

The Impact of Training Programs on Improving Employee Efficiency and Productivity: A Case Study of King Salman Medical City in Medina

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Abstract

The study aimed to identify the level of training programs in the medical units of King Salman Bin Abdulaziz Medical City and to measure the level of efficiency and productivity of employees in the medical units of King Salman Bin Abdulaziz Medical City. It also aimed to highlight the importance of using training programs with employees in King Salman bin Abdulaziz Medical City. The study adopted the descriptive methodology, relying on a questionnaire for data collection. The questionnaire was distributed to a stratified random sample of 100 employees in the three hospitals of King Salman Medical City in Medina. The SPSS statistical analysis program was used to analyze the data. The study found a statistically significant relationship between training programs and the improvement of employee efficiency and productivity in the three hospitals of King Salman Medical City in Medina. Additionally, there was a statistically significant relationship between the number of training courses attended at King Salman Medical City and the efficiency and productivity of employees.

Keywords: *Training Programs, Employee Efficiency, Productivity, Case Study, King Salman Medical City, Medical Units.*

Introduction

Training is one of the key elements for development and improvement. This is achieved by providing workers with the information and knowledge they lack, developing their abilities and skills, and changing their attitudes and beliefs, with a focus on human resources development as a specialization (Abdul Qadir, 2019).

Accurate planning, execution, and evaluation are essential for the success of a training program in achieving the desired results, which in turn allow each employee to work at their highest potential. While competitiveness relies on the concept of performance, which may be related to training, it might be in the organization's best interest to continuously improve the performance of its employees to withstand competition (Amal, 2019).

Medical institutions aim to distinguish themselves in today's highly competitive healthcare services market. Hospitals must find ways to stand out, and one of the most effective methods is by developing specialized training programs that cater to the specific needs of each organization and its employees. Effective performance is a direct result of training, planning, and implementation, resulting in reference feedback (Al-Ghamdi, 2013).

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To achieve the goals of medical organizations with the greatest effectiveness and efficiency, training is the most important means relied upon to harmonize work requirements with the abilities and competencies of employees (Mansoor et al., 2022). Training seeks to develop individuals' capabilities, providing them with new skills and knowledge to achieve these goals. Preparing specific training programs and using targeted training techniques require meticulous preparation, continuous improvement, and an appropriate level of self-awareness.

Study Problem

Given the rapid developments, healthcare institutions face significant challenges and difficulties in achieving high-performance levels and competencies. Despite the broad importance of healthcare in improving performance and employee efficiency, some indicators suggest that healthcare services in some hospitals are still not at the desired level (Lina, 2018). Continuous attention to training programs is essential as it is a measure of success and development, classifying healthcare organizations and leading to improved employee performance, efficiency, and productivity. Therefore, the current study primarily aims to investigate the impact of the effectiveness of training programs on improving the efficiency and productivity of employees in the medical services at King Salman Medical City in Mecca, Saudi Arabia. This goal leads to increased employee efficiency and productivity and understanding the reality of hospitals in King Salman Medical City in Medina. The study problem lies in the policy of training and motivating employees, where the clear strategies used to develop employee performance are not observed. The study problem is formulated through the following questions:

- What is the importance of using training programs with employees at King Salman Bin Abdulaziz Medical City?
- What is the impact of training programs on employee efficiency and productivity using each dimension in King Salman Bin Abdulaziz Medical City?
- What challenges face the implementation of training programs at King Salman Medical City in Medina?
- Is there a relationship between training programs and employee efficiency and productivity at King Salman Bin Abdulaziz Medical City?

Study Objectives

The study aims to determine the impact of training programs on employee performance by:

- Identifying the level of training programs in the medical units at King Salman Bin Abdulaziz Medical City.
- Measuring the level of employee efficiency and productivity in the medical units at King Salman Bin Abdulaziz Medical City.
- Highlighting the importance of using training programs with employees at King Salman Bin Abdulaziz Medical City.

Study Hypotheses

The study seeks to achieve its objectives by testing the validity of the hypotheses, which include:

- There is no statistically significant impact at a significance level of (0.05) for training programs in improving employee efficiency and productivity in its dimensions (strategic thinking, problem-solving, achievement pursuit) in the three hospitals at King Salman Medical City in Medina.

- There is a statistically significant difference between the number of training courses obtained at King Salman Medical City and employee efficiency and productivity.

Study Variables

- Independent variable: Represented by training programs with dimensions (trainer, trainee, training location).
- Dependent variable: Represented by employee efficiency and productivity (strategic thinking, achievement pursuit, problem-solving) (Lina, 2017).

