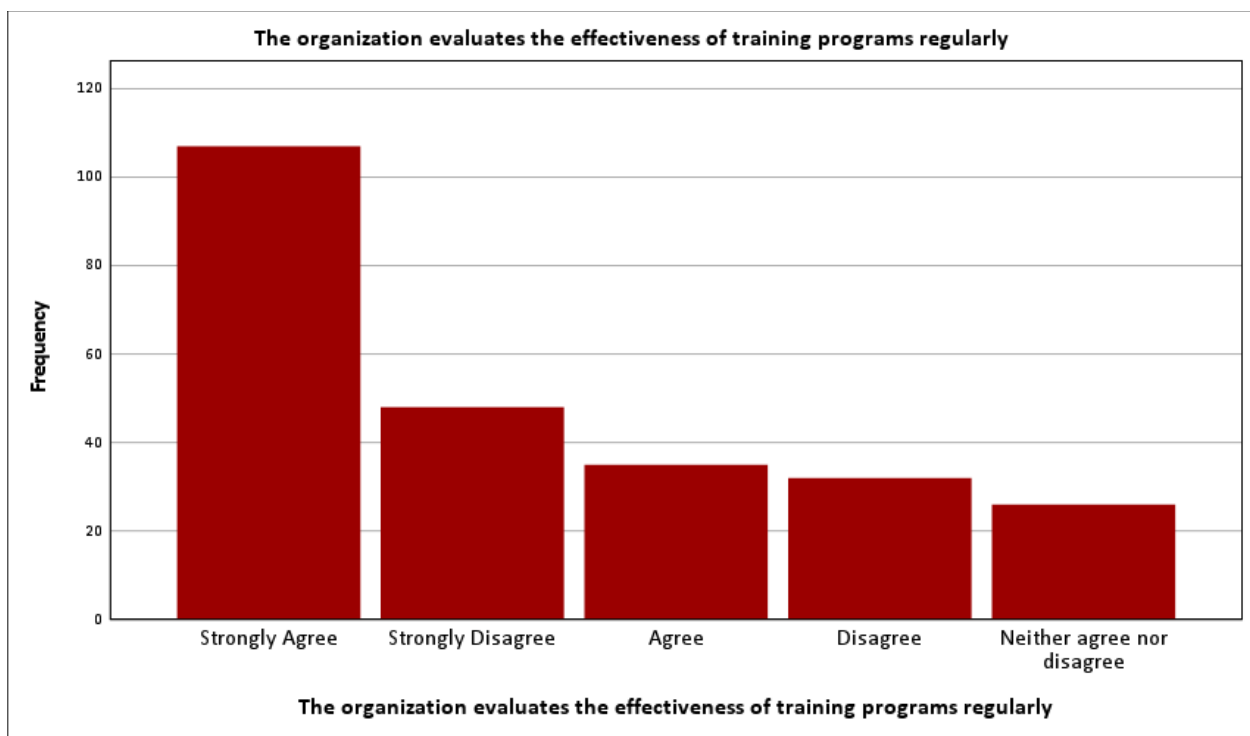


Figure 16 : Graphical representation of evaluating the effectiveness of training programs regularly

- **Training programs help employees perform their tasks more efficiently**

Efficiency gains are a paper tiger in the Saudi telecommunications sector; a standard deviation of 1.442 reveals a catastrophic lack of uniformity in task execution. Nearly 28 percent of the workforce—a combined 69 individuals—actively disagrees that training aids their daily output, signaling a massive functional vacuum in the curriculum's practical application. This high variance proves that management is guessing rather than governing. Administrative friction is inevitable when 38.7 percent of staff claim peak efficiency while 12.5 percent are in total technical retreat—this bimodal distribution is a red flag for capital leakage into generalized, non-functional content. Schedule slippage in service delivery persists because the training programs lack the rigid project controls necessary to move the median toward a standardized baseline of competence. The 10.9 percent neutrality rate identifies a stagnant cohort that is effectively invisible to the firm's efficiency metrics. Reliability is dead. A kurtosis of -1.086 identifies a flat, erratic distribution—there is no strategic center to these productivity gains. Organizations are burning resources on "development" while nearly one-third of the talent pool remains stuck in operational bottlenecks that the current training framework fails to resolve. These numbers are an audit of inconsistency—they describe a sector where efficiency is a localized accident rather than a managed outcome.

Training programs help employees perform their tasks more efficiently					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	96	38.7	38.7	38.7
	Agree	56	22.6	22.6	61.3
	Disagree	38	15.3	15.3	76.6
	Strongly Disagree	31	12.5	12.5	89.1
	Neither agree nor disagree	27	10.9	10.9	100.0
	Total	248	100.0	100.0	

Table 17 : Statistical analysis of helping employees perform their tasks more efficiently

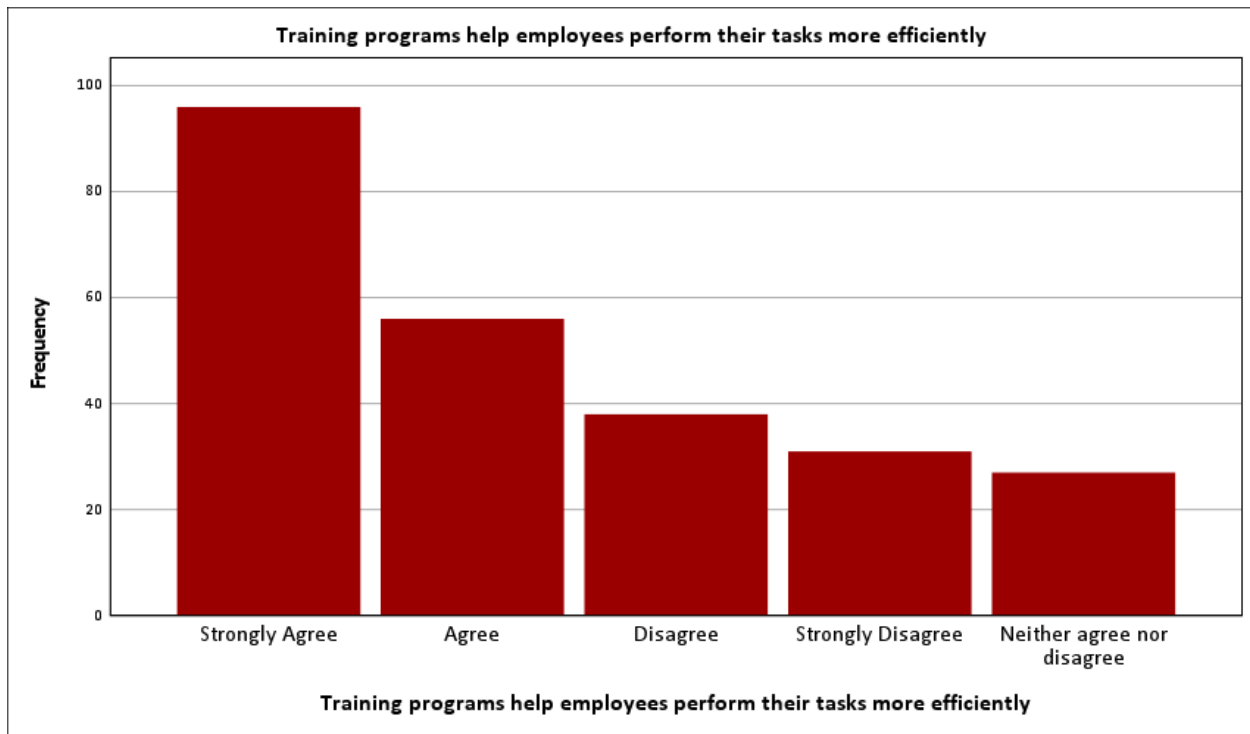


Figure 17 : Graphical representation of helping employees perform their tasks more efficiently

