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## Effective and Efficient Training Programs in Jeddah Government Hospitals: A Case Study of Saudi Arabia

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### ABSTRACT

Hospital care broadly covers and encompasses complete range of personal health service like promotion of health service, prevention of disease, early detection of disease, diagnosis and treatment, rehabilitation of the patient. This study will try to identify the "Effective and Efficient Training Programs in Jeddah government hospitals: Case Study of Saudi Arabia". The study will examine the demographic aspects of employees (Gender and experience) and the value of what can deferent training programmes can have deep impact on their performance. The total study sample was 291 of identify employees, but 275 were suitable for statistical analysis, descriptive and analytical approach was also used to achieve the study objectives. The study major finding that there was a medium degree of effective and efficient training programs held in Jeddah public hospitals, also the study found that there are no statistically significant differences at  $\alpha \leq 0.05$  related to training of human resources. The study has recommended the need to improve employee's skills in Jeddah government hospitals through actual employees participation at any training courses on a regular basis, also there is a need for continue training program for employee's to qualify them at any future development in the deferent department of the hospital.

**Keywords:** Training, employees, training needs, training Strategies, Jeddah government hospital.

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### 1.0 Introduction

The human element is considered to be one of the main key resources of any organization growth and stability; it is the primary engine for all hospital activities and achieves its goals. The ability of a human element to develop and innovation can overcome the scarcity of natural resources, human being holds all initiative to develop training resource since the beginning stages, to the acquisition of skills and expertise that qualify him to perform the duties inefficient path.

Training became an investment of human capital, which is considered to be one core important ways to form suitable human resources in terms of quantity and quality improvements, to provide individuals with all latest necessary management information and technical skills, to perform their jobs with

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efficiently and effectively. This positive reflection can consequently achieve any organizations performance. (Salem Saleh, 2007).

In view of the present competition increases in world market, survival of any organization was always accumulate of the deftest , capable of exploitation actual available resources and obtaining a competitive advantages, with global openness, and in light of globalization, financial and material resources and even technological advances are available to all, no one can monopolize it no longer, a fertile field for excellence and competition so called focused organizations investment; and most important resources is the investments of human resources, to achieve a competitive advantage. Human resources are becoming continuously increasing phenomenon, where literature and other deontology management in contemporary realities move to talk about the conduct of individuals, of what so-called Human capital. (Bin Soonaa, Riyad, 2010).

It was necessary to identify to extend availability of efficiency and expertise from employees who are capable enough to sustain the work at many health-care institutions required a persistent and specifically qualified working groups providing at many health care sectors responsible for providing preventive, diagnostic, therapeutic health services, to care for health all members of any community. This challenge requires certain criteria's in any personnel whom he or she shall possess a high amount of scientific and physical qualifications and the ability of any newly qualify abilities to maneuver in any hospitals with effective and efficient manner ?

The refinement and training of human resources give the hospital a competitive advantage, the competitive advantage would be an added value to customer's distinct ways, and the organization ability to maintain and gain market share in the industry field. The hospital's ability to formulate or implement strategies can make them as best centers as for other organizations activating in the same field. (Abu Bakr, 2004).

Many researchers have had on their crosswords on the concept of training, from different angles, but the main objective which was agreed upon this concepts was that "the role of training in raising organization of workers efficiency as a whole". (Hiti ,2004), has pointed out and sees that the training "is action or an activity of human resource management to personnel report various required at organizational levels in terms of development and rehabilitation, in light of performance and behavior strengths and weaknesses points during the action" .(Omar aqaili,2000), believes that training is," a planned operation conducted by using methods and tools in order to create, improve and refine the skills and abilities of individual, to expand his knowledge to the efficient performance through learning, and raising of their efficiency level, thus highly effects facility efficiency among a group during their work of action.

Others define training as "an attempt to change individuals' behavior by making them behave differently after the training." (Yaghi, Mohammad, 2001).

Another definition of training :its continuous Organization process centered on individuals as awhole, which aims to make specific behavioral and technical mindset changes to meet specific needs of present or future, required by individual and work accomplished by the organization in which the big society works".

It can be noticed that there other objectives of health organizations to make training program more efficient as follows: (Yaghi, Mohammad, 2008);

1. Training helps to improve the performance of individual level; this would lead to efficiency and productivity increase.
2. Training works on member's knowledge to develop organization
3. The training helps planning manpower and process develop; this leads to achievement of economic and social development

4. Training improve the general climate in the organization to provide necessary personnel expertise to various skills that will help them improve their business.

