

The Impact of Training on Enhancing Job Performance at SABIC, Jubail KSA

Ali Mohsen Alkhadrawi

221002422

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Abdul Rahim Nader

Faculty member- Faculty of management- Midocean University

1st Semester- 2025

Acknowledgement

I would like to express my sincere gratitude to my advisor, **Abdul Rahim Nader**, for his guidance and support throughout this project. His encouragement and insightful feedback was invaluable.

I also extend my thanks to the distinguished committee members for their time and thoughtful suggestions, which greatly enriched this work.

My deepest appreciation goes to everyone who helped me—whether near or far—in completing this journey. Your kindness and assistance will never be forgotten.

Finally, I thank my family and friends for their unwavering support and

List of Figures

Figure number	Figure title	Page number
1	Research Model Source. The Researcher, (2025)	11
2	Research Methodology Source. The Researcher, (2025)	12
3	Project Structure Source. The Researcher, (2025)	13

Table of Contents

1	Chapter 1: Introduction	5
١,١	Introduction	5
1.2	Research Problem	7
1.2.1	Theoretical Gaps:	7
1.2.2	Empirical Gaps:	8
1.3	Research significant:	8
1.3.1	Theoretical significance:	9
1.3.2	Empirical significance:	9
1.4	Research Questions	9
1.5	Research Objective	9
1.6	Research Hypotheses	10
١,٧	Research Model	11
1.8	Research Methodology	11
1.9	Empirical Study	13
1.10	Project Structure	13
3	References	14
٤	Appendices	خطأ! الإشارة المرجعية غير معروفة.
4.1	Personal Information:	خطأ! الإشارة المرجعية غير معروفة.
4.2	First variable: Training	خطأ! الإشارة المرجعية غير معروفة.
4.3	Second variable: Improving Job Performance	خطأ! الإشارة المرجعية غير معروفة.

1 Chapter 1: Introduction

1.1 Introduction

The Industrial Revolution marked a period of unprecedented advancement across multiple sectors, necessitating swift adaptation at all levels—individual, organizational, and societal. Elevating living standards emerged as a central objective in response to these rapid changes. This imperative for adaptability continues to be vital for contemporary enterprises, which face complex internal and external transformations in today's dynamic landscape (Hedaya et al., 2022). Consequently, an organization's capacity to embrace change has become a key determinant of its survival and achievement of strategic goals (Marta, 2017). Moreover, the prevailing materialistic orientation within modern work environments has redefined success metrics, positioning human capital as the foundational element in driving organizational excellence (Arafat et al., 2023).

Training is widely recognized as a vital and intricate element of human resource development, receiving substantial emphasis due to its role in enhancing employee performance. Through targeted training initiatives, individuals seek to refine their competencies and adapt effectively to occupational demands, ensuring they carry out their responsibilities with confidence and efficiency (Arafat et al., 2023). Conceptually, training encompasses a broad set of activities aimed at imparting, cultivating, and improving skill sets, productivity, professionalism, behavior, and ethical standards—aligned with the functional requirements of specific positions (Mangkongara, 2013). Closely related is the concept of employee development, which refers to systematically expanding an employee's capacity to meet and exceed performance expectations. As employees grow professionally, their satisfaction increases, which in turn contributes to heightened organizational productivity and profitability (Chambers, 2006).

Zheng (2009) highlighted a statistically significant correlation between employee training and enhanced performance, particularly in the execution of diverse tasks. The findings demonstrated that employees who underwent training exhibited greater proficiency across various job functions, whereas those without training showed reduced performance capabilities. This establishes a clear and direct link between training initiatives and employee effectiveness. In most professions, on-the-job training constitutes an essential component of workforce development, providing tangible advantages for both employees and organizations. Training programs are commonly implemented to orient new hires to their responsibilities and organizational protocols, thus facilitating smoother integration and higher efficiency (Tukunimulongo et al., 2016).

Although previous research has shown that training is generally successful, it has often been unclear exactly what type of training and how best to deliver it to maximize performance gains. An employee's performance in a company does not always improve after attending training, sometimes an employee's performance declines. This is due to several factors, namely the qualifications of the employees who will participate in the training are not suitable, the providers are not suitable, the content of the training materials, training methods, training sites, training environment and training time (Nordiana Dehan & Pratama, 2018).

