

Project Title

The Impact of and Performance Feedback on Employee Productivity
by applying it to the company (IDEX) in (Riyadh)

Student Name

Husam Hatem Ezzeddin

Graduation Project – 1

Faculty Of Management – Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty Member – Faculty Of Management – Midocean University

1st Semester-2024

Contents

Chapter 1	4
1.1 INTRODUCTION.....	4
1.2 Problem Statement	5
1.3 Research significance.....	6
1.4 Research Sub-Questions	7
1.5 Research Objectives.....	8
1.6 Research Hypotheses	9
1.7 Research Model.....	10
1.8 Research Methodology	11
1.8 Empirical Study.....	12
Project Structure	13
Chapter 1: Introduction.....	13
Chapter 2: Literature Review	13
Chapter 3: Research Methodology	13
Chapter 4: Statistical Analysis	13
Chapter 5: Discussion and Conclusion.....	13
Chapter 2	14
2.1 Introduction:	14
2.2 first topic Employee Training	15
2.3 The second topic Performance Feedback	17
2.4 The relationship between the research variables.....	19
2.5 Conclusion:.....	21
REFERENCES	23

List of figures

Figure number	Figure title	Page number
Figure 1	Research model	10
Figure 2	Research onion	11

Chapter 1

1.1 INTRODUCTION

Employee productivity is a critical factor for the success and growth of organizations across various industries. To enhance productivity levels, organizations often prioritize employee training and performance feedback. These variables significantly influence employee skills, knowledge, and performance, ultimately impacting their productivity. This study aims to investigate the impact of employee training and performance feedback on employee productivity, focusing on the case of IDEX, a company located in Riyadh.

Previous studies have recognized the importance of employee training and performance feedback in improving productivity. Research has shown that performance feedback positively influences employee motivation, job satisfaction, and overall performance. However, there is a lack of specific research examining the impact of these factors on productivity in the context of organizations in Riyadh. This research gap limits our understanding of the unique dynamics and outcomes within such organizations, calling for further investigation. By addressing this gap, this study aims to contribute to the existing literature on employee productivity and provide context-specific insights for organizations in Riyadh.

The research problem this study seeks to address is the lack of comprehensive empirical evidence on the impact of employee training and performance feedback on employee productivity within organizations in Riyadh. While previous studies have provided general insights, there is a need for research that acknowledges the unique organizational and cultural factors influencing productivity in this region. By focusing on the case of IDEX, this study aims to shed light on the specific relationship between employee training, performance feedback, and productivity within the Riyadh context.

The significance of this research lies in its potential to inform organizational practices and strategies aimed at improving employee productivity. The findings of this study will provide valuable insights to organizations in Riyadh, enabling them to make informed decisions regarding employee training and performance feedback initiatives. Furthermore, this research will contribute to the existing body of knowledge on employee productivity and serve as a foundation for future studies in this field. Ultimately, the outcomes of this study have the potential to enhance organizational performance, employee satisfaction, and overall success for organizations operating in Riyadh.

In summary, this study aims to explore the impact of employee training and performance feedback on employee productivity within the context of organizations in Riyadh. By addressing the research gap and leveraging the unique organizational dynamics, this research will contribute to the existing literature, inform organizational practices, and provide insights into enhancing employee productivity within similar organizations in Riyadh.

1.2 Problem Statement

Employee productivity is a critical factor for the success and growth of organizations. Enhancing productivity levels often involves focusing on factors such as employee training and performance feedback. While previous studies have recognized the importance of these variables in improving productivity, there is a need for context-specific research that explores their impact in the student's geographical area.

1.2.1 Theoretical Gaps:

Despite the existing research on the effect of employee training and performance feedback on productivity, there are theoretical gaps regarding their specific implications. Previous studies may have limitations in terms of the scope of variables examined or the contexts in which they were conducted. These gaps indicate the need for further investigation to gain a deeper understanding of the relationship between employee training, performance feedback, and productivity.