(George Odiorne, 1970) has classified training objectives goals into three main groups:

1. Routine training objectives: training goals seeks to achieve and to face or cope with organization routine situations repeated from time to time.
2. Training objectives to solve problems: moving towards adequate solutions to problems facing of the human element in the organization and try to identify these problems or obstacles that hinder performance solutions.
3. Innovative training goals: these goals are considered to be the highest levels of training tasks, where it works to add new types and methods to improve the quality of production in order to achieve extraordinary results.

As for the importance of training to any hospital environment, would lay benefits importance to training in three key aspects which high marked in the following points:

1. Increase productivity and organizational performance through the clarity of objectives.
2. It contributes to the creation of internal and external positive attitudes towards the hospital and contributes to the openness of the hospital to the outside community.
3. It leads to clarifying of hospital policy, in many aspects and methods of leadership development of administrative rationalization and in decisions to build effective internal communication conduct of behavior. (Abu Bakr, 2004)

### 1.1 Problem and question of the study

The qualified human resource is considered to be as one of the most important elements of the hospital's success, in return lack of training in human resource qualification will affect the hospital's ability and performance. The problem of the study that Jeddah government hospital, do not pay attention to training of human resources, or may have some concerned about training aspects at lower interest, this study will try to shed light on the role of increasing employees skills, the research will try to increase training impact on employees competitive advantage, finally study embodied the following questions about the study:

1. To what extent does training programs can have efficient and effective aspects in Jeddah government hospital?
2. To what extent does effective and efficient training program differ in Jeddah public hospital, due to employees Gender variable (male, female)?
3. Are there any differences of effective and efficient training programs in Jeddah public hospital, due to Expertise variable (less than five years, from 5-10 years, and more than ten years)?

### 1.2 Objectives and importance of the study

Training is important elements for the successions in any hospital generally at any progress environmental changing requirements conditions. The ultimate goal of this study is to identify "efficient and effective training programs applied in Jeddah government hospital ". The study will provide some recommendations which can help increase of Jeddah government hospital, to adopt principles and basics involvement of employees cycles to cultivate different skills, and ply vital role in improving progress to hospital also the study will try to the achieve number of sub-objective as follows:

1. To identify to a degree the efficient and effective training programs in Jeddah government hospital?
2. To envisage the actual efficient and effective differences of training programs in Jeddah government hospital, due to Gender variable male, female?

3. To recognize in efficient and effective differences of training programs in Jeddah government hospital, due to Expertise variable less than five years, from 5-10 years, more than ten years?

## 2.0 Literature Review

The study will try to highlight on the main structure framework that can hold or support a theory of a research study as the following:

Study of Fatees Salem, (2004) entitled "Evaluating & analyzing of training programs and its impact on employees performance work: case study of Ras Lanuf refinery of oil and gas in Libya", the study aims to identify impact of effectiveness of training programs while working on employees performance behavior, by measuring elements of effective training programs to score degree of their participants satisfaction, most important findings and recommendations of the study was that selection of trainees method is not effective because of selection policies were not clear, lack of equal opportunities for employees to enroll in training courses, lastly weakness in training programs evaluating process, thereby reducing the possibility of identifying degree of benefit from implementation of such training programs and weakness of addressing deficiencies possibility imbalances during and after implementation.

Another study of Obaaidatt, (2003) entitled "Training needs of managers and training strategies, in the Jordanian banking sector", the study identified some strategies training in some Jordanian banks branches, and exploring the training employee needs, (200) questionnaire was distributed to managers. The most prominent results of study was that Jordanian banks rely heavily on process training to fill up the gape needs for managers on latest technological developments and the needs to for future plans. The study did not found any statistically significant differences with respect to demographic variables of Gender variable, as well as for scientific qualifications, other finding was of managers prefer to performance process as a method used to identify their actual training needs. The study concluded that further studies on strategies and training needs shall have further investigation.

The study Conducted by Altaweel, (2002), entitled "Training needs of working Director at secondary schools in northern regions of Saudi Arabia". This research identifies field experience of Director of high school in the northern regions of Saudi Arabia at Hail region regarding to training needs, Tabuk district, and other border area of North region was also included, like also AlJawf district, 135 managers has been taking in to accounts. The study conclusion that there are statistically significant differences in the degree of training needs differences is attributable to Experience variable in all areas of study. The study recommended the need to link the training programs with the need to managers need that includes use of modern technologies with development of special training programs for new managers is to identify training content on a regular basis as needed.