It is hoped that the research will provide information that can be useful to all managers in line with the implementation of on-the-job training. It also aims to help them find effective ways to develop and implement on-the-job training. It is expected that human resources training institutions will find this study very useful in developing their future training programs. Bafaneli et al. (2015). By uncovering optimal training approaches, this research provides actionable recommendations for company to invest wisely and get the most out of their training programs. Moreover, it takes into account the dynamic nature of today's business environment, ensuring its findings are directly relevant and applicable. This research not only builds on existing knowledge but also lays the groundwork for further exploration of specific training modalities and their impact in different contexts. Ultimately, it has the potential to significantly advance knowledge, improve organizational practices, and boost employee performance in the modern business landscape.

While previous research has established a positive correlation between training and performance, factors influencing the effectiveness of training programs remain an area of exploration. This research aims to address this gap by examining the relationship between various training practices and employee performance outcomes at SABIC. The findings of this study are expected to provide valuable insights for SABIC's management in designing and implementing effective training programs, ultimately contributing to improved employee performance and organizational success

1.2 Research Problem

In light of the rapidly evolving nature of the contemporary business landscape, organizations increasingly regard training as a strategic instrument for empowering human resources with the requisite skills and knowledge to attain optimal performance. While the positive impact of training on employee efficiency is widely recognized, a critical gap persists in understanding the most effective training formats, delivery mechanisms, and contextual variables that shape training outcomes in dynamic market conditions. Accordingly, this research seeks to address these gaps by examining the influence of diverse training practices on employee performance within SABIC, located in JUBAIL, Saudi Arabia.

Theoretical Gaps:

This research seeks to contribute to the theoretical understanding of training effectiveness by studying the relationship between different training practices and employee performance at SABIC Company. This study can identify the factors that affect the effectiveness of training

programs. This can contribute to developing a more comprehensive theoretical framework for understanding the effectiveness of training in different contexts.

1.2.1 Empirical Gaps:

The results can provide valuable insights to the SABIC management team in designing and implementing effective training programs tailored to meet the specific needs of their employees and organizational goals. This can lead to improved employee performance, increased productivity, and ultimately, enhanced organizational success.

These insights can also benefit training organizations by informing the development of more impactful programs and other organizations by helping them improve their training practices and achieve better results. By understanding the factors that contribute to training effectiveness, these organizations can create more targeted and impactful training programs for their clients.

1.3 Research significant:

The process of continuous training is considered one of the most important effective means of influencing and adapting the human resource to work and keeping it always in the picture with the latest developments and scientific and practical methods at the internal and external levels of the organization. The modern vision of training has proven that it is one of the best types of organizational investments, and that it is an investment with a high return. In the short and long term, management must provide financial capabilities and specialists for training, which may be expensive for the organization, but the return will be comfortable for it by improving the level of efficiency and performance of individuals as well as raising productivity, thus ensuring the continued survival of the organization (Arafat et al, 2023)

1.3.1 Theoretical significance:

This research seeks to contribute to the theoretical understanding of training effectiveness by studying the relationship between different training practices and employee performance at **SABIC**. This study can identify the factors that affect the effectiveness of training programs. This can contribute to developing a more comprehensive theoretical framework for understanding the effectiveness of training in different contexts.

The findings may challenge or refine existing theoretical models of training effectiveness by highlighting previously not considered factors or interactions between variables. This can lead to a more nuanced and comprehensive understanding of the complex relationship between training and performance

1.3.2 Empirical significance:

The results can provide valuable insights to the **SABIC** management team in designing and implementing effective training programs tailored to meet the specific needs of their employees and organizational goals. This can lead to improved employee performance, increased productivity, and ultimately, enhanced organizational success.

These insights can also benefit training organizations by informing the development of more impactful programs, and other organizations by helping them improve their training practices and achieve better results. By understanding the factors that contribute to training effectiveness, these organizations can create more targeted and impactful training programs for their clients.

1.4 Research Questions

- What is the impact of management's interest in the training component on improving job performance in SABIC company?
- What is the impact of training programs in the institution on Improving job performance in SABIC company?
- What is the impact of implementing and evaluating training within the organization on Improving job performance in SABIC company?

