

# RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT PROGRAMS AND EMPLOYEES' JOB SATISFACTION IN ZAIN TELECOMMUNICATIONS COMPANY OF BAHRAIN

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## Abstract

Employees are a main circulatory system and one of the major assets of an organization. An organization's performance depends mainly on its employees' performance or accomplishment. Result-oriented and enthusiastic employees make an organization successful in the marketplace. Subsequently, to enhance the job performance of employees, training and development programs are necessary for job satisfaction. Therefore, organizations in Bahrain are investing more in training and development programs to enhance their employees' performance so that it fosters job satisfaction level among their employees. The main objective of this research was to assess the relationship between training and development programs and employees' job satisfaction in telecommunication sector, Zain Bahrain. Therefore, research objectives and corresponding hypotheses were set to analyze the relationship between T&D and employees' job satisfaction. Job Satisfaction Model and Job Performance Model were undertaken to conduct the research work and were modified to develop a Research Framework on which the study was based. The research methodology was quantitative and data was collected through a survey. Later, responses were analyzed to find how training and development programs enhances employees' job satisfaction. The results from this analysis indicate that T&D programs have significant positive relationship on employees' job satisfaction in Zain Bahrain.

**Keywords:** Training and development, Employees' job satisfaction, Job Satisfaction Model, Job Performance Model, Research Framework, Zain Bahrain.

## 1. Introduction

Telecommunication industries worldwide has made tremendous progress in the marketplace by conveying customers' high-quality products and services. Employees are always considered as key elements in determining and providing quality products and services to the customers. Increasing competition in the marketplace has propelled the Human Resource Departments in the service industry to enhance their organizational capability and Human resources management systems. Human resources department play a critical role in developing the human capital in organizations (Roy & Biswakarma, 2017). Organizational strategies and

performances are directly linked to human resources development. Workforce of an organization can be considered as an intangible and one of the major assets of an organization (Demiral, 2017). Enhancing employees' efficiency and effectiveness through training and development is a valuable investment to achieve employees' job satisfaction. Retaining skilled employees is one of the major factors' organizations are focusing on (Anwar & Shukur, 2015). Traditionally, training and development was not considered as a factor to effectively deal with competitive challenges. Organizations consider training and development as one of the most important and critical factors to get success in the marketplace (Güllü, 2016). In Bahrain, every organization working in their respective industries is trying to compete to gain a competitive edge. The organization progress if their employees are well trained and can react to any difficult situation to bring their organization forward in the competitive marketplace. Bahrain being one of the advanced countries worldwide has almost 18 active telecommunication organizations around the kingdom, some of the major ones that can be considered are Zain, Batelco and Stc. This research paper aims to study on one of the major telecommunication organizations of the kingdom i.e. Zain Bahrain. It was launched in Kuwait in 1983 as a telecommunication company named Mobile Telecommunication Company (MTC) and was later named as Zain in 2007. Zain is running successfully in eight different countries in the Middle East (Zain Group, 2018). Zain Bahrain was launched back in 2003 which broke the monopoly in the telecommunication industry in the kingdom and became a leading telecom firm. It has revolutionized Bahrain's telecommunication sector with its strong and imaginative retailing and high-tech approaches. Zain Bahrain continues to progress in their respective work field day by day and continuously launches the latest technologies with a vision of keeping the kingdom ahead of the international telecommunication industries (Zain Bahrain, 2014). Zain Bahrain began its business operations on 28th December 2003 and was perceived as the highest fixed wireless broadband download speeds in the Kingdom in 2018 by the Telecommunication Regulatory Authority (TRA). Zain is a leading telecommunications administrator over the Middle East and Africa, which provides mobile voice and data services to over 50 million active customers as of 31st March 2019. With a business presence in eight nations, Zain operates in Kuwait, Bahrain, Iraq, Jordan, Saudi Arabia, Sudan and South Sudan (Zain Bahrain, 2019). Zain Bahrain has a total of 187 employees working in the Kingdom of Bahrain.

This research paper is structured into different sections to give a complete view of the research work. Section 1 describes the complete introduction of the research paper. Section 2 deals with the review of prior studies

related to the topic along with the limitations of the existing literature review. Section 3 comprises of the research objectives based on the gaps in the existing literature. Section 4 describes the importance of the research being conducted. Section 5 deals with the methodology of the research paper. Section 6 describes in detail the analysis of the survey and definition of the variables (independent and dependent). Section 7 mentions the conclusion derived from the analysis. Section 8 describes the managerial implications of the study. Section 9 mentions in detail the research limitation and suggestions for the further future research. Finally, Section 10 mentions the references of the research paper.

## 2. Literature Review

An organization can only successfully compete and survive in the marketplace if their employees are highly motivated, productive, and satisfied with their job roles and performance (Dobre, 2013). Employee satisfaction can simply be defined as how delightful employees are with their working conditions, profession, and colleagues. If employees are provided with the correct training related to their working area, it will not only enhance employee satisfaction towards their job, but will also enable them to perform better on the job assigned resulting in lower turnover and more personal job satisfaction of employees towards the organization (Jaiswal and Chandra, 2014). Providing employees with correct training required by the market related to their working areas increases employees' dedication towards their organization and keeps them motivated to perform their work which results in increased productivity and customer satisfaction.

Overall training is intended to improve the lack of knowledge, performance, and skills of the employees. According to Elnaga and Imran (2013), Training acts as a bridge between the employees' current performance and the required desired performance. Training not only enhances the competence of employees, but also develops their abilities and creativeness which results in taking exceptional judgments in a further effective way and on time. Training helps flourish admirable work performance by substituting classic, uncertain methods by competent and impressive methods. Training workforce effectively decreases uncertainties and improves the quality of goods and services provided by the organization (Kum, Cowden and Karodia, 2014).

The main objectives that an organization should consider working efficiently and effectively in a marketplace are their ability to achieve their goals, accustom to its surroundings and to preserve themselves universally. Training and Development programs offered to the employees by the organization aims to provide a vision to the employees to use the organizational resources in the best possible way to get the most out of them. Every organization is trying to please its employees by providing them with different kinds of training and development programs related to their work areas, so that they can keep talented workforce attracted and loyal towards the organization. There are numerous benefits of training like making sure that employees have distinct competence or are capable enough to understand primary organization's rules and regulations (Big Think Edge, 2017). Employers always consider enhancing their present employees' expertise rather than employing a new workforce (Andruss, 2018). In his blog, Soule (2017) discusses that training can be considered as one of the most authentic patterns for employee progress and development in the organization and is basically used to transfer important basic work expertise, competence and knowledge to employees. Training helps develop employees' knowledge and skills according to their respective working levels and acts as assistance when an employee's shortfall specific job-related skills to perform their duties more specifically.

Organizations achieve success in their respective markets only when they have great quality

and talented workforce. Devoted and delicate workers act as a foundation for the organization's success (Salah, 2016). Employees are not only a significant resource of the organization, but also plays an essential role in the organizational success. Training and Development are a vital apparatus that gives strength to employees' performance (Shafiq & Hamza, 2017). Without a competitive workforce an organization cannot exist and prosper. Thus, human workforce is the real asset of an organization might it be profitless or profit oriented. Training and Development illustrate the present successful efforts within an organization to enhance and develop the self-satisfaction, job-satisfaction, and execution of their workforce through different informational programs. These efforts help to turn specific job-related skills for longstanding competent improvement (Ampomah, 2015).

Continuous training and development of employees, mainly in the telecommunication sector is very crucial as this industry is directly related to the technology and constant developments takes place continuously, so T&D not only provides a cutting edge to the organization to meet the current and the future business demands but it also helps the employees to stay committed towards the organization (Vinesh, 2014). Training results in enhanced work-related performance of the employees along with many other changes such as attainment of new skills, better and enhanced knowledge, and competence (Bayraktaroglu & Cickusic, 2014). Senior employees of the organization are much more experienced as compared to the newly hired employees, but whenever a new technology is launched or introduced there is always a need of training session to be held for the employees. More the employees are trained the more competent they will be for the organization which will also enhance their job satisfaction level towards the organization. Training enhances the skills and knowledge of the workers and the employees become capable enough to achieve all the goals of the organization easily (Majeed & Shakeel, 2017).

Steering human resources is one of the top preferences of an organization despite of the industry the organization is working in. To maximize profits and enhance the growth of an organization the workforce should be qualified enough and should be of the topmost proportionate (Vats, 2016). Job satisfaction enables an organization to detain its highly qualified employees, if a worker is convinced with the job responsibilities, he/she is performing in an organization this will lead him/her to stay loyal and committed towards the organization. Zain Bahrain is amongst the organizations that are continuously progressing because of their well-trained workforce. Employee performance is enhanced in a timely manner by providing them with the latest training and development programs (Zain, 2018).

The existing literature related to this research paper was too old. Making prevailing presumptions positioned on veteran information exhibits a substantial constraint. Lack of previous research done on any of the telecommunication industry of Bahrain was also an obstacle in conducting this research work. The researcher did not find any of the researches done on the training and development of employees, not just only in the telecommunication

industry but no researches on T&D have been done on any of the operational organization in the Kingdom of Bahrain.

### **3. Objectives**

The main objective of the research was to study and analyze the relationship between T&D programs and employee job satisfaction in Zain Bahrain. To conduct the research the objectives were set forth based on the gaps in the literature review. To analyze the importance of T&D programs' objectives and policies in Zain, to study the importance of induction training in Zain, to critically assess different kinds of training methods undertaken by Zain and to evaluate and to study the effectiveness of training programs carried out by Zain.

### **4. Rationale of the Study**

This research paper would be of quite a significance to identify the relationship between T&D programs and employees' job satisfaction in a telecommunications company in Bahrain. It would also be of quite importance for the HR departments of different telecommunication organizations not only in Bahrain but worldwide, as it would provide a detailed analysis on factors that influence employees' productivity, performance, and job satisfaction. According to Salah (2016), T&D is a tool that allows the management to control and legitimize their workforce in a much better and convenient way. T&D programs not only motivate employees to perform better, but also enhances their performance and consequently increases employees' satisfaction towards their job and organization for which they are working. Therefore, through this study an attempt will be made to highlight how T&D programs help to enhance employees' performance and job satisfaction for employees working with Zain, Bahrain.

### **5. Methodology**

Since the late 90s, various research has been conducted on measuring the impact of T&D programs on employees' job satisfaction. According to Daryanto (2014), in determining the organizational performance; job satisfaction has always been a vital concern. It emulates how an employee feels for the work he/she is performing and its effects on organizational performance. Employee job satisfaction is an attribute that enhances an organizations efficiency and effectiveness and increases the productivity and performance. An organization whose employees are properly trained and evaluated in a timely manner is more viable to prosper in the marketplace than any other organization.

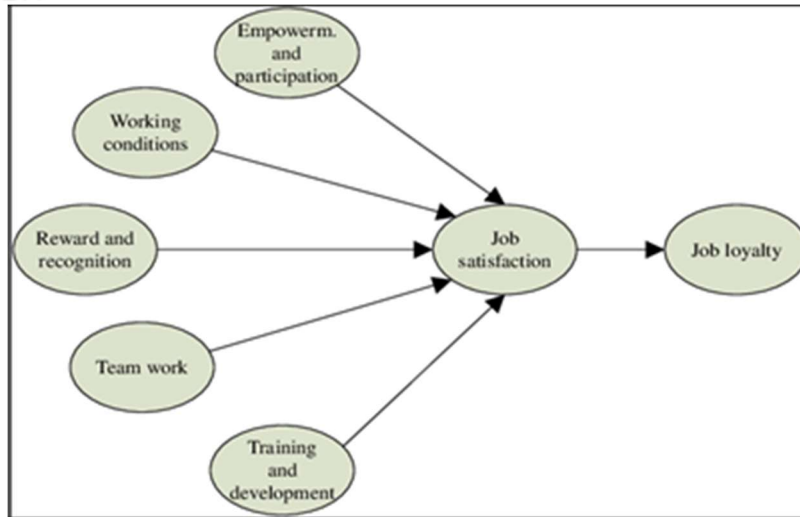


Figure 1: Job Satisfaction Model (Turkyilmaz et al., 2011)\*

As stated by Turkyilmaz et al. (2011), in the Job Satisfaction Model as shown in figure 1; Job satisfaction of an employee is based on various factors whereas job loyalty is directly dependent on job satisfaction.

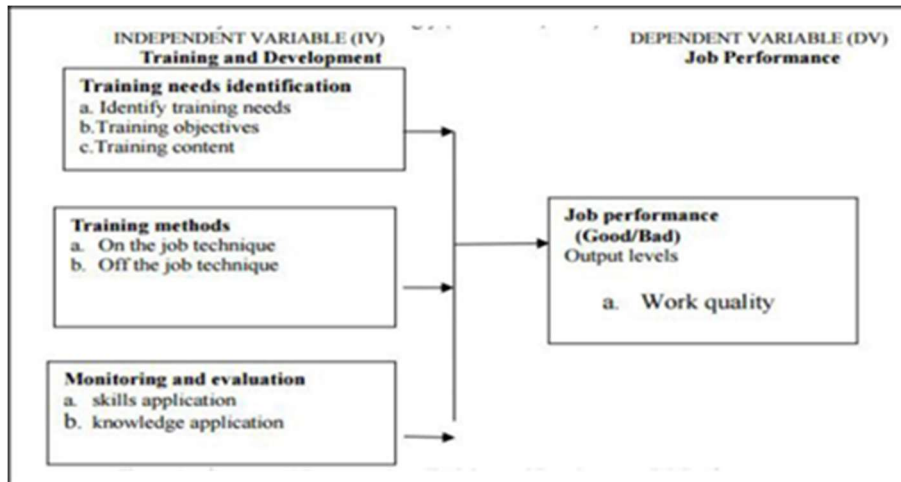


Figure 2: Job Performance Model (Amos & Natamba, 2015)\*\*

\* Turkyilmaz, A., Akman, G., & Pastuszak, Z. (2011). Empirical Study of Public Sector Employee Loyalty and Satisfaction. *Industrial Management & Data Systems*, 111(5), 675-696. doi:10.1108/02635571111137250

\*\* Amos, K. J., & Natamba, B. (2015). The Impact of Training and Development on Job Performance in Ugandan Banking Sector. *Journal on Innovation and Sustainability*, 6. doi:10.24212/2179-3565.2015v6i2p65-71

According to Amos & Natamba (2015), Job performance of an employee is directly dependent on the training and development needs, training methods and the monitoring and evaluation of employees as shown in the above figure 2. Various distinctive models have been used in the



past research to describe the relationship between T&D and employees' job satisfaction. The research conceptual framework that was used to conduct this research study was extracted from various research models from previous research. Different variables from different research models were selected to formulate a research framework on which the research work was based. Some of the variables were removed and other variables were added accordingly to meet the requirement of the research study conducted.

This research uses Job Satisfaction Model as shown in figure 1 and Job Performance Model as shown in figure 2 as the base models to study the relationship between T&D and employees' job satisfaction. These models were chosen based on the strategy that they had specific components that better helps in understanding employees' job satisfaction and their performance in their workplace. Therefore, some variables were selected from both the adopted models and some others were added from the previous research to form a research framework on which this research study was based.

Dependent variable "Employees' Job Satisfaction" was selected from Job Satisfaction Model, independent variables "Training Methods" and "Training Evaluation and Effectiveness" were selected from Job Performance Model. Other independent variables "Training Policies and Objectives" and "Induction Training" were selected from different literatures. Independent variables from various past literature were selected and added to the research framework to enhance the validity of the research work. All independent and dependent variables selected to build up the research framework was tested with the help of a sample survey. Figure 3 mentioned below describes the research framework formulated to carry out this research work.

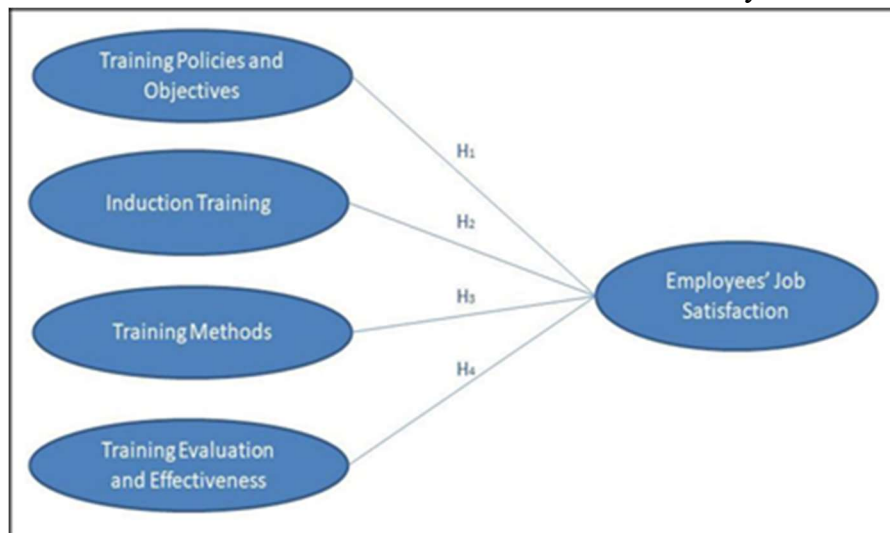


Figure 3: Research Framework

This research framework was selected to conduct the study because if an employee does not get accurately trained related to their field and evaluated properly, they cannot progress in the organization and the organization itself does not prosper if their workforce is not well-trained according to the marketplace upcoming challenges, so specific variables were selected to

completely analyze the T&D programs offered by Zain Bahrain. Based on the research framework formulated, and the research objectives set forth to carry out this research study the following research hypotheses were designed to test the significance of different factors on employees' job satisfaction.

- Hypothesis 1:** Training Policies and Objectives have a significant positive relationship with employees' job satisfaction
- Hypothesis 2:** Induction Training programs have a significant positive relationship with employees' job satisfaction
- Hypothesis 3:** Training Methods have a significant positive relationship with employees' job satisfaction
- Hypothesis 4:** Training Evaluation and Effectiveness have a significant positive relationship with employees' job satisfaction

The research variables adopted from various existing research models as shown in figure 1 and figure 2, were tested using various statistical methods. The survey designed for this study comprises of both open and closed ended questions. The questionnaire was designed in two sections; one section is dedicated to the general profile of the respondent and the second section addresses the research attributes selected for the survey. Likert Scale was used to analyze each question related to the variables. A questionnaire was distributed to employees working in different levels of Zain Bahrain. Although due to the busy schedule of the employees working with Zain, it took about two to three months to collect the required data from the responsible personals. After the collection of the required number of responses different statistical techniques were used to analyze the data received from the questionnaires.

According to this research work, the population is all the levels (top, middle, lower) of employees working in one of the major telecommunication organizations of Bahrain named Zain Bahrain. A total of 187 employees are working with Zain Bahrain, including all the levels of employees (top, middle, lower). Around 150 surveys were circulated online and by-hand to different employees working at different organizational levels in Zain Bahrain. However, a total of 125 surveys was filled precisely and accurately while the remaining were almost uncompleted or even partially filled so a precise amount of 125 surveys were selected to execute a specific research work. An online survey was created for the ease of the employees using Google Forms and Microsoft Excel (MS Excel) was used to randomly select the respondents by using its RAND() function. The responses received from the survey were analyzed in detail



using SPSS version 23.0 software. The response rate of the research survey was 83.3% and the standard error rate was 5-10%.

## 6. Analysis

This section is the most imperative part of any research work being conducted as it is formatted to elaborate the research objectives. It poses the main aim of the research to amplify how employees' job satisfaction is affected with training and development programs and intimates the results of the variables defined in the study. Table 1 below defines different independent and dependent variables used in this research study.

**Table (1): Definition of Variables**

Variable	Conceptual Definition
<b>Training Policies and Objectives (TPO)</b>	It can be defined as an organization's responsibility to establish an efficient and effective learning and knowledge-enhancing culture which provides an opportunity to the employees to enhance their career establishment and the ability to maximize their potential (Tavistock & Portman, 2016).
<b>Induction Training (IT)</b>	It can be described as the workers hired into the organization should be trained according to their positions to run the job-related activities in a better manner. In this short training period, employees are provided with complete details about the organization's terms and conditions, policies, mission, vision and objectives to be achieved (McStravick, 2015).
<b>Training Methods (TM)</b>	It can be defined as the methods undertaken to train the workforce to cope up with the upcoming and the current challenges faced in the marketplace (Poojary, 2016).
<b>Training Evaluation and Effectiveness (TEE)</b>	It can be considered as one of the most important factors as it concentrates on the evaluation of the outcomes attained after completing the training process. Training Effectiveness can basically be described as an extent to which employees' abilities, expertise and behaviors enhanced by the training programs arranged by the organization (Smith, 2016).
	It can be defined as an employee's mindset and sentimental state

<b>Employees' Job Satisfaction (EJS)</b>	related to the job, he/she is performing, considering what they received in return comparing to what they expected. Job Satisfaction can be referred to as an employee's personal satisfaction at work and it also acts as a source of motivation in employees to work. It can be considered as a complete relationship between an employee and the employer (Ice, 2018).
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Different statistical tests were conducted on the independent and the dependent variables to check the reliability and validity of the variables.

### Normality Test

Normality Tests can be considered as an interpretation tests to look if the perceptions supervene normally distributed data or not (Analyst Soft, 2019). In this research study Shapiro-Wilk Normality Test was considered to check the normality of the data distributed as it is one of the most appropriate normality tests amongst the list mentioned above.

**Table (2): Shapiro-Wilk Normality Test**

Variables	Statistics	df	Sig.
<b>Training Policies and Objectives</b>	0.620	125	0.000
<b>Induction Training</b>	0.683	125	0.000
<b>Training Methods</b>	0.760	125	0.000
<b>Training Evaluation and Effectiveness</b>	0.770	125	0.000
<b>Employees' Job Satisfaction</b>	0.700	125	0.000

Generally, if the significance value is above 0.05 then the data can be considered as normally distributed and parametric tests should be undertaken to analyze the data whereas if the significance level is less than 0.05 then the data is not normally distributed and non-parametric tests are considered to analyze the data. Table 2 mentioned above describes that all the variables have a significance level of less than 0.05 so it can be considered that the data is not normally distributed, so non-parametric tests should be undertaken to carry out the analysis of the responses received from the survey questionnaires.

## Factor Analysis

As stated by SPSS Tutorials (2019), Factor Analysis can be defined as a statistical approach for determining which elemental components are restrained by the number of attended variables. Factor analysis is a renowned statistical technique which reduces the number of variables by joining related variables and forming one complete variable (Timmerman, 2005). In this research study, factor analysis was conducted on the variables selected from the research framework, to check the most important factors out of all the factors. The following abbreviations were used in short to describe the variables in research framework:

- 1) TPO: Training Policies and Objectives (TPO1, TPO2 TPO3 and TPO4)
- 2) IT: Induction Training (IT1, IT2, IT3 and IT4)
- 3) TM: Training Methods (TM1, TM2, TM3 and TM4)
- 4) TEE: Training Evaluation and Effectiveness (TEE1, TEE2, TEE3 and TEE4)
- 5) EJS: Employees' Job Satisfaction (EJS1, EJS2, EJS3 and EJS4)

**Table (3): KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		0.900
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	1043.908
	df	190
	Sig.	0.000

As mentioned above in table 3, KMO's value after the data analysis is 0.900 which indicates that the data is suitable enough for factor analysis. Therefore, the approximate chi-square is 1043.908. Moreover, Bartlett's Test of Sphericity has a significance level of 0.000, which further indicates that the data set is suitable for factor analysis.

**Table (4): Factor Extraction  
Communalities**

		<b>Initial</b>	<b>Extraction</b>
<b>Training Policies and Objectives (TPO)</b>			
<b>TPO1</b>	Zain has clear and transparent Training and Development policy	1.000	.632
<b>TPO2</b>	Training policies of Zain focus on overall development of employees	1.000	.507
<b>TPO3</b>	Training is required by employees working in Zain for	1.000	.748

	improving organizational effectiveness		
<b>TPO4</b>	Training policy is revised as per the requirements of the telecommunication industry	1.000	.615
<b>Induction Training (IT)</b>			
<b>IT1</b>	Utmost importance is given to induction training by Zain	1.000	.519
<b>IT2</b>	Induction Training programs of Zain are very well planned	1.000	.607
<b>IT3</b>	Induction Training programs of Zain are of enough duration	1.000	<b>.742</b>
<b>IT4</b>	Norms and values are clearly explained to the new employees during the induction training	1.000	.628
<b>Training Methods (TM)</b>			
<b>TM1</b>	Mostly training and development methods are based on lectures	1.000	<b>.758</b>
<b>TM2</b>	Senior managers of Zain help their juniors for their development	1.000	.543
<b>TM3</b>	Enough time is dedicated for an in-house training session	1.000	.631
<b>TM4</b>	Brain storming sessions are held for generation of ideas and for problem solving	1.000	.622

<b>Training Evaluation and Effectiveness (TEE)</b>			
<b>TEE1</b>	Zain has well defined training and monitoring system	1.000	.552
<b>TEE2</b>	Training and development programs have more practical orientation	1.000	.643
<b>TEE3</b>	Pretest and posttest analysis of training and development programs <u>is</u> conducted regularly	1.000	<b>.787</b>
<b>TEE4</b>	<u>Employees feel</u> substantial change in behavior after getting exposed to training programs	1.000	.607
<b>Employees' Job Satisfaction (EJS)</b>			
<b>EJS1</b>	Training and development programs conveyed by Zain improve the quality of work life	1.000	.565
<b>EJS2</b>	<u>Financial benefits</u> are enhanced due to training and development programs	1.000	.632
<b>EJS3</b>	Developmental career needs are justified by the existing training and development system of Zain	1.000	.682
<b>EJS4</b>	I am satisfied with the overall performance of training and development programs of Zain	1.000	<b>.788</b>
<b>Extraction Method: Principal Component Analysis</b>			

Table 4 mentioned above describes the results of the factor extraction analysis done on the data received from the survey. This analysis presents that the most important and the least important factors of all the variables. The most important factor of “Training Policies and Objectives” is TPO3 with a score of 0.748 and the least important factor is TPO2 with a score of 0.507. The most important factor of “Induction Training” is IT3 with a score of 0.742 and the least important factor is IT1 with a score of 0.519. The most important factor of “Training Methods” is TM1 with a score of 0.758 and the least important factor is TM2 with a score of 0.543. The most important factor of “Training Evaluation and Effectiveness” is TEE3 with a score of 0.787 and the least important factor is TEE1 with a score of 0.552. The most important factor of “Employees’ Job Satisfaction” is EJS4 with a score of 0.788 and the least important factor is EJS1 with a score of 0.565.

### Correlation

Correlation is a test administered in SPSS or a statistical method that calculates to what degree two variables are associated with one another or the degree of affiliation between the two variables (Statistics Solutions, 2015). Correlation Coefficient (denoted as R) is basically of three types Pearson, Kendall’s Tau-b and Spearman. Pearson Correlation is used for parametric

hypothesis tests whereas Kendall's Tau-b and Spearman both are used for non-parametric hypothesis test, they can also be considered as the non-parametric version of

the Pearson Correlation Coefficient (Search Statistics How To, 2019). In this research study, Spearman Rho Correlation will be considered to analyze the relationships amongst the variables as the non-parametric tests are to be considered because the survey data is not normally distributed. The Spearman's Rank Correlation Coefficient also known as Spearman Rho Correlation is used to investigate the quality of relationship among the two ranked variables (Business Jargons, 2017).

**Table (5): Spearman Rho Correlation**

	Variables	EJS	TPO	IT	TM	TEE
<b>Spearman Rho Correlation</b>	<b>EJS</b>	1.000				
	<b>TPO</b>	<b>0.898**</b>	1.000			
	<b>IT</b>	<b>0.788**</b>	0.651**	1.000		
	<b>TM</b>	<b>0.635**</b>	0.732**	0.662**	1.000	
	<b>TEE</b>	<b>0.730**</b>	0.709**	0.712**	0.761**	1.000

<b>Sig. (1 – tailed)</b>	<b>EJS</b>	.				
	<b>TPO</b>	0.000	.			
	<b>IT</b>	0.000	0.000	.		
	<b>TM</b>	0.000	0.000	0.000	.	
	<b>TEE</b>	0.000	0.000	0.000	0.000	.

<b>N</b>	<b>EJS</b>	125				
	<b>TPO</b>	125	125			
	<b>IT</b>	125	125	125		
	<b>TM</b>	125	125	125	125	
	<b>TEE</b>	125	125	125	125	125

\*\* . Correlation is significant at the 0.01 level (1-tailed)

Table 5 mentioned above describes the relationship or correlation between the dependent and the independent variables taken from research framework. All the results obtained from the survey analysis were positive and ranged between 0.898 to 0.635. Highest correlation was for



Training Policies and Objectives (TPO) variable which was 0.898 (strong positive relationship) and it showed that to what extent the employees of Zain Bahrain were satisfied with the training policies and objectives of the organization. Secondly, Induction Training (IT) had a strong positive relationship of 0.788 and it showed the employees satisfaction towards the training given to them while they joined Zain, Bahrain. Thirdly, Training Evaluation and Effectiveness (TEE) had a strong positive relationship of 0.730 which described that the employees really felt satisfied towards their job after getting the training and development programs offered by Zain, Bahrain. Lastly, Training Methods (TM) had a weak positive relationship of 0.635 which means that despite of the other variables strong bond with the Employee's Job Satisfaction still the employees are satisfied with the training methods offered to them by Zain, Bahrain.

### Reliability Analysis

Reliability Analysis or Cronbach's Alpha is a test administered in SPSS to evaluate the intramural compatibility or reliability of the questions related to the variables in survey and is also used to measure that how firmly related a set of items are as a group (UCLA, 2019). Cronbach's Alpha is characterized as a numerical coefficient of reliability. Generally, it is utilized to assess the data when the survey is generated adopting various Likert Scale questions and consequently to persuade whether the variables are reliable or not (Chetty & Datt, 2015). Cronbach's Alpha controls a value between 0.00 to 1.00 to measure the internal consistency of the data.

- 1) Value > 0.90 = Very High Reliability
- 2) Value between 0.70 and 0.90 = High Reliability
- 3) Value between 0.50 and 0.70 = Quite higher reliability
- 4) Value < 0.50 = Low Reliability

Basically, decisions made in the reliability tests are based on the reliability values, if value is less than 0.70 then it is unacceptable and unreliable whereas the values above 0.70 is acceptable and reliable, although in some literatures values lower than 0.70 are also accepted (SPSS Tests, 2015).

**Table (6): Reliability Analysis**

Variables	No. of Items	Cronbach's Alpha
<b>Training Policies and Objectives</b>	4	0.801
<b>Induction Training</b>	4	0.784
<b>Training Methods</b>	4	0.788
<b>Training Evaluation and Effectiveness</b>	4	0.804

<b>Employees' Job Satisfaction</b>	4	0.779
<b>All Variables</b>	20	0.856

Table 6 mentioned above describes the Cronbach's Alpha values of the research study. According to the table above reliability coefficients ranged between 0.779 to 0.804 which shows that the variables used to measure

the employee's job satisfaction falls above the range of acceptable reliability values and are all highly reliable and their internal reliability is acceptable whereas the reliability of all the variables is 0.856 which determines that all of the variables are acceptable and highly reliable.

#### Mean and Standard Deviation

Sample mean can be defined as the sum of the of all the responses received from the survey divided by the total number of responses (Techopedia, 2019). Standard Deviation can be described as the statistics that calculates the dispersion or distribution of data (Statistics How To, 2019).

**Table (7): Mean and Standard Deviation**

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Training Policies and Objectives</b>	4.66	0.538
<b>Induction Training</b>	4.55	0.641
<b>Training Methods</b>	4.14	0.631
<b>Training Evaluation and Effectiveness</b>	4.31	0.653
<b>Employees' Job Satisfaction</b>	4.48	0.736

Table 7 mentioned above describes the mean and standard deviation of the survey responses. Mean of all the variables Training Policies and Objectives (TPO), Induction Training (IT), Training Methods (TM), Training Evaluation and Effectiveness (TEE) and Employees' Job Satisfaction (EJS) falls between 4.14 to 4.66 which means that respondents in average responded with "Agree" attribute of the Likert Scale to the questions asked in the survey. Standard Deviation of all the variables is between 0.538 and 0.736 which shows a lower standard deviation values, that means that the data is not much dispersed from the mean value.

### Research Hypotheses Testing

According to different statistical tests conducted on the responses received from the survey it can be concluded that all the independent variables used in the conceptual model had a significant positive relationship with the dependent variable employees’ job satisfaction. Hence, all the hypothesis suggested were accepted according to the analysis conducted using SPSS. Table 8 mentioned below shows the research hypotheses testing of each hypothesis.

**Table (8): Research Hypotheses Testing**

Research Hypotheses	Hypotheses Status
<b>Hypothesis 1:</b> Training Policies and Objectives have a significant positive relationship with employees’ job satisfaction	<b>Accepted</b>
<b>Hypothesis 2:</b> Induction Training have a significant positive relationship with employees’ job satisfaction	<b>Accepted</b>
<b>Hypothesis 3:</b> Training Methods have a significant positive relationship with employees’ job satisfaction	<b>Accepted</b>
<b>Hypothesis 4:</b> Training Evaluation and Effectiveness have a significant positive relationship with employees’ job satisfaction	<b>Accepted</b>

### 7. Conclusions

This research found that employees’ job satisfaction level by T&D programs can be determined mainly by four main variables, i.e. Training Policies and Objectives (TPO), Induction Training (IT), Training Methods (TM) and Training Evaluation and Effectiveness (TEE). Furthermore, the study showed that all the variables mentioned in the research framework were directly related to the employees’ job satisfaction level working in Zain Bahrain. It was found that all the variables mentioned in the study to assess the employees’ job satisfaction level have the same importance. The results of this study were in line with previous literature on training and development. The research study revealed very interesting results. It showed that all the variables chosen for checking the influence of T&D programs were reliable and had a significant positive relationship with employees’ job satisfaction. The following findings were conceded from the study:

- a) Firstly, the statistical analysis of the variable “Training Policies and Objectives” showed that it had a positive association with the employees’ job satisfaction working in Zain Bahrain. Its analysis acknowledged that Zain has clear and precise T&D policies, its policies mainly focus on the overall development of employees and its policies and objectives related to T&D are regularly updated according to the requirements of the Telecommunication Regulatory Authority (TRA).

b) Secondly, the statistical analysis of the variable “Induction Training” showed that it had a positive association with the employees’ job satisfaction working with Zain, Bahrain. It revealed from the analysis that Zain gives ultimate importance to the induction training, it is not only very well scheduled, but also the adequate time duration is offered by Zain for the induction training.

c) Thirdly, the statistical analysis of the variable “Training Methods” showed that it had a positive association with the employees’ job satisfaction working with Zain, Bahrain. It showed that different training methods had a huge impact on the performance of employees and enhances their job satisfaction level towards the

organization. Senior Management always helped their junior employees for their progress in the organization. Enough in-house training and brainstorming sessions are held that enhance the employees’ job satisfaction level.

d) Lastly, the statistical analysis of the variable “Training Evaluation and Effectiveness” showed that it had a positive association with the employees’ job satisfaction working with Zain. Progress after training is constantly monitored, training is based more on practical orientation rather than the theoretical orientation, pretest and posttest is conducted before and after every training session held in the organization and employees always felt substantial changes in their view of problem handling and solving after getting specified T&D programs.

Therefore, it was revealed from the survey analysis that the respondents felt that training and development programs had a substantial influence on the employees’ job satisfaction level working with Zain Bahrain.

## **8. Managerial Implications**

Various research indicate that proper T&D of employees is very important for an organization to progress in the market. Training of the employees shortens the work of supervisors or managers and enhances the efficiency and effectiveness of the employees. This research work will be very beneficial for the managerial level employees of any operational organization in the marketplace. As it is related to the T&D of employees, which is undertaken in every organization worldwide.

Firstly, to achieve the required outcomes of the training and development programs, the objectives and policies of the training programs should be straightforward, definite and should be conferred to the trainees before beginning the T&D programs. This will have a huge impact on the employees as they would know that they have specific goals to achieve after completing the training and development programs. Zain Bahrain has well defined Training Policies and Objectives are regularly updated according to the requirements of the Telecommunication Regulatory Authority (TRA) of Bahrain.

Secondly, Induction Training is a crucial step that needs to be conducted before an employee joins the organization. As with this training process, the employee gets to know about the work behavior and environment of the organization and it also makes an employee feel comfortable with the organization and its employees. Zain Bahrain gives ultimate importance to the induction training; it is not only very well scheduled, but also the adequate time duration is offered by Zain for the induction training.

Thirdly, employees should be provided with different and diverse methods of training so that they obtain certain competence, expertise and intelligence required to cope up with the current and upcoming challenges. Different and innovative methods should be considered to provide training to employees. Distinctive methods of training will make an employee ready to cope up with different difficult situations and with the upcoming marketplace challenges. Zain Bahrain considers innovative in-house training and brainstorming sessions that enhance the skills of employees' and their job satisfaction level.

Lastly, training provided to the employees should be continuously evaluated for its effectiveness and efficiency. Pretest and posttest analysis should be done to check how the T&D programs affected the employee's performance in the workplace and how the employee feels after getting the specific training related to their work fields. Zain Bahrain constantly monitor the progress of their employees after the training programs, training in Zain is based more on practical orientation rather than the theoretical orientation, pretest and posttest is conducted before and after every training session held in the organization and employees always felt substantial changes in their view of problem handling and solving after getting specified T&D programs.

## **9. Limitations and Future Research**

One of the major problems faced was the time limitation, as the researcher is a student and is working full-time as well and it was too difficult to manage time, keep the focus on the research work and to meet the deadlines set by the university. Second constraint was the comparatively small sample size, as for study of this kind a larger sample size is required. The third problem faced was that the age of the previous research and literatures were too old. Making prevailing presumptions positioned on veteran information exhibits a substantial constraint. Finally, the lack of previous research done on any of the telecommunication industry of Bahrain. The researcher did not find any of the researches done on the training and development of employees, not just only in the telecommunication industry but no researches on T&D have been done on any of the operational organization in the Kingdom of Bahrain.

Although the variables introduced and tested in this research to check their influence on employees' job satisfaction level showed a positive response so for the further future study, more variables can be added to the research framework related to the T&D programs to check

the employees' job satisfaction level working with Zain Bahrain. It can also be suggested that, to conduct a research work, including the employees of all the telecommunication organizations operational in Bahrain so that with a larger sample size broader view and approach on the research topic can be achieved and the employees perceptions may vary as well.

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