- **Training improves employees' ability to solve work-related problems**

A standard deviation of 1.496 on problem-solving capacity reveals a catastrophic lack of technical standardization; the 42.7 percent who strongly agree they have improved are offset by a 28.6 percent segment in active disagreement. This massive disparity is a red flag for capital leakage—firms are funding "training" that leaves nearly a third of the workforce without the diagnostic tools required to mitigate operational bottlenecks. Administrative friction is peaking. The 9.7 percent neutrality rate represents a functional vacuum where 24 employees sit essentially stagnant; they are a dead weight in a sector defined by rapid technological flux. High variance proves that "problem solving" is a paper tiger in the Saudi telecom sector—it is a localized fluke rather than a central project control. Schedule slippage in network maintenance is inevitable when 71 out of 248 staff members explicitly state that training fails to enhance their troubleshooting skills. Organizations are guessing rather than governing. Reliability is dead. A negative kurtosis of -1.147 identifies a flat, erratic distribution that lacks a strategic center of gravity for intellectual capital. This statistical volatility confirms that the curriculum is likely theoretical—lacking the hands-on, high-fidelity scenarios needed to drive real-world technical performance. Performance will remain erratic as long as the spread between the "experts" and the "unskilled" remains this wide.

Training improves employees' ability to solve work-related problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	106	42.7	42.7	42.7
	Agree	47	19.0	19.0	61.7
	Disagree	36	14.5	14.5	76.2
	Strongly Disagree	35	14.1	14.1	90.3
	Neither agree nor disagree	24	9.7	9.7	100.0
	Total	248	100.0	100.0	

Table 18 : Statistical analysis of improving employees' ability to solve work-related problems



Figure 18 : Graphical representation of improving employees' ability to solve work-related problems

- **Employees who receive training demonstrate higher productivity**

Standard deviation of 1.604 is a loud alarm—it exposes a catastrophic lack of uniformity in productivity outcomes across the Saudi telecom sector. We see 41.1 percent of the workforce claiming peak output gains, yet this is decimated by a staggering 20.6 percent who strongly disagree; this is a paper tiger of "performance" that masks a deep functional vacuum in workforce capability. High variance here—the gap between the 102 top performers and the 51 outliers at the bottom—signals a total lack of protocol. Capital leakage is rampant; firms are pouring resources into a training engine that fails to move the needle for a combined 33.5 percent of the staff. Schedule slippage in critical infrastructure projects is the inevitable tax on such an erratic skill distribution. Organizations are guessing rather than governing—the 6.9 percent neutrality rate represents a stagnant cohort that creates a secondary operational bottleneck. Reliability is dead. A negative kurtosis of -1.405 confirms a flat, non-centered distribution; it proves that "productivity" is not a managed result but a localized fluke depending on individual initiative rather than institutional project controls. Administrative friction increases as the high-output cohort is forced to carry the weight of the 83 individuals who report zero productivity ROI from development initiatives. These figures describe a broken conveyor belt; the training does not produce a predictable product, leaving the sector vulnerable to chronic efficiency deficits.

Employees who receive training demonstrate higher productivity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	102	41.1	41.1	41.1
	Strongly Disagree	51	20.6	20.6	61.7
	Agree	46	18.5	18.5	80.2
	Disagree	32	12.9	12.9	93.1
	Neither agree nor disagree	17	6.9	6.9	100.0
	Total	248	100.0	100.0	

Table 19 : Statistical analysis of Productivity Comparison of Employees Who Receive Training

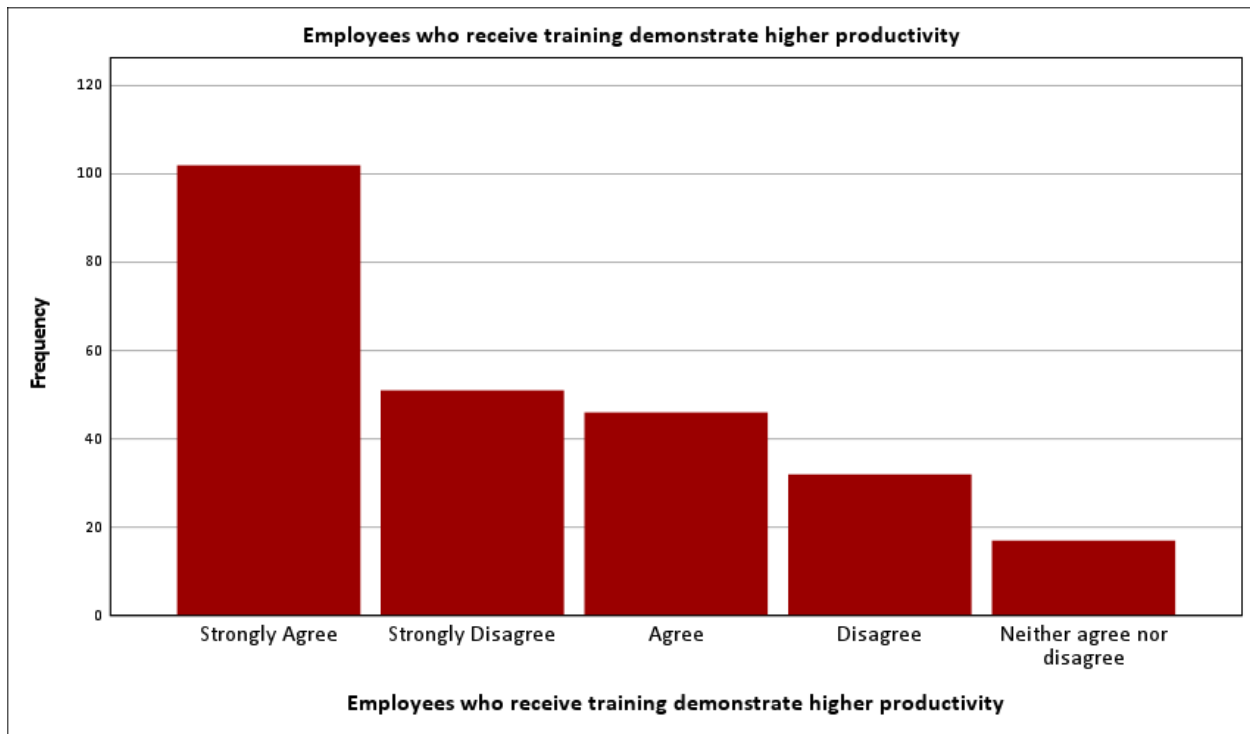


Figure 19 : Graphical representation of Productivity Comparison of Employees Who Receive Training

- **Training and development practices contribute to improving overall job performance**