1.5 Research Objective

- To analyze the impact of training on enhancing job performance at SABIC.
- To examine how management's attention to the training component influences employee performance at SABIC.
- To evaluate the effectiveness of institutional training programs in improving job performance within SABIC's work environment.
- To explore the role of implementing and assessing internal training activities in strengthening staff competency and overall job performance at SABIC

1.6 Research Hypotheses

- **Primary Hypothesis (H₁):**

Training activities have a statistically significant influence on enhancing job performance within SABIC.

- **Sub-Hypothesis (H_a):**

Management's attention to training initiatives significantly contributes to improvements in job performance at SABIC.

- **Sub-Hypothesis (H_b):**

The availability and quality of training programs within SABIC play a vital role in advancing employee performance.

- **Sub-Hypothesis (H_c):**

The execution and systematic evaluation of training efforts within SABIC have a measurable effect on employee job performance outcomes.

1.7 Research Model

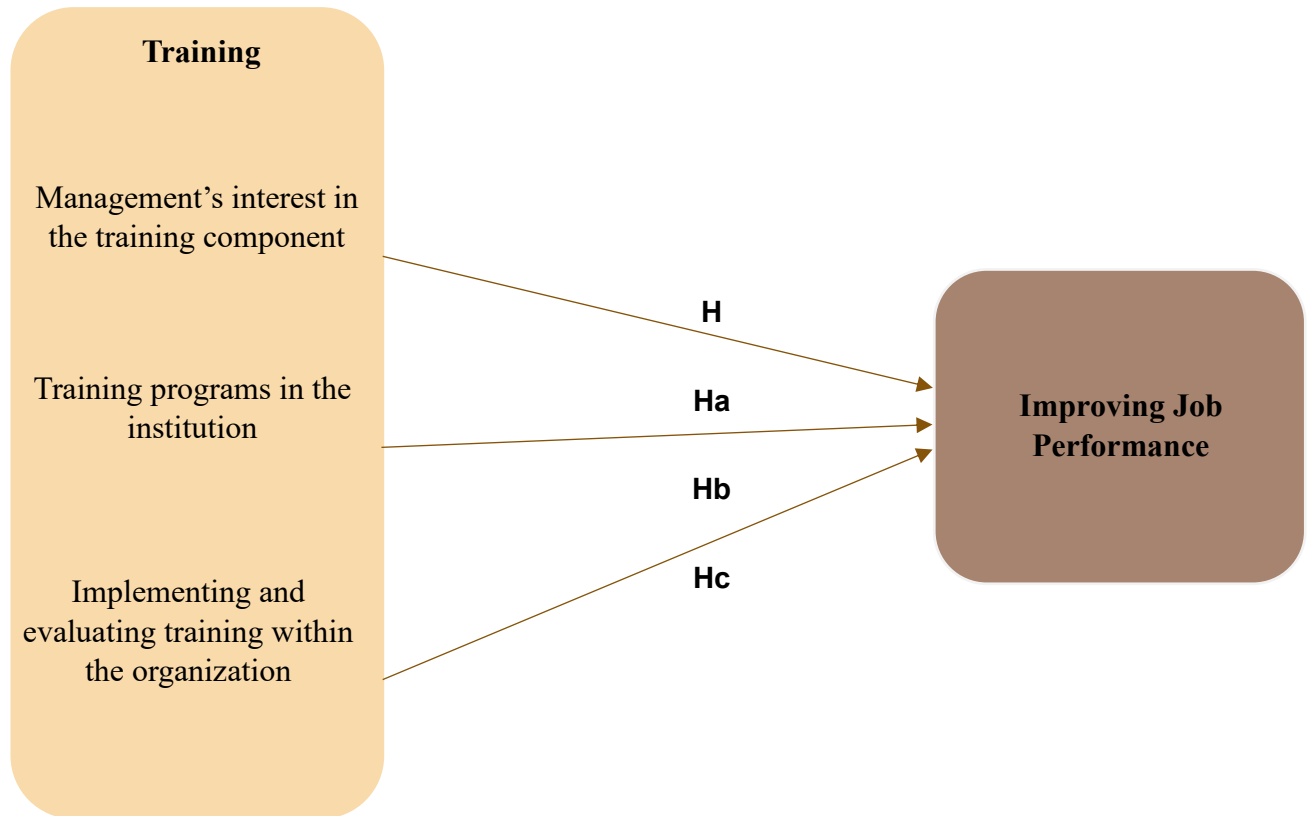


Figure 1: Designed By The Researcher, (2024)