Study Methodology

Literature Review

A study by Salma & Al-Tahir (2014) aimed to identify employee methods and the effectiveness of training programs at Al-Zawiya Oil Refinery Company. Using a descriptive approach, the study sampled 110 executive management employees. The study found no significant differences in employees' perspectives on the methods used in training programs approved by the training program design team or the organization's training department. It also identified the best and most commonly followed methods in training programs.

A study by Qadri & Habil (2014) aimed to understand the impact of training programs on improving the quality of customs services provided to clients. The results showed a significant positive relationship between training programs and service improvement, recommending a focus on necessary training programs.

Rami's (2016) study aimed to identify the level of communication and its role in enhancing employee performance in private and public hospitals in Irbid. Using a descriptive analytical approach, the study sampled 2112 employees across 8 hospitals, including doctors, nurses, pharmacists, supporting medical professions, and administrative professions, representing 50% of the study population. The study recommended focusing on the concept of human relations and personal communications by hospital administrative leadership, as well as holding training programs in administrative communications for hospital staff.

Lina (2017) examined the impact of competency-based training, including cognitive abilities, situation diagnosis, skills, and attitudes. Using a descriptive approach, the study sampled 200 administrative staff from Jordan University hospitals and King Abdullah University Hospital. The study found that independent variables significantly impacted employee performance in Jordanian hospitals, recommending an increase in specialized training programs to improve performance.

Bani Amer (2017) investigated the role of core competencies in improving institutional performance at King Abdullah University Hospital. Sampling 2690 employees, the study found a significant impact of core competencies (skills, ability, knowledge) on institutional performance dimensions (internal process efficiency, customer satisfaction, financial performance, learning, and growth).

Mundhir & Khalid (2018) focused on the relationship between training, employee motivation, and service recipient satisfaction during crises and reconstruction stages. Conducted in private hospitals in Latakia and Damascus, the study sampled 600 service providers and 300 service recipients from 10 hospitals in Damascus and 5 hospitals in Latakia. Using SPSS, the results showed that training and motivation positively and significantly impacted service recipient satisfaction (58.4%) and healthcare provider performance (51.8%).

Mustafa & Al-Sadiq (2019) studied the impact of human resources on employee performance at Dall Foods Company. The study highlighted developing training programs and using modern training methods, finding that training significantly improved employee efficiency and human resources management, with a significant relationship between human resources and employee performance.

Mustafa & Widad (2019) investigated the training activities at Sudanese Sugar Company, highlighting the importance of training in enhancing employee performance. Using a descriptive analytical approach, the study found that the company applies scientific principles in training planning and needs forecasting, using modern methods in delivering training programs, resulting in increased employee efficiency and productivity.

Hayasat & Wael (2020) measured the impact of training programs on job performance in commercial banks in Balqa Governorate. Using a descriptive approach, the study sampled 227 employees, finding a significant impact of training program aspects (design, planning, evaluation, trainers) on job performance, with no significant impact of other aspects (training location, trainees, training needs assessment).

Adeeb (2022) studied the impact of training on employee performance in Saudi health organizations, highlighting training determinants (location, trainers, trainees, training content) on employee performance. Using a descriptive analytical approach and a sample of 151 employees, the study found a significant relationship between training determinants and employee performance.

Sendawula & Najjemba Muganga (2018) investigated the contribution of training and employee engagement to employee performance in Uganda's health sector. Sampling 150 respondents from four Catholic hospitals, the study found significant positive relationships between training, employee engagement, and performance, with employee engagement being a key predictor of performance.

Mahmood & Hamli (2018) examined the relationship between training functions (training needs analysis, training effectiveness) and employee performance, with employee competency as a mediating factor. Sampling executives and assistants from a municipal council in Johor, Malaysia, the study found that training needs analysis and training effectiveness positively correlated with employee performance, with employee competency partially mediating the relationship.

Jeni & Al-Amin (2021) studied the impact of training and development on employee performance and productivity in a private bank in Noakhali, Bangladesh. Using a stratified sampling method to sample 60 employees from a population of 70, the study found that training and development significantly impacted employee performance and productivity, as well as motivation and job satisfaction in the banking sector.

The current study benefits from previous studies in the theoretical framework concerning aspects related to the concept of training, the efficiency of training programs, and understanding them. The study also draws from previous research to identify different models of training efficiency and training programs. Previous studies have demonstrated the success of training programs used in past research and their impact on employee performance, efficiency improvement, and productivity increase. One of the key distinctions of this study from previous ones is its comprehensive approach to the training process at all stages, focusing on the scientific methodology using modern technological means and methods in implementing training programs. This study focuses on understanding how to develop effective training plans and programs at King Salman Medical City and their impact on improving employee efficiency and productivity.