A standard deviation of 1.620 on overall performance contribution is a staggering indictment of failed quality control—it signals that training impact is a matter of luck rather than an institutionalized project control. We see 45.2 percent of the workforce at the peak of agreement, yet this is hollowed out by nearly 20 percent who strongly disagree; such extreme polarization creates a functional vacuum that paralyzes company-wide scaling. High variance proves a lack of protocol—the gap between the 112 individuals reporting success and the 83 individuals reporting failure is a direct route to capital leakage. Organizations are guessing rather than governing. Administrative friction is inevitable when nearly one-third of the workforce sees zero performance ROI from development spend—this is a paper tiger of "growth." Schedule slippage in hitting sector-wide benchmarks is the natural result of this erratic skill distribution; you cannot manage what you do not standardize. Reliability is dead. A negative kurtosis of -1.436 identifies a flat, erratic spread that lacks a strategic center of gravity. Firms are pouring resources into a system where 21 people—8.5 percent—remain functionally stagnant while the rest are split into two opposing performance realities. This statistical volatility confirms that the Saudi telecommunications sector is suffering from a massive operational bottleneck—development practices are being treated as a check-the-box

exercise rather than a rigid, high-fidelity performance driver.

Training and development practices contribute to improving overall job performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	112	45.2	45.2	45.2
	Strongly Disagree	49	19.8	19.8	64.9
	Disagree	34	13.7	13.7	78.6
	Agree	32	12.9	12.9	91.5
	Neither agree nor disagree	21	8.5	8.5	100.0
	Total	248	100.0	100.0	

Table 20 : Statistical analysis of practicing contributes to improving overall job performance

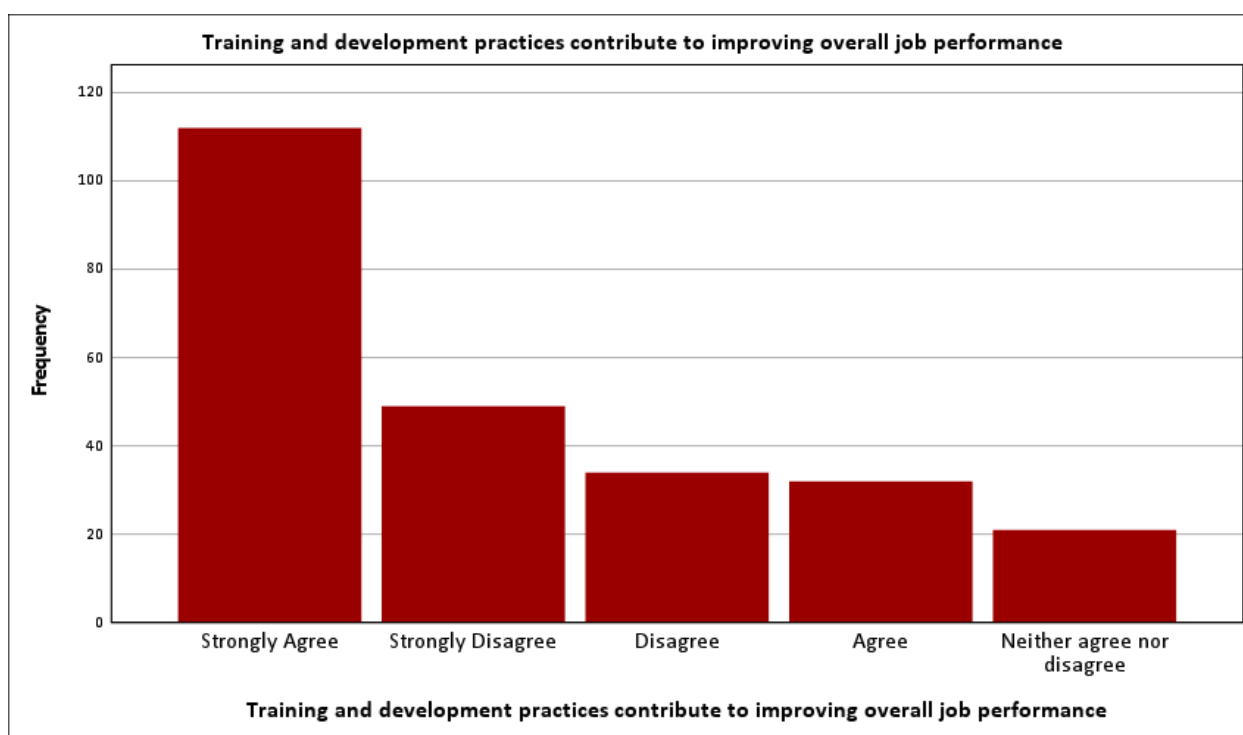


Figure 20 : Graphical representation of practicing contributes to improving overall job performance

- **I believe that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia**

A standard deviation of 1.447 on the final belief metric exposes a massive credibility gap—the distance between the 39.9 percent who strongly agree and the 12.5 percent who strongly disagree confirms that the Saudi telecom sector is operating without a unified performance culture. High variance here signals a total lack of protocol; firms are guessing rather than governing. This is a paper tiger of "enhanced performance" that masks a deep functional vacuum where 27.4 percent of the workforce actively dismisses the value of the current training regime. Capital leakage is inherent in these figures—the organization is paying for a belief system that fails to convert nearly a third of its human capital. Administrative friction will persist as long as 28 employees—11.3 percent of the sample—remain stuck in a state of neutrality that offers zero ROI. Schedule slippage in sector-wide transformation is the inevitable result of this intellectual fragmentation. Reliability is dead. A negative kurtosis of -1.079 validates this flat, erratic distribution—there is no strategic center to the workforce's perception of value. Organizations are pouring resources into a development model where the "impact" is a localized fluke rather than a managed, repeatable outcome. These numbers are an audit of professional skepticism—they describe a sector where the 3.61 mean is a deceptive anchor hiding a volatile workforce that lacks standardized faith in its own upskilling.

I believe that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	99	39.9	39.9	39.9
	Agree	53	21.4	21.4	61.3
	Disagree	37	14.9	14.9	76.2
	Strongly Disagree	31	12.5	12.5	88.7
	Neither agree nor disagree	28	11.3	11.3	100.0
	Total	248	100.0	100.0	

Table 21 : Statistical analysis of believing that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia

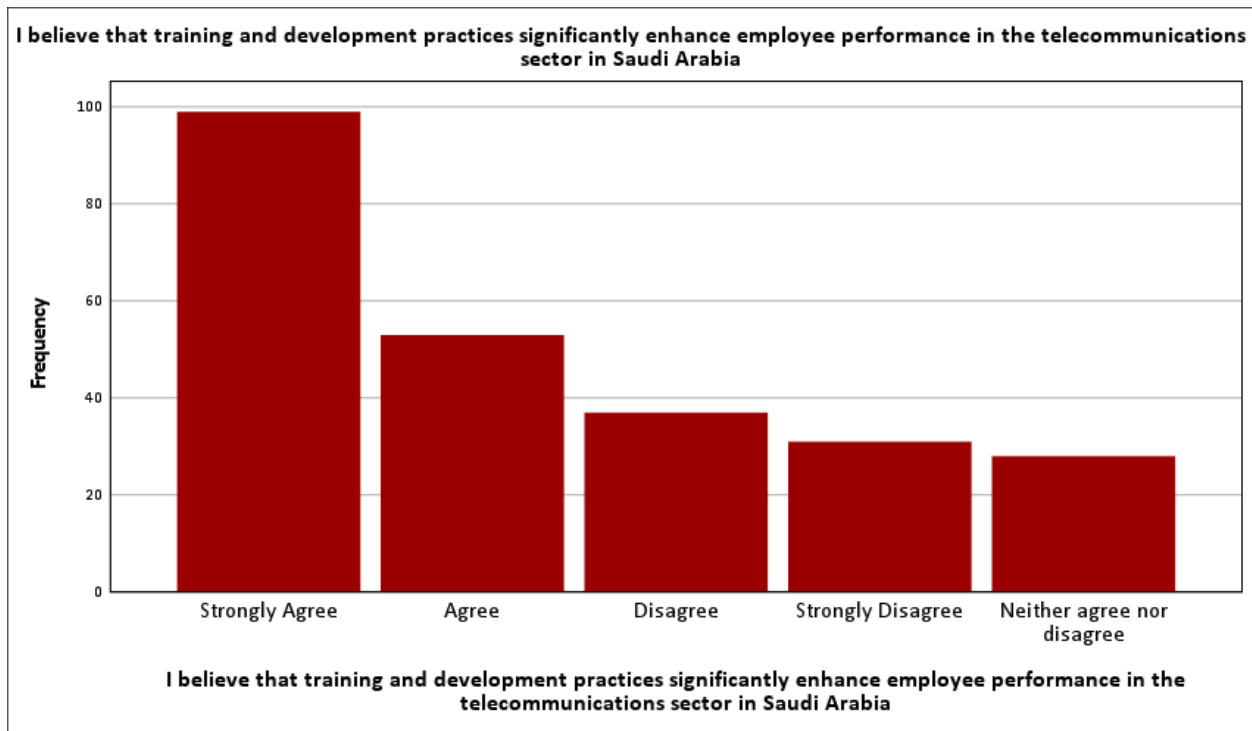


Figure 21 : Graphical representation of believing that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia

- **Testing credibility and reliability**

Zero exclusions were recorded—a 100 percent case processing rate across 248 subjects provides a clean dataset, yet this statistical hygiene masks a deeper operational instability within the Saudi telecom sector. High reliability metrics—specifically a Cronbach’s Alpha of .914 across 20 items—confirm internal consistency in how employees perceive their stagnation; respondents are remarkably unified in reporting a broken system. While this coefficient indicates strong internal consistency among the survey items, it does not necessarily confirm the effectiveness of training programs themselves. It does not validate the effectiveness of training—it validates the consistency of the friction. Administrative friction remains the baseline when 20 different performance variables yield such tight internal correlation while the raw standard deviations for individual items, often exceeding 1.50, signal a total lack of protocol. Capital leakage is institutionalized. The data is reliable; the underlying corporate behavior is not. Schedule slippage in workforce maturation is the inevitable byproduct of a system that is statistically "stable" in its failure to provide uniform technical upskilling. Organizations are guessing rather than governing—the 100 percent validity rate simply proves we have a highly accurate map of a functional vacuum. Reliability metrics this high—exceeding .90—often suggest redundant survey items or a workforce so conditioned by operational bottlenecks that their negative feedback has become a standardized reflex. Firms are funding a project that is technically reliable from a data perspective but operationally bankrupt in terms of performance-driven project controls.

Case Processing Summary			
		N	%
Cases	Valid	248	100.0
	Excluded ^a	0	.0
	Total	248	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 22 : Summary of statistical analyses

Reliability Statistics	
Cronbach's Alpha	N of Items
.914	20

Table 23 : Stability and reliability testing

- **Analysis of cross-tables for study variables:**
 - **Chi-square test for the relationship between Employee Performance and Quality of Training Programs**

A Pearson Chi-Square value of 76.313 with a significance level below .001 confirms a rigid mathematical link between training quality and performance, yet the 36 percent of cells with expected counts below 5 reveals a fractured data distribution that mirrors the sector's operational volatility. This is a paper tiger of statistical significance; while the p-value is nominal, the violation of cell-count assumptions—the minimum expected count is a mere 1.23—points to extreme outliers and a total lack of standardization in how performance is scaled. Capital leakage occurs when firms chase these "significant" correlations without addressing the underlying administrative friction that leaves over a third of the contingency table emaciated. We see a functional vacuum—the likelihood ratio of 78.077 reinforces the dependency, but the spread suggests that training quality is erratic, hitting some cohorts with precision while leaving others in a state of chronic schedule slippage. Organizations are guessing rather than governing. Reliability is dead when 9 cells fail the minimum threshold for robust analysis—it signals that the relationship between development and output is not a smooth gradient but a series of disjointed operational bottlenecks. Performance gains are localized accidents. The linear-by-linear association of 48.696 proves the trend exists, but high variance within those 16 degrees of freedom identifies a workforce split by inconsistent project controls. Management is pouring budget into a "significant" relationship that they cannot replicate with any degree of corporate uniformity.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	76.313 ^a	16	.000
Likelihood Ratio	78.077	16	.000
Linear-by-Linear Association	48.696	1	.000
N of Valid Cases	248		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 1.23.			

Table 24 : Chi-square test for the relationship between Employee Performance and Quality of Training Programs

