



Sudan University of Science and  
Technology



College of Graduate Study

The Role of Training and Development from  
Perspective of Total Quality Management

Case Study: Asawer Oil and Gas Ltd.

دور التدريب والتطوير من منظور إدارة الجودة الشاملة

دراسة حالة: شركة أساور للنفط والغاز المحدودة

A thesis submitted in fulfillment of the requirements for the degree of  
Master in Management of Quality and Excellence

By: Yasir Mohammed Belo Ahmed

Supervisor: Dr. Elham Mohamed MohamedKhair

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# DEDICATION

*This effort dedicated*

*To the soul of My Dad Professor Mohammed Belo*

*To Mom,*

*To my brothers and Sisters,*

*A special Dedication to My Wife Tasneem for all*

*sacrifices that she made, and*

*My Dear Son Yamin*

*To my Teacher & good director ManalSiddig*

*To my collogues in Asawer and Sudan University*

*By Yasir Belo*

*December 2018*

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*Sincerely Yours,*

*Yasir Belo*

## ABSTRACT

Training and development are educational activities describes the formal, ongoing efforts that are made to improve the knowledge and skills of individuals and groups for the effectiveness of organizations and individuals to better perform specific tasks. This study is focused principally on the implementation of TQM and then investigated the role of training into the company through measuring the impact of training and development on the Total Quality Management (TQM).

The study population is consisted of Head Quarter in Asawer Oil and gas ltd company in Sudan, used stratified random sample for collected the primary data, The questionnaire consisted of three main section in addition of general information contains (21) items of close ended response type. Data were set and processed statistically using the Statistical Package for Social Sciences (SPSS), and testing the hypotheses through chai-square analysis, there is two independent variables are defined as well as three dependent variables are defined.

Concerning the analysis of the role of training and development from perspective of Total Quality Management (TQM), findings from Chai-square analysis and correlation analysis demonstrate that there is significant effect for employee competence, employee before training performance and after training performance.

The study recommends setting a clear training plan and strategy, which will help to improve the effectiveness and efficiency of the Total Quality Management (TQM), hence reflect on the overall employee performance.

## الخلاصة

التدريب والتطوير هما نشاطان تعليميان يصفان الجهود الرسمية المستمرة التي تبذل لتحسين معارف ومهارات الأفراد والجماعات من أجل فعالية المنظمات والأفراد في أداء مهام محددة بشكل أفضل. يتمحور هدف هذه الدراسة بشكل أساسي على تطبيق إدارة الجودة الشاملة ومن ثم التحقق من دور التدريب والتطوير من خلال قياس تأثير التدريب والتطوير على إدارة الجودة الشاملة (TQM). تم عمل الدراسة في المقر الرئيسي في السودان لشركة اساور ويل آند غاز المحدودة، وتم استخدام عينة عشوائية من البيانات الأولية وهي الاستبيان، يتكون الاستبيان من ثلاثة اقسام رئيسية وجميعها تحتوي على (٢١) سؤال من الاسئلة المغلقة الاجابة . وتم جمع البيانات ومعالجتها إحصائياً باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) ، واختبار الفرضيات من خلال تحليل (chai-square)، حيث هناك متغيرين مستقلين تم تعريفهما وكذلك تم تعريف ثلاثة متغيرات تابعة. ومن خلال التحليل المستخدم في دور التدريب والتطوير من منظور إدارة الجودة الشاملة (TQM)، توضح النتائج من تحليل (chai-square) وتحليل الارتباط ان هنالك تأثير كبير لكفاءة الموظف قبل الخضوع للدورة التدريبية وبعد الانتهاء منها.

ومن النتائج المستخلصة من البحث يوصي الباحث بوضع خطة وإستراتيجية تدريب واضحة، تساعد على تحسين فعالية وكفاءة إدارة الجودة الشاملة (TQM) وبالتالي تنعكس على الاداء العام للموظفين.

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## **List of Abbreviations**

<b>No.</b>	<b>Abbreviation</b>	<b>Stands for</b>
1	df	Degree of Freedom
2	ASGO	Asawer Oil and Gas Ltd. Company
3	TQM	Total Quality Management
4	Ltd.	Limited
5	Sig.	Significance
6	SPSS	Statistical Package for the Social Sciences
7	SUST	Sudan University for Science and Technology

## **CHAPTER I**

### **Introduction**

#### **1.1 Total Quality Management**

##### **1.1.1 Quality Glossary Definition: TQM**

A core definition of total quality management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. (Crosby, ...etc 1952)

Total Quality Management TQM, also known as total productive maintenance, describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. (Porter & Parker 1993)

Total Quality Management Principles: The 8 Primary Elements of TQM can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern Quality Management Systems, the successor to TQM. (Crosby, ...etc 1952) Here are the 8 principles of total quality management:

##### **1.1.1.1 Customer-focused**

The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile.

##### **1.1.1.2 Total employee involvement**

All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

### **1.1.1.3 Process-centered**

A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

### **1.1.1.4 Integrated system**

Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM.

- a) Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.
- b) An integrated business system may be modeled after the Baldrige National Quality Program criteria and/or incorporate the ISO 9000 standards. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

### **1.1.1.5 Strategic and systematic approach**

A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

### **1.1.1.6 Continual improvement**

A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.

### **1.1.1.7 Fact-based decision making**

In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

### **1.1.1.8 Communications**

During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness. (Crosby, ...etc 1952).

These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate. The methods for implementing this approach come from the teachings of such quality leaders (Crosby, ...etc 1952).

Note: Total quality management as a term has fallen out of favor as standards for quality management have been developed. Please see our series of pages on Quality Management Systems for more information. (Crosby, ...etc 1952).

Get results and see quality management benefits within an organization. The Certified Manager of Quality/Organizational Excellence Handbook identifies the following total quality management advantages and disadvantages:

### **1.1.2 Total Quality Management Benefits**

- a. Strengthened competitive position
- b. Adaptability to changing or emerging market conditions and to environmental and other government regulations
- c. Higher productivity
- d. Enhanced market image
- e. Elimination of defects and waste
- f. Reduced costs and better cost management
- g. Higher profitability
- h. Improved customer focus and satisfaction
- i. Increased customer loyalty and retention

- j. Increased job security
- k. Improved employee morale
- l. Enhanced shareholder and stakeholder value
- m. Improved and innovative processes

### **1.1.3 Total Quality Management Disadvantages**

Can be difficult to implement, also the benefits of total quality management are endless, helping your organization get results. ASQ has collected a series of total quality management case studies to illustrate the impact a TQM system can have on your organization. (Crosby, ...etc 1952)

## **1.2 Training and Development**

### **1.2.1 Definition of Training:**

The training refers to a learning process that involves the achievement of knowledge, skills and competencies (Porter & Parker 1993).

### **1.2.2 Importance of Training and Development:**

- 1.2.2.1 Training and development are important in preparation an organization for change in accomplishing the change itself, and in institutionalizing it as a permanent part of the organization.
- 1.2.2.2 Importance of Training in TQM programs provides an opportunity to reform employee about the goals of TQM.
- 1.2.2.3 Different authors of TQM emphasized importance of effective training and development.
- 1.2.2.4 Training must get pertinent ion attention in the quality policy.

### **1.2.3 Characteristics of Training:**

There are four characteristics features to insure the successful training (Porter & Parker 1993)

- 1.2.3.1 Training must be focused so that people receive appropriate courses at the appropriate level of their needs.
- 1.2.3.2 Training must be planned for the future.
- 1.2.3.3 Training must be viewed as a continues process.

1.2.3.4 Training materials must be made customized to suit the particular organization.

#### **1.2.4 Role of training and development in TQM based on Organization**

The adoption of quality management practices has long been associated with an increase in the provision of employee training, the founders of quality practice in manufacturing emphasized the importance of employee development, education and training for the improvement of quality performance and firms seeking to implement quality management have consistently found it necessary to improve their training effort. (Deming 1982, Ishikawa 1984)

#### **1.2.5 Objective & Responsibilities for Training & Development:**

When attempting to set training & development objectives three essential requirements must be met:

1.2.5.1 Senior management must ensure that learning outcomes are clarified and priorities set.

1.2.5.2 The defined training and development objective must be realizable and attainable.

1.2.5.3 The main objective should be translated for all functional areas in the organization.

#### **1.2.6 Identify the training and development objective:**

1.2.6.1 How are customer requirements transmitted through the organization?

1.2.6.2 Which areas need improved performance?

1.2.6.3 What changes are planned for the future?

1.2.6.4 What are the implications for process framework?

#### **1.2.7 Training of Employee:**

It is recommended that the training program should be in a hierarchical manner. Training must begin with upper management and then training must be provided for the remaining management. But it is not necessary in every situation. (Crosby, ...etc 1952).

Training and development needs occur at all levels of an organization:



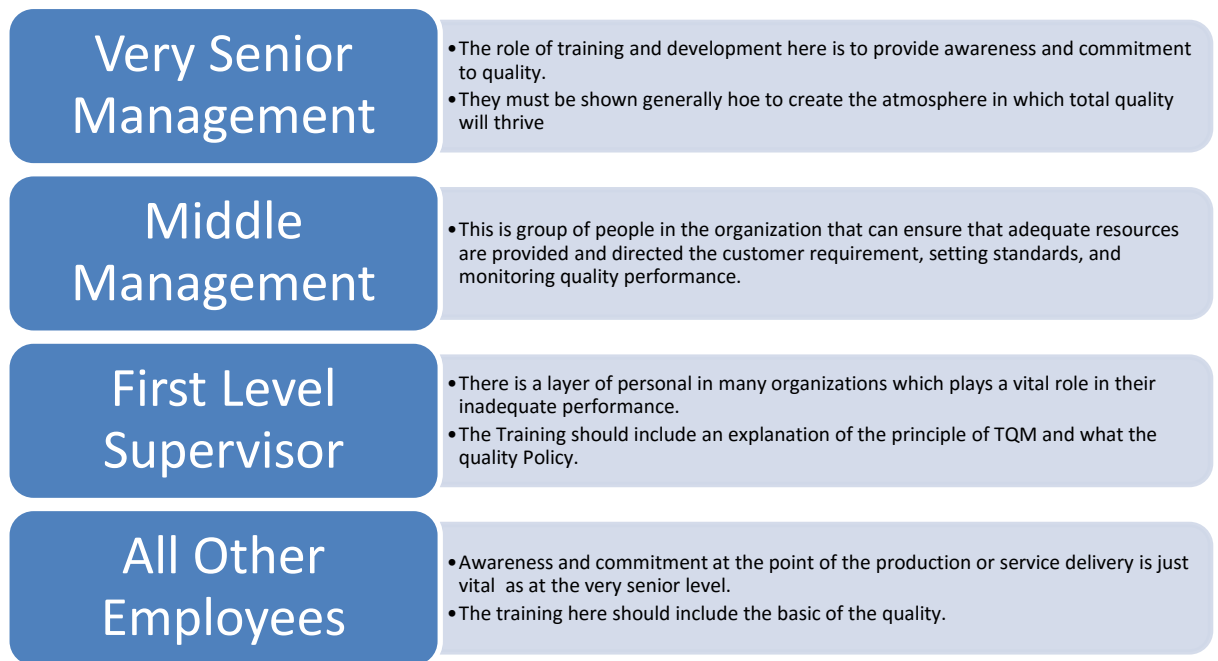


Figure 1.1:(level of an organization)

### 1.3 Introduction About Asawer Oil & Gas

ASAWER Oil & Gas Co. Ltd. (ASOG) is 100 % owned subsidiary of Sudapet Co. Ltd, ASAWER is a registered company in Sudan incorporated under the laws of the Republic of Sudan and having its business office at Africa Street, Block 910/, Resident No. 221/, first floor, SUDAPET Main Office, Sudan - Khartoum.

The company is formed by personnel with wide experience in Oil & Gas facilities and Petrochemicals.

ASAWER Oil & Gas Co. Ltd. aim is to execute Exploration, Production services and Quality Projects and to provide Engineering, Procurement & Construction Services for the Oil and Gas, supply services, Power, Chemical industries and Environment Sector. Asawer Oil & Gas is recognized for its uniquely comprehensive offerings, covering a wide spectrum of services.

ASAWER Oil & Gas Co. Ltd. has a very experienced team of engineers, with processes that meet ISO standards.

The company also helping clients improves the performance and efficiency of their operations and promotes sustainable development by implementing environmentally friendly energy production.

### **1.3.1 Vision**

We are one of the leading EPC companies and suppliers of products and services to the Oil, Gas, Energy and infrastructure sectors in Africa & the Middle East.

### **1.3.2 Mission**

We are actively engaged in consortia and JVs to provide services and EPC in the oil, gas, energy and infrastructure sectors in Africa & the Middle East. We satisfy the needs of our customers whilst meeting the objectives of our owner.

## **1.4 The Statement of the Problem**

Asawer company is keen to implement quality policies in all its operations and process, therefore training programs for their employees was considered as a major factor for development; no matter their educational level, employee had benefited from training programs in their duties the other hand, the problem say no measuring for the impact of training and development on the Total Quality Management (TQM) was presented before in the company; however, this study address detailed description measuring the impact of training and development on the TQM based on collected data from different recourse.

## **1.5 Questions of the study**

- a) Does there is a relation between the Training and development with the employee satisfaction.
- b) What is relation between Employee satisfaction and TQM.
- c) What is relation between the Training and development with TQM.

## **1.6 The Objectives of the study**

- a) Illustrate the impact of Training and development on the Employee satisfaction.
- b) Present the effective and efficient Training and Development annual programs.
- c) Examination the role of Training and development for TQM.

## **1.7 The Study Hypotheses**

H<sub>1</sub>: Training and development has positive impact on employee satisfaction.

H<sub>2</sub>: Employee satisfaction has positive influence on TQM.

H<sub>3</sub>:TQM has significant impact on Employee performance.

H<sub>4</sub>: employee performance has positive impact for TQM.

### **1.8 The Significance of the Study:**

This research is essential for Illustrate the role of training and Development for employee satisfaction that lead to effective and efficient of Total Quality Management within the organization to achieve the organizational goals and objective align to organization strategic objective.

### **1.9 The Limits of the Study**

- a) This study will cover Asawer Oil & Gas Company in Khartoum, Sudan, therefore the findings will not apply generally in any company different or countries where has same problem.
- b) The study will only deal with the Asawer Staff.
- c) The study only deals with employees training and development; hence factors that have the same impacts to company as training are not considered.

### **1.10 Study Terms**

ASGO: Is Asawer Oil & Gas,

TQM: Is Total Quality Management

## CHAPTER II

### Literature Review

#### 2.0 Introduction

Training is a learning experience which seeks a relatively permanent change in the individual that will improve his ability to perform his job well. An aspect of developing employee's skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. According to (Kreitner, 1995), it's been shown that employees that receive regular, scheduled training, along with an increase in expectations; actually have a higher level of worker output. The hope is that employees who receive training in line with their individual or organizational goals will become more efficient in providing high quality service.

#### 2.1 Importance of Training and Development

Training is very important for employee's performance in acquiring competencies and help organization to retain its employees through satisfaction and motivation. Globally day by day the world is modernizing and moving rapidly which is creating many challenges for the organizations. Training can overcome and make an employee's capabilities more efficient which also contributes in the efficiency of the company.

Trainings at the exertion are usually duty or work adjusted (Bach and Sisson 2000). Establishments which arrange training must be recognized to achieve sophisticated job performance. (Law and Kelton 1991) Training links the gap of the exertion presentation vs. the exertion objectives achievement (Cook and Wall 1980, p. 39-52). Training will empower the employees to meet sophisticated abilities for performing qualified assistances such as the workers struggle to increase greater characters with greater advantage (McManus, et al 2004).

Training indicates to the extraordinary performance, respectable headship and bottomless employee commitment (Accenture & SAP 2004). Here is indication that the present era recognizes a growth in the workstation training's wants for the establishments of profitable reserves (Van Buren & Erskine 2002).

Though, the earlier research has specified trouble in recognizing destiny among the training and executive performance (Tan and Batra, 1994; Blundell et al., 1999). A recognized training platform is a determination through the manager to offer

chances on behalf of the worker to attain job-related abilities, assertiveness and awareness, McGhee et al (1996:55).

According to (Armstrong, 1996), expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood.

The main purpose of training and development is by improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets. Armstrong (2009) clearly stated in his book that organizations could benefit from training and development through winning the “heart and minds of” their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization.

Development refers to formal education, job experiences, relationships, and assessments of personality and abilities that help employees perform effectively in their current or future job and company.( M. London, *Managing the Training Enterprise*(San Francisco: Jossey-Bass, (1989))

Employee development involves more than a training program. Employee development often has its roots in the company’s mission, goals, and values and is related to important business outcomes such as employee retention and the creation of an agile and talented management team and work force. Traditionally, development has focused on management-level employees, while line employees received training designed to improve a specific set of skills needed for their current job. However, with the increased need to engage employees and the focus on talent management, development is becoming more important for all employees.

In order to be successful in TQM implementation, training plays a big role. The TQM philosophy will not be effective if it is not supported by proper and dynamic training actions; it will very probably lead to total failure. Conversely, when TQM implementation is supported by a sound training initiative, success will come sooner and easier; however, before the development of training programmed, the training philosophy has to be clearly analyzed and understood.

The objective of this paper is to emphasize the importance and understanding of the different concepts of education, training, learning, transfer, and retention prior to initiating any TQM implementation and training effort and the of concept TQM associated with training such as education, learning, transfer, retention, and how they are related have to be clearly understood in order to achieve success.

The main paper Findings The need for employee training has increased significantly along the years mainly due to the rapid expansion of technology, business development and globalization, the main aim of training is to increase efficiency and minimize operating costs and should be link the three concepts, training, learning and education together when a training initiative, for TQM, to be developed in an organization. (Jaime Enrique Contreras Díaz 2002)

The Major objective of the Role of Training & Development in an Organizational Development is to analyze the role of training and development in an organization development.

Importance of Training and Development in an Organizational Development are help in addressing employee weaknesses, improvement in worker performance, consistency in duty performance, ensuring worker satisfaction, increased productivity, improved quality of service and products, reduced cost, and reduction in supervision.

Conclusion is Training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational performance. (Research Scholar, D.N. (PG) College Meerut, CCS University, Meerut)

## **2.2 Impact on Employee Performance**

The book 'The Good Manager's Guide', no matter how carefully job applicants are screened, typically a gap remains between what the employee does know and what they should know. This means, how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. There is the need to establish a shared workforce understanding about what is to be achieved at an organizational level. (Krietner, 1995)

It is about aligning the organizational objectives with the employee's agreed measures, skills competency requirements, development plans and the delivery of results. The emphasis is on improvement, training and development in order to achieve the overall business strategy and to create a high performance workforce. Employee's performance means how well employees perform on the job and assignments assigned them measured against the generally accepted measure of

performance standards set by their companies. Employees can be said to have performed when they have met the expectations and performed up to standard.

Employee performance is based on individual factors, namely: abilities, knowledge, skills, experience, and personality (Vroom, 1964). It is up to employee that how he performs high in a job and high productivity and good results must be delivered by employee (Hunter & Hunter, 1984). If the employees are performing well then the overall image of the company is boosted because employees perform good if they are satisfied with their work so they will not leave the company which shows their faith in the management that they are taking care of their employees, the employees leaving the company or firm don't have good opinion about management and they start to speak bad about that company as soon as they leave it, which leads to destruction of reputation and in this changing world reputation is everything. Regard less of what the work is, an individual performance shows the understanding and capability to accomplish the targets linked with correctness (Shanawany, 2001).

Job performance of an employee at place of work is also called as employee performance and it deals with the accomplishment of tasks which are given to workers by the top management (Khan & Imtiaz). Organizations should focus on the factors which improve the performance of employee as an employee performance is significant component of organization (Abbas & Yaqoob, 2009).

Firm's crucial component is employee and their success and failure depends on performance of employee (Hameed & Waheed, 2011). Performance can be defined as the fulfillment of particular task calculated against already known standards like that of accuracy, speed and flexibility and how accurately employees perform the task determines the good performance and also organizations have some expectations regarding performance of employees, when that level of expectation is meet by the employees they are called as good performers (Sultana et al., 2012). We can say that employee performance is composed by the behavior of the employee and outcomes which come when the tasks of job are completed by using specific abilities and these results are measured by various scales (Imran & Tanveer, 2015).

The Case of Yarmouk University aimed at investigating the attitudes of administrative leaders and administrative employees towards the components of training programs and the impact of training on the performance of employees at Yarmouk University. A sample of 80 employees, consisted of two groups taken from

the population of the study which incorporated the administrative leaders and employees at Yarmouk University.

The case objectives to look at the attitudes of administrative leaders and administrative employees concerning the training courses provided and to look at the impact of training on employee job performance at Yarmouk University in Jordan.

The main case findings the results in general showed positive attitudes towards the identification of training needs through the developers of training programs, the selection of employees and the design of training programs and results also showed positive attitudes towards the impact of training on the performance of employees at the universities despite some reservations concerning some of the effects of the training programs which are achieved at the university by (MaalyMefleh...etc 2015)

The Effect of Training on Employee Performance in Saudi Arabia case focuses on the role of training in enhancing the performance of the employees. The case is exploratory study, a number of studies, reports, periodicals and books used.

The Objectives of case Studying the effect of training on employee performance and provide suggestion as to how firm can improve its employee performance through effective training programs.

The Main case Finding are Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity, Training should be designed on the basis of firm specific needs and objectives and Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance by (Amin and Amen 2013)

The Effectiveness of the Training Programs on Employees Performance: An Empirical Study at Private Sector Companies in Saudi Arabia. This study aim to investigate the effectiveness of the training programs on employee's performance at Saudi Arabia's private sector. The study is an analytical study in order to find out the effectiveness of the training programs on employee performance. The researcher designed and distributed 250 questionnaire forms where he retrieved 230 forms and excluded 30 forms due to the lack of information which means overall sample is 200. The secondary data collection instrument is reviewing studies, reports, periodicals and books related to the topic of study.

Study Objectives are identifies the reality of training programs from the respondent's point of view at private sector companies in KSA, the role of training



programs for improving the employee's performance at Saudi Arabia's private sector, and investigate the effectiveness of the training programs on employee's performance at Saudi Arabia's private sector.

The Main Study Findings is Pearson correlation coefficient value was (0.819), which indicate a positive significant relationship between the training programs and employee's performance in private sector companies at KSA by (KhaledAlshuwairkh –2016).

The study of effect of training on staff performance sought to determine the impact of training on staff performance using SIC Insurance Company Limited as a case study. The research is descriptive study and it's quantitative in nature. A questionnaire was used to collect primary data from employees of SIC Insurance Company Limited.

Study Objectives are identify the training needs, find out the effectiveness of these training programs, find out the challenges of the training programs, and find out whether training programs have an effect on staff performance.

The result showed has both on-the-job and off-the-job training programs and employees are well informed about training and development programs in the organization, training practices and methods at SIC Insurance Company Limited are not handled systematically and comprehensively, for the organization to be able to meet the challenges of change as well as productivity there is the need to introduce other forms of training and development that can equally equip staff to perform better. And it was recommended among other things, that the methods involved in training be dully followed to equip staff to perform better on the job. The firm is also advised to ensure that training program is evaluated to ensure its compatibility with changes within the insurance industry by (Joyce Koryo2012).

### **2.3 Achieve Employee Satisfaction**

Employee satisfaction is the extent to which an individual is happy with their job and the role it plays in their life. The extent to which employers prioritize employee satisfaction depends on the employer and the industry (George Elton Mayo 1930).

The study of Effects of training on employee performance by (Githinji Angela 2014) in United Nations support office for the African union mission in Somalia. The study aims to explore the effects of training on employee performance among the international civil servants. The research is descriptive study and the data was collected by use of a questionnaire.

Study Objectives is exploring the effects of training on employee performance among the international civil servants, Investigate the role of training on employee's motivation, role of training on employee's engagement, and Investigate the role of training on employee's job satisfaction.

The Main Study Findings are the training enhances employee engagement in change processes (affirmed by 74%). As a measure of engaging process change, Training enhances their motivation as it allows for their recognition within the organization (the majority of the respondents at 77%), and training enhances staff/supervisor/customer relationships at work (69%) by (Githinji Angela 2014).

## **2.4 Total Quality Management**

Total quality management is a philosophy that says that uniform commitment to quality in all areas of an organization promotes an organizational culture that meets consumers' perceptions of quality (Kumar et al. 2009), while other one describe TQM as a management model with the ultimate goal of achieving and meeting customer needs and expectations within an organization (Prajogo and McDermott 2005). Since the early 1980's TQM has been recognized as a competitive advantage for a firm's success (Kuei et al. 2001).

Based on the synthesis of (Kuei et al.2001), (Kumar et al. 2009) and (Prajogo and McDermott 2005) definitions, philosophies and principles, the quality principles can be used as a foundation to guide an organization's performance improvement.(developed and updated by international experts of ISO/TC 176) There are 7 major dimensions for TQM implementation adopted in this study. These elements are:

### **2.4.1 Customer Focus**

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.

Customer focus sustained success is achieved when an organization attracts and retains the confidence of customers and other interested parties. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding current and future needs of customers and other interested parties contributes to sustained success of the organization.

### **2.4.2 Leadership**

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization's quality objectives.

Leadership Creation of unity of purpose and direction and engagement of people enable an organization to align its strategies, policies, processes and resources to achieve its objectives.

### **2.4.3 Engagement of People**

Competent, empowered and engaged people at all levels throughout the organization are essential to enhance its capability to create and deliver value.

To manage an organization effectively and efficiently, it is important to involve all people at all levels and to respect them as individuals. Recognition, empowerment and enhancement of competence facilitate the engagement of people in achieving the organization's quality objectives.

### **2.4.4 Process Approach**

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

The quality management system consists of interrelated processes. Understanding how results are produced by this system enables an organization to optimize the system and its performance.

### **2.4.5 Improvement**

Successful organizations have an ongoing focus on improvement.

Improvement is essential for an organization to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.

### **2.4.6 Evidence –Base Decision Making**

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

Decision making can be a complex process, and it always involves some uncertainty. It often involves multiple types and sources of inputs, as well as their interpretation, which can be subjective. It is important to understand cause-and-effect relationships and potential unintended consequences. Facts, evidence and data analysis lead to greater objectivity and confidence in decision making.

### **2.4.7 Relationship Management**

For sustained success, an organization manages its relationships with interested parties, such as suppliers.

Interested parties influence the performance of an organization. Sustained success is more likely to be achieved when the organization manages relationships with all of its interested parties to optimize their impact on its performance. Relationship management with its supplier and partner networks is of particular importance.

A positive contribution to existing TQM literature by providing empirical evidence that Total Quality Management (TQM), Human Capital Training and Organizational Performance are significantly associated examine in Interrelation of Total Quality Management, Human Capital Training, and Organizational Performance The case Objectives Examine the interrelationship between total quality management, human capital training and organizational performance in Colegio de San Juan de Letran.

The Main case Finding makes a positive contribution to existing TQM literature by providing empirical evidence that Total Quality Management, Training and Organizational Performance are significantly associated and indicates that the elements are practiced at different level within the medium range. (Ma.Luisa C. Porciuncula & Leticia M. Del Rosario 1968).

To survive and thrive in a globally competitive marketplace, organizations must adopt a broad strategy that gives them a sustainable competitive advantage. Total quality relates to strategic management in that, it enhances organization 's ability to gain a sustainable competitive advantage in the market place, because the total quality approach is the best way to continually improve efficiency and cut costs. Total quality can also improve an organization's chances of becoming a leader in a given market niche.

One of the objectives of this study is identify some important aspects of Strategic Human resources management components and total quality dimensions and examines the relation between Strategic Human resources management and TQM.

The total dimensions of Strategic Human resources management to implement TQM have a statistically significant correlation with positive levels between the dependent variable (TQM), and the SHRM functions and There are statistical significant correlations between TQM and Strategic Human resources training consider as important finding in case of Human Resource Management Practices in Implying Total Quality Management (TQM) by (DR. RohithParikar Aug 2015).

## **CHAPTER III**

### **Material and Methods**

#### **3.1 Study Methodology:**

The research methodology outlines the approach used to collect data from respondents such as target population, main variables from questionnaire administered as well as the limitations of the data collection used as basis for inference and interpretation, for explanation.

The method used for the collection of data for the purpose of this study was questionnaires. The Questionnaire is consistent with the nature of the study problem and its questions. Employing a questionnaire enables the current study to reach and collect primary data of the current study population.

#### **3.2 Population of the Research:**

Population is a group of people or objects from which the sample for statistical measurement is going to be taken. The population was direct service providers' staff from all levels of Asawer Oil & Gas. The total of population is 188.

#### **3.3 Sample of The Research:**

The Study centered on the training and development affect the TQM from a Perspective of Employee performance and employee satisfaction using feedback of tainting on the employee performance.

To collect the primary data random samples (188) questionnaire were distributed to them, out of which (100) questionnaire were returned and (84) questionnaire were suitable for statistical analysis.

### **3.4 Collection of Data**

There are two types of data which is usually used in research primary and secondary data. The primary data are those which are collected for the first time, and thus happen to be original in character. The secondary data on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. Secondary data is very helpful in order to grasp knowledge about topic of the study. It helps the researcher to know the topic in detail and helps the researcher to confine the study and also guides to the core issues that are researchable. For this study both primary and secondary sources of data are used for collection of information.

#### **3.4.1 Primary Sources**

The study focused on collecting the primary data about the Asawer Oil & Gas through a structured questionnaire for the purposes of the study. The questionnaires were hand-delivered with a covering letter by the researcher in order to complete the primary data required for the study. Hand-delivery of the questionnaire is beneficial, as the researcher may be asked to clarify or answer some questions, or otherwise listen to suggestions may be raised by the respondents.

#### **3.4.2 Secondary Sources**

Use the Asawer Training and development data that Jan 2015 up to Aug 2016 as key tool of research, the Training and development section in Asawer collected the data by using two questionnaires:

1<sup>st</sup> filled by employee after end of the training it called (Employee Evaluation) in the questionnaire data collected for three level of satisfaction Contents & Materials, Food & Beverage and Relationship, then calculated the average of this to determined the degree of satisfaction for employee of this course.

TRAINING COURSE EVALUATION									
Strongly Agree	1	Agree	2	Neutral	3	Disagree	4	Strongly Disagree	5
Categories									Scale
<b>1. Course contents and materials</b>									
The course has met my expectations									
The course had covered specified areas related to my job									
The course had covered specified areas needed to do my work effectively and efficiently									
Now, and after the course I am aware about what I need to do to improve my skills at work									
Materials, documents and hand-outs provided are well prepared									
Instructor is well informed about the course contents									
Instructor methodology used is professional, and has good facilitation skills (discussions, group work, etc)									
<b>2. Food and Beverage</b>									
The course room well equipped in terms of furniture and stationary									
Service staff is well informed and dedicated to our service.									
Food & Drink are of good quality									
Cleanness & tidiness are of good quality									
<b>3. Relationships</b>									
The course gave me a good opportunity to know other colleagues from different business units, and create good relations with them.									
There was a good level of participation from all group members, which was very useful.									
I recommend this course for other colleagues who did not attend this course.									

Table 3.1: Employee Evaluation Questionnaire

2<sup>nd</sup> employees line manager are filled the (employee’s Training outcome evaluation) after employee finish the training between 3-6 months to make sure the impact of training on employee’s performance job.

EMPLOYEE’S TRAINING OUT COME EVALUATION		
TRAINING COURSE EVALUATION		
Scale		
Unsatisfactory	1	Below Satisfactory
	2	Satisfactory
	3	Above Satisfactory
	4	
Categories		Scale
1.	Is the employee behaving / performing in a better way on the job after training?	
2.	Is the employee using the skills and knowledge he/she learned in the training?	
3.	To what extent did the employee improve his/her performance?	
4.	Is the employee sharing his/her learning with others in the organization or unit?	

Table 3.2 Employee’s Training Outcome Evaluation

### **3.5 Validity and Reliability Analysis:**

#### **3.5.1 Validity:**

By validity it is meant that, the instrument should contain items related to the study variables, and that it measures them accurately and clearly. To make sure of this, the questionnaire had been sent to a number of specialist reviewers whose notes were taken into consideration to improve some of the questionnaire items in a manner that fits the study variables measurements.

#### **3.5.2 Reliability**

After validity was established, the items of the study's questionnaire were tested for reliability. Reliability is an indication of stability and internal consistency with which the instrument measures the concept and helps assess the goodness of a measure (Zikmund, 2000: 280).

Reliability was assessed through examining the Cronbach Alpha coefficient of the questionnaire items (Hair et al., 2006). While the Cronbach's Alpha coefficients should range from zero to one, the reliability coefficients for all the items ranged from 0.872 to 0.899. Hence, the current study's questionnaire items were all of reasonable satisfactory reliability.

### **3.6 Study Tools Procedure**

The researcher has developed a study tool to select the sample from the Asawer Training and developments plans, and that reviews of previous literature on the subject of Training and Development from perspective of Total Quality Management, the study include main parts:

**1<sup>st</sup>:** Deals with the general demographic information about the respondent on the selected sample.

**2<sup>nd</sup>:** Researcher was devoted to measure the main study objective that mention on (Chapter One) by examine the study hypotheses.

Conducted these steps:

1. Preparation of the study measurements of the final image.
2. Identify the study sample.



3. Collect the study tool on the study sample.
4. Enter the data into the computer and processed statistically using the Statistical Package for Social Sciences (SPSS).
5. Extracting, analyzing and discussing the results.

### **3.7 Statistical Processing**

Data were encoded and processed statistically using the Statistical Package for Social Sciences (SPSS).

Statistically processors used:

1. Frequencies and percentages to determine the characteristics of the study sample in the light of demographic characteristics and all with regard to the study.
2. Chi-square test for the significance of differences between the answers.
3. Alpha equation, to calculate the reliability coefficient.
4. The arithmetic medium to calculate the average sample responses to each paragraph of the study tool.

### **3.8 SPSS Terminology:**

- 3.8.1** Mean is Simple or arithmetic average of a range of values or quantities.
- 3.8.2** Median is the value separating the higher half from the lower half of a data sample.
- 3.8.3** Standard Deviation isa measure that is used to quantify the amount of variation or dispersion of a set of data values.
- 3.8.4** Variance is the expectation of the squared deviation of a random variable from its mean.
- 3.8.5** Chi-square is testing if two categorical variables are related in some population

### 3.9 Study Model:

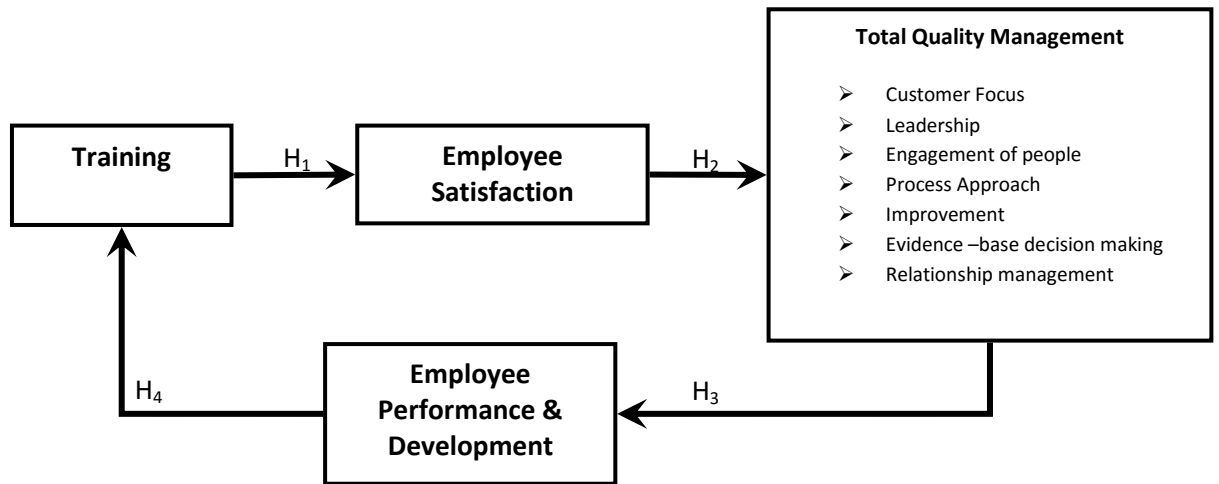


Figure 3.1: (Study Model)

#### 3.9.1 Data collection Vs Study Model:

The study Model helps to decide used data collection and design the study questionnaire, and model express the parts of study include the hypothesis's , the model consist of main for parts as follow:

- Training Course is collected from secondary data collection that from Jan 2015 up to Aug 2016.
- Employee Satisfaction has collected from secondary data collection that from Jan 2015 up to Aug 2016, and also from the section three in primary data collection in questionnaire.
- Total Quality Management is segregation of Training Course from Jan 2015 up to Aug 2016 base on the TQM Principles.
- Employee Performance and Development is collected from primary data collection the questionnaire section Two and Three.

According to the above relation the data analysis hypothesis' of study using the primary and secondary source of data collection.

**CHAPTER IV**  
**Result and Discussion**

**4.1 Demographic variables and profile of the Respondents:**

The primary purpose of this section is to describe the participants in this study who completed the survey with respects to the following demographic variables:

- (1) Gender
- (2) Age
- (3) Employment Periods
- (4) Educational level

**4.1.1 Employee Gender:**

Table 4.1: Distribution of the Sample According To Gender Variable (N = 84).

<b>Gender</b>	<b>Frequency</b>	<b>Percent %</b>
Male	57	67.9
Female	27	32.1
Total	84	100.0

Note from the table and figure above that the majority of the surveyed sample of males by 67.9%

## Gender Percent

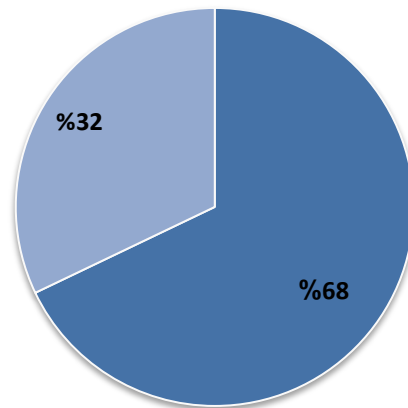


Figure 4.1: Total Respondents By Gender

Source: Primary data (Prepare by researcher as a result from the data Analysis)

From the above Table 4.1, the highest percentage of respondents 67.9% was “Males” while (32.1%) represent “Females”

### 4.1.2 Employee Age:

Table 4.2: Distribution of the Sample according to Age variable (N = 84).

Age	Frequency	Percent %
25-30	20	23.8
31-36	24	28.6
37-42	28	33.3
More than 43	12	14.3
Total	84	100.0

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

From above Table 4.2, the highest percentage of respondents was in the age group

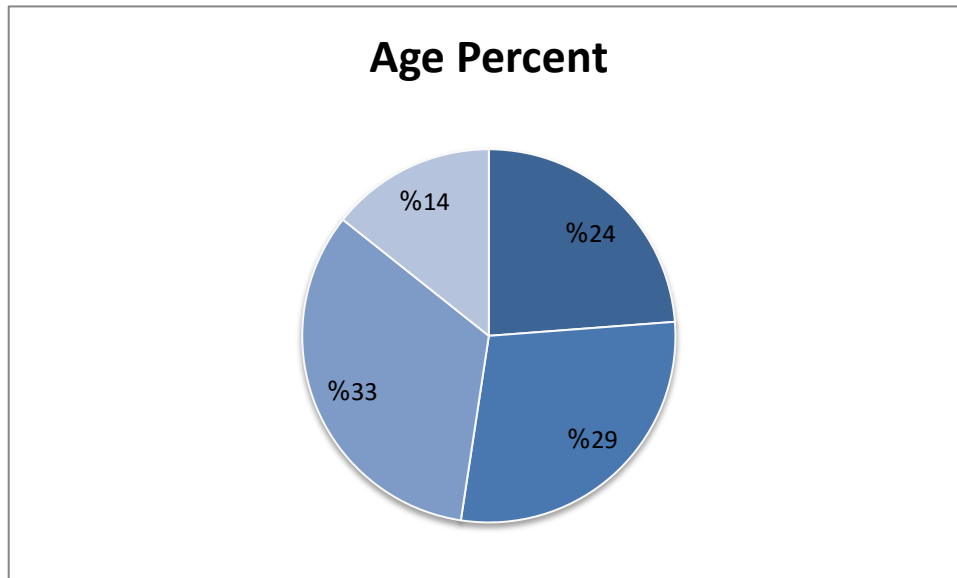


Figure 4.2: Total Respondents By Age “37-42”, while the lowest was (14.3%) in the age group “More than 43”.

From above Figure 4.2, show that the employee age between 31-36 (29%) and 37-42 (33%) has high percentages of data.

#### 4.1.3 Employee Employment Periods:

Table 4.3: Distribution of the Sample according to Employment Periods variable (N = 84).

Employment Periods	Frequency	Percent %
0-3	6	7.1
4-7	43	51.2
8 or More Years	35	41.7
Total	84	100.0

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

### Employment Percent

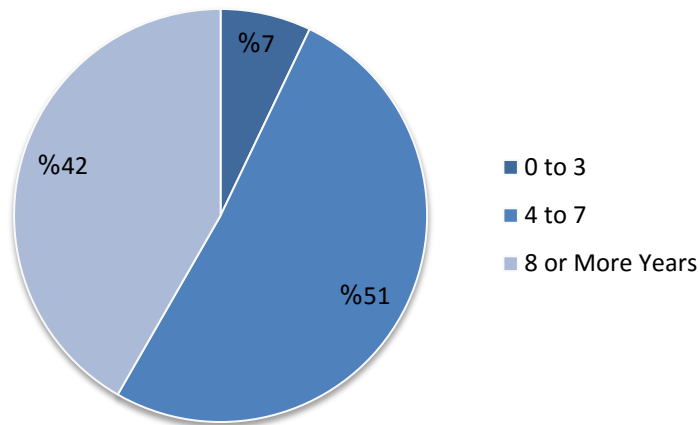


Figure 4.3 Total Respondents by Employment Periods

From the (Table 4.3), the highest percentage of respondents (51.2) was for “4-7”, while the lowest was (7.1%) for “0-3”.

#### 4.1.4 Employee Educational Level:

Table 4.4: Distribution of the Sample according Educational Level to variable (N = 84).

Educational Level Periods	Frequency	Percent %
Diploma	10	11.9
Bachelor	39	46.4
Master	35	41.7
Total	84	100.0

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

From above (Table 4.4), the highest percentage of respondents (46.4%) was for “Bachelor”, while the lowest was (11.9%) for “Diploma”.

## Education Percent

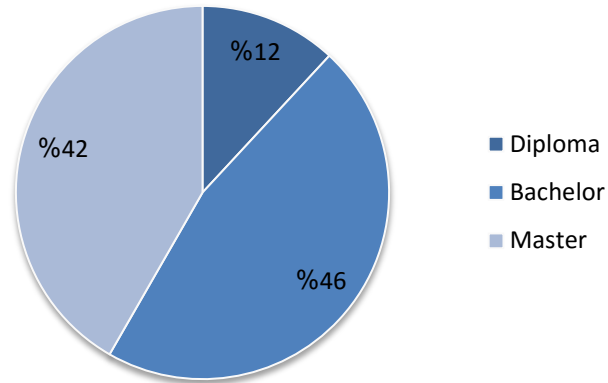


Figure 4.4: Total respondents by Education Level

### 4.2 Independent Variables:

The following independent variable attributes:

1. Employee Competence.
2. Employee Previous Performance.
3. Employee after Training Performance.

#### 4.2.1 Employee Competence

##### 4.2.1.1 Independent Variables

Table 4.5: Distribution of the Sample according to Employee Competence variable (N = 84).

Statement	Scale	Frequency	Percent %
3.1 You have familiarity of the company policy and importance and implement of it	Strongly Agree	12	14.3
	Agree	53	63.1
	Neutral	12	14.3
	Disagree	6	7.1
	Strongly Disagree	1	1.2
3.2 Teamwork is an effective mechanism in our department to achieve tasks	Strongly Agree	43	51.2
	Agree	30	35.7
	Neutral	9	10.7
	Disagree	2	2.4
	Strongly Disagree	43	51.2
3.3 Your organization seeks to improve your weaknesses and develop your strengths	Strongly Agree	11	13.1
	Agree	34	40.5
	Neutral	26	31.0
	Disagree	12	14.3
	Strongly Disagree	1	1.2
3.4 Your organization involve you in decisions that affect your tasks	Strongly Agree	20	23.8
	Agree	29	34.5
	Neutral	12	14.3
	Disagree	15	17.9
	Strongly Disagree	8	9.5
3.5 You have attention in document ions and updating the task records	Strongly Agree	26	31.0
	Agree	35	41.7
	Neutral	20	23.8
	Disagree	3	3.6
	Strongly Disagree	26	31.0
3.6 Has the ability to learn and self-development at work	Strongly Agree	44	52.4
	Agree	34	40.5
	Neutral	4	4.8
	Disagree	1	1.2
	Strongly Disagree	1	1.2



3.7 Is it necessary to provide the job descriptions	Strongly Agree	41	48.8
	Agree	32	38.1
	Neutral	11	13.1
	Disagree	0	0
	Strongly Disagree	0	0
3.8 Working with specific tasks in your job is more effective than creativity and innovation	Strongly Agree	20	23.8
	Agree	26	31.0
	Neutral	16	19.0
	Disagree	10	11.9
	Strongly Disagree	12	14.3

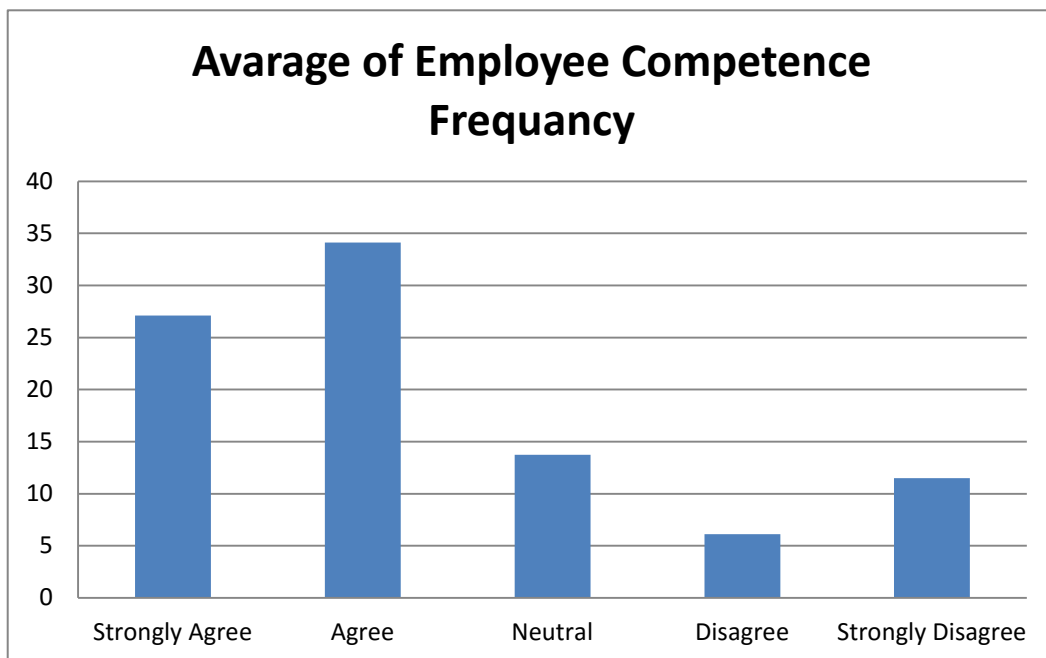


Figure 4.5: Average of Employee Competence Frequency

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

#### 4.2.1.2 Level of Employee Competence

Table 4.6: Descriptive statistics of level of Employee competence

	Mean	Std. Deviation	Minimum	Maximum
You have familiarity of the company policy and importance and implement of it	2.1786	.80900	1.00	5.00
Teamwork is an effective mechanism in our department to achieve tasks	1.6429	.77059	1.00	4.00
Your organization seeks to improve your weaknesses and develop your strengths	2.5000	.93783	1.00	5.00
Your organization involve you in decisions that affect your tasks	2.5476	1.29321	1.00	5.00
You have attention in document ions and updating the task records	2.0000	.83594	1.00	4.00
Has the ability to learn and self-development at work	1.5833	.74782	1.00	5.00
Is it necessary to provide the job descriptions	1.6429	.70528	1.00	3.00
Working with specific tasks in your job is more effective than creativity and innovation	2.6190	1.35242	1.00	5.00

## 4.2.2 Employee Previous Training Performance

### 4.2.2.1 Independent Variables:

Table 4.7: Distribution of the Sample according to Employee Previous Training Performance variable (N = 84).

Statement	Scale	Frequency	Percent
Choice of training courses is based on your task requirements	Strongly Agree	8	9.5
	Agree	51	60.7
	Neutral	12	14.3
	Disagree	11	13.1
	Strongly Disagree	2	2.4
Effectiveness of the training courses that you have been given in accomplishing your tasks	Strongly Agree	15	17.9
	Agree	37	44.0
	Neutral	22	26.2
	Disagree	9	10.7
	Strongly Disagree	1	1.2
Your job need good skills and knowledge	Strongly Agree	35	41.7
	Agree	41	48.8
	Neutral	5	6.0
	Disagree	3	3.6
	Strongly Disagree	0	0
How satisfied are you with your job	Strongly Agree	21	25.0
	Agree	39	46.4
	Neutral	17	20.2
	Disagree	5	6.0
	Strongly Disagree	2	2.4
Alone you can solve the problems during accomplish the work	Strongly Agree	32	38.1
	Agree	39	46.4
	Neutral	13	15.5
	Disagree	0	0
	Strongly Disagree	0	0
Increasing training courses is important in accomplishing	Strongly Agree	40	47.6
	Agree	29	34.5

tasks and increasing productivity	Neutral	13	15.5
	Disagree	2	2.4
	Strongly Disagree	0	0
Training has a role in raising awareness concepts of TQM	Strongly Agree	46	54.8
	Agree	28	33.3
	Neutral	7	8.3
	Disagree	1	1.2
	Strongly Disagree	2	2.4

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

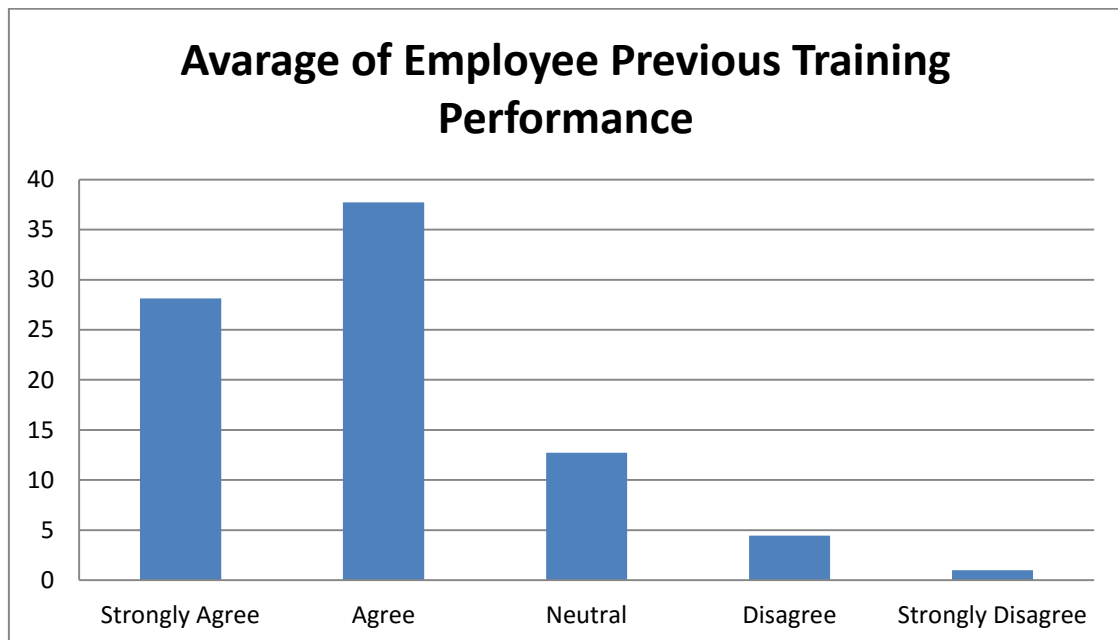


Figure 4.6: (Average of Employee Pervious Training Performance)

4.2.2.2 Level of Employee Previous Training Performance

Table 4.8: Descriptive statistics of level of Employee Previous Training Performance

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
choice of training courses is based on your task requirements	2.3810	.91710	1.00	5.00
Effectiveness of the training courses that you have been given in accomplishing your tasks	2.3333	.93568	1.00	5.00
Your job need good skills and knowledge	1.7143	.73749	1.00	4.00
How satisfied are you with your job	2.1429	.94605	1.00	5.00
Alone you can solve the problems during accomplish the work	1.7738	.70028	1.00	3.00
Increasing training courses is important in accomplishing tasks and increasing productivity	1.7262	.81183	1.00	4.00
Training has a role in raising awareness concepts of TQM	1.6310	.87509	1.00	5.00

### 4.2.3 Employee After Training Performance:

#### 4.2.3.1 Independent Variables

Table 4.9: Distribution of the Sample according to Employee after Training Performance variable (N = 84).

Statement	Scale	Frequency	Percent
Training course covered areas related to your job	Strongly Agree	6	7.1
	Agree	38	45.2
	Neutral	24	28.6
	Disagree	14	16.7
	Strongly Disagree	2	2.4
Training course made your job doing easier	Strongly Agree	6	7.1
	Agree	41	48.8
	Neutral	21	25.0
	Disagree	16	19.0
	Strongly Disagree	6	7.1
Training course contributed to your career development	Strongly Agree	3	3.6
	Agree	39	46.4
	Neutral	22	26.2
	Disagree	18	21.4
	Strongly Disagree	2	2.4
Training course has made progress in your performance	Strongly Agree	6	7.1
	Agree	38	45.2
	Neutral	25	29.8
	Disagree	13	15.5
	Strongly Disagree	2	2.4
Training course added new skills and knowledge to you	Strongly Agree	9	10.7
	Agree	41	48.8
	Neutral	22	26.2
	Disagree	11	13.1
	Strongly Disagree	1	1.2
After training course you can complete tasks more effectively	Strongly Agree	8	9.5
	Agree	44	52.4
	Neutral	20	23.8
	Disagree	12	14.3
	Strongly Disagree	0	0

Source: Primary data, (Prepared by the researcher as a result from the data Analysis).

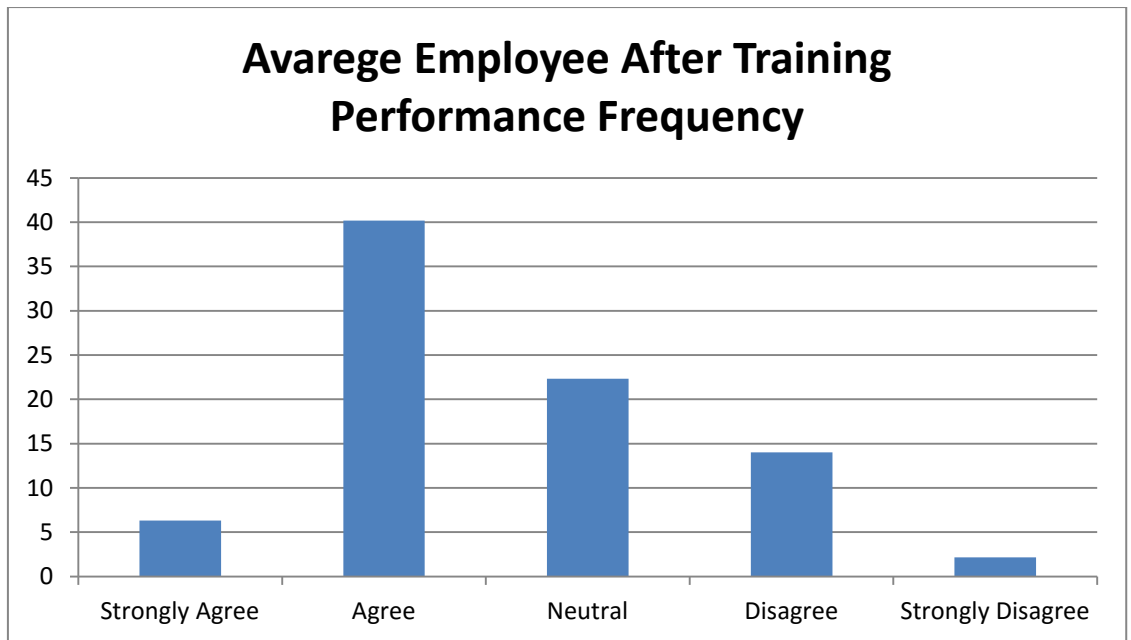


Figure 4.7: Average Employee after Training Performance Frequency

#### 4.2.3.2 Level of Employee after Training Performance

Table 4.10: Descriptive statistics of level of Employee after Training Performance

	Mean	Std. Deviation	Minimum	Maximum
Training course covered areas related to your job	2.6190	.93015	1.00	5.00
Training course made your job doing easier	2.5595	.88292	1.00	4.00
Training course contributed to your career development	2.7262	.92295	1.00	5.00
Training course has made progress in your performance	2.6071	.91859	1.00	5.00
Training course added new skills and knowledge to you	2.4524	.89718	1.00	5.00

	Mean	Std. Deviation	Minimum	Maximum
Training course covered areas related to your job	2.6190	.93015	1.00	5.00
Training course made your job doing easier	2.5595	.88292	1.00	4.00
Training course contributed to your career development	2.7262	.92295	1.00	5.00
Training course has made progress in your performance	2.6071	.91859	1.00	5.00
Training course added new skills and knowledge to you	2.4524	.89718	1.00	5.00
After training course you can complete tasks more effectively	2.4286	.85427	1.00	4.00

### 4.3 Reliability&Validity (Cranach's Alpha)

#### 4.3.1 Reliability

Means the stability of the scale and its non-contradiction with itself, that is, it gives the same results if applied to the same sample. Because the value is greater than 0.05

#### 4.3.2 Validity

It means that the scale is what is set to measure it, and mathematically equates the quadratic islands of the stability coefficient and summarized in below shows Tables: 4.11 and 4.12 below.



### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.841	21

### Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
You have familiarity of the company policy and importance and implement of it	.521	.823
Teamwork is an effective mechanism in our department to achieve tasks	.636	.833
Your organization seeks to improve your weaknesses and develop your strengths	.688	.826
Your organization involve you in decisions that affect your tasks	.695	.831
You have attention in document ions and updating the task records	.457	.834
Has the ability to learn and self-development at work	.491	.832
Is it necessary to provide the job descriptions	.570	.831
Working with specific tasks in your job is more effective than creativity and innovation	.371	.840
choice of training courses is based on your task requirements	.508	.827
Effectiveness of the training courses that you have been given in accomplishing your tasks	.593	.824
Your job need good skills and knowledge	.462	.829
How satisfied are you with your job	.489	.824
Alone you can solve the problems during accomplish the work	.441	.827

Increasing training courses is important in accomplishing tasks and increasing productivity	.661	.830
Training has a role in raising awareness concepts of TQM	.634	.825
Training course covered areas related to your job	.743	.818
Training course made your job doing easier	.747	.824
Training course contributed to your career development	.544	.828
Training course has made progress in your performance	.712	.817
Training course added new skills and knowledge to you	.632	.823
After training course you can complete tasks more effectively	.740	.819

#### 4.4 Study Hypotheses Testing

The Chi square tests were used to test the hypothesis of the study. Further, the study Hypotheses were tested as per the rule of thumb that provides to reject the null hypotheses if the value of statistical significance level is less than or equal to 0.05 ( $\alpha \leq 0.05$ ).

##### 4.4.1 First Hypothesis:

H<sub>1</sub>: Training and development has positive impact on employee satisfaction.

Table 4.13: shows the results of chi-square analysis for testing the statements of the first hypothesis.

<b>Pearson Chi-Square</b>	<b>Value</b>	<b>df</b>	<b>Asymp. Sig.</b>
You have familiarity of the company policy and importance and implement of it			
Pearson Chi-Square	102.548 <sup>a</sup>	4	.000
Teamwork is an effective mechanism in our department to achieve tasks			
Pearson Chi-Square	50.952 <sup>b</sup>	3	.000
Your organization seeks to improve your weaknesses and develop your strengths			
Pearson Chi-Square	40.881 <sup>a</sup>	4	.000
Your organization involve you in decisions that affect your tasks			
Pearson Chi-Square	15.643 <sup>a</sup>	4	.004
You have attention in document ions and updating the task records			
Pearson Chi-Square	26.000 <sup>b</sup>	3	.000
Has the ability to learn and self-development at work			
Pearson Chi-Square	101.119 <sup>a</sup>	4	.000
Is it necessary to provide the job descriptions			
Pearson Chi-Square	16.929 <sup>c</sup>	2	.000
Working with specific tasks in your job is more effective than creativity and innovation			
Pearson Chi-Square	9.810 <sup>a</sup>	4	.044

Source: Primary data (Prepared by the researcher as a result from the data Analysis)

Table 4.14: shows the results of chi-square analysis for testing the first hypothesis.

<b>Employee Satisfaction</b>			
	<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson Chi-Square	102.548 <sup>a</sup>	4	.000

Table 4.15: shows the results correlation analysis for testing the statements of the first hypothesis.

		<b>Employee Satisfaction</b>
<b>Pearson Correlation</b>		-.547**
Description of Training	Sig. (2-tailed)	.001
	N	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data and secondary (Prepared by the researcher as a result from the data Analysis)

The values of the square of Chi and the probability of moral freedom degree 4 and the lowest value of the level of significance is 0.000, which is less than 0.05, which confirms the existence of statistical significance and as per the table 4.15 the significance is 0.001 between the Employee satisfaction and description of training Thus, rejected the null hypothesis and accepted the alternative hypothesis, in an indication that there is statistical significant impact of training on employee satisfaction.

#### 4.4.2 Second Hypothesis:

H<sub>2</sub>: Employee satisfaction has positive influence on TQM.

Table 4.16: shows the results of chi-square analysis for testing the statements of the second hypothesis.

<b>Pearson Chi-Square</b>	<b>Value</b>	<b>df</b>	<b>Asymp. Sig.</b>
choice of training courses is based on your task requirements			
Pearson Chi-Square	90.643 <sup>a</sup>	4	.000
Effectiveness of the training courses that you have been given in accomplishing your tasks			
Pearson Chi-Square	44.571 <sup>a</sup>	4	.000
Your job need good skills and knowledge			
Pearson Chi-Square	56.000 <sup>b</sup>	3	.000
How satisfied are you with your job			
Pearson Chi-Square	51.714 <sup>a</sup>	4	.000
Alone you can solve the problems during accomplish the work			
Pearson Chi-Square	12.929 <sup>c</sup>	2	.000
Increasing training courses is important in accomplishing tasks and increasing productivity			
Pearson Chi-Square	40.476 <sup>b</sup>	3	.000
Training has a role in raising awareness concepts of TQM			
Pearson Chi-Square	91.833 <sup>a</sup>	4	.000

Source: Primary data (Prepared by the researcher as a result from the data Analysis)

Table 4.17: shows the results of chi-square analysis for testing the second hypothesis.

Employee Previous Training Performance			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	90.643 <sup>a</sup>	4	.000

Table 4.18: shows the results correlation analysis for testing the statements of the second hypothesis.

Pearson Correlation		TQM Principles
		-.319-
Employee Satisfaction	Sig. (2-tailed)	.058
	N	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data and secondary (Prepared by the researcher as a result from the data Analysis)

The values of the square of Chi and the probability of moral freedom degree 4 and the lowest value of the level of significance is 0.000, which is less than 0.05, which confirms the existence of statistical significance and as per the table 4.15 the significance correlation is 0.058 between the Employee satisfaction and Total Quality Management principles Thus, rejected the null hypothesis and accepted the alternative hypothesis, in an indication that there is statistical significant positive influence of employee satisfaction on TQM.

#### 4.4.3 Third Hypothesis:

H<sub>3</sub>: TQM has significant impact on Employee performance.

Table 4.19: shows the results of chi-square analysis for testing the statements of the third hypothesis.

Pearson Chi-Square	Value	df	Asymp. Sig.
Training course covered areas related to your job			
Pearson Chi-Square	50.286 <sup>a</sup>	4	.000
Training course made your job doing easier			
	30.952 <sup>b</sup>	3	.000
Training course contributed to your career development			
Pearson Chi-Square	55.405 <sup>a</sup>	4	.000
Training course has made progress in your performance			
Pearson Chi-Square	51.595 <sup>a</sup>	4	.000
Training course added new skills and knowledge to you			
Pearson Chi-Square	56.952 <sup>a</sup>	4	.000
After training course you can complete tasks more effectively			
Pearson Chi-Square	37.143 <sup>b</sup>	3	.000

Source: Primary data (Prepared by the researcher as a result from the data Analysis)

Table 4.20: shows the results of chi-square analysis for testing the third hypothesis.

Employee After Training Performance			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.286 <sup>a</sup>	4	.000

Table 4.21: shows the results correlation analysis for testing the statements of the third hypothesis.

Pearson Correlation		TQM Principles
		.427 <sup>**</sup>
Employee Performance	Sig. (2-tailed)	.009
	N	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data and secondary (Prepared by the researcher as a result from the data Analysis)

The values of the square of Chi and the probability of moral freedom degree 4 and the lowest value of the level of significance is 0.000, which is less than 0.05, which confirms the existence of statistical significance and as per the table 4.15 the significance correlation is 0.009 between the Employee performance and Total Quality Management Principles Thus, rejected the null hypothesis and accepted the alternative hypothesis, in an indication that there is statistical significant impact of TQM on employee performance.

#### 4.4.4 Fourth Hypothesis:

H<sub>4</sub>: Employee performance has positive impact for TQM

Table 4.22: shows the results correlation analysis for testing the statements of the forth hypothesis.

		Employee Performance
<b>Pearson Correlation</b>		.427**
TQM Principles	Sig. (2-tailed)	.009
	N	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data and secondary (Prepared by the researcher as a result from the data Analysis)

The value of significance correlation is 0.009 between the Employee performance and Total Quality Management Principles Thus rejected the null hypothesis and accepted the alternative hypothesis, in an indication that there is statistical significant impact of TQM on employee performance.

## CHAPTER V

### Conclusion and Recommendation

#### 5.1 Conclusion

This study based on three questions, and developed hypotheses related to the study variables. This study reached many results that contributed to solving the study problem, answering the study questions and its hypotheses used the Chi analysis and the sample size is 84 there is 57 male and 27 female, the main results can be summarized as follows:

- 5.1.1 There was statistical strength relation between the Training and development with employee satisfaction, the indirect effect of training on intention to stay was mediated by employee satisfaction, It means that employees value training, and deem it a necessary part of the job.
- 5.1.2 Show that the total Quality Management has significant positive predictors of employee satisfaction that come from the satisfaction of employee from training that provided by organization.
- 5.1.3 Employee that age between 31-36 and 37-42 those has more get done the Training course also they are majority.
- 5.1.4 TQM constructs have significant relationships with employee satisfaction and employee performance. TQM principles play significant roles in enhancing employee satisfaction and employee performance.
- 5.1.5 Delivering induction-training programs is necessary to improve Total Quality Management due its functional role in the adaptation and promote processes.
- 5.1.6 From the Demographic analysis show that the male is more than female, also where they are get done training more than female.



## 5.2 Recommendations:

Based on the study results the researcher suggests the following recommendations for researchers, Top Management and Human Resources Manager in Asawer Oil & Gas:

- 5.2.1 Implement the TQM tools have benefited a great deal from Training and development.
- 5.2.2 The importance of working to rising the levels of training procedural standards and determine its objectives clearly.
- 5.2.3 Training should be considered as an aspect of overall employee satisfaction. Practitioners interested in improving employee satisfaction, in part, focus on training as a way to improve employee satisfaction.
- 5.2.4 The, training and development should be linked together when a training initiative, either in general or for TQM, is to be developed in an organization. This association will make such an effort much easier to implement and much more effective since, as has been discussed, When the initiative is to implement a training program for TQM, the link should be stronger since the TQM philosophy emphasizes change; and training and development can help changes take place more easily.

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## Appendix

### Role of Training and Development from Perspective of Total Quality Management

#### Employee Questionnaire

#### 1.0 Introduction

This questionnaire seeks to evaluate the role of training and how can training effected the Total quality management. Your opinion and knowledge are important for us in order to be able to enhance employee satisfaction and improve performance.

**Job Title:** .....

**Gender:** Male Female **Age:** 25-30 31-36 37-42 More than 43

**Employment Period:** 0-3 4-7 8 or more

**Education Level** Diploma Bachelor Master Ph.D

**Training Course:** .....

**Training Date:** .....

#### 2.0 Rating Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

#### 3.0 Section One

No	Question	1	2	3	4	5
1.	You have familiarity of the company policy and importance and implement of it. لديك المعرفة بسياسة المؤسسة واهمية تطبيقها					
2.	Teamwork is an effective mechanism in our department to achieve tasks. العمل الجماعي هو آلية فعالة في إدارتنا لإنجاز المهام					
3.	Your organization seeks to improve your weaknesses and					

	develop your strengths مؤسستك تسعى لتحسين نقاط الضعف وتطوير نقاط القوة لديك					
4.	Your organization involve you in decisions that affect your tasks مؤسستك تقوم بإشراكك في القرارات التي تؤثر على عملك					
5.	You have attention in document ions and updating the task records لديك اهتمام بتوثيق سجلات العمل وتحديثها باستمرار					
6.	Has the ability to learn and self-development at work تمتلك القدرة على التعلم والتنمية الذاتية في مجال العمل					
7.	It is necessary provide the job descriptions من الضروري توفير المهام الوظيفية					
8.	Working with specific tasks in your job is more effective than creativity and innovation العمل بمهام محدودة فيظيفتك فعال أكثر من الابداع والابتكار					

#### 4.0 SectionTwo

No	Question	1	2	3	4	5
9.	Choice of training courses is based on your task requirements. إختيار الدورات التدريبية مبني على احتياجات وظيفتك					
10.	Effectiveness of the training courses that you have been given in accomplishing your tasks الدورات التدريبية التي خضعت لها فعالة في إنجاز مهامك					
11.	Your job need good skills and knowledge وظيفتك تحتاج معرفة ومهارات جيدة					
12.	How satisfied are you with your job مدى رضاك عن وظيفتك					
13.	Alone you can solve the problems during accomplish the work يمكنك حل المشاكل التي تواجهك اثناء عملك					
14.	Increasing training courses is important in accomplishing					

	tasks and increasing productivity زيادة الدورات التدريبية مهم فى انجاز المهام وزيادة الانتاجية					
15.	Training has a role in raising awareness concepts of TQM التدريب له دور فى رفع الوعي بمفاهيم إدارة الجودة الشاملة					

### 5.0 SectionThree

No	Question	1	2	3	4	5
16.	Training course covered areas related to your job الدورة التدريبية غطت المجالات المتعلقة بوظيفتك					
17.	Training course made your job doing easier الدورة التدريبية سهلت القيام بمهام وظيفتك					
18.	Training course contributed to your career development الدورة التدريبية ساهمت فى تطورك الوظيفي					
19.	Training course has made progress in your performance الدورة التدريبية حققت تقدما فى أدائك					
20.	Training course added new skills and knowledge to you اضافة الدورة التدريبية مهارات و معرفة جديدة لديك					
21.	After training course you can complete tasks more effectively يمكنك إكمال المهام بفاعلية اكبر بعد اكمال الدورة التدريبية					

*Thank you for your Response*