Theoretical Framework

The widespread popularity of new business models, intensive use of e-commerce, and the explosion of e-commerce and other digital activities indicate the need for these areas, and the technologies, systems, and tools for modern management based on creative administrative thinking, new working methods, innovative practices, and integrated business solutions, in short, the need for electronic management.

The Nature of Training Programs

The Importance of Training Programs

Below are several reasons why training is extremely important, especially in the business and services sectors:

- **Increased Productivity:** Training enhances productivity by accelerating production while reducing expenses and maintaining competitiveness in the market. Employees' productivity can be boosted through training programs that impart useful skills.
- **Quality Development:** Training plays a crucial role in improving quality by encouraging continuous product enhancement and preparing workers for their roles.
- **Safety Improvement:** Trained workers are less likely to experience injuries at work as training provides safer methods for operating machinery and other equipment.
- **Technological Advancement:** Training is essential for technological development. It is an activity driven by progress and incorporates a variety of innovative methods.
- **Preparing for Challenges:** Training prepares individuals to tackle their current and future job challenges by activating good management practices through training as a suitable tool for control and planning.
- **Training opens the organization to the external world, enhancing its programs, capabilities, and data updates to set goals and apply policies. This benefits the organization's reputation and society at large. As a result, organizational policies become clearer, leadership techniques improve, administrative decisions become more precise, and an effective foundation for internal communication is established.**
- **By preparing competent and qualified individuals capable of handling strategic burdens, training is considered one of the main entry points to enhance the organization's ability to achieve competitive advantages (Ahmad & Haj, 2017).**

Principles of Training Programs

Training is an Essential and Ongoing Activity

- Transparency and Clarity
- Combining Managerial and Technical Aspects:

Due to its administrative nature, training must include features like clear objectives and policies, a balanced mix of strategies and programs, adequate human and material resources, and a system for continuous monitoring (Souma, 2019).

Administrative and Organizational Requirements for Training

Training also requires administrative and organizational support. Its key components include:

- Maintaining a level of leadership and supervision to enable subordinates to reliably learn and advance in their work.
- Ensuring an appropriate organizational structure to guide training.

- Correcting organizational errors and flaws.
- Employing reliable procedures for selecting and appointing workers as a foundation for effective training.
- Regularly monitoring employee productivity and performance to draw accurate conclusions about their training needs.
- Creating a framework of financial and moral incentives tied to individual career advancement.

Alignment with Company Goals:

Legitimacy:

Practical Objectives:

Inclusivity:

Keeping Up with Modern Developments:

Flexibility:

Training plans and objectives should be adaptable to accommodate changes (Abdel Qader & Aref, 2018).

Training Program Methods

Most training time is spent on several fundamental methods, including:

- On-the-Job Training: Training conducted in the actual work environment is cost-effective.
- Job Rotation: Employees are assigned different roles within the company.
- Job Transfers with Orientation Classes: Helps employees adjust to new roles.
- Simulated Training Environments: Replicates actual workplace conditions with similar tools and furniture.
- Lectures: A common and cost-effective strategy for knowledge dissemination.
- Role-Playing: Assigns participants realistic scenarios, preparing them for real-life situations.
- Sensitivity Training: Focuses on interpersonal relationships among trainees, providing insights into behavior and how it is perceived by others (Khair, 2017).

Challenges Facing Training Programs

- Lack of Scientific Methods for Identifying Training Needs:
- Misalignment with Real-Life Requirements:
- Repetition of Similar Training Plans:
- Lack of Adequate Data:

- Difficulty Differentiating Training Issues from Other Problems:

This leads to errors in identifying training needs and mismatched requirements with current circumstances (Al-Rashidi, 2018).

The Nature of Employee Efficiency, Performance, And Productivity

The Importance of Employee Performance Evaluation

Performance evaluation is one of the most essential administrative duties and a necessary function for all administrative tasks. Effective administrative work requires significant effort, focusing on achieving organizational goals through employee performance. Performance evaluation is considered one of the most critical administrative procedures and among the most motivating factors for employees, encouraging them to work actively and enthusiastically. It requires managers to continuously monitor the commitments and responsibilities of their subordinates and drive employees to work with high efficiency. This is evident through the following:

- Identifying the responsibilities of new employees.
- Providing guidance during workplace transitions, promotions, and job definition.
- Assessing recruitment and selection processes as well as the effectiveness of supervision and control.
- Identifying employees' strengths and weaknesses.
- Determining training needs and required performance levels.
- Identifying weaknesses or deficiencies in the organization's overall performance.
- Providing guidelines for offering incentive rewards.
- Assisting in setting goals and defining pathways.

