

THE RELATIONSHIP BETWEEN TRAINING DEVELOPMENT PROCESS AND EMPLOYEES'

N. Rashid, N. F. Alzahrani and S. A. Al-shami*

Faculty of Technology Management and Technopreneurship, Universiti Teknikal Malaysia
Melaka, 76100 Durian Tunggal, Melaka, Malaysia

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ABSTRACT

This research was conducted to examine the relationship human resource development based on training process and employees' competencies. The majority of human resource in the developing countries are lacking behind and depend heavily on the outsourcing workers to fill up particular job vacancies. The existing of this problem differs from one country to another. For example, the development of human resource competencies in the Middle East region, especially Arab world still very low as reported by World Bank. A quantitative research method was conducted through a questionnaire with 152 of human resource managers in 152 corporations from construction sector. Based on the regression results, there is a positive association between human resource development process and employees' competencies.

Keywords: training; development; process; employees'; competencies; Saudi Arabia.

Author Correspondence, e-mail: nurulizwa@utem.edu.my

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1. INTRODUCTION

Nowadays, the world became a one village, where no more physical borders or government regulation that can limit or control the mobilization of knowledge and technology. The



development and stability of all countries at the macro level are measured based on their economy and technology performance [1]. The development of qualified and skillful human resource is the foundation stone towards sustainable development either in the country level or companies [2]. The skillful employees are the seeds of innovation development [3], which is the backbone of economic development. Thus, all countries as well as companies are struggling hard to develop the competencies of their employees. Human is one of the most significant capitals obtainable to any company and employee competence and commitment mainly define the purposes that any company can set for itself and to its success in attaining them. Therefore, developing human resource skills and competencies is at the heart of developing business for a long term vision and the request for active employees constantly grows in both public and private sectors.

The importance of company competency lies on its significant feature which includes all actions accepted out by the organization and the employee to continue or improve the employee's practical, learning and career competencies [4]. Therefore, an argument has been raised from the literature which emphasizes that for company to be competitive and sustain for a long term, it requests not merely tangible resources but intangible resources like competences that are problematic and challenging to attain [5].

Despite, the importance of human resource competencies in competitive advantages and continue growth, the majority of human resource in the developing countries are lacking behind and depend heavily on the outsourcing workers to fill up particular job vacancies. The existing of this problem differs from one country to another. For example, the development of human resource competencies in the Middle East region, especially Arab world still very low as reported by World Bank [6].

Saudi Arabia is a Middle East country and the major oil exporter in the world. The Saudi Arabia economy is the largest in Arab world and the petroleum sector is the main source of the country revenue, which account roughly 92.5 %. Recently, the oil price witnessed a sharp declining to reach its lowest level since twenty years. In addition, the edge gap of skillful human resource between developed and developing countries still form a big challenge to many developing countries including Saudi Arabia where almost 70% of employment force is from foreigner countries. Thus, an economic catastrophe is looming as a result of

continuously oil price declining

As a consequence of this crisis, the rate of economy growth dropped down which led to increase the unemployment rate to reach approximately 13% and it is expected to continue increasing [7]. To mitigate the repercussions of the worsening unemployment problem, the government activated the policy of job localization. The job localization strategy was adopted by the government as an urgent solution due to the high percentage of foreigners who work in Saudi Arabia, which reached over than nine million compared to one and half million locals. The job localization policy was not a new, it was introduced in 1994. However, it received a considerable attention and hardly activated few years ago to tackle the unemployment and provide Saudi Arabia citizens job opportunities [8].

This policy emphasis on the small part of private sector with aiming to increase the proportion of local workers in the private companies. The policy was framed over a governmental ruling in 1995 which “confirmed that private companies with over 20 workers have to decrease the number of foreigners by 5% yearly, implement consequences for non-obedience counting renunciation of admission to certain kinds of government provision, impose a restriction on requests to employ new labors from overseas and on their visa renewal [9]. After the early implementation in 1995, the movement of the localization strategies was look over and reviewed in the Seventh Development Plan (2000–2004), when objectives were set to 25 percent of private sector occupations by 2004 [10]. Nevertheless, not all accomplishments delivered the set objectives of the job localization policy. For example, the majority of job vacancies which reached about 70% of market demand in all sectors still occupied by the foreigners either in upstream or downstream levels, especially in the construction sector. There are combination of causes which affect the performances and at the heart of those causes was the lower competence of the Saudi workers compared to the immigrants [8].