1.8 Research Methodology

- **Research philosophy:** Positivism
- **Research approach:** Deductive
- **Research strategy:** Case study
- **Research choice:** Mixed Methods
- **Time horizon:** Cross-sectional
- **Data collection and analysis techniques:** Questionnaires

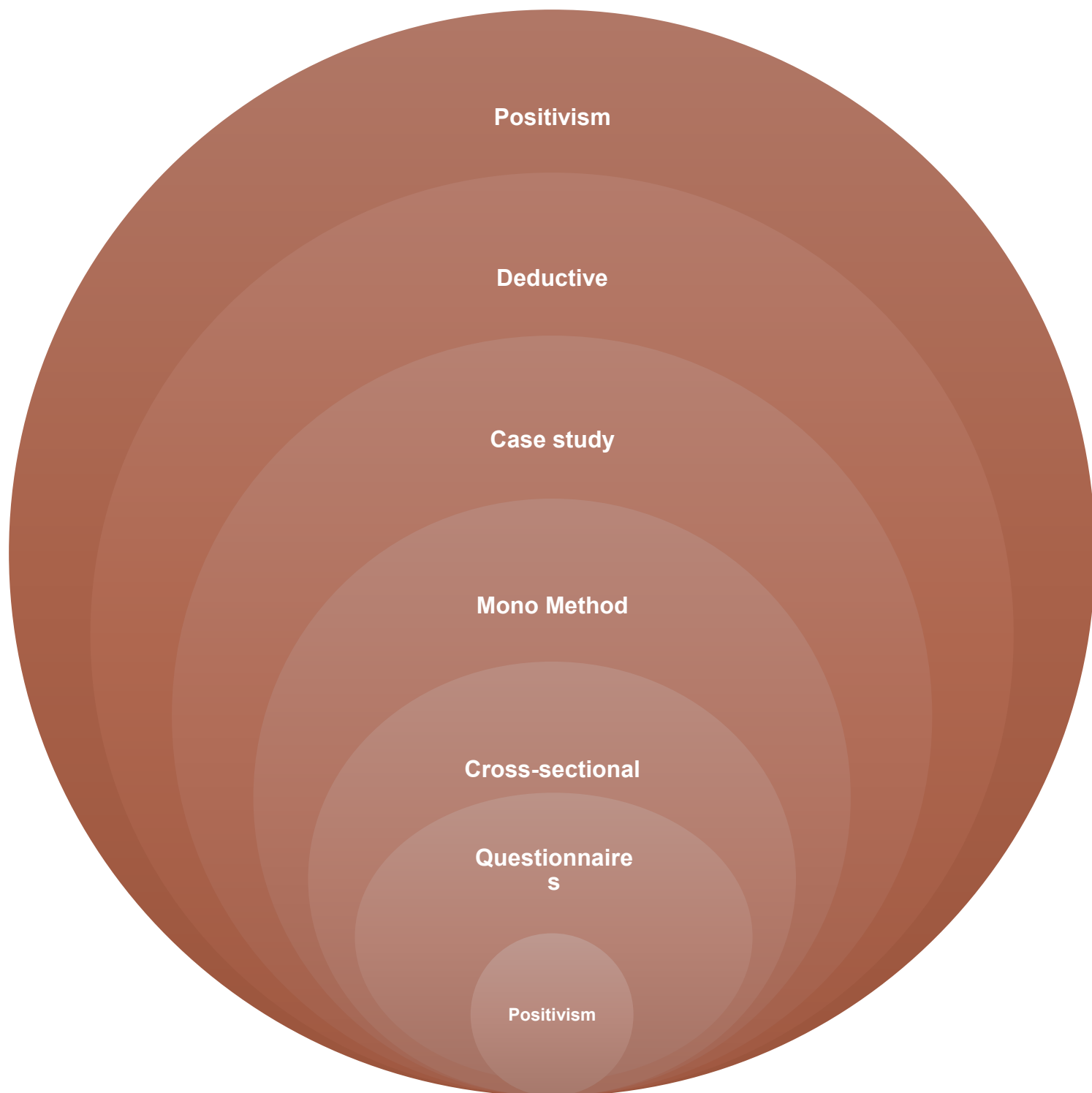


Figure ٧: Designed By The Researcher, (2024)