Enhancing job performance and evaluating the relationship between supervisors and subordinates (Al-Qaed, 2018).

The purpose of performance evaluation is to foster dialogue between the primary supervisor and subordinates, offering the latter an opportunity to understand their functional and behavioral performance levels. It also assesses the suitability of the current job for the employee and outlines future tasks.

Objectives of Employee Performance Evaluation

The objectives of performance evaluation are numerous and diverse, contributing to the development of employees' behavior and their work environment through continuous scientific methods. It also identifies top-performing employees eligible for promotion based on evaluation results. The process pinpoints individuals with exceptional skills and talents for further development, fosters a sense of responsibility, and identifies those who may need to be let go due to low productivity or performance. Performance evaluations help place the right person in the right position by understanding employees' potential and capabilities.

Other objectives include identifying employee weaknesses and informing them of their shortcomings so these can be addressed in the future. Performance evaluations also give supervisors an opportunity to develop programs to help employees improve their performance. Based on the evaluation, recommendations regarding salaries, wages, bonuses, transfers, and promotions are made.

There are three levels of objectives for employee performance evaluation:

At the Organizational Level:

- Create an atmosphere of trust and ethical conduct through objective evaluations to avoid employee complaints.
- Enhance employees' capabilities by encouraging and developing their potential through continuous efforts.
- Establish realistic performance benchmarks based on practical studies.
- Evaluate human resource management programs and methods while analyzing the relationship between costs and profits.

At the Departmental Level:

- Performance evaluation is a challenging task for managers, requiring them to enhance their skills and abilities.
- Utilize scientific methods to assess employee performance.
- Build relationships with employees and strengthen their supervisory and guidance abilities.
- Make informed decisions related to employees.

At the Subordinate Level:

- Increase subordinates' sense of responsibility.
- Provide material and moral incentives while avoiding penalties.
- Contribute to recommending methods and techniques to improve employee behavior through scientific approaches (Al-Sharafat, 2017).

The Impact of Training Programs on Improving Employee Efficiency and Productivity

Training is essential as it helps both individuals and the organization acquire knowledge, refine skills, and adjust mindsets to work more effectively toward shared goals.

The Importance of Training for Employees

Training not only enables employees to better understand their roles but also helps them enjoy their work by giving them a clearer picture of their contributions to the company's broader vision. After receiving comprehensive training, employees are likely to appreciate the organization's efforts and feel better equipped to perform their duties thanks to the knowledge, information, and experience they have gained.

Training helps workers improve their expertise and abilities in their respective fields while providing them with greater opportunities to determine their career paths. This expands their horizons professionally and enhances their chances for promotion within their current organization. Trainers also foster employee growth by enabling them to become effective problem solvers.

The practical expertise gained through training provides employees with insights on handling customer complaints and issues effectively. Proper training makes individuals more productive by increasing their

comfort with tasks at hand and granting access to advanced knowledge and practices, which enhance their abilities and productivity.

Key benefits of employee training include:

- Preparing employees for promotions by equipping them with opportunities to expand their knowledge, experience, and workplace skills.
- Boosting employee morale by fostering a sense of competence and pride in their work through enhanced knowledge and skills.
- Expanding participants' knowledge base and providing access to skills necessary for continuous growth.
- Fostering a positive perspective toward their job, colleagues, and employer.
- Enhancing employees' confidence in their ability to maintain steady employment.
- Creating better working conditions that embrace new ideas and increase productivity.
- Cultivating a collaborative culture and refining supervision approaches.
- Keeping supervisors and employees updated on the latest developments relevant to their jobs.
- Maximizing the use of available resources, including time, energy, and equipment (Al-Wa'er, 2021).

The Importance of Training for The Organization

Leading organizations with advanced training initiatives often track the outcomes of their efforts to enhance organizational performance. These organizations commonly use metrics like increased productivity, sales, revenue, and profitability to measure their success.

Though studies on the benefits of training within larger organizations are less prevalent than those focused on small groups or individuals, the effects at the organizational level are substantial. Training provides significant value to organizations by supporting their employees in the following ways:

Expanding employees' knowledge and skills.

Developing leaders capable of addressing challenges in a changing economic and societal landscape while keeping pace with advancements in science and technology (Al-Fadil, 2017).