The failure of job localization policies in Saudi Arabia also owed to a number reasons such as lack of a clear understanding about strategic human resource development, especially in how to develop and implement long run policy and build theory to constantly improve the implementation of localization[11]. Second, the lack of the development of human competencies to fill up the needed vacancies [12]. Finally, the lack of human resource development process to concurrently and efficiency localize the job vacancies in short run and

improve the local labour competencies to meet long term improvement [13], which is the main issue that always faces the policymakers as well the companies during the implementation of job localization policy [14].

In the effort to find a solution for this problem, a large size of academics work emphasis to the development of human resource competencies [15]. According to theory of human capital allocation and development, the human resource development process is the essential towards good practice for human resource development. Therefore, this research aims to describe and explain the relationship between human resource process and employees' competencies in the Saudi Arabia Companies. The local employees in Saudi Arabia companies are the main target of this research. The main reason of targeting Saudi is due to the fact that the majority of Saudi companies still lack to an effective human resource development strategy to develop an effective local human resource who have good competencies and for this problem the country is heavily dependent on foreigners. The basic human resource development process has been credited an important strategic planning to develop human resource. Thus, understanding how to enhance the local employees' competencies through the basic human resource development processes is important to bridge this gap in Saudi and elsewhere in the Gulf Arab countries.

1.1.Human Resource Competencies

The competence can be described as the capability of an individual to perform a job well and they can be assessed through four main areas of competencies which include meaning, relation competencies, learning competencies, change competencies. The learning competency can be assessed through evaluating the person creativity in creating and observing for conditions that make it likely to experiment with the set of keys that make it likely to complete the main responsibilities and reproduce on the experience. The change competency can be evaluated through assessing the individual act in different techniques when it will indorse the determination of the institution or public and make the favored future come to life. There are numerous advantages of employees' competencies. Employees' competencies are important to address organization objectives in the following areas; in the first place, ensures that affiliation financed preparing and trained enchantment workouts are practical, objective arranged and profitable. Second, empowers representatives to accomplish a peculiar state of capability in a proficient way. Third, archives the representative's

procurement of the abilities, information, wellbeing and one-of-a-kind methods identifying with every errand. Fourth, diminishes cost overwhelms induced by way of poor execution or miscommunication of employment desires. Fifth, improves correspondence between representative and management Increments interior representative adaptability, giving the affiliation greater prominent capability scale and flex as required. Sixth, builds up a shape for productive criticism with the aid of administration at deliberate preparing and execution evaluation interims. Seventh, elucidates work gauges for execution examinations.

At long last, plots representative advancement and limited time ways inside the association. Regardless, the critical of workers' capabilities the learning and innovation hole amongst created and creating nations still colossal. This hole influences a few creating nations in which the people confront a major test to land position opportunity.

For example, in Saudi Arabia, the majority of the human resource there are expatriates roughly 70% of employment force. This huge proportion makes a difficulty for local citizens to compete and get jobs. The effective human resource management based on process has been regarded as an effective tool to bridge the employees' competencies gap.

1.2.Competencies through Management Theory

An essential competency is a notion in management theory. It is known as "a harmonized arrangement of compound resources and skills that differentiate a firm in the market", which has several criteria such as delivers possible access to an extensive diversity of markets, should make an important influence to the perceived client reimbursements of the end service and product, and it should be challenging to copy by rivals.

1.3.Human Resource Development

The concept of human resource development refers to human resource management that precisely contracts with training and development of the workers. Human resource development comprises training an individual after he/she is first hired, providing chances to learn new abilities, skills, allocating resources that are valuable for the worker's responsibilities and any other developmental actions.

The motivation behind HR advancement is to give the 'training' expected to reinforce and develop the learning, aptitudes and capacities that a representative as of now has. The objective of improvement and preparing is to improve workers even at what they do. The

effect of human asset administration (HRM) strategies and practices on firm execution is a critical subject in the fields of human asset administration, mechanical relations and modern and authoritative brain research. HR improvement ordinarily comes in numerous arrangements, comprising at work preparing or work investigation, interpretation material or online instruction, enlargement beginnings and consistence organizing. At work organizing alludes to taking in the parts of an occupation whereas one is performing the activity. A representative may know the essentials of what the activity requires, however particulars like which structures to use, where materials are put away and how to get to the PC structures may need at work organizing, Job shadowing is comparative in that the worker watches another representative carry out the activity with a specific end goal to build up the correct abilities. Another type of improvement is scholarly or proficient advancement, which incorporates school or affirmation courses or employment particular trainings and classes identified with how to carry out one's occupation better.