1.2.3 Empirical Gaps:

There is a necessity to study the effect of employee training and performance feedback on productivity in the student's geographical area. Each region or country may have unique cultural, organizational, and economic factors that can influence the relationship between these variables. Conducting empirical research in the student's geographical area will fill the gap in the existing literature and provide insights specific to that context.

Main Research Question:

What is the impact of employee training and performance feedback on employee productivity in the case of IDEX?

1.3 Research significance

Short Introduction to the Significance:

This research investigates the impact of employee training and performance feedback on productivity in a specific geographical area. By addressing theoretical and empirical gaps, this study holds significant implications for both academia and practitioners.

1.3.1 Theoretical Gaps:

Previous studies have provided valuable insights into the relationship between employee training, performance feedback, and productivity. However, there are theoretical gaps that need to be addressed. This research offers an opportunity to identify and discuss these gaps, suggesting new concepts and frameworks that can enhance our understanding of how employee training and performance feedback influence productivity. By proposing innovative ideas and approaches, this study contributes to the theoretical advancement of this field.

1.3.2 Empirical Gaps:

The empirical findings of this study have important implications for practitioners and decision-makers. By examining the impact of employee training and performance feedback on productivity in a specific geographical area, this research provides context-specific insights. These insights can guide practitioners in optimizing their training programs and performance feedback systems to improve productivity. Additionally, decision-makers can benefit from the research implications by developing strategies and policies that support and enhance employee productivity. The empirical results offer practical guidance for practitioners and decision-makers in making informed choices and implementing effective practices.

In summary, this research holds significant theoretical and practical implications. By addressing theoretical gaps and proposing new concepts, it contributes to the theoretical development of the field. The empirical findings have practical implications for practitioners and decision-makers, providing valuable insights to optimize employee training and performance feedback initiatives, ultimately leading to enhanced productivity.

1.4 Research Sub-Questions

Main Research Question: What is the impact of employee training and performance feedback on employee productivity in the case of IDEX?

Sub-Question 1: What is the current employee training program at IDEX, and how does it align with the organization's goals and objectives?

Sub-Question 2: How is performance feedback provided to employees at IDEX, and what are the key elements or criteria used in the feedback process?

Sub-Question 3: What are the perceived benefits of employee training and performance feedback among employees at IDEX, and how do these perceptions relate to their productivity levels?

Sub-Question 4: What are the specific skills, knowledge, or behaviors that have been positively affected by employee training and performance feedback at IDEX, and how do they contribute to productivity improvements?

Sub-Question 5: What are the challenges or barriers faced by employees in implementing the knowledge or skills gained from training and feedback into their daily work, and how does it impact their productivity?

Sub-Question 6: How does the organizational culture at IDEX support or hinder the effectiveness of employee training and performance feedback in improving productivity?

Sub-Question 7: Are there any differences in the impact of training and feedback on productivity based on employee tenure, department, or job level at IDEX? If so, what factors contribute to these differences?

Sub-Question 8: What strategies or recommendations can be suggested to optimize the employee training and performance feedback initiatives at IDEX and further enhance employee productivity?

1.5 Research Objectives

General Objective: Investigate the impact of employee training and performance feedback on productivity within organizations.

Sub-Objective 1: Assess the relationship between employee training programs and productivity in organizations.

Sub-Objective 2: Examine the influence of performance feedback on employee productivity in organizations.

Sub-Objective 3: Identify the specific factors that mediate the relationship between employee training, performance feedback, and productivity.

Sub-Objective 4: Provide insights and recommendations for optimizing employee training and performance feedback initiatives to enhance productivity in organizations.

Sub-Objective 5: Explore the perceptions and attitudes of employees towards training programs and performance feedback and their impact on productivity.

1.6 Research Hypotheses

H1: There is a statistically significant relationship between employee training programs and productivity within organizations.