Investing in Employee Training and Improving Performance

Training positively impacts employee productivity in the following ways:

- Increasing productivity and improving the quantity and quality of output.
- Enhancing interpersonal relationships and broadening perspectives on life.
- Strengthening loyalty and commitment between the organization and its employees.

- Reducing absenteeism and employee turnover rates.
- Teaching employees the value of continuous learning and providing tools to explore industry advancements.
- Encouraging behavioral changes that align with the organization's overarching goals (Dris, 2017).

Research Design

The study is based on a descriptive analytical approach, using previous theoretical and field studies.

Research Population

The study population consists of employees in the medical units at King Salman Medical City in Medina, estimated at 2000 employees, including administrative staff, doctors, nurses, technicians, and others. The stratified random sample includes:

- 160 administrative employees,
- 40 nursing staff (20 males and 20 females),
- 30 doctors (15 males and 15 females),
- 30 administrative staff (15 males and 15 females),
- 60 other technical staff (30 males and 30 females) at King Salman Medical City in Medina.

Research Tool

The study will rely on a questionnaire to collect primary data, distributed to a stratified random sample of employees in the three hospitals at King Salman Medical City in Medina. The questionnaire aims to identify the level of training, the effectiveness of training programs, and their impact on improving employee efficiency and productivity. The questionnaire will be based on previous related studies and adapted to fit the research requirements and working conditions in the medical city. To collect data, whether it's primary data or information derived from interviews or focus groups, then present it in the form of a ready-made questionnaire with a series of questions designed to draw conclusions about the results. There are many different types of questionnaires, such as those that include images, open or closed, both open and closed, as well as those that are sent and those that are delivered in person or via email. The study will rely on the questionnaire tool to collect primary data by distributing it to a random sample of employees in the three hospitals in King Salman City in Medina, to identify the level of training, the effectiveness of training programs, and their impact on improving the efficiency and productivity of employees. Data will be obtained by reviewing relevant previous studies and modifying their questions to suit the research requirements and working conditions in the medical city, as the questionnaire consists of specific questions on paper directed to the respondents about the study subject. The researcher ensures that these questions are clear, easy to understand, and do not give more than one meaning (Sadeed, 2013). Factors that helped the researcher to prepare the preliminary questionnaire include reviewing previous studies directly or indirectly related to the study subject. The study will use the five-point Likert scale to formulate statements.

Data Analysis

Data were entered into the Statistical Package for Social Sciences program (SPSS). Besides using the Chi-squared (χ^2) test, which is a statistical test that focuses on research problems where the researcher aims to directly infer whether two or more frequency distributions are identical to test the null hypothesis regarding

that, the Chi-squared test aims to uncover differences in addition to relying on the mean, standard deviation, and Pearson's test."

Analysis and Results

Sample Characteristics

Table 1. Distribution of Study Sample by Gender

Categories	N	Percentage (%)
Male	80	80
Female	20	20
Total	100	100

Table 2. Distribution of Study Sample by Age

Categories	N	Percentage (%)
From 25 to less than 30 years	3	3
From 30 to less than 35 years	2	2
From 35 to less than 40	40	40
From 40 to less than 45	35	35
From 45 to 50 years	20	20
Total	100	100

Table 3. Distribution of Study Sample by Educational Qualifications

Categories	N	Percentage (%)
Bachelor's	80	80
Masters	15	15
PhD	5	5
Total	100	100

Table 4. Characteristics According to Years of Experience

Categories	N	Percentage (%)
Less than 5 years	18	18
From 6 -10 years	32	32
From 11 - 15	25	25
≥ 16 years	25	25
Total	100	100

Table 5. Number Of Training Courses Obtained

Categories	N	Percentage (%)
No courses	11	11
One course	15	15
Two courses	27	27
More than three courses	47	47
Total	100	100

The Effect of Training Programs on Employee Efficiency and Productivity at King Salman Bin Abdulaziz Medical City

Table 6. The Effect of Training Programs on Employee Efficiency and Productivity at King Salman bin Abdulaziz Medical City (Mean and Standard Deviation)

No	Impact of Training Programs on Employees' Efficiency and Productivity in King Salman Medical City	Mean	Standard Deviation	Direction	Rank
1	Developing human relations in the organization and improving supervision quality	2.18	.675	Agree	2
2	Increasing individual stability by improving their work proficiency along with the skills they gain	2.00	.751	Agree	4
3	Enhancing the efficiency and effectiveness of employees	2.68	1.023	Neutral	1
4	Providing opportunities to refine skills and gain experience	2.15	.770	Agree	3
	First Dimension	2.25	.6044	Agree	

- Statement number 3, "Raising the level of efficiency and effectiveness of employees," ranked first with a mean of 2.68 and a standard deviation of 1.023. Therefore, the direction of the responses from the sample participants is neutral according to the five-point Likert scale.
- Statement number 1, "Developing interpersonal relations within the organization and improving the quality of work supervision," ranked second with a mean of 2.18 and a standard deviation of 0.675. Thus, the direction of the responses from the study sample is in agreement.