Many companies make investments profoundly in enhancing improvement skills through training to their workers to expand their know-how and skills. With the development of on line learning, a lot of this trainings have turn out to be handy by webinars and on line courses, but it is nevertheless very frequent to conduct in-person trainings or attend coaching seminars or conferences with different professionals in the field. The employees' potential is measured via the degree of their perception and their competencies in transferring the ideas to actions. Also, quite a few items to measure the effect of human useful resource training on the employees' talents which tackle quite a few elements of their skills in decision making, performance improvement, know-how use and integration in their job tasks.

1.4. Training and Human Resource Development

Human resource management views preparing and improvement characterizes as a capacity worried about authoritative movement went for bettering the activity execution of people and gatherings in hierarchical settings. Preparing and advancement can be depicted as "an instructive procedure which includes the honing of aptitudes, ideas, changing of demeanor and increasing more learning to improve the execution of representatives". Preparing and improvement envelops three fundamental exercises: preparing, instruction, and advancement.

- Training: Its outcome is both centered upon and assessed against, the activity that an

individual as of now holds

- Education: It centers upon the occupations that an individual may conceivably hold later on and is assessed against those employments
- Development: It centers upon the exercises that the association utilizing the individual or that the individual is a piece of, may share later on, and is relatively difficult to assess

The importance of training to human resource enlargement, especially in aggregating the employees' performance has been widely recognized. Some researcher explores the effect of training in the overall outcome of the Pakistani organizations. This study used three main indicators for training namely training design, on the occupation training and supply style. They found that the Training Design and Supply style have significant effect on Organizational Enactment and all these have positively affected the Organizational Enactment. It helps to increase the overall organizational enactment.

Successful accomplishment of other human resource features can also have an essential effect on T&D. For instance, if recruitment-and-selection efforts or its compensation package entice solely marginally qualified workers, a company will want big T&D applications. Marginal workers will have a significant impact on the firm's safety and health programs. Therefore, additional training will be required. Key alterations in the exterior and inner environments necessitate corporate alteration. As shown in Fig. 1, the T&D process is starting with determining specific T&D needs and ending with the implementation and evaluation of T&D programs. Exemplary organizations show strong connection between the firm's strategic mission and the goals of the T&D scheme.

So, reviewing and periodically modernizing these goals ensures that they upkeep the altering strategic requirements of the company. Management should continuously evaluate T&D to ensure that it's achieving organizational objectives.

The implementation process of training differs from one company to another and from the perspective of one scholar to another. For example, the ADDIE model is a popular academic graph mannequin that has a step-by-step process that helps create fantastic instruction. Almost all academic graph models incorporate core factors of the ADDIE. The ADDIE mannequin has turn out to be a famous time period used to describe a systematic method to educational design. The ADDIE mannequin is a framework that lists common tactics that academic

designers and training builders use. It represents a descriptive guideline for building fantastic education and overall performance assist equipment in five phases specifically analysis, design, development, implementation and contrast as proven in Fig. 1.



Fig.1.ADDIE model for training development

The implementation of ADDIE can be a guide to develop an effective training that contribute to leaners competencies. Study in the Saudi Arabia health services suggests that the implementation of training development based on ADDIE model provides a good understanding to the learners.

2. METHODOLOGY

A quantitative method was used to carry out the objectives of this research, while the following framework was generated from the literature.