The Study of Al-Bishr, (2002), entitled "Evaluation of training programs on employee's performance at SABIC Corporation". The study aimed to evaluate training programs in SABIC Saudi Arabia, to important implications of training in the overall development process; study sample consisted of all employees who underwent a cycle of industrial and vocational training totaling (480) factor, and restored (312) with (65%) of the total distributed questionnaires. Among the most important findings and recommendations that emerged from the study is that; lack of experience trainers in charge of training programs, and lack of modern scientific knowledge methods in preparation and implementation of training programs. One of the main recommendations that emerged from the study is the need to continue to work in training programs for being effective in significantly raising efficiency of hospital staff.

Other study done by Anthony, F Jorm and others, (2010), entitled "Mental health first aid training for high school teachers: a cluster randomized trial", which focused on develop a training program for employees to help and support students who have mental disorder, the study adopted descriptive and analytical approach to improving training programme to those teenagers students suffer mental condition, the

study recommended the need to develop training programs for high school and that for students in order to support teenagers who suffer from psychological and mental disorders.

Another study done by DidemPaşaoğlu , H. Zümrüt Tonus b ,(2014 ) , “ *Strategic Importance of Human Resource Practices on Job Satisfaction in Private Hospitals*” .The study aim to define relationship between practices of human resource management and job satisfaction of employees in service enterprises particularly within hospitals. It is aimed to investigate definitions of job satisfaction and corporate studies within framework and then to reveal the effects between job satisfaction and training, assessments, career planning, communication, work definition, awarding, preference activities which refer to practices of human resource management. Afterwards, a research conducted on human resource practices is analyzed. The study was conducted on white-collar and blue-collar human resources working in 5 private hospitals of Eskisehir Province. Survey method was used to collect research data. SPSS 22 program was used to analyze the collected data. Factor analysis, reliability analysis (Cronbachalphas), correlation analysis, and hierarchical regression analyses related to hypothesis tests were conducted to analyzed the data. Furthermore, mean and standard deviations of variables related to descriptive statistics are presented in the study.

Safety training (ST) written by Ana Cristina Freitas, b, SílviaAgostinhoSilvab,(2016) , expressed as the following title “*Exploring OHS trainers’ role in the transfer of training*“is essential for workplace safety and to be effective requires that the learned knowledge and skills are transferred to the job. Research on transfer mechanisms and its predictors has neglected trainers’ influence, despite their privileged position on decisions related with training. This study is aimed at identifying: (1) trainers’ perspectives on best practices for enhancing ST success; (2) unexplored transfer factors based on reported best practices; and (3) the trainers’ sense of self-efficacy and personal responsibility regarding ST results. Twenty semi-structured interviews were conducted with experienced and first-line safety trainers, all OHS professionals. Content analysis revealed that trainers attribute training success to factors related to trainees’ individual characteristics, workplace environment and mainly to training design and delivery. OHS professionals’ presence in the workplace emerged as a critical transference trigger suggesting future research to explore under what conditions that effect occurs. Participants reported feeling responsible for training results but revealed a low sense of control. These results confirm that trainers decide on training design and deliver but their role should be expanded so to support training application in the work context. For that purpose, companies must empower safety trainers for enhancing their control over the transfer process.

Jalal Hanaysha,(2016),with his entitled manuscript” *Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment*” aims to examine the effects of three factors namely employee empowerment, teamwork, and employee training on organizational commitment in Malaysian higher education context. To fulfill the stated objective, the data were collected using an online survey from 242 employees at the public universities in northern Malaysia. The collected data were analyzed on SPSS and structural equation modeling (SEM). The findings indicated that employee empowerment has a significant positive effect on organizational commitment. The effect of teamwork on organizational commitment was also found to be positive and statistically significant. Finally, the findings confirmed that employee training has a significant positive effect on organizational commitment. These findings are expected to provide beneficial suggestions for the management in higher education sector to improve organizational commitment among their employees by focusing on employee empowerment, training, and teamwork.

Another articles made by Francisco António Delgado Ferraza, and others, (2016), has explore on their research work entitled “*Measurement tool to assess the relationship between corporate social responsibility, training practices and business performance*”. The objective of the article is to define is to define and present the validation of a set of scales for the measurement of social responsibility, training practices and performance in companies. This approach facilitates a better understanding of the competitive advantages of implementing these practices. To achieve this objective, the scales of measurement were defined based on the adoption of responsible business behaviors and, concurrently, their observed relationship to training practices and business performance. The results

obtained substantiate measurement scales with a total of 26 indicators, which were validated with companies from the Portuguese tourism industry. The results show that these agree with previous research in the literature on the importance of the topics under study. This paper's conclusions are in accordance with theoretical currents in this area, reinforcing findings of the benefits of companies' practices in training and other relevant areas. Finally, the study provides scales adapted to the day-to-day realities of businesses in their natural contexts.