- Statement number 4, "Providing opportunities for skill enhancement and gaining experience," ranked third with a mean of 2.15 and a standard deviation of 0.770. Consequently, the direction of the responses from the study sample is in agreement.
- Statement number 2, "Increasing individual stability by enhancing their work proficiency along with the skills they acquire," ranked fourth with a mean of 2.00 and a standard deviation of 0.751. Thus, the direction of the study participants is in agreement.

Overall, it is evident from the table that the mean of all items related to the first dimension concerning the effect of training programs on employee efficiency and productivity at King Salman bin Abdulaziz Medical City is 2.25 with a standard deviation of 0.6044. Consequently, the direction of the study participants is in agreement according to the five-point Likert scale.

Table 7. Impact of Training Programs on Employees' Efficiency and Productivity in King Salman Medical City (Percentage)

Item No	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	4	10%	27	67.5%	7	17.5%	2	5%	-	-
2	9	22.5%	24	60%	5	12.5%	2	5%	-	-
3	4	10%	16	40%	10	25%	9	22.5%	1	2.5%
4	6	15%	25	62.5%	6	15%	3	7.5%	-	-

Factors Affecting Job Performance from Employees' Perspective

- **Statement 3:** "Lack of employee participation in planning and decision-making creates a gap between administrative leadership and employees." Ranked first with a mean of 2.38 and a standard deviation of .838, indicating that the responses of the sample agree according to the five-point Likert scale.
- **Statement 4:** "The failure of administrative methods that rely on linking performance to the material and moral rewards received." Ranked second with a mean of 2.23 and a standard deviation of .862, indicating that the responses of the sample agree.
- **Statement 2:** "The absence of clear objectives for the institution makes it difficult to achieve the required production." Ranked third with a mean of 2.10 and a standard deviation of .709, indicating that the responses of the sample agree.
- **Statement 1:** "The rewards and incentives system for employees." Ranked fourth with a mean of 2.03 and a standard deviation of .577, indicating that the responses of the sample agree.

In general, the table shows that the mean of all items related to the second dimension concerning factors affecting job performance from employees' perspective is 2.18, with a standard deviation of .580, indicating that the responses of the sample agree according to the five-point Likert scale.

Table 8. Factors Affecting Job Performance from Government Employees' Perspective (Mean and Standard Deviation)

No	Factors Affecting Job Performance from Employees' Perspective	Mean	Standard Deviation	Direction	Rank
1	The rewards and incentives system for employees	2.03	.577	Agree	4

2	Absence of clear objectives for the institution, making it difficult to achieve the required production	2.10	.709	Agree	3
3	Lack of employee participation in planning and decision-making, creating a gap between administrative leadership and employees	2.38	.838	Agree	1
4	The failure of administrative methods that rely on linking performance to the material and moral rewards received	2.23	.862	Agree	2
	Second Dimension	2.18	.580	Agree	

Table 9. Factors Affecting Job Performance from Employees' Perspective (Percentage)

Item No	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	6	15%	27	67.5%	7	17.5%	-	-	-	-
2	6	15%	26	65%	6	15%	2	5%	-	-
3	4	10%	22	55%	9	22.5%	5	12.5%	-	-
4	7	17.5%	21	52.5%	8	20%	4	10%	-	-

Challenges Facing the Implementation of Training Programs in King Salman Medical City in Medina

- **Statement 1:** "There is no scientific method to determine training requirements, as similar training plans are used, which helps in not benefiting from the content." Ranked first with a mean of 2.45 and a standard deviation of 1.176, indicating that the responses of the sample agree according to the five-point Likert scale.
- **Statement 4:** "The lack of financial resources to provide scientific resources for training." Ranked second with a mean of 2.45 and a standard deviation of 1.218, indicating that the responses of the sample agree.
- **Statement 3:** "The absence of suitable scientific material that aligns with the training content." Ranked third with a mean of 2.43 and a standard deviation of 1.217, indicating that the responses of the sample agree.
- **Statement 2:** "The training is not suitable for the employees' requirements." Ranked fourth with a mean of 2.35 and a standard deviation of 1.145, indicating that the responses of the sample agree.