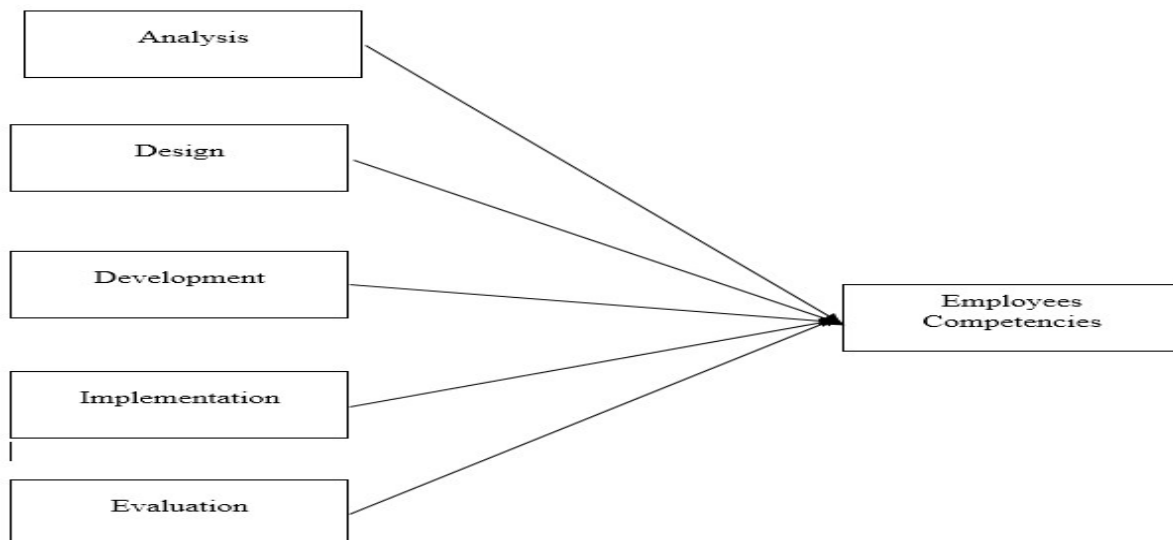


Fig.2.Theoretical framework

H1: Training analysis is significantly associated with the employees' competencies

H2: Training design is significantly associated with the employees' competencies

H3: Training development is significantly associated with the employees' competencies

H4: Training implementation is significantly associated with the employees' competencies

H5: Training evaluation is significantly associated with the employees' competencies

A survey employed as a tool to gather the needed data. The construction sector was conveniently selected due to its huge contribution to the employment. Because this study applied regression analysis as part of the data analysis, the determination of sample size will be following the regression requirement. The sample size chosen follow the rules: (ii) Sample size of $n = 30$ is required for the sub-samples. The sample size was 152 companies, while the targeted respondents were human resource managers.

3. RESULTS AND DISCUSSION

3.1. Regression Analysis and Hypotheses Testing

The regression analysis describes the statistical relationship between five independent variables namely (training analysis, training development, training design, training evaluation and training implementation) and dependent variable employees' competencies.

3.1.1. Model Summary

Variance percentage as shown in Table 1 indicates that the dependent variable explained by the five independent variables (R^2) was 65.7%.

Table 1. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.810 ^a	.657	.645	.37019	.657	55.886	5	146	.000

a. Predictors: (Constant), TE, TDV, TD, TI, TA

3.1.2. Evaluating the Strength of the Prediction Equation

The ANOVA results describe in Table 2 displays that the calculated F statistic is 55.886, with an observed significance at 0.000. Therefore, null hypothesis was rejected.

Table 2. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.293	5	7.659	55.886	.000 ^b
	Residual	20.008	146	.137		
	Total	58.301	151			

a. Dependent Variable: EC

b. Predictors: (Constant), TE, TDV, TD, TI, TA

3.2. Regression Analysis

Table 3 demonstrates the general outcome of linear regression analysis for five hypotheses. First, it was suggested that there is a positive significant association between training analysis and employees' competencies. The outcome of regression analysis shows that there is a positive association between training analysis stage and employees' competencies is positive at b coefficient of 0.242 and t test of 3.35** at p value of 0.001. Second, it was suggested that there is a positive significant association between training design and employees' competencies. The regression analysis shows that there is a positive association between training design and employees' competencies is positive significant at b coefficient = 0.131 and t test of 2 and the p. value of 0.038. Third, it was suggested that there is a positive significant association between training development and employees' competencies. The outcome of the regression analysis indicates that the relationship between training development and employees' competencies is positive significant at b coefficient of 0.160 and t test of 2.9 at p value of 0.004. Fourth, it was suggested that there is a positive significant association between training implementation and employees' competencies.

The regression analysis outcome indicates that there is a positive significant association between training implementation and employees' competencies at b coefficient of 0.313 and t test of 5 at p value of 0.000. finally, it was suggested in there is a positive significant association between training evaluation and employees' competencies. The regression analysis outcome indicates that there is a positive significant relationship between training evaluation and employees' competencies at b coefficient of 0.205 and t test of 3.38 at p value of 0.000.