1.9 Empirical Study

A field study will be conducted at **SABIC**, the leading Saudi company in the global chemicals industry, to study how training programs affect employee job performance. The study will use a mixed methods approach, combining quantitative data from surveys and performance measures with qualitative data from interviews with employees and supervisors. This comprehensive approach will capture changes in an employee's knowledge, skills, and job performance after training. By analyzing pre- and post-training data, researchers can isolate the effect of the training program itself. The expected result is to show the positive impact of training on employee performance. The results will be used to develop more targeted training programs to address identified skills gaps and improve employee satisfaction. Ultimately, this study aims to contribute to **SABIC's** mission of delivering world-class innovation and sustainable solutions by ensuring that its workforce possesses the skills and knowledge necessary to excel.

1.10 Project Structure



Figure 3: Designed By The Researcher, (2024)

List OF References

2 References

- Armstrong, Michael. (2010). A Handbook of Performance Management 4th edition. New Delhi: Kogan Page.
- Black, S. E. & Lynch L. M (1996). Human-Capital Investment and Productivity. The American Economic Review. p 86.
- Bafaneli, S., & Setibi, G. (2015). The impact of on-the-job training on employee performance: The case of Riley's Hotel. Journal of Business Theory and Practice, 3(2), 239.
- Baldwin, T.T & Ford, J.K. (1988) "Transfer of training: A review and directions for future research" Personnel Psychology, 41(60)

- Banzhaf, W., Nordin, P., Keller, R. E., & Francone, F. D. (1998). Genetic programming: an introduction: on the automatic evolution of computer programs and its applications. Morgan Kaufmann Publishers Inc..
- Banzhaf, W., Nordin, P., Keller, R. E., & Francone, F. D. (1998). Genetic programming: an introduction: on the automatic evolution of computer programs and its applications. Morgan Kaufmann Publishers Inc..
- Bompa, T. O., & Buzzichelli, C. (2019). Periodization-: theory and methodology of training. Human kinetics.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (pp. 687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology.
- Campbell, J. P., & Campbell, R. J. (1988). *Productivity in organizations: New perspectives from industrial and organizational psychology*. Jossey-Bass/Wiley.
- Campbell, J. P., Dunnette, M. D., Lawler, E. E., Weick, K. E., & Karl, E. (1970).
- Campbell, J.P., & Campbell, R.J. (1988). *Productivity in Organizations: New perspectives from industrial and organizational psychology*. San Francisco: Jossy-Bass.
- Campbell, J.P., Dunnette, M.D., Lawler, E.E., & Weick, K.E. (1970). *Managerial behavior, performance, and effectiveness*. New York: McGraw-Hill.
- Chambers, D. P. (2006). Evaluation of new GRACE time-variable gravity data over the ocean. *Geophysical Research Letters*, 33(17)
- Cohen-Charash, Y.; Spector, P.E. (2001). "The role of justice in organizations: A meta-analysis". *Organizational Behavior and Human Decision Processes*. 86 (2): 278–321. doi:10.1006/obhd.2001.2958.^
- Connie Zheng, (2009). Keeping talents for advancing service firms in Asia, *Journal of Service Management*, Vol. 20 Iss: 5, pp.482 - 502
- Dalal, R. S. & Hulin, C. L. (2008). Motivation for what? A multivariate dynamic perspective of the criterion. In R. Kanfer, G. Chen, & R. D. Pritchard (Eds.), *Work motivation: Past, present, and future* (pp. 63-100). New York: Routledge.
- Dihan, F. N., & Pratama, M. R. (2018). Pengaruh Pelatihan Dan Budaya Organisasional Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Survey Pada Departemen

Sumber Daya Manusia Di Pt. Madubaru Pg/Ps Madukismo). JBTI: Jurnal Bisnis: Teori dan Implementasi, 9(1), 58-75. <https://doi.org/10.18196/bti.91100>

- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European journal of Business and Management*, 5(4), 137-147.
- Evans, J. R. & Lindsay W. M (1999) *The Management and Control of Quality*. 4th edition, Cincinnati Ohio: South-Western College Publishing.
- Geller, D. A. (2006). Obsessive-compulsive and spectrum disorders in children and adolescents. *Psychiatric Clinics*, 29(2), 353-370.
- Gery, G. J. (1991). *Electronic performance support systems: How and why to remake the workplace through the strategic application of technology*. Weingarten Publications, Inc..
- Hidayat, A., & Aziz, M. A. (2022). The Role of Job Training in Improving Employee Performance. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 21-30. <https://doi.org/10.54099/aijms.v1i1.186>
- <https://zomco.com/>
- Karriker, JH; Williams, ML (2009). "Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Model". *Journal of Management*. 35: 112. doi:10.1177/0149206307309265
- Lawler, E.E. (1973). *Motivation in work organizations*. Monterey, C.A: Brooks/Cole.
- Mangkunegara, A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Martah, V. (2018). Pengaruh Pendidikan Dan Pelatihan Terhadap Prestasi Kerja Karyawan Pt. Ismg Floor Mills. *Economic: Journal of Economic and Islamic Law*, 8(3), 8-14.
- Naylor JC, Briggs GE. (1963) The effect of task complexity and task organization on the relative efficiency of part and whole training methods. *Journal of Experimental Psychology*, 65, 217–224.
- Neo, E. (2000). *Human Resource Management: Gaining Competitive Advantage*. 3rd edition McGraw-Hill., Boston, USA.
- Noe RA, Schmitt N. (1986) The influence of trainee attitudes on training effectiveness: Test of a model. *personnel psychology*, 39, 497–523.
- Prasetyani, D. (2021). Pengaruh Pelatihan Terhadap Prestasi Kerja Karyawan Pada Pt. Bank Hsbc Cabang Pondok Indah. *Jurnal Ekonomi Efektif*, 3(3), 314-321. <https://doi.org/10.32493/Jee.V3i3.10527>
- Ren, S., Cooke, F. L., Stahl, G. K., Fan, D., & Timming, A. R. (2023). Advancing the sustainability agenda through strategic human resource management: Insights and suggestions for future research. *Human Resource Management*, 62(3), 251-265.

- Rotundo, M.; Sackett, P. R. (2002). "The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach". *Journal of Applied Psychology*. 87 (1): 66–80. doi:10.1037/0021-9010.87.1.66. PMID 11916217.
- Sackett, P. R., & DeVore, C. J. (2001). Counterproductive behaviors at work. In N. Anderson, D. Ones, H. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work, and organizational psychology* (Vol. 1, pp. 145–164). London, UK: Sage.
- Sackett, P. R.; Zedeck, S.; Fogli, L. (1988). "Relations between measures of typical and maximum job performance". *Journal of Applied Psychology*. 73 (3): 482–486. doi:10.1037/0021-9010.73.3.482
- Schneider W. (1985) Training high performance skills: Fallacies and guidelines. *Human Factors*, 27(3), 285–300.
- Sengenberger, W. (2001). Decent Work: The International Labour Organization Agenda. *Dialogue and Cooperation*, 2(2001), 39-55.
- Thomas N. Garavan. (1997). "Interpersonal skills training for quality service interactions" *Industrial and Commercial Training*, Vol. 29 (3), pp 70–77
- Tukunimulongo, J. (2016). Effect of on-the-job training on employee performance in Kenya: Case of Mumias Sugar Company Limited. *international Journal of Recent Research in Commerce Economics and management*, 3(1), 7-24.
- Zheng, C. (2009). Keeping talents for advancing service firms in Asia. *Journal of service management*, 20(5), 482-502. <https://doi.org/10.1108/09564230910995107>
- دور الرقابة الادارية في تحسين اداء العاملين (2023). سيد احمد/مؤطر & عيق, خضرة, دحان, كريمة, مجاهد (جامعة أحمد دراية-أدرار, dissertation).
- دور التدريب في تحسين انتاجية العاملين بالمؤسسات الاقتصادية. سيف الدين & مصباح, وليد عرفات, مختاري (جامعة قاصدي مرباح-ورقلة, dissertation).

List Of Appendices