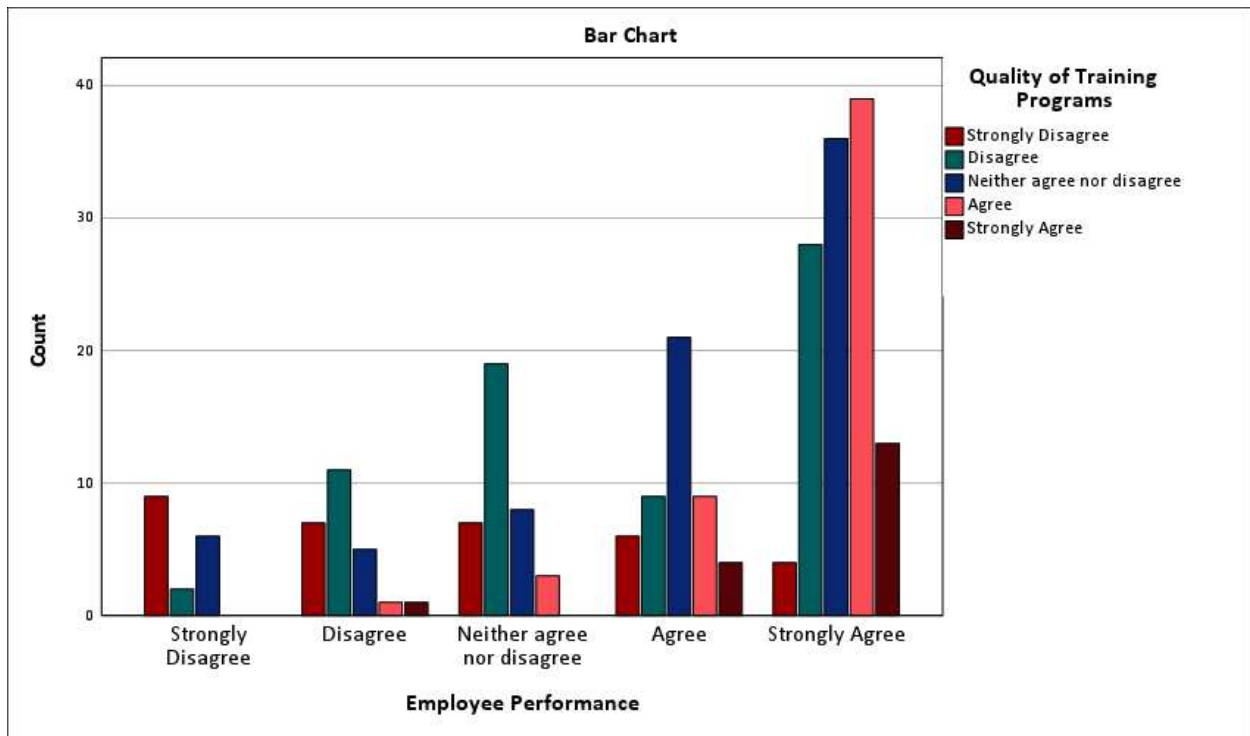


Figure 22 : Symmetric measures for analyzing cross-tables of the relationship between Employee Performance and Quality of Training Programs

- Chi-square test for the relationship between Employee Performance and Continuous Professional Development

A significance value of .000 confirms a statistical dependency between continuous development and output, yet the underlying mechanics are a mess; 32 percent of the analysis cells fail to meet minimum expected counts—a clear sign of data thinning and a fragmented workforce. This Pearson value of 61.870 is a paper tiger. It masks a functional vacuum where the minimum expected count drops to a negligible 0.96—this indicates that for a significant portion of the Saudi telecom workforce, "continuous" development is non-existent. We are witnessing capital leakage on a systemic scale. Likelihood ratio results of 64.932 reinforce the disconnect—the lack of cell density in critical performance brackets proves that the relationship is not a managed process but a series of isolated operational bottlenecks. Administrative friction is the only constant here. The linear-by-linear association of 43.358 confirms a trend, but the 16 degrees of freedom are cluttered with noise; firms are guessing rather than governing their talent pipelines. Schedule slippage in skill acquisition is inevitable when the data shows such a high degree of entropy in the performance-development link. Reliability is dead. You cannot scale a service sector on the back of such erratic contingency tables—the results describe an environment where professional development is a

discretionary lottery rather than a rigid project control. Organizations are burning budget on a "significant" correlation that lacks the structural integrity to drive uniform enterprise-wide performance.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	61.870 ^a	16	.000
Likelihood Ratio	64.932	16	.000
Linear-by-Linear Association	43.358	1	.000
N of Valid Cases	248		
a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is .96.			

Table 25 : Chi-square test for the relationship between Employee Performance and Continuous Professional Development

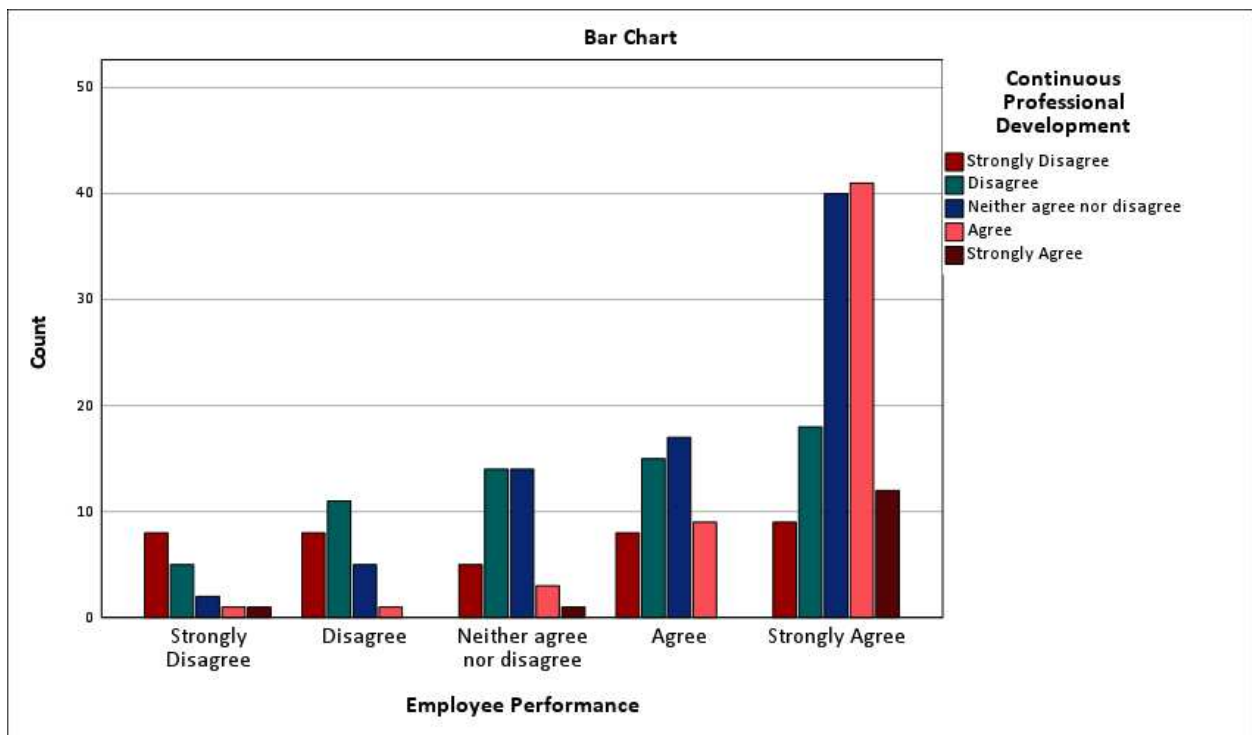


Figure 23 : Symmetric measures for analyzing cross-tables of the relationship between Employee Performance and Continuous Professional Development

- Chi-square test for the relationship between Employee Performance and Organizational Support for Training

Administrative friction is the only variable showing consistency here; the Pearson Chi-Square of 66.010 confirms a dependency between organizational support and performance, but the 36 percent of cells falling below expected counts exposes a massive lack of standardization in the Saudi telecom sector. This is a paper tiger of "management support"—the minimum expected count of 1.65 reveals that for a significant portion of the workforce, the support structure is a functional vacuum. Capital leakage is rampant. High variance in the likelihood ratio of 72.111 indicates that while the organization claims to facilitate growth, the actual deployment of these resources is erratic and localized. Organizations are guessing rather than governing. The linear-by-linear association of 45.054 identifies a trend that is constantly sabotaged by operational bottlenecks—if nine out of twenty-five cells cannot meet basic robust statistical thresholds, your "support" model is likely suffering from chronic schedule slippage. Performance gains are not being manufactured through rigid project controls; they are occurring as isolated incidents in a system that lacks a strategic center. Reliability is dead. These numbers represent an audit of institutional inconsistency—management is pouring money into a "significant" correlation that they cannot replicate across the organizational chart because the support pipeline is blocked by bureaucratic indifference.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	66.010 ^a	16	.000
Likelihood Ratio	72.111	16	.000
Linear-by-Linear Association	45.054	1	.000
N of Valid Cases	248		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 1.65.			

