

# The Role Of Educational Training Ending With Employment In Raising The Efficiency Of Performance Of Women Leaders In Educational Departments In The City Of Hail In The Kingdom Of Saudi Arabia

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## ABSTRACT:

The study aimed to identify the role of educational training ended with employment in raising the performance efficiency of women leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia, and the study used the questionnaire as an instrument to collect data, as it was applied to a sample of female leaders in educational departments, whose size reached (217) leaders. The study used the descriptive and analytical approach and reached a set of results that there is a clear role of educational training ending with employment in raising the efficiency of performance, and the results of the study also showed that the arithmetic average of the dimension of good productivity came to a high degree, as the arithmetic mean reached (3.60), which is located in practice degree (high). And that the arithmetic mean for the field of speed and flexibility in performance came to a high degree, with the arithmetic mean (3.63), and it is in the degree of practice (high). Based on the results, the researcher recommended building a strategy for the role of educational training ending with employment in raising the efficiency of performance of leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia.

## Keywords:

educational training, performance efficiency, female leaders, educational administrations.

## INTRODUCTION

Training that ends with employment is considered one of the most important methods that educational institutions rely on in building capacity and skills, as this process is considered a source for preparing trained human resources in order to raise the efficiency of performance and excellence in educational performance (Al-Turk and Nasser, 2019). Training is also considered one of the main criteria behind the superiority of any administrative activity and a means of developing the capabilities of workers in educational departments by employing new methods of training programs and mechanisms of training and acquiring skills to raise the efficiency of performance (Al-Qurashi, 2019).

It should be noted that educational administrations spend high expenditures on employing training programs that end with employment, and despite these costs, the return from training programs is greater, because they provide workers with distinguished skills, abilities and performance who can carry out the administrative workload and develop it in different ways with high levels of performance (Nauman, 2014). It is worth noting that the importance of training that ends with employment in raising the efficiency of performance is evident through effective methods in preparing human resources with high capabilities to

carry out all the work and tasks assigned to them of increasing productivity and enhancing competition at a time when everyone is looking for excellence in performance (Mahmoud, 2018).

Training that ends with employment is considered one of the most important axes of work development as it is capable of providing employees with the capabilities and competencies needed to improve performance through the need for educational departments to more effective and improved training programs (Imran, 2013 & Elnaga). In order for workers to remain aware of the developments of modern technology, educational administrations resort to employing training programs to follow up employees and meet their needs that facilitate and accelerate the achievement of outstanding performance and achievement in educational institutions (Barba et al, 2018).

It must be noted that the strategic approach to managing training that ends with employment is based on conducting an analysis of opportunities and threats in the environment of educational institutions, as well as identifying the strengths and weaknesses in that environment related to human, material and information factors (Al-Samani and Abu Sen, 2014). From this standpoint, change and the trend towards training that ends with employment becomes a necessary

requirement for educational administrations by modifying their strategies and activities that they undertake to raise the efficiency of performance of workers (Charas, 2015).

From the above, it can be concluded that training that ends with employment is a process that aims to take strategic decisions according to organized and studied plans that seek to develop the performance of workers in educational departments and the extent of their possession of skills, knowledge, competencies and abilities (Al-Sadiq, 2015).

Whereas the educational administrations in the city of Hail in the Kingdom of Saudi Arabia are required to develop their structure in accordance with the scientific developments occurring in the world in order to keep pace with all the developments in the administrative and organizational arena, and to raise the performance efficiency of their workers; This will not happen except through the development of their systems, programs and policies in adopting the training mechanisms ending with employment in order to raise the efficiency of performance of workers in these educational departments, in accordance with these developments.

Based on the above, it becomes necessary for educational departments in the city of Hail in the Kingdom of Saudi Arabia to employ training programs that ends with employment in order to raise the efficiency of performance of workers, so that they possess the capabilities and skills necessary to develop the structure of the company. Accordingly, researching the role of educational training ending with employment in raising its efficiency of the performance of women-leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia is justified in the shadow of what is presented on the educational arena, and the processes of human resources management in educational institutions of modern mechanisms through which they seek to develop and modernize the structure of educational departments.

#### **PROBLEM OF THE STUDY**

Training that ends with employment is one of the most important foundations for developing the business environment, as it is sure to provide workers with the necessary skills to improve the performance of their work and raise the general level of the entities in which they work. Training that ends with employment makes employees aware of modern technologies and makes it easier for them to achieve achievement in their business environment, in response to developing their managerial and technical skills, and this is consistent with Hamdi's study (2018), which confirmed in its results that there is a need to implement training programs according to the actual training needs to develop their managerial and technical skills.

On the other hand, studies have indicated the importance of the role of training ended with

employment in raising the efficiency of performance, as Mahmoud's study (2018) referred to methods of performance evaluation and its role in raising the efficiency of human resources, and the study of Al-Qurashi (2019) revealed the role of the on-the-job training program in raising the efficiency of the performance of employees in governmental organizations to achieve the vision of the Kingdom 2030. On the other hand, the study of Imran & Elnaga (2013) showed the effect of training on employee performance.

Hence, the above invites the researcher to consider the role of educational training ending with employment in raising the performance efficiency of leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia and to provide answers to the following research question:

**What is the role of educational training ending with employment in raising the performance efficiency of women leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia?**

#### **QUESTIONS OF THE STUDY**

1. What is the role of training that ends with employment in raising the efficiency of performance of workers in educational departments, in relation to achieving good productivity?
2. What is the role of training that ends with employment in raising the performance efficiency of workers in educational departments, in relation to achieving speed and flexibility in performance?

#### **SIGNIFICANCE OF THE STUDY**

1. Shedding light on the concept of training that ends with employment and its role in raising performance efficiency.
2. Demonstrating the importance of training ended with employment on productivity and accuracy in performance.
3. This study could help in providing a theoretical and practical background for those in educational departments to adopt the training approach that ends with employment.

#### **OBJECTIVES OF THE STUDY**

1. Identifying the nature of the relationship between the role of training that ends with employment and raising the efficiency of performance in the environment of educational administrations in the city of Hail.
2. Identifying the programs used in employee training processes to raise their performance.
3. Identifying the dimensions of training related to productivity at work, speed and flexibility in performance.

#### **DELIMITATIONS OF THE STUDY**

The Study was applied in the educational departments in the city of Hail in the Kingdom of Saudi Arabia in 2021 on a sample represented by the female Leaders in Education Departments. To identify the role of educational training ending with employment in raising the performance efficiency of female leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia, and identifying the basic areas for training ending with employment, which will be basic dimensions for field study, and these dimensions are: 1- good productivity 2- speed and flexibility in performance.

### TERMS OF THE STUDY

**Training that ends with employment:** It is a set of processes that depend on planning, organization and programs designed to develop the capabilities and skills of human resources to raise the efficiency of their performance in order to enhance productivity and quality in the business environment (Mustafa and Maggie, 2010).

**Efficiency of performance:** it is the ability to carry out tasks in an effective manner, with high capacity and skills, and is characterized by speed and accuracy in performance, in addition to excellence in business production (. Abu Ubaidah and Al-Sayed, 2014).

### PROCEDURES OF THE FIELD STUDY

Table (1) Pearson correlation coefficients for the dimensions of study

Dimensions	correlation coefficients	Value of Significance
Productivity at work	**0.73	0.000
Speed and flexibility in performance	**0.84	0.000

It is evident from Table (1) that the correlation coefficients for the study dimensions are high correlation coefficients, and they are statistically significant at a level of significance (0.01), and this

### Methodology

The current study adopted the descriptive and analytical approach, whereby it monitors the three areas of training that ends with employment, which are: (productivity at work, speed and flexibility in performance). Data regarding these dimensions were collected and analyzed through a questionnaire.

### Sample of the study

A sample of (217) female leaders was chosen, representing (42.47%), according to Krejcie & Morgan's schedule.

### Instrument of the Study

The study followed one of the common methods of data collection, which is the questionnaire, as an instrument to collect data related to the subject of the study, by preparing a questionnaire to be filled out by the respondent.

### Internal Consistency Validity of the Questionnaire:

To confirm the validity of the internal consistency of the questionnaire, correlation coefficients were calculated between the total score for each field of study, and the following table explains the procedures for calculating the validity of the internal consistency.

indicates that all these dimensions have internal consistency validity.

### Reliability of the Questionnaire

To confirm the reliability of the questionnaire, the researcher used Cronbach's Alpha. The following table shows the reliability coefficients of the questionnaire.

Table (2) Cronbach alpha coefficients for the questionnaire reliability

Dimensions	Cronbach alpha coefficients
Productivity at work	0.80
Speed and flexibility in performance	0.74
Total Reliability	0.96

It can be seen from Table (2) that the Cronbach alpha coefficients for the dimensions of study are high reliability coefficients. It is also evident from the table that the total reliability coefficient for the journals as a

whole reached (0.96), which is a high reliability coefficient, and this indicates that the questionnaire has a high degree of reliability.

### RESULTS AND DISCUSSION

**The first question:**What is the role of training that ends with employment in raising the efficiency of performance of workers in educational departments, in relation to achieving good productivity?

To answer the first question, the arithmetic means and standard deviations of the responses of (study members) were calculated for each item of the dimension of good productivity. The following table illustrates that.

**Table (3) responses of the study members about the items of the dimension of good productivity (N = 217)**

No.	Items	Mean	Standard Deviation	Rank	Degree of Practice
1	I employ multiple skills in my leadership field to increase productivity	4.14	1.124	1	High
2	I have the ability to do leadership work fluently in order to increase the productivity of educational departments	4.11	1.173	2	High
8	I do administrative work in different creative ways and methods.	3.92	0.127	3	High
6	I Apply new techniques to work without fear of failure based on the training procedures.	3.81	1.041	4	High
10	I seek to find ways and methods to develop administrative work in modern innovative ways	3.70	1.182	5	High
4	I have the ability to think creatively in educational situations to find good productivity	3.51	1.172	6	High
7	I am developing my leadership skills to work in new innovative ways.	3.30	1.173	7	Medium
3	I create multiple solutions to the situation in the administrative work in the educational departments	3.22	1.285	8	Medium
9	I have the ability to communicate and relate to others.	3.16	1.377	9	Medium
5	I provide answers to inquiries related to administrative work in educational departments	3.12	1.423	10	Medium
Total		3.60