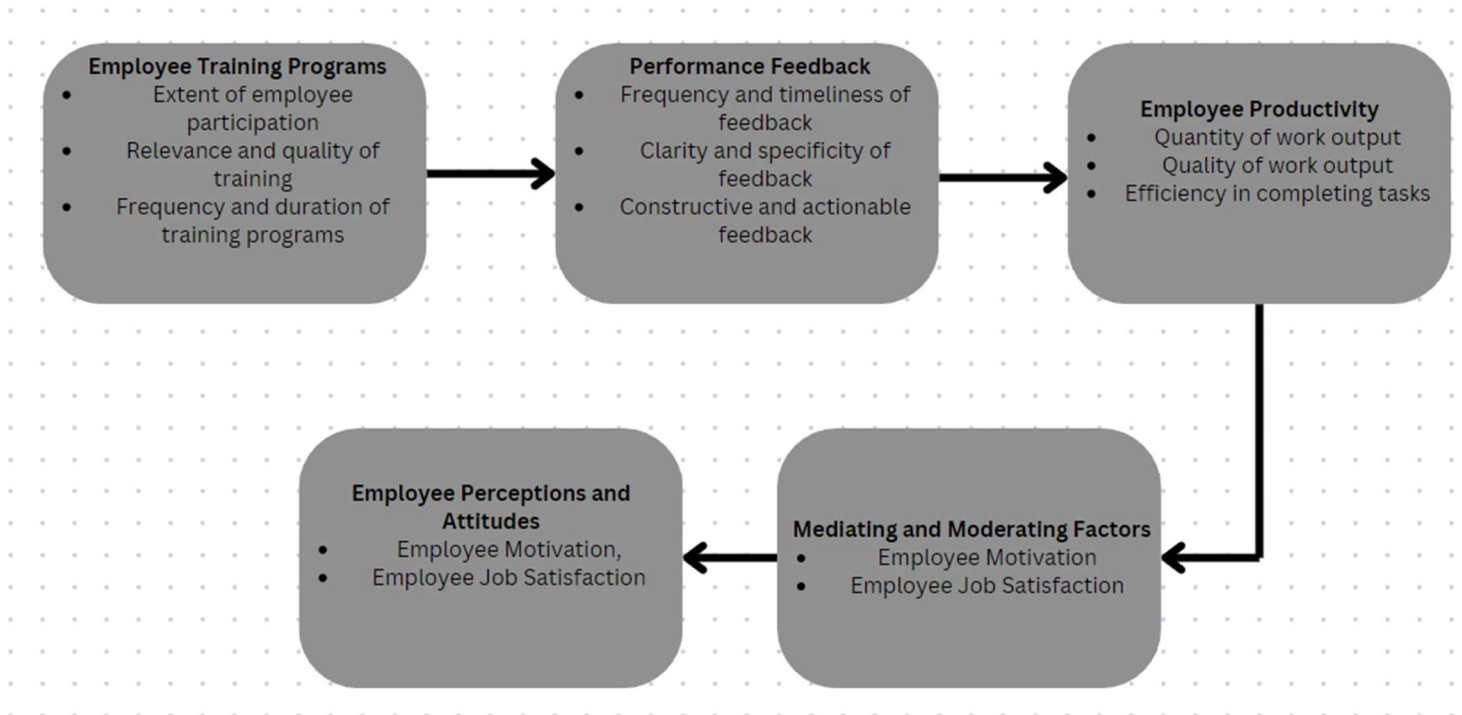
H2: There is a statistically significant relationship between the extent of employee participation in training programs and their productivity levels.

H3: There is a statistically significant relationship between the relevance and quality of training programs and employee productivity.

H4: There is a statistically significant relationship between the frequency and duration of training programs and employee productivity.