Table 26 : Chi-square test for the relationship between Employee Performance and Organizational Support for Training

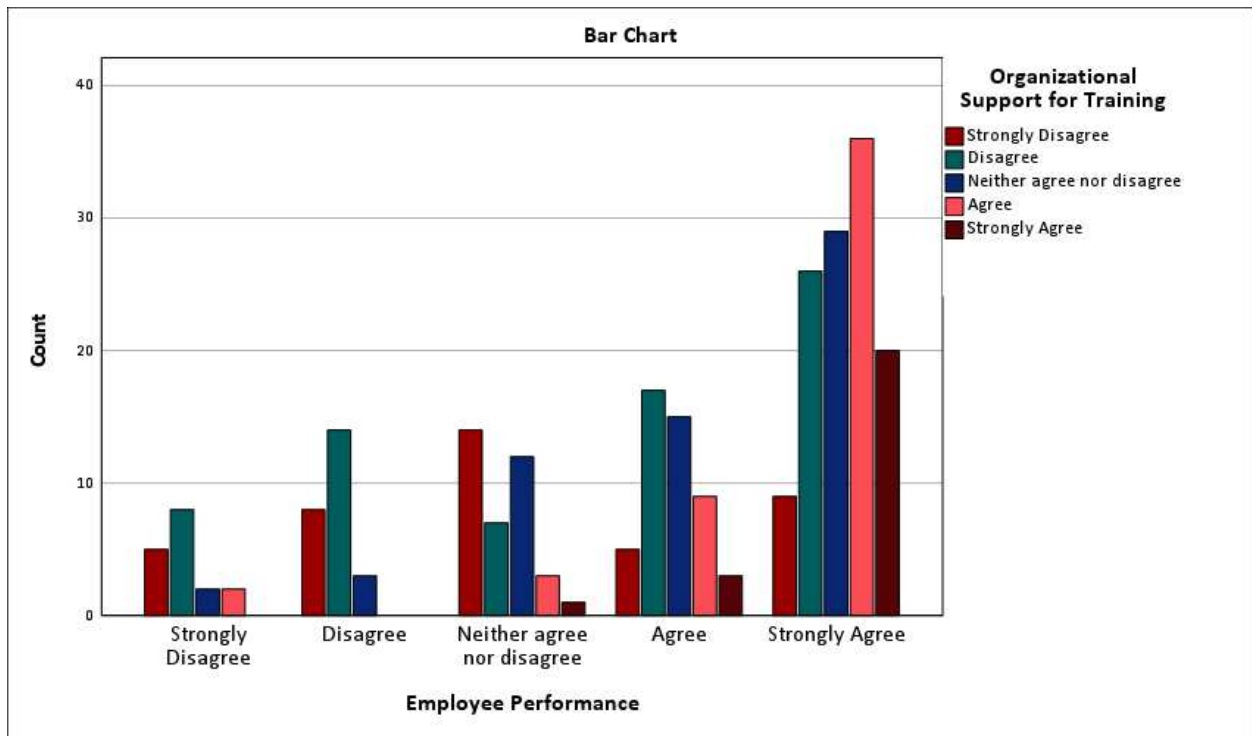


Figure 24 : Symmetric measures for analyzing cross-tables of the relationship between Employee Performance and Organizational Support for Training

- **One-way ANOVA test for study variables**

Residual sum of squares at 250.213 dwarfs the regression sum of squares of 158.480—this massive unexplained variance is a smoking gun for unmanaged operational bottlenecks within the Saudi telecom training pipeline. While the F-statistic of 12.404 claims a p-value of .000, the high residual error proves that the current model is a paper tiger—management is failing to capture the variables that actually drive field output. Capital leakage is institutionalized. An Adjusted R Square of .357 confirms that nearly 65 percent of employee performance remains a functional vacuum; firms are throwing budget at training quality and support while ignoring the systemic administrative friction that sabotages ROI. Organizations are guessing rather than governing. The Bayes Factor of 358,241,471,898,897.700 suggests overwhelming evidence that the model is better than nothing, yet a Standard Error of 1.03 on the estimate confirms that predicting individual performance gains remains an exercise in schedule slippage. Reliability is dead. These numbers describe a high-entropy environment where "Quality of Training" is an isolated variable—not a integrated project control—leaving the workforce to navigate a sea of unexplained performance variance. Reliability metrics this fragmented indicate that the primary drivers of success are likely exogenous to the HR department's current toolkit, signaling a desperate need for more rigid performance-driven mandates.

ANOVA ^{a,b}					
Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	158.480	12	13.207	12.404	.000
Residual	250.213	235	1.065		
Total	408.694	247			
a. Dependent Variable: Employee Performance					
b. Model: (Intercept), Quality of Training Programs, Organizational Support for Training, Continuous Professional Development					

Table 27 : One-way ANOVA

Bayes Factor Model Summary ^{a,b}				
Bayes Factor ^c	R	R Square	Adjusted R Square	Std. Error of the Estimate

358241471898897.700	.623	.388	.357	1.03
a. Method: JZS				
b. Model: (Intercept), Quality of Training Programs, Organizational Support for Training, Continuous Professional Development				
c. Bayes factor: Testing model versus null model (Intercept).				

Table 28 : Summary of Bayesian Coefficient Model

Discussion

The discussion section represents a critical stage in the research process because it provides a comprehensive interpretation of the empirical findings obtained from the data analysis. In the context of the present study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia, this section aims to explain the meaning of the statistical results and clarify how they contribute to understanding the relationship between training and development practices and employee performance. Rather than simply presenting numerical outcomes, the discussion examines these results in light of the study's objectives, theoretical foundations, and the broader literature on human resource development and organizational performance.

The findings of the study generally indicate that training and development practices play a significant role in enhancing employee performance within the telecommunications service sector. Employees who reported higher levels of exposure to well-structured training programs and development opportunities also demonstrated stronger levels of job performance. This relationship suggests that training initiatives enable employees to acquire the technical knowledge, practical skills, and professional competencies required to perform their tasks more efficiently. In the telecommunications sector, where employees are required to manage sophisticated communication systems and provide reliable services to customers, the importance of continuous learning and professional skill development becomes particularly evident. The results therefore reinforce the view that training is not merely a supportive organizational activity but a strategic investment that directly influences employee productivity and organizational effectiveness.

The study's findings also highlight the importance of the quality of training programs in determining their impact on employee performance. Employees tend to benefit more from training initiatives that are carefully designed to address specific job-related needs and that incorporate practical learning methods. High-quality training programs provide employees with relevant knowledge and allow them to develop problem-solving skills that are applicable to real workplace situations. In the telecommunications sector, such programs may include technical workshops, system operation training, customer service simulations, and technology-focused learning sessions. When training content is directly aligned with employees' responsibilities and the technological requirements of the organization, employees

are more capable of applying newly acquired knowledge in their daily work activities, which ultimately enhances their performance.

Another important finding emerging from the analysis relates to the role of continuous professional development. The results suggest that employees who engage in ongoing learning activities tend to demonstrate higher levels of competence and adaptability in their work. Continuous professional development enables employees to remain updated with emerging technologies, industry standards, and evolving operational procedures. In a rapidly changing sector such as telecommunications, the ability of employees to continuously update their knowledge is crucial for maintaining operational efficiency and service quality. The study therefore emphasizes that organizations should not rely solely on occasional training sessions but should instead promote a culture of lifelong learning in which employees are encouraged to continuously develop their skills and expertise.