Table 3.Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.114	.370		-.309	.758	-.845	.616
TA	.242	.072	.224	3.351	.001	.099	.384
TD	.131	.063	.128	2.090	.038	.007	.254
TDV	.160	.055	.179	2.907	.004	.051	.269
TI	.313	.061	.333	5.093	.000	.192	.435
TE	.205	.061	.195	3.377	.001	.085	.325

Dependent Variable: Employees Competencies

3.3. Discussion

The quantitative method was used to carry out the objective of this research where the literature is the source of hypotheses development. To carry out the central objective above, the human resource development based on training process was determined under the implementation process of training based on training analysis, training design, training development, training implementation and training evaluation. On the other hand, employees' competencies were measured based on the employees' capability to achieve the corporation goals, independently and make decision and apply the gained knowledge. The literature confirms that training has positive effect of employee's competencies. In this research, the ADDIE model was used to investigate the training development process because it is valuable in providing a systems-based, iterative training development technique that lends itself to a feedback-based approach to generating a learning environment.

3.3.1. Training Analysis

Due to the wide concept of the training, in this research, a set of questions were asked to scrutinize the association between training analysis and employees' competencies. The respondents who were the human resource managers estimated the training analysis stage through figuring the score point of five measurements include the needs of trainees, analysis job components, identify the characteristics of trainees, ensure the training is consistent with the objectives and ensure the quality of the used resource in the training program. Based on the literature, a hypothesis was developed which states that:

H1: Training analysis is significantly associated with the employees' competencies

The finding of this research emphasizes that the human resource development based on training analysis has positive significant relationship with the employees' competencies. The finding of this research confirms study by [50] who found that the training process based on training analysis has positive effect on the employees capabilities in the small medium enterprises SMEs in Taiwan. The Saudi Arabia health services suggests that the implementation of training development based on ADDIE model provides a good understanding to the learners. Moreover, this research is in line with study from Kenya conducted and found that the training need analysis should be provided to the trainees to improve their competencies.

3.3.2. Training Design

Good design in training methods is extremely important for properly engaging the user and correctly conveying important information in the case of employee training programs. The design stage indicates to a set of activities namely learning goals, evaluation mechanisms, trainings, content, theme matter analysis, example planning and media selection. The design stage should be organized and detailed. Organized means a logical, arranged technique of classifying, evolving and assessing a set of planned policies directed for attaining the project's objectives. Detailed means each component of the instructional design plan must be performed with attention to detail. However, designing training is not an easy because it requires essential processes such as:

- Identify a clear commercial enterprise aim that the training supports
- Determine the tasks the employees want to perform so the enterprise can reach that goal
- Determine the training things to do that will assist the people learn to perform the tasks

- Determine the gaining knowledge of characteristics of the workers that will make the training extra effective.

In this study, the objective was to examine the association between training design stage and employees' performance in the Saudi Arabia construction corporations. A hypothesis was developed to examine the relationship which suggests that:

H2: Training design is significantly associated with the employees' competencies

Based on the outcome of regression analysis, the finding of this research confirms that training design has positive influence on the employees' competencies. The finding of this research support other studies in the literature in which training design helps to improve the trainee's skills and abilities.

3.3.3. Development

Training development stage is important to effectively implement training that upgrade the trainees' performance. The development training stage started with identifying the needs, goals, developing the material and guideline is important to enhance the use of electronic health record. In this study the objective was to scrutinize the association between training development stage and employees' performance in the Saudi Arabia construction corporations.

A hypothesis was developed to examine the relationship which suggests that:

H3: training development is significantly associated with the employees' competencies

The finding of this research emphasis that there is a significant positive association between training development and employees' competencies. The finding of this research also ensures that the corporations in the Saudi Arabia should adopt the following activities towards an effective training development which include:

3.3.3.1. Effectively Employees Identification

Know the employees properly before establishing designing coaching applications for them. Sit with them and try to discover out the place all they need assistance. Let them come up with their issues and what all additional competencies would assist them operate higher.

3.3.3.2. Employees Division to Groups

One cannot graph similar training packages for every and every employee.

The company can overcome this problem through dividing the workers into clusters, where workers who want to acquire the same set of talents can be placed into one cluster.

Start.

3.3.3.3. Organizing the Information

The subsequent step is to put together the content material of the coaching program. The content material desires to be informative but interesting. Include diagrams, graphs, glide charts, photos to make the education software interesting so that humans do no longer lose hobby in the center of the session. The information desires to be relevant and authentic. Teach them what all is critical and would help them in their contemporary as nicely as future assignments.

3.3.3.4. Information Presenting

Firm is required to design its presentation good. Determine how would it prefers to present its information? PowerPoint or word helps the sketch of the firm training program. It is actually up to the trainer to determine the software which he/she would like to use.

3.3.3.5. Delivering Training Programs

Select the right trainers carefully comes at the foremost step in the success of training development. Training schemes should not be a mere one-way communication.

3.3.4. Training Implementation

The implementation stage improves approaches for training organizers and learners. Training facilitators contain the path course, understanding outcomes, technique of conveyance and inspection out procedures. This section focuses on creating strategies for coaching both facilitators and learners. Facilitators training must provide an explanation for the curriculum, getting to know outcomes, method of conveyance and testing procedures.

The employees' preparation comprises training the use of fresh skills and knowledge to improve their competencies and consequently upgrade their performance. In this research, a hypothesis was established to scrutinize the association between the implementation training and employees' competencies which suggests that:

H4: Training implementation is significantly associated with the employees' competencies

A significant positive association between training implementation and employees' competencies was reported in this research. This research suggests that the effective training development can be met through implementation plan, preparing the learners who have capacity to absorb the knowledge, ensure the organization support, record the progress as well

as the quality.

3.3.5. Training Evaluation

Evaluating training usefulness is significant because it sheds light on four facets which comprises healthy the training program encountered the learner's requirements and goals, skills and knowledge that imparted to learners. The evaluation phase is continuing all over the design process. Its aim is to confirm that all specified goals of the learning process will meet the definite requirements. Another goal of this phase is to classify on-the-job performance following completion of the course and to confirm that business requirements are gained. Therefore, this research hypothesis that:

H5: Training evaluation is significantly associated with the employees' competencies

The finding of this research ensures that there is a significant positive association between training evaluation stage and employees' competencies. This research confirms other studies in the literature in the importance of training evaluation to meet the employees' improvement. This research suggests that the evaluation process of an effective training can be made through evaluating the trainees, determining and selecting the right trainees, determining the advantage of the training and performing SWOT analysis to highlight the strong points and weak points.

4. CONCLUSION

4.1. The Contribution of the Research

This research has two main contributions. On one hand, this research contributes to academic theory in the effect of human resource development through training development process on the employees' competencies, especially in the Middle East region. In the finding of this research, the training development process plays an important role in advancing the employees' competencies in the developing countries where the literature still very limited and more importantly in Saudi Arabia corporation, especially in construction sector.

The finding of this research has a great contribution and adds new evidence in the extension of the implication of five steps of training process. The majority of past research focuses on how to develop employees' competencies based on particular trainings. But, from one company to another there is vary of training types. Thus, the important is not only in the type

of training, it is also on the training process as well. The finding of this research ensures the significant relationship between human resource process and employees competencies which may use as a lens to contribute to competency theory. In addition, this research will contribute to the implementation process of the Saudi Arabia job localization policy. This research will provide precious guide in how to enhance the local employees' competencies to meet the requirements of the corporations both national and international as well which in case have positive effect on employment improvement in. This also helps the Saudi Arabia corporations to consolidate their competitive position in the micro and macro market, especially with the trend of globalization and rapidly competition growth. The Saudi Arabia corporations through local employees' development can achieve the competitive advantage and continue growth.

4.2. Research Limitation and Future Research

Despite, this research has highlighted and concluded about an important implication of human resource development through training process and their effect on employees' competencies arrived with meaningful outcomes that contributes to academic work as well as to the policymakers in the developing countries such as Saudi Arabia. This research has several limitations that can be taken into consideration for the future research. First, the sample size was very small and the scope of the research was narrowed to medium and large construction corporations in Saudi Arabia only. This limitation was due to time constrain and budget. Thus, future researches should overcome this limitation through extending the scope of the future research to include the corporations in the Middle East region. The sample of this research was medium and large corporation. Thus, it is recommended for future research to include both small medium enterprises and large corporation. The future research can use the firm size as moderate variable. The second limitation is the direct relationship between training process and employees' competencies. This may not explain clearly how to improve employees' competencies. Thus, future research is recommended to include the moderate effect of training types as well as the employees' experience and level of education. This can provide a clear understanding through avoiding the magnitude effect of other variables.

Third, the used methodology was quantitative. This method has its strengths in reaching a large size and generalize the results. However, this method has its limitation in explore in deep the human behavior towards training and competencies profiling. Therefore, future

research is recommended to use mix methods.

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