This article of L. Medina, E. Acosta-Pérez, & others (2015), has focused on "Training and capacity building evaluation: Maximizing resources and results with Success Case Method, Evaluation and Program Planning" has describes the use of Success Case Method (Brinkerhoff, 2003) to evaluate health promotion and public health training programs. The goal of the Office Community Research and Engagement (OCRE) of the Puerto Rico Clinical and Translational Research Consortium (PRCTRC) is to establish a stable and sustainable translational research capacity. Early efforts toward achieving this goal included sponsoring two independent research training programs. A description of the implementation of the five step Success Case Method is presented. Results reveal that SCM would deem both trainings as highly successful, based upon the overall impact of a low number of success cases. However, a traditional summative evaluation would consider this disappointing. Strengths of SCM are discussed. It was concluded that the Success Case Method is a useful and valuable evaluative method for measuring the success of health promotion and public health training initiatives and provides sufficient information for decision-making processes.

Another research work done by Robert McCrie, (2016), entitled "Training and Development for HighPerformance". With the passage of time, the value of well-designed training becomes more apparent for the success of individual employees. Similarly, managers and executives have a need for constant development and renewal in their work. This chapter describes how a training program can be designed and managed for different requirements. To be effective, training efforts must be assessed after the fact.

Mohammed Rejaul Karim & others, (2012), has considered at their article about the "Significance of Training and Post Training Evaluation for Employee Effectiveness: An Empirical Study on Sainsbury's Supermarket Ltd" "focused on knowledge, Skills and attitudes are the most essential ingredient for efficient conduct of business through the human resources of an organization. But the impact of these valuable ingredients is often reduced by lack of effective training program. The research paper tries to highlight the necessity of effective training and after training evaluation in designing and implementing training programs for the employees in the retail sector specifically for Sainsbury's supermarket Ltd, UK. The main purpose of this study is to find the answer of how training refers to the acquisitions of knowledge, skill and attitudes. The paper also facilitates the organization to better understand the necessity of post training evaluation leading to effective employee engagement in designing improved training programs to seize the present and future training opportunities

This chapter which was describes by Fred Paas, Tamara van Gog, (2009), "Principles for Designing Effective and Efficient Training of Complex Cognitive Skills" principles for the design of training of complex cognitive tasks that pose relatively great challenges to the cognitive capacity of the trainee. Using the theoretical framework of cognitive load, we argue that the structures that constitute human cognitive architecture need to be taken into account in the design of effective and efficient training. For training complex cognitive tasks, this means that cognitive load needs to be controlled by optimizing the relationship between (a) the intrinsic load imposed by the complexity of the training task and (b) the effective (germane) and ineffective (extraneous) loads imposed by the design of the training tasks. Design principles for training tasks, for sequences of training tasks in fixed training programs (in which all trainees receive the same sequence), and for ways to create adaptive or personalized training programs (in which each trainee receives a personalized sequence) are discussed. Simple to complex sequencing of training tasks, decreasing support, increasing contextual interference, and spacing are discussed as effective principles for fostering learning and transfer in fixed training programs. System-

controlled, shared-responsibility, and advisory models for task selection are discussed as possible models to be used to foster learning and transfer in adaptive training programs.

Research work done by Yunchen Huang, & others, (2014), "Training Effectiveness and Trainee Performance in a Voluntary Training Program .Are Trainees Really Motivated?" stressed on effective training programs are critical for successful employee performance. The same can be said for volunteer programs. Volunteers need to have the knowledge and skills necessary to fulfill the mission of the organization. In this study, we examine the impact of training methods and trainees' demographic factors on the effectiveness of a training program for a voluntary program. Survey results (N = 5,727) indicate a very low percentage of participation (16.46%) in the voluntary program after training. Responses also indicate that content knowledge recall after training is affected by training year (the year receiving training), industrial sector, calling history, and training delivery method. Participants' desires for retraining are also impacted by the type of training received, the industry sector, as well as past participation in the program. Recommendations for voluntary training programs based on study results and future research directions are presented.