In general, the table shows that the mean of all items related to the third dimension concerning the challenges facing the implementation of training programs in King Salman Medical City in Medina is 2.41, with a standard deviation of 1.08, indicating that the responses of the sample agree according to the five-point Likert scale.

Table 10. Challenges Facing the Implementation of Training Programs in King Salman Medical City in Medina (Mean and Standard Deviation)

No	Challenges Facing the Implementation of Training Programs in King Salman Medical City in Medina	Mean	Standard Deviation	Direction	Rank
1	There is no scientific method to determine training requirements, as similar training plans are used, which helps in not benefiting from the content	2.45	1.176	Agree	1

2	The training is not suitable for the employees' requirements	2.35	1.145	Agree	4
3	The absence of suitable scientific material that aligns with the training content	2.43	1.217	Agree	3
4	The lack of financial resources to provide scientific resources for training	2.45	1.218	Agree	2
	Third Dimension	2.41	1.08	Agree	

Table 11. Challenges Facing the Implementation of Training Programs in King Salman Medical City in Medina (Percentage)

Item No	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	9	22.5%	15	37.5%	7	17.5%	7	17.5%	2	5%
2	9	22.5%	18	45%	5	12.5%	6	15%	2	5%
3	11	27.5%	12	30%	8	20%	7	17.5%	2	5%
4	11	27.5%	11	27.5%	9	22.5%	7	17.5%	2	5%

Importance of Using Training Programs with Employees

- **Statement 4:** "Increasing employees' productivity at work by transferring useful skills to employees" ranked first with a mean of 2.20 and a standard deviation of .992, indicating that the responses of the sample agree according to the five-point Likert scale.
- **Statement 3:** "Contributing to technological development by training employees on modern techniques" ranked second with a mean of 2.18 and a standard deviation of .931, indicating that the responses of the sample agree.
- **Statement 1:** "Training helps in quality improvement and encourages continuous improvement" ranked third with a mean of 2.08 and a standard deviation of .944, indicating that the responses of the sample agree.
- **Statement 2:** "Reducing the likelihood of employees getting injured as it helps in finding safer ways of working" ranked fourth with a mean of 2.05 and a standard deviation of .932, indicating that the responses of the sample agree.

In general, the table shows that the mean of all items related to the fourth dimension concerning the importance of using training programs with employees is 2.12, with a standard deviation of .7966, indicating that the responses of the sample agree according to the five-point Likert scale.

Table 12. Importance of Using Training Programs with Employees (Mean and Standard Deviation)

No	Importance of Using Training Programs with Employees	Mean	Standard Deviation	Direction	Rank
1	Training helps in quality improvement and encourages continuous improvement	2.08	.944	Agree	3
2	Reducing the likelihood of employees getting injured as it helps in finding safer ways of working	2.05	.932	Agree	4
3	Contributing to technological development by training employees on modern techniques	2.18	.931	Agree	2
4	Increasing employees' productivity at work by transferring useful skills to employees	2.20	.992	Agree	1

Fourth Dimension	2.12	.7966	Agree
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Table 13. Importance of Using Training Programs with Employees (Percentage)

Item No	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	10	25%	22	55%	4	10%	3	7.5%	1	2.5%
2	12	30%	17	42.5%	9	22.5%	1	2.5%	1	2.5%
3	9	22.5%	20	50%	6	15%	5	12.5%	-	-
4	10	25%	17	42.5%	9	22.5%	3	7.5%	1	2.5%

Analysis of Study Hypotheses

- There is no statistically significant impact at the significance level (0.05) of training programs in improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina.

The results of the One-Sample Statistics test show that there is a statistically significant relationship between training programs and improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina, as the significance level was less than 0.05, indicating the impact of implementing training programs on improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina.