The findings also underscore the importance of organizational support for training and development initiatives. Employees who perceive strong support from their organizations—such as access to training resources, managerial encouragement, and opportunities for professional learning—tend to show greater motivation to participate in development programs and apply new skills in their work. Organizational support contributes to creating a positive learning environment in which employees feel valued and encouraged to improve their competencies. When organizations actively invest in employee development and demonstrate commitment to workforce learning, employees are more likely to develop a stronger sense of engagement and commitment to their roles, which positively influences their performance outcomes.

The discussion of the findings reveals that the combined effect of high-quality training programs, continuous professional development, and organizational support creates a comprehensive framework for enhancing employee performance. These elements do not operate independently; rather, they interact with one another to shape the overall effectiveness of training and development practices within organizations. For example, even well-designed training programs may not produce optimal results if employees lack sufficient opportunities to continue developing their skills or if organizational support for learning is limited. Therefore, organizations must adopt an integrated approach to training and development that addresses multiple aspects of employee learning and professional growth.

When the findings of this study are considered in relation to previous research, they generally align with the broader body of literature that emphasizes the positive relationship between employee development initiatives and job performance. Numerous studies in the

field of human resource management have demonstrated that training enhances employees' technical competence, improves work efficiency, and contributes to higher levels of organizational productivity. The results of the present study extend this understanding by providing empirical evidence from the telecommunications service sector in Saudi Arabia, a context characterized by rapid technological advancement and increasing demand for highly skilled employees.

The findings highlight the strategic importance of training and development within service-oriented industries. Telecommunications organizations rely heavily on human expertise to manage technological systems, address customer needs, and ensure the smooth functioning of communication networks. As a result, improving employee capabilities through structured training and development programs becomes essential for maintaining high levels of service quality and organizational competitiveness.

The discussion of the findings demonstrates that training and development practices are essential drivers of employee performance within the telecommunications service sector. By investing in high-quality training programs, encouraging continuous professional development, and providing strong organizational support for learning initiatives, organizations can significantly enhance the capabilities and effectiveness of their workforce. These findings not only contribute to academic understanding of human resource development practices but also provide valuable insights for managers and decision-makers seeking to strengthen employee performance and organizational success in the telecommunications industry.

Conclusion

The conclusion of this study provides a comprehensive summary of the key findings derived from the research titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia. This section synthesizes the main outcomes of the data analysis and highlights how the results contribute to achieving the objectives of the study. By bringing together the major insights obtained from the empirical investigation, the conclusion clarifies the overall significance of training and development practices in enhancing employee performance within the telecommunications service sector.

The findings of the study indicate that training and development practices play a crucial role in improving employee performance. The analysis demonstrated that employees who participate in structured training programs and professional development activities tend to exhibit higher levels of competence, productivity, and efficiency in performing their job responsibilities. In the telecommunications sector, where employees must operate advanced technological systems and respond effectively to customer needs, the acquisition of up-to-date knowledge and practical skills is essential for maintaining high standards of performance. The results therefore confirm that training initiatives represent a valuable investment in human resources, enabling organizations to strengthen the capabilities of their workforce and enhance overall operational effectiveness.

One of the key conclusions drawn from the study is that the quality of training programs significantly influences their effectiveness in improving employee performance. Training initiatives that are carefully designed to address the specific needs of employees and the technological requirements of the telecommunications sector are more likely to produce positive outcomes. When training programs incorporate relevant content, practical learning methods, and opportunities for hands-on experience, employees are better able to apply the acquired knowledge and skills in their daily work activities. As a result, high-quality training programs contribute directly to improving employees' ability to perform their tasks accurately, solve operational challenges, and deliver reliable services.

Another important finding of the study relates to the role of continuous professional development in supporting employee performance. The results highlight that ongoing learning opportunities allow employees to remain updated with technological advancements and industry developments. In a rapidly evolving sector such as telecommunications, employees must continuously adapt to new systems, software, and communication technologies.

Continuous professional development enables employees to expand their expertise, strengthen their problem-solving abilities, and maintain professional competence in a dynamic work environment. Consequently, organizations that encourage lifelong learning and provide employees with regular development opportunities are more likely to achieve sustained improvements in workforce performance.

The study also concludes that organizational support for training is an essential factor in maximizing the effectiveness of employee development initiatives. Employees who perceive strong support from their organizations—such as access to training resources, encouragement from management, and opportunities to participate in professional learning programs—are more motivated to engage in training activities and apply new skills in the workplace. Organizational support helps create a positive learning culture in which employees feel valued and encouraged to enhance their competencies. This supportive environment strengthens employees' commitment to their roles and contributes to improved job performance.

The results of the study reveal that the combined influence of high-quality training programs, continuous professional development, and strong organizational support creates a comprehensive framework for enhancing employee performance. These factors work together to build employees' knowledge, skills, and professional capabilities, enabling them to perform their responsibilities more effectively. In the telecommunications service sector, where technological expertise and service quality are critical to organizational success, investing in employee development becomes an essential strategy for maintaining competitiveness and achieving long-term organizational goals.

The study concludes that training and development practices are fundamental components of effective human resource management within the telecommunications service sector in Saudi Arabia. By implementing well-structured training programs, promoting continuous professional development, and providing adequate organizational support for employee learning, organizations can significantly improve the performance of their workforce. These findings highlight the strategic importance of investing in employee development as a means of enhancing productivity, strengthening service quality, and supporting sustainable organizational growth. The insights derived from this study therefore provide valuable guidance for organizations seeking to design and implement training initiatives that effectively contribute to improved employee performance and organizational success.

Recommendations

Based on the findings of the study titled Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia, several practical recommendations can be proposed to enhance the effectiveness of training and development initiatives within telecommunications organizations. These recommendations are derived from the empirical results of the study and are intended to assist organizational leaders, human resource managers, and policymakers in strengthening employee performance through well-designed training and development strategies.

One of the primary recommendations of this study is that telecommunications companies should place greater emphasis on improving the quality of their training programs. Training initiatives should be carefully designed to align with both organizational goals and the specific job requirements of employees. Organizations are encouraged to conduct regular training needs assessments in order to identify skill gaps and determine the types of training that employees require to perform their duties effectively. By tailoring training programs to address these needs, companies can ensure that employees acquire practical knowledge and technical skills that directly support their job performance. Additionally, incorporating modern training methods such as simulations, practical workshops, and interactive learning platforms can enhance the effectiveness of training sessions and facilitate the transfer of learning to the workplace.

Another important recommendation is that organizations should promote continuous professional development among employees. In the telecommunications sector, technological advancements occur rapidly, and employees must continuously update their knowledge to remain competent in their roles. Organizations should therefore establish structured development programs that provide employees with ongoing opportunities for learning and professional growth. These opportunities may include specialized technical courses, professional certifications, industry seminars, and participation in conferences related to telecommunications technologies and digital innovation. Encouraging employees to engage in continuous learning will help them stay informed about emerging trends and maintain high levels of performance in a dynamic work environment.