Other research paper by Maria L. Sanchez-Ku , Winfred Arthur Jr.( 2000) , "A Dyadic Protocol for Training Complex Skills: A Replication Using Female Participants" of the active interlocked modeling (AIM) dyadic protocol in training complex skills has been extensively demonstrated. However, past evaluation studies have all used male participants exclusively. Consequently, the present study investigated the generalizability of the effectiveness and efficiency gains to women. We randomly assigned 108 female participants to either the AIM-dyad condition or a standard individual control training condition. The results supported the robustness and viability of the AIM protocol. Although their overall performance was lower than that obtained for men in previous studies, women trained in the AIM-dyad condition performed as well as those trained in the individual condition. Thus, the efficiency gains associated with the AIMdyad protocol, which result from the ability to train two people simultaneously to reach the same performance level as a single person with no increase in training time or machine cost, are generalizable to female participants. The applied and basic research implications of the present study are discussed within the context of well-documented male/female differences in the performance of complex psychomotor tasks. For instance, given the number of women entering the workforce and the significant proportion of women in professions previously deemed to be male-dominated (e.g., air navigation), it is reassuring to know that sex differences in task performance do not necessarily imply sex differences in the effectiveness of training protocols.

### 3.0 Research methodology

Descriptive analytical study approach was used to deal with data collection, analysis and interpretation to statistical treatment of variables correlation and analysis study relevance interpretation results. The research society consists of 291 employees working in Jeddah government hospital. The researcher distributed a questionnaire on the research sample mounted to 291, but 15 excluded due to its lack and un suitability for statistical analysis procedures, so 276 were suitable to statistical analysis, using statistical packages for Social Sciences SPSS.

#### 3.1 Sample study

Sex	Repetition	Percentage
Male	170	61.59%
Female	106	38.41%
Total	276	100%

It can be seen from table 1, the ratio of male respondents was 61.59%, which is largest percentage comparing with female rate at 38.41%, this increase is due that males in health institution get more

access to higher proportion of many advantages opportunities' and chances the reason may be due to cultural social impact in favors of male can contribute more benefits to hospital more than in female.

### Second: Experience

**Table 2:** Distribution of sample study according to Experience Variable

Experience	Repetition	Percentage
More than 4 years	70	25.36%
5-9 years	110	39.86%
10 years or more	96	34.78%
Total	276	100%

It is clear from the analysis of table 2, that the ratio of those experienced staff at the level of less than 4 years of experience was at 25.36%, and to for those staff who have 5-9 years of experience reached to 39.86% as in proportion to degree has reached altitudes of 34.78% percentage of staff of experience more than 10 years. It is noteworthy in this analysis that more that proportion of study respondents responses highest majority of the study sample was to those with 5-9 years of experience and is the intermediate stage between the rest of other experts staff years of experience which indicates that more these responsive of study sample were located at this particular rate.

**Table 3:** Number to each paragraph that measure each area of study

No	Dimension	Number of paragraphs	Paragraphs numbers that measure fields of study to each scale
1	Diversity training programs	7	7 '6 '5 '4 '3 '2 '1
2	Training needs	5	12 '11 '10 '9 '8
3	Use of modern technology	3	15 '14 '13
4	face of obstacles Training	5	20 '19 '18 '17 '16

### 3.2 Stability of the tool

The study used equation correlation coefficient Pearson to calculate the stability, as also the use of equation Kronbach- alpha, to calculate homogeneity stability. Table 4 will illustrates this.

**Table 4:** Study tool of Homogeneity Stability and Transactions Axes

No	Dimension	Constancy Degree	Degree of Homogeneity	Paragraph
1	Diversity of training programs	0.82	0.93	7
2	Training needs	0.81	0.92	5
3	Use of modern technology	0.82	0.87	3
4	Training obstacles	0.83	0.90	5
Total		0.82	0.90	20

As noted in table 4 that the coefficients constant stability in the instrument study, was sufficient at some transactions as adopted in the study tool. The study will try to reach level of stability criterion indicates, that if reliability was more than 60% then it is high volatility coefficient, therefore this present study is stable coefficient.

### 3.3 Statistical treatment

The research depends on many statistical and analytical usages to achieve the purposes of the study, descriptive statistics study was used to display describing respondents characteristics, the study use Percentage, Mean, Standard deviation, furthermore , validity test for reliability study was also concluded of tool like Cornobach's Alpha, and independent samples t-test was also used , One -Way

ANOVA and Shave test Schaffe comparisons posteriori were also adapted and used , lastly c-level of significance at alpha " $\alpha$ " was also adopted at a higher level of significance at 0.05 alpha "  $\alpha$  ", therefore if level significance was at 0.05 and below then its significant differences, but if the significance level was greater than 0.05 there will be no significant difference.

### 3.4 Study variables

The variables of this present study aims to identify the efficiency and effectiveness of training programs in Jeddah government hospitals in the capital of demographic variables (sex, and teaching experience).The arithmetic responses average was calculated to judge on degree of approval for each resolution paragraph, the arithmetic mean values for determining purpose "approval Degree", as seen on table 6.