Table 14. One-Sample Statistics

One-Sample Statistics	N	Mean	Std. Deviation	Std. Error Mean
Training Programs	100	2.2500	.60447	.09558
Improving Employees' Efficiency and Productivity	100	2.4188	1.08366	.17134

One-Sample Test

One-Sample Test	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower Upper
Training Programs	23.542	39	.000	2.25000	2.0567 2.4433
Improving Employees' Efficiency and Productivity	14.117	39	.000	2.41875	2.0722 2.7653

Table 15. ANOVA

Model Summary	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
	1	.050a	.003	-.024	1.072	
a. Predictors: (Constant), Improving Employees' Efficiency and Productivity						
ANOVAa	Model	Sum of Squares	Df	Mean Square	F	Sig.
	1	Regression	.110	1	.110	.095 .759b

		Residual	43.665	98	1.149		
		Total	43.775	99			
a. Dependent Variable:							
Training Courses							
b. Predictors: (Constant),							
Improving Employees' Efficiency and Productivity							
Coefficients	Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
		B	Std. Error	Beta			
1	(Constant)	2.772	.661		4.194	.000	
	Improving Employees' Efficiency and Productivity	-.088	.284	-.050	-.309	.759	
a. Dependent Variable: Training Courses							

Analysis of Study Hypotheses

There is a statistically significant impact at the significance level (0.05) of training programs in improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina.

The results of the One-Sample Statistics test show that there is a statistically significant relationship between training programs and improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina, as the significance level was less than 0.05, indicating the impact of implementing training programs on improving the efficiency and productivity of employees in the three hospitals in King Salman City in Medina.

There is a statistically significant difference between the number of training courses obtained in King Salman Medical City and the efficiency and productivity of employees.

The results of the ANOVA test show that there is a statistically significant relationship between the number of training courses obtained in King Salman Medical City and the efficiency and productivity of employees, as the significance level was less than 0.05, indicating that the difference in the number of training courses affects the efficiency and productivity of employees in King Salman Medical City.

Discussion

The study reached several results, which can be summarized as follows:

- It was found that training programs have a significant impact on the efficiency and productivity of employees in King Salman Medical City by raising the level of efficiency and effectiveness of employees, developing human relations in the organization, and improving the type of supervision over work.
- It was also found that one of the most important factors affecting job performance from the employees' perspective is the lack of employee participation in planning and decision-making, creating a gap between administrative leadership and employees, and the failure of administrative methods that rely on linking performance to the material and moral rewards received.

- One of the biggest challenges facing the implementation of training programs in King Salman Medical City in Medina is the lack of a scientific method to determine training requirements, as similar training plans are used, which helps in not benefiting from the content.
- The study found that the importance of using training programs with employees lies in increasing employee productivity at work by transferring useful skills to employees and contributing to technological development by training employees on modern technologies.
- There is a statistically significant relationship between training programs in improving the efficiency and productivity of employees in the three hospitals in King Salman Medical City in Medina, and there is a statistically significant relationship between the number of training courses obtained in King Salman Medical City and the efficiency and productivity of employees.

Conclusions

The findings from the study on the impact of training programs at King Salman Medical City in Medina reveal significant insights into the relationship between training and employee efficiency and productivity. The research indicates that well-structured training programs are crucial for enhancing the capabilities of healthcare professionals, ultimately leading to improved performance outcomes in medical settings.

The study demonstrated a statistically significant relationship between the frequency of training courses attended and the overall efficiency and productivity of employees. This correlation underscores the importance of continuous professional development in the healthcare sector, where advancements in medical knowledge and technology are rapid. As employees engage in training, they not only acquire new skills but also reinforce their existing knowledge, making them more adept at handling complex medical tasks and improving patient care.

Moreover, the research highlights the necessity of tailoring training programs to meet the specific needs of employees. By focusing on strategic thinking, problem-solving, and achievement pursuit, the training initiatives can better align with the operational goals of King Salman Medical City. This alignment not only fosters a more competent workforce but also enhances job satisfaction and employee morale, as staff feel more confident and supported in their roles.

However, the study also revealed challenges in the implementation of training programs, such as insufficient financial resources and a lack of scientific methods to assess training needs. Addressing these barriers is essential for the success of future training initiatives. By investing in targeted training strategies and ensuring adequate resources are allocated, King Salman Medical City can significantly enhance its workforce's performance.

In conclusion, the evidence suggests that ongoing investment in employee training is vital for sustaining high levels of efficiency and productivity in healthcare settings. By committing to these programs, organizations can cultivate a skilled, motivated, and effective workforce capable of meeting the challenges of modern healthcare delivery.

Recommendations

Through its results, the study reached recommendations for organizations, which included:

- Department managers must take on the task of identifying training requirements and meeting them by examining data from existing databases and employee performance reviews to develop training courses.
- In addition to performance evaluation reports and job analysis, it heavily relies on job description cards and job analysis to collect information to determine training needs.

- Improving the design of training programs and planning activities is necessary to increase the impact of training on employee performance, helping to increase productivity in the workplace.
- It is important to raise awareness of the importance of training program implementation activities.
- Special focus should be on evaluating the effectiveness of training programs and setting standards against which processes can be measured.

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