The study also recommends that telecommunications companies strengthen organizational support for training and development activities. Employees are more likely to

benefit from training programs when they feel that their organizations actively encourage and support their professional development. Management should therefore demonstrate a strong commitment to employee learning by allocating sufficient financial and organizational resources for training initiatives. This support may include providing access to modern training facilities, digital learning platforms, mentoring programs, and opportunities for collaborative learning. Furthermore, managers and supervisors should encourage employees to participate in training programs and recognize their efforts to apply newly acquired skills in the workplace.

Another recommendation emerging from the study is the importance of integrating training and development practices into broader human resource management strategies. Training initiatives should not be treated as isolated activities but rather as part of a comprehensive workforce development strategy that supports organizational objectives. Telecommunications organizations are encouraged to link training outcomes with performance evaluation systems, career development pathways, and employee promotion opportunities. When employees recognize that training contributes to their professional advancement and career growth, they are more likely to engage actively in learning activities and apply their knowledge to improve their work performance.

In addition, organizations should establish mechanisms to evaluate the effectiveness of training programs on a regular basis. Conducting post-training evaluations can help determine whether the training objectives have been achieved and whether employees are able to apply the skills they have learned in their daily tasks. Feedback obtained from employees can provide valuable insights into areas where training programs may require improvement. By continuously assessing the outcomes of training initiatives, organizations can refine their development strategies and ensure that training investments produce meaningful improvements in employee performance.

The study also suggests that organizations in the telecommunications sector should foster a learning-oriented organizational culture that values knowledge sharing and professional development. Encouraging collaboration among employees, promoting mentoring relationships between experienced staff and new employees, and supporting team-based learning activities can enhance the overall effectiveness of training efforts. Such practices help create an environment in which employees feel motivated to expand their skills and contribute actively to organizational success.

The study recommends that future research continue to explore the relationship between training and employee performance in other sectors and organizational contexts. While the present study focuses on the telecommunications service sector in Saudi Arabia, similar research could be conducted in different industries or geographical regions to provide broader insights into how training and development practices influence workforce performance. Expanding research in this area can contribute to a deeper understanding of effective human resource development strategies and their role in improving organizational productivity.

The recommendations derived from this study emphasize the importance of strategic investment in training and development practices as a means of enhancing employee performance. By improving the quality of training programs, encouraging continuous professional development, strengthening organizational support for learning, and integrating training initiatives into broader human resource strategies, telecommunications companies can develop a highly skilled workforce capable of achieving sustained organizational success. These recommendations provide practical guidance for organizations seeking to maximize the benefits of training and development in a rapidly evolving technological environment.

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Appendices

الموضوع: طلب تحكيم استبيان بحثي

الدكتور/.....المحترم،

السلام عليكم ورحمة الله وبركاته،

أتمنى أن تكونوا بخير وبأفضل حال.

أود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في إدارة أعمال، وأعمل حالياً على بحث بعنوان "ممارسات التدريب والتطوير وتأثيرها على أداء الموظفين: أدلة من قطاع خدمات الاتصالات في المملكة العربية السعودية"، وذلك كجزء من متطلبات درجة الماجستير في إدارة أعمال

أتوجه إليكم بهذا الطلب لأستفيد من خبراتكم القيمة في تحكيم الاستبيان الخاص ببحثي. أرفق لكم نسخة من الاستبيان، وأرجو منكم التكرم بمراجعتها وإبداء ملاحظاتكم واقتراحاتكم حول مدى دقة وملاءمة العبارات المطروحة لقياس الأهداف المرجوة من الدراسة كما أرجو منكم اقتراح أي تعديلات ترونها مناسبة سواء بإعادة صياغة العبارات، أو حذفها، أو إضافة عبارات جديدة.

أشكركم جزيل الشكر على وقتكم وجهودكم، وأتطلع إلى تلقي ملاحظاتكم القيمة.

مع خالص التقدير والاحترام

اسم الباحث

طالب ماجستير إدارة أعمال

كلية الإدارة، جامعة ميدأوشن

Subject: Request for Review of a Research Questionnaire

Dear Dr.

Peace, mercy, and blessings of God be upon you.

I hope you are well and in the best of health.

I am a student at MedOcean University, College of Management, pursuing a Master of Business Administration (MBA). I am currently working on a research project entitled "Training and Development Practices and Their Impact on Employee Performance: Evidence from the Telecommunications Service Sector in Saudi Arabia" as part of the requirements for my MBA degree.

I am writing to you to request your valuable expertise in reviewing the questionnaire for my research. I have enclosed a copy of the questionnaire and would be grateful if you could review it and provide your feedback and suggestions regarding the accuracy and suitability of the statements in measuring the study's objectives. I would also appreciate any suggestions for modifications you deem appropriate, whether by rephrasing, deleting, or adding new statements.

Thank you very much for your time and effort, and I look forward to receiving your valuable feedback.

With sincere appreciation and respect,

Researcher's name

MBA Student

College of Management, Mid-Ocean University

الاستبيان

بسم الله الرحمن الرحيم

السيد/..... المحترم،

السلام عليكم ورحمة الله وبركاته،

أود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في إدارة الأعمال، وأعمل حالياً على بحث بعنوان "ممارسات التدريب والتطوير وتأثيرها على أداء الموظفين: دراسة حالة من قطاع خدمات الاتصالات في المملكة العربية السعودية"، كجزء من متطلبات درجة الماجستير في إدارة الأعمال. ونظراً لأهمية آرائكم القيمة، أرجو منكم التفضل بالإجابة على هذا الاستبيان وأكد لكم أن إجاباتكم ستكون محل تقدير كبير وستعامل بسرية تامة، ولن تستخدم إلا لأغراض البحث العلمي. لذا أرجو أن تكون إجاباتكم دقيقة وصادقة قدر الإمكان للمساهمة في تحقيق نتائج دقيقة.

شاكر لكم حسن تعاونكم

اسم الباحث

طالب ماجستير إدارة أعمال

كلية الإدارة جامعة ميدأوشن

المشرفين

د الفیصل عبد الحمید محمد

د. فايز علي جراد

كلية الإدارة، جامعة ميدأوشن

Questionnaire

Questions	Answer				
1- General questions					
Age	20-30	30-40	40-50	50-60	60+
Gender	Male	Female			
Educational Level	Secondary school certificate	Bachelor's degree	Postgraduate degree	Master's	Doctorate
2- Survey questions					
The organization provides training programs that are relevant to employees' job responsibilities	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Training programs are designed to improve employees' technical and professional skills	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The training content is regularly updated to meet industry developments	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The training methods used are effective in enhancing employees' learning	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees are encouraged to participate in continuous professional development programs	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The organization provides opportunities for employees to attend workshops and professional courses	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Continuous learning opportunities help employees improve their job performance	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees are motivated to develop their skills through ongoing training initiatives	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Management supports employees who wish to participate in training and development activities	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

The organization allocates sufficient resources for employee training programs	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Supervisors encourage employees to apply what they learned during training	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The organization evaluates the effectiveness of training programs regularly	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Training programs help employees perform their tasks more efficiently	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Training improves employees' ability to solve work-related problems	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees who receive training demonstrate higher productivity	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Training and development practices contribute to improving overall job performance	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I believe that training and development practices significantly enhance employee performance in the telecommunications sector in Saudi Arabia	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

➤ <https://forms.gle/XLrApjn9EGTHt7E2A>