Arithmetic mean	Degree of acceptance
2.33-1	Low
3.67-2.34	Middle
5-3.68	High

### 4.0 Discuss ofresults

First question: *What is the degree of efficiency and effective training programs applied inJeddah government hospital?*

To answer this question descriptive statistics was used to extract arithmetic mean deviation of the study questions as summarized in the following tables:

#### First area: Diversity training programs:

The researcher used Descriptive Statistics to extract arithmetic mean of the questions deviation of the study, but was summarized as following table:

No	Phrase	Arithmetic Mean	Average Measurement tool	Standard Deviation
1	Diversity of training leads to increases turnout methods in trainee's sessions.	3.122	3	.922
2	Diversity of hospital training programme contributes directly to trainees on right direction	3.695	3	1.400
3	Training courses are designed through annual training plans with hospital organization strategic objectives.	3.630	3	.811
4	New training programs are relevant to hospital needs.	3.621	3	.655
5	Nomination of training course is done by top management	3.323	3	0.522
6	Training is integrating to hospitals objectives as well as with HR activities.	3.222	3	0.692

7	Current training courses increases knowledge according to employee’s nature of work.	3.352	3	0.615
Total		3.435	3	0.833

As it can be illustrated on table 7 that overall average for respondent’s answers to arithmetic mean diversity training programs reach to 3.435%, with is" accepted responds" while the average standard deviation reach at 0.833% .It can be seen from table 7 that the study sample was positive towards all questions, and the arithmetic averages reached greater than level of Average Measurement tool reach to 3. As for paragraph 2 stipulates about diversity of hospital training programme contributes directly to trainees on right direction, indicates that the arithmetic mean reach at 3.695%, as also it also evident in paragraph 3, which stipulates and appears that training courses are designed through annual training plans with hospital organization strategic objectives., show that the arithmetic mean was her 3.630%.It appears from this analysis that these paragraphs had shown high importance of training in all levels of hospital working healthy environment, and also to degree importance for all staff needs also to refinement of increasing job skills as it shall be a major strategy adopted by the hospital strategically planning

**The second area: training needs:**

The study used a Descriptive statistics to extract the arithmetic mean deviation of the study questions will be analyze in this following table:

**Table 8: Arithmetic Mean & paragraphs Standard Deviation in (training needs)**

No	Phrase	Arithmetic Mean	Average Measurement tool	Standard Deviation
8	Training objectives shall be determined in light of trainees needs of the.	3.523	3	.927
9	Trainees are keenness to join training courses only to increase their promotion chances of getting bonus	3.655	3	1.407
10	Current training course meets with actual needs in its full picture.	3.610	3	.621
11	Current training courses contributes in developing employee abilities in working place	3.620	3	.621
Total		3.636	3	0.895

Table 8 indicates the average arithmetic mean respondents to training needs were at 3.636% with accepted responds, while the average standard deviation was at 0.895%. It can be noted her that the arithmetic averages of the study sample in table 8 trends was positive towards all questions, while the average measurement tool has reached to 3, while standard deviation study sample went at the highest in paragraph 9, which indicates that this area which stipulates as: trainees are keenness to join training courses only to increase their promotion chances of getting bonus, the arithmetic mean was at 3.655%, as compare with the following by paragraph in number 11) which stipulates as that current training courses contributes in developing employee abilities in working place the arithmetic mean was at 3.620%.

**Third area: Use of modern technology**

The study also uses descriptive statistics to extract arithmetic mean deviation of the questions the study was summarized as the following table:

**Table 9:** The Arithmetic mean & Standard deviation Area use of modern technology

No	Dimension	Arithmetic Mean	Average Measurement tool	Standard Deviation
12	Modern technological means helps to delivery better training material.	4.500	3	.508
13	Means of modern technological helps to delivery better training material	3.600	3	.770
14	Traditional equipment'sare still in use such as blackboard & slideshow...	4.300	3	.542
	Total	4.145	3	0.588

Table 9 indicates that overall average of respondents about third area, use of modern technology arithmetic mean reaches at point of 4.145%, with accepted responds, that average standard deviation was at 0.588%. It is analyze her as can be seen from table 9, that the study sample was positive towards all the questions, with averages of arithmetic averages reaches greater than average of the average measurement tool mounted up to 3. The highest paragraph felt by the study sample in this area, was in dimension no. 12 which stipulates as that modern technological means helps to delivery better training material. Where the arithmetic mean reaches her 4.500%, followed by paragraph number 14 which was focuses on traditional equipment'sare still in use such as blackboard & slideshow, with arithmetic mean up to 4.300% comes in second place.

It appears from this analysis of this table, that there is high importance high technologyof modern facilities to present to trainers audience, this will enable the trainees to interact significantly in the training sessions with comfort and high well managed sessions, and obviously will enrich the training mechanisms very well.