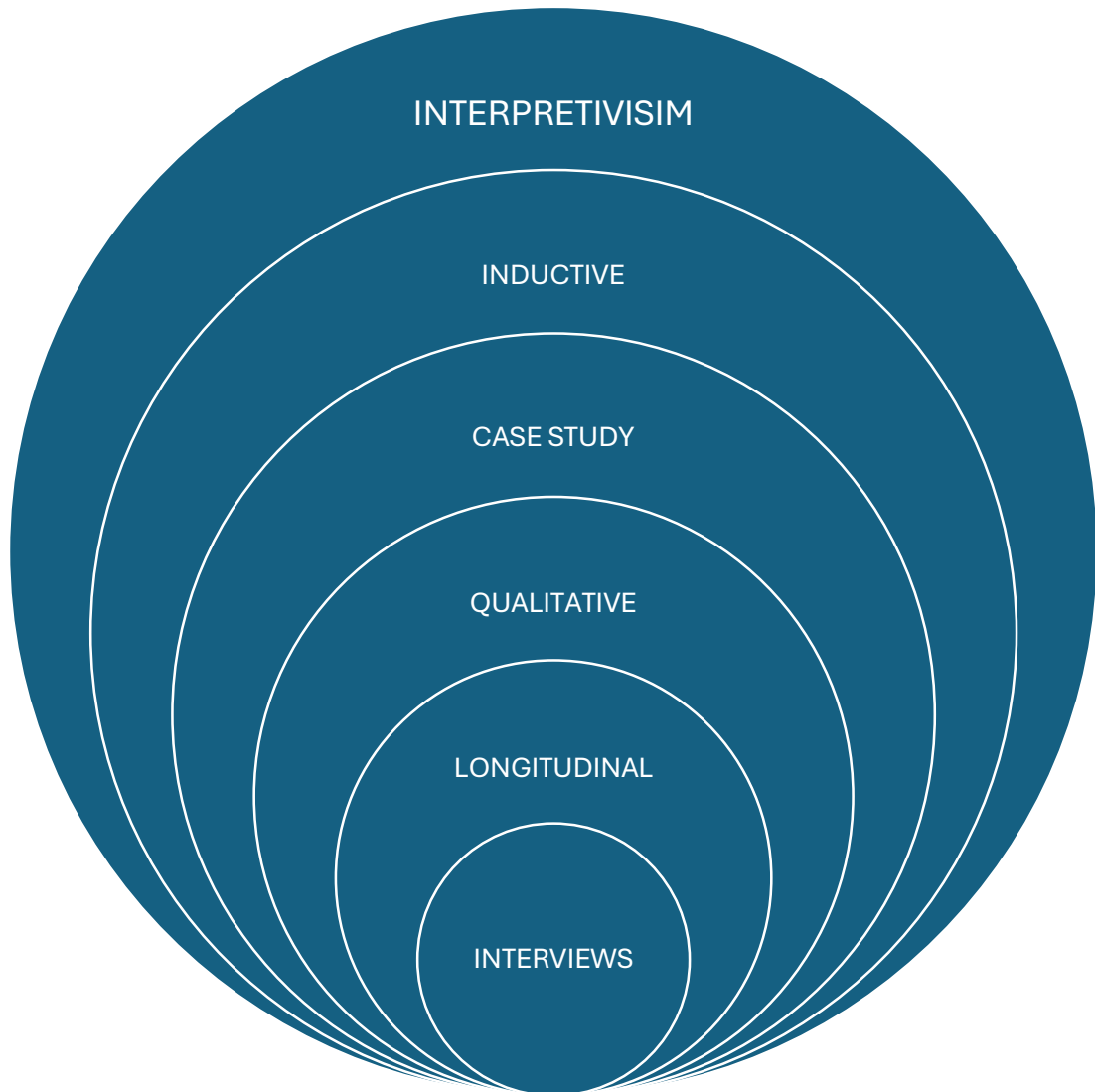
1.7 Research Model

Figure 1



1.8 Research Methodology

Figure 2



1.8 Empirical Study

Research Study Setting: Manufacturing Industry - General Motors Automotive Assembly Plants

Summary:

The research study focuses on examining the impact of employee training and performance feedback on employee productivity within General Motors (GM) automotive assembly plants in the manufacturing industry. The variables of interest include the effectiveness of training programs, the clarity and specificity of performance feedback, employee productivity levels, and product quality.

General Motors, one of the world's largest automotive manufacturers, is chosen as the setting due to its prominence in the manufacturing industry and its commitment to employee training and development. GM's automotive assembly plants are known for their complex production processes and the critical role of skilled employees in ensuring efficient assembly operations and high-quality vehicles. Employee training programs at GM aim to enhance technical skills, while performance feedback systems support continuous improvement and productivity.

Project Structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Discussion and Conclusion

Chapter 2

2.1 Introduction:

The purpose of this literature review is to examine the impact of Employee Training and Performance Feedback on employee productivity. In organizations, Employee Training plays a crucial role in enhancing the skills, knowledge, and competencies of employees, while Performance Feedback provides valuable insights and guidance for improving individual and team performance.

Conducting a thorough Literature Review is essential for several reasons. Firstly, it helps to establish a solid foundation of knowledge and understanding regarding the research topic. By reviewing existing literature, we can identify gaps, trends, and areas that require further investigation. Secondly, it provides insights into the theories, models, and frameworks that have been developed in the context of Employee Training and Performance Feedback. Lastly, it allows us to evaluate the effectiveness of different approaches and strategies employed in organizations to enhance employee productivity.

In this literature review, we will focus on two key variables: Employee Training and Performance Feedback. Employee Training refers to the systematic process of equipping employees with the necessary knowledge, skills, and competencies to perform their job effectively. It includes various training methods, such as on-the-job training, workshops, seminars, e-learning, and mentoring programs.

Performance Feedback, on the other hand, involves the ongoing process of providing employees with constructive feedback on their performance. It includes formal performance evaluations, regular check-ins, and continuous feedback loops. Performance Feedback aims to identify strengths and areas for improvement, set performance goals, and provide guidance and support to maximize individual and organizational performance.

By examining the interplay between Employee Training and Performance Feedback, we aim to gain insights into how these variables influence employee productivity. Understanding the relationship between these two variables can help organizations design effective training programs, establish robust feedback mechanisms, and create a culture of continuous learning and improvement.

In the following sections, we will delve deeper into the literature to explore the definitions, theories, models, and empirical evidence related to Employee Training and Performance Feedback. Additionally, we will analyze the relationship between these variables, identify patterns, conflicts, and gaps in the existing literature, and discuss the implications for future research in this area.

Overall, this literature review seeks to contribute to the understanding of how Employee Training and Performance Feedback impact employee productivity, providing valuable insights for organizations, managers, and human resource professionals in enhancing workforce performance and achieving organizational goals.

2.2 first topic Employee Training

Definition:

Employee Training refers to the systematic process of equipping employees with the necessary knowledge, skills, and competencies to perform their job effectively. It involves providing employees with learning opportunities that enhance their job-related capabilities, improve performance, and contribute to their professional development.

Importance and Benefits:

Employee Training holds substantial importance for both employees and organizations. For employees, it offers numerous benefits such as:

Skill Development: Training programs enable employees to acquire new skills and enhance existing ones, enabling them to perform their tasks more efficiently.

Career Growth: Training fosters personal and professional growth, increasing employees' potential for advancement within the organization.

Increased Job Satisfaction: By providing employees with the necessary skills and knowledge, training enhances job satisfaction and confidence in performing their roles effectively.

From an organizational perspective, Employee Training offers several advantages, including:

Enhanced Performance: Well-trained employees are more capable of meeting job requirements, resulting in improved overall performance and productivity.

Adaptability to Change: Training equips employees with the skills and knowledge needed to adapt to evolving technologies, changing market dynamics, and organizational transformations.

Employee Retention: Offering training opportunities demonstrates the organization's commitment to employee development, increasing employee loyalty and reducing turnover rates.

Different Training Methods and Approaches:

Employee Training can utilize various methods and approaches, depending on the nature of the training objectives and organizational context. Some common training methods include:

On-the-Job Training: This method involves learning while performing job tasks under the guidance of experienced colleagues or supervisors.

Workshops and Seminars: These are structured training sessions conducted by experts in specific areas to impart knowledge and skills.

E-Learning: Utilizing digital platforms and technologies, e-learning provides employees with self-paced, interactive training modules accessible remotely.

Mentoring and Coaching: Pairing employees with experienced mentors or coaches who provide guidance, support, and personalized training.

Theoretical Frameworks and Models:

Several theoretical frameworks and models have been developed to guide the design and implementation of effective Employee Training programs. Some notable ones include:

The Training Needs Assessment Model: This model emphasizes the importance of conducting a thorough needs assessment to identify skill gaps and training requirements before designing the training program.

Kirkpatrick's Evaluation Model: This model suggests four levels of training evaluation: reaction, learning, behavior, and results. It provides a systematic approach to assess the effectiveness and impact of training programs.

Adult Learning Theory: This theory emphasizes the importance of considering adult learners' characteristics, such as self-directedness and prior experience, in designing training programs that cater to their specific needs.

2.3 The second topic Performance Feedback

Definition:

refers to the process of providing structured and constructive information to employees regarding their job performance. It involves sharing observations, assessments, and suggestions to help individuals understand their strengths, areas for improvement, and how to enhance their performance.

Importance and Benefits:

Performance Feedback holds significant importance for both employees and organizations. Some key benefits include:

Performance Improvement: Feedback offers employees insights into their performance, enabling them to identify areas where they excel and areas that require development. It helps individuals set goals, make necessary adjustments, and enhance their overall performance.

Goal Alignment: Feedback provides clarity on performance expectations and aligns individual goals with organizational objectives. It helps employees understand how their contributions contribute to the broader organizational strategy.

Motivation and Engagement: Regular feedback fosters a sense of recognition and appreciation, motivating employees to perform at their best. It also enhances engagement by creating a continuous learning environment.

Types of Performance Feedback:

Performance Feedback can be categorized into different types, including:

Formal Evaluations: These are structured feedback processes conducted at specific intervals, such as quarterly or annual performance reviews. Formal evaluations typically involve comprehensive assessments of performance against predetermined criteria.

Ongoing Feedback: Ongoing feedback refers to the frequent and informal discussions between supervisors and employees throughout the year. It involves providing real-time feedback, guidance, and support to address performance issues and reinforce positive behaviors.

360-Degree Feedback: This type of feedback involves gathering input from multiple sources, including supervisors, peers, subordinates, and sometimes even external stakeholders. It provides a comprehensive view of an individual's performance from different perspectives.

Theoretical Frameworks and Models:

Several theoretical frameworks and models guide the understanding and implementation of Performance Feedback. Some notable ones include:

Feedback Orientation Theory: This theory focuses on individuals' attitudes and receptiveness to feedback. It explores how feedback-seeking behavior and feedback acceptance influence performance improvement.

Goal-Setting Theory: This theory emphasizes the importance of setting clear and challenging goals. It suggests that feedback plays a crucial role in clarifying performance expectations and facilitating goal attainment.

Social Cognitive Theory: This theory examines the role of social influences in shaping individual behavior. It highlights how feedback from others can impact an individual's self-efficacy and subsequent performance.

2.4 The relationship between the research variables

Based on the literature review, the relationship between Employee Training and Performance Feedback can be analyzed in the following ways:

Impact of Employee Training on the Effectiveness of Performance Feedback:

Employee Training plays a crucial role in enhancing the effectiveness of Performance Feedback. When employees receive training that equips them with the necessary skills and knowledge, they are better prepared to understand and act upon the feedback provided. Training can improve employees' ability to receive feedback objectively, interpret and analyze the feedback, and implement changes effectively. Well-trained employees are more likely to view feedback as a valuable tool for growth and development, leading to higher acceptance and utilization of feedback.

How Performance Feedback Enhances the Effectiveness of Employee Training:

Performance Feedback serves as a crucial component in maximizing the effectiveness of Employee Training. Feedback provides employees with valuable information on their performance strengths and weaknesses, allowing them to identify areas for improvement. By receiving feedback on their performance after training, employees can assess their progress and understand how well they have applied the newly acquired skills and knowledge. Performance Feedback acts as a reinforcement mechanism, ensuring that employees continue to develop and refine their skills through ongoing feedback loops.

Interactions and Synergies between Employee Training and Performance Feedback:

There are synergistic interactions between Employee Training and Performance Feedback. Employee Training sets the foundation by providing employees with the necessary knowledge and skills to perform their job effectively. Performance Feedback, on the other hand, complements training by providing specific, timely, and actionable information on how employees can further enhance their performance. The feedback loop created by Performance Feedback allows employees to continuously learn, adapt, and refine their skills based on the ongoing feedback received. This iterative process fosters a cycle of continuous improvement, where Employee Training and Performance Feedback reinforce each other to drive optimal performance outcomes.

The literature review may present various studies and findings that highlight the reciprocal relationship between Employee Training and Performance Feedback. These studies may demonstrate how effective training programs lead to increased acceptance and utilization of feedback, resulting in improved performance outcomes. Additionally, the literature may provide examples of organizations that have successfully integrated Employee Training and Performance Feedback to create a culture of learning and development.

Tables and illustrations from the literature review may present data on the correlation between Employee Training and the effectiveness of Performance Feedback, showcasing the impact of training interventions on feedback

utilization and performance improvement. They may also present comparative analysis or models that illustrate the interactions and synergies between Employee Training and Performance Feedback processes.

Overall, the relationship between Employee Training and Performance Feedback is mutually reinforcing, as training enhances the effectiveness of feedback, and feedback enhances the effectiveness of training, leading to continuous learning, growth, and improved performance outcomes within organizations.

2.5 Conclusion:

Summary of Results from the Literature Review:

The literature review provided valuable insights into the second variable, "Performance Feedback," and its relationship with the first variable, "Employee Training." Key findings from the literature review include:

Performance Feedback plays a vital role in enhancing the effectiveness of Employee Training by providing employees with specific, timely, and actionable information on their performance.

Employee Training contributes to the effectiveness of Performance Feedback by equipping employees with the necessary skills and knowledge to understand, accept, and act upon feedback.

The relationship between Employee Training and Performance Feedback is synergistic, with each component reinforcing and enhancing the other to drive continuous learning and performance improvement.

The literature emphasizes the importance of ongoing, informal feedback in addition to formal evaluations, as it creates a continuous feedback loop that facilitates learning and development.

Theoretical frameworks such as Feedback Orientation Theory, Goal-Setting Theory, and Social Cognitive Theory provide valuable insights into understanding and optimizing the relationship between Employee Training and Performance Feedback.

Discussion of Future Research Implications:

Based on the literature review, several avenues for future research emerge:

Investigating the role of specific training interventions in enhancing the acceptance and utilization of Performance Feedback among employees.

Exploring the impact of different feedback delivery methods (e.g., face-to-face, written, digital) on the effectiveness of Employee Training.

Examining the influence of organizational culture and leadership support on the integration of Employee Training and Performance Feedback processes.

Assessing the role of technology in improving the efficiency and effectiveness of Performance Feedback in the context of Employee Training.

Conducting longitudinal studies to understand the long-term effects of Employee Training and Performance Feedback on employee performance, job satisfaction, and organizational outcomes.

Overall Contributions of the Research to the Field:

This research contributes to the field of organizational development and human resource management by providing a comprehensive understanding of the relationship between Employee Training and Performance Feedback. The

findings highlight the reciprocal nature of this relationship and emphasize the importance of integrating these two components to drive continuous learning, growth, and performance improvement within organizations.

By summarizing the existing literature, this research provides a foundation for practitioners and researchers to optimize the design and implementation of Employee Training and Performance Feedback programs. The identified implications for future research offer valuable directions for further investigation, fostering the advancement of knowledge in this domain.

In conclusion, this research sheds light on the importance of Employee Training and Performance Feedback as interrelated components in facilitating employee development and performance enhancement. It underscores the need for organizations to adopt an integrated approach that leverages the synergies between these two variables to create a culture of continuous learning and improvement.

REFERENCES

- [1] Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European journal of Business and Management*, 5(4), 137-147.
- [2] Mwema, N. W., & Gachunga, H. G. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11), 324-337.
- [3] Mollel Eliphaz, R., Mulongo, L. S., & Razia, M. (2017). The influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. *Issues in Business Management and Economics*, 5(4), 45-59.
- [4] <https://www.gm.com>
- [5] Halawi, A., & Haydar, N. (2018). Effects of Training on Employee Performance: A Case Study of Bonjus and Khatib & Alami Companies. *International humanities studies*, 5(2).
- [6] Kotey, B., & Folker, C. (2007). Employee training in SMEs: Effect of size and firm type—Family and nonfamily. *Journal of small business management*, 45(2), 214-238
- [7] Urbancová, H., Vrabcová, P., Hudáková, M., & Petrů, G. J. (2021). Effective training evaluation: The role of factors influencing the evaluation of effectiveness of employee training and development. *Sustainability*, 13(5), 2721
- [8] Diamantidis, A. D., & Chatzoglou, P. D. (2014). Employee post-training behaviour and performance: evaluating the results of the training process. *International Journal of Training and Development*, 18(3), 149-170
- [9] Ahmad, I., & Manzoor, S. R. (2017). Effect of teamwork, employee empowerment and training on employee performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11), 380-394
- [10] Tracey, J. B., Hinkin, T. R., Tran, T. L. B., Emigh, T., Kingra, M., Taylor, J., & Thorek, D. (2015). A field study of new employee training programs: Industry practices and strategic insights. *Cornell Hospitality Quarterly*, 56(4), 345-354
- [11] Ji, L., Huang, J., Liu, Z., Zhu, H., & Cai, Z. (2012). The effects of employee training on the relationship between environmental attitude and firms' performance in sustainable development. *The International Journal of Human Resource Management*, 23(14), 2995-3008
- [12] Orpen, C. (1999). The impact of self-efficacy on the effectiveness of employee training. *Journal of Workplace Learning*, 11(4), 119-122

- [13] Balcazar, F., Hopkins, B. L., & Suarez, Y. (1985). A critical, objective review of performance feedback. *Journal of Organizational Behavior Management*, 7(3-4), 65-89
- [14] Larson Jr, J. R. (1984). The performance feedback process: A preliminary model. *Organizational behavior and human performance*, 33(1), 42-76
- [15] Prue, D. M., & Fairbank, J. A. (1981). Performance feedback in organizational behavior management: A review. *Journal of Organizational Behavior Management*, 3(1), 1-16
- [16] Martocchio, J. J., & Dulebohn, J. (1994). Performance feedback effects in training: The role of perceived controllability. *Personnel Psychology*, 47(2), 357-373
- [17] Kim, J. S., & Hamner, W. C. (1976). Effect of performance feedback and goal setting on productivity and satisfaction in an organizational setting. *Journal of Applied Psychology*, 61(1), 48
- [18] Iyer, D. N., & Miller, K. D. (2008). Performance feedback, slack, and the timing of acquisitions. *Academy of Management Journal*, 51(4), 808-822
- [19] Farooq, M., & Khan, M. A. (2011). Impact of training and feedback on employee performance. *Far east journal of psychology and business*, 5(1), 23-33
- [20] Mehale, K. D., Govender, C. M., & Mabaso, C. M. (2021). Maximising training evaluation for employee performance improvement. *SA Journal of Human Resource Management*, 19, 11