

## Midashen University

# The Role of Training and Development in Enhancing Employee Performance: Evidence from the Service Industry in Saudi Arabia

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*Research Proposal – English Version*

# Table of Contents

Abstract

1. Introduction

2. Research Objectives

3. Research Questions

4. Significance of the Study

5. Literature Review

6. Theoretical Framework

7. Research Methodology

8. Hypotheses

9. Scope and Limitations

10. Expected Outcomes

11. Timeline

12. References

Acknowledgment and Gratitude

## Abstract

Training and development are key strategic tools that organizations use to enhance employee performance and maintain competitiveness. This study investigates the role of training and development in improving employee performance within the Saudi Arabian service industry, which includes healthcare, hospitality, banking, and education sectors. Using quantitative and qualitative methods, the research will explore how structured training programs and continuous employee development initiatives contribute to organizational productivity and service quality. The study aims to support Saudi Vision 2030's goal of developing human capital and fostering an efficient workforce.

## 1. Introduction

In today's dynamic business environment, training and development have become critical factors for organizational success. The service industry in Saudi Arabia is undergoing significant transformation due to Vision 2030, which emphasizes human resource development and performance excellence. This research explores how effective training programs can enhance employee performance, motivation, and job satisfaction.

The Saudi service sector—especially healthcare, education, hospitality, and banking—faces rapid modernization and digital transformation. As organizations adopt new technologies, the need for skilled and adaptable employees becomes vital. Therefore, structured training and continuous development are essential to sustain performance improvement.

**Problem Statement:** Despite increased investment in training initiatives, many Saudi service organizations still experience performance gaps. Employees often lack motivation, updated skills, and engagement, resulting in lower productivity. This study seeks to identify how well-designed training and development programs can close these gaps across service sectors.

## **2. Research Objectives**

- 1) To analyze the impact of training and development on employee performance in the Saudi service sector.
- 2) To identify the most effective training methods used in Saudi service organizations.
- 3) To examine the relationship between employee motivation, job satisfaction, and training outcomes.
- 4) To provide recommendations for improving training programs aligned with Vision 2030 goals.

### **3. Research Questions**

- 1) How does training influence employee performance in the service industry?
- 2) What development programs have the greatest effect on employee motivation and satisfaction?
- 3) What challenges do organizations face in implementing effective training systems?
- 4) How can training strategies align with Vision 2030 human capital objectives?

## **4. Significance of the Study**

This study contributes to understanding how training and development enhance employee performance in Saudi Arabia's service industry. The results will help organizations, policymakers, and HR departments design efficient training models that align with Vision 2030's human capital goals.

Practically, the findings will support the Saudi economy by promoting better productivity and workforce quality across healthcare, banking, hospitality, and education.

## **5. Literature Review – Part I: Concepts and Performance**

Training refers to short-term efforts to enhance employees' job-related skills, while development focuses on long-term growth and career advancement. Armstrong (2021) and Dessler (2020) highlight the strong correlation between training effectiveness and job performance.

Employee performance encompasses quality, efficiency, and behavior at work. Scholars such as Noe (2020) and Werner & DeSimone (2019) emphasize that continuous learning leads to improved performance and adaptability.

## **5. Literature Review – Part II: Saudi Context**

In the Saudi context, Vision 2030 aims to diversify the economy and increase the participation of skilled Saudis in the labor market. Government programs such as Tamheer and Qiwa reflect the national effort to enhance workforce readiness and facilitate structured development pathways.

Organizations across the service sector are also investing in e-learning platforms, coaching, mentorship, and competency-based frameworks to ensure alignment with strategic goals and service excellence metrics (quality, safety, timeliness, and customer satisfaction).

## **5. Literature Review – Part III: Research Gap**

Gaps in the literature remain regarding cross-sector comparisons within the Saudi service industry and the mechanisms through which training influences performance (e.g., motivation, engagement, and behavior change). This study addresses these gaps with a mixed-methods design to generate sector-agnostic and sector-specific insights.

## **6. Theoretical Framework**

This study adopts Kirkpatrick's Four-Level Training Evaluation Model (reaction, learning, behavior, and results) to assess training outcomes. It also draws on Human Capital Theory, which posits that investments in employee skills and knowledge increase organizational productivity and value creation.

By integrating these models, the research provides a structured way to evaluate both immediate and longer-term effects of training programs on performance.

## **7. Research Methodology – Design**

Research Design: The study employs a mixed-methods approach combining quantitative surveys and qualitative interviews. This convergence allows triangulation of findings and a richer understanding of how training affects performance in practice.

## **7. Research Methodology – Population, Sample, and Tools**

**Population and Sample:** The target population includes employees from hospitals, hotels, banks, and educational institutions across major Saudi cities. A sample of 150–200 participants will be drawn using stratified random sampling to ensure representation across sectors and job levels.

**Data Collection Tools:** A structured questionnaire (Likert-scale) will measure training participation, perceived usefulness, motivation, satisfaction, and performance. Semi-structured interviews with HR managers and training specialists will provide qualitative depth and contextual insights.

## **7. Research Methodology – Analysis and Ethics**

Data Analysis: Quantitative data will be analyzed using descriptive statistics, correlation, and multiple regression in SPSS to test relationships and effect sizes. Qualitative interview transcripts will be coded and analyzed thematically to identify patterns and explanatory mechanisms linking training to performance.

Ethics: Participation will be voluntary with informed consent, anonymity, and confidentiality assured. Data will be securely stored and reported in aggregate.

## **8. Hypotheses**

H1: Training and development have a significant positive impact on employee performance.

H2: Employee motivation mediates the relationship between training and performance.

H3: Organizations with structured training programs show higher employee satisfaction than those without.

## **9. Scope and Limitations**

**Scope:** The study focuses on Saudi service organizations including healthcare, hospitality, banking, and education. It examines full-time employees and HR/training stakeholders in these institutions.

**Limitations:** Potential constraints include limited access to internal performance metrics, time-bound data collection windows, self-report bias in questionnaires, and sector-specific policies that may limit generalization of the findings.

## **10. Expected Outcomes**

The study expects to provide robust evidence of the relationship between training programs and employee performance in the Saudi service sector. It will outline which training modalities (e-learning, coaching, on-the-job training) are most impactful for different roles and sectors.

Deliverables will include a practical set of recommendations for HR departments to optimize training portfolios, evaluation methods, and alignment with strategic KPIs, supporting Vision 2030 priorities for human capital development.

11. Timeline

| Activity              | Duration | Timeline (Weeks) |
|-----------------------|----------|------------------|
| Literature Review     | 2 weeks  | Week 1–2         |
| Questionnaire Design  | 1 week   | Week 3           |
| Data Collection       | 2 weeks  | Week 4–5         |
| Data Analysis         | 2 weeks  | Week 6–7         |
| Report Writing        | 2 weeks  | Week 8–9         |
| Review and Submission | 1 week   | Week 10          |

## **12. References (APA 7th)**

- Armstrong, M. (2021). *A Handbook of Human Resource Management Practice*. Kogan Page.
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— Alaa Saeed Alyousif