#### Fourth area: Obstacles Training

The Descriptive statistics used to extract deviation of arithmetic mean of the study questions and summarized as the following table:

**Table 10:** The arithmetic mean and standard deviation (Face impediments to training)

No	Dimension	Arithmetic Mean	Average Measurement tool	Standard Deviation
15	There is high laws stagnation and regulations of training in hospital	4.322	3	.922
16	Lack of highly qualified trainees.	3.598	3	1.45
17	Lack of modern technological systems supporting to training strategy.	3.640	3	.866
18	Lack of financial and material resources to provide appropriate training programs.	3.321	3	.632
19	Unwillingness of trainee to training	3.321	3	.632
	Total	3.519	3	0.799

Table 10 indicate that the differentiation arithmetic mean of the study sample respondents Arithmetic Mean that overall average respondents about the fourth area facing obstacles training reached to 3.519%, with acceptance results, the standard deviation average was at 0.799%.It can be note also from table 10, that all sample was positive towards all questions, with the averages reached greater than average of Average Measurement tool reached was at 3. The highest paragraph felt at the arithmetic

mean study sample in this area, was found in paragraph number 15 which stated as following, there is laws stagnation and regulations of training in hospital, reaches at arithmetic mean to 4.322%, and was followed by paragraph number 17, which states as follows lack of modern technological systems supporting to training strategy, with arithmetic mean reached at 3.640%. As with reference made from analyzing of this table is the importance presence of latest and modern technology in training programs practices , which is necessary to the overall working at all continuous medical and hospital administrative medical technician of hospitals department, training systems can play vital role to built institution cultural to focus at deferent training aspect, which greatly will enrich the institutional working especially in all health institutions, in the actually need to such training methods can improve employees to stay in contact with all continuous medical administrative scientific discovery

Second question: Indicated about any differences regarding to efficiency and effectiveness of training programs inJeddah government hospitals, due to Gender variable male, female?

In order to identify the extent of possibility of offer for this question, Independent Samples T-Test, was conducted table 11 shows as following:

**Table 11: Results of (Independent Samples t-test) on second question**

Sex / Domain	Male(N=170)		Female (N=106 )		t .test	Significance
	Arithmet ic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation		
Effective of Training ProgrammeinJeddah Government Hospital	3.5732	1.472	3.1786	1.9718	1.019	0.071

Table 11 of data analysis indicates that the level significance of this table was at 0.071%, which is not statistically significant at  $\alpha \leq 0.05$ , and since this level of significance is higher than 0.05 levels, than the result find that there are no degrees differences in the efficiency and effectiveness of training programs inJeddahgovernment Hospital, according to Gender variable.

Third question: Clarify about degree differences regards of efficiency and effectiveness training programs inJeddah government hospital, due to scientific expertise variable (less than five years, from 5-10 years, more than ten years).

In order to identify to extent the possibility of acceptance for this question, the study had conducted one-way analysis of variance (One-Way ANOVA). As seen on

**Table 12: Results of the one-way analysis of variance (One-Way ANOVA) for third questioning**

Domain	Variation	Squares Sum	Freedom Degrees	Squares Average	f-value	Significance
effective training programmeinJeddah government Hospital	Between Groups	5255.840	2	1751.947	3.197	.085
	Among Groups	88777.395	112	548.009		
	Total	94033.235	114			

By using of One-Way ANOVA, the value f was at 3.138 % which is statistically significant 0.000% level, and since this significance level is less than 0.05 levels. The result then indicates that there is effectiveness efficiency differences degree in training programs inJeddah, Government Hospital attributable to scientific expertise.

In order to determine the direction of these statistical differences, the test was used Shave Schaffe comparisons, dimensionless at Table 13 and illustrates as following:

Dimension	Experience	Number	Difference between Arithmetic	Significance level
Effective training programme in government Hospital	More than 4 Years		0.14	0.04
	5-9 Years		0.56	0.03
	More than 10 Years		0.66	0.00

As for table 13, shows that there are significant statistical differences at  $\alpha \leq 0.05$ , in the sample response about the degree of effectiveness and efficient training programs in Jeddah government hospital, due to of scientific expertise variable which can be attributable to scientific expertise (4 years or less, from 5-9 years, and more than 10 years) it was favor of those experienced (more than 10 years), when compared with those who have (4 years or less, or to those who have 5-9 years), this indicates that those with high expertise are more efficient than others, and this is due to their highly scientific and knowledgeable experience they possess.

## 5.0 Findings and recommendations

The study summarizes some important results of the statistical analysis of the study questions as follows:

As for the first question: What is the degree of efficiency and effectiveness of training programs in Jeddah government hospital?

It shows from represents in table 14 that the arithmetic mean & standard deviation for each paragraph of field as a whole can be seen as follows:

No	Dimension	Arithmetic Mean	Standard Deviation	Sort	Degree of Significance
1	Diversity of training programs	3.435	0.833	4	High
2	Training Needs	3.636	0.895	2	Middle
3	Usage of Modern Technology.	4.011	0.588	1	Middle
4	Training Constraints.	3.519	0.799	3	Middle
	All Dimension	3.6502	0.7787		Middle

The averages of respondents answers on the statements relating to the first questioning as a whole was ranged between 3.435- 4.145, as it can be seen from table 14, that the overall average for respondents answers about efficiency and effectiveness of training programs in Jeddah government hospital, was 4.011%, which indicates with medium degree, while that the standard deviation average regarding to usage of modern technology standard deviation reaches to 0.588%, so the field related to using of modern technology had the highest average arithmetic mean with 4.145%, while a standard deviation of 0.588%, which prove to be moderate, followed by the training needs field as arithmetic mean was amounted to 3.636% with a mediator standard deviation to .895%.

As with regards to diversity of training programs, it achieved an average of the arithmetic mean with an average with less than 3.435 %, and with a standard deviation of 0.833% as seen as moderately. It was

shown from the above table that "Degree of efficiency and effectiveness of training programs in Jeddah government hospital was at Moderate rate.

Second question: Is there any degree differences in efficiency and effectiveness in training programs in Jeddah government hospital, due to Gender variable (male, female)?

The study uses independent samples t-test, which amounted significantly at 0.071%, which is statistically significant at  $\alpha \leq 0.05$  level, since this level was significance and higher than 0.05 level. The result indicates that there are no degree differences in efficiency and effectiveness of training programs in Jeddah government hospital, due to Gender variable.

Finally third question: Is there any differences degree of efficiency and effectiveness of training programs in Jeddah government hospital, due to the variable of scientific expertise (less than five years, from 5-10 years, more than ten years)?

The study used (One-Way ANOVA) variance test where value (f) was at (3.138) which is statistically significant at (0.000) level, and since this level of significance is less than the of (0.05) level, the result shows that, there are differences degree of efficiency and effectiveness training programs in Jeddah government hospital, due to scientific expertise variable attributable to expertise 4 years old or bellow, and between 5-9 years of experience, and those having 10 years or more.

## 6.0 Conclusion

The study has concluded the following points:

1. There are massive need to more efficient and effective training program shall be highly equipped enough to target some certain level of employees to develop them at all essential job tasks and fill up the gap between what's existing at present to keep up their duties with all latest technology.
2. The hospital has to attach to adapts for modification at all levels of administration organization structure, the importance of training for all employees will highly affect them for further improvements, especially for those who are working at centered of first door interacting with clients or society in general.
3. At any stage of time span, special attention shall be given to the hospital strategy to adapt with strategy of openness at all what's new in the space of scientific knowledge both in both theories and practice, at all fields which would leads to contribute in upgrading of the health services of the hospital, as it play vital role as proactive institution to society and can compete with the rest of other health institutions providing the employees the high quality it deep search to achieve and the impact that can be left to reflects on the surrounding arena, which automatically can have high reputation to hospital employees as well.
4. The continuing growth hospitals service has rapidly increasingly not only locally but worldwide required human efficiency for any new era.
5. Since the human being are the basis and focal point for any service or productive process, the hospital need to renews and to develop to provides modern and advanced methods, that increase the performance and refinement of skills.
6. If the hospital generally seek to achieve its goals and activities through proper performance, this performance come only through proper training agendas, since it is based on well planning foundation, and orderly implementation of any continuous tracking for further developments.
7. Hospitals structural approach of training shall develop its existing and new employees providing them with a strong foundation for its continuing growth.

## 7.0 Recommendations

The research reached to some recommendations as follows:

1. There is a need to improve employee's skills in Jeddah government hospitals through actual employee's participation at any training courses on a regular basis.
2. There must be importance of budgeting allocating in regards to training benefits, and to what extent will it benefit to all programs assessments on overall Hospital work
3. The need to active and establishment of administrative unit to supervise the employment needs for training in deferent fields
4. The selection among employees to attend any training session must be comprehensive for both male and female without discrimination.
5. There is a need for a qualified and experienced trainee, to carry out with entrusted tasks of employees meticulously.
6. There is a need for continue training program for employee's to qualify them at any future development in the deferent department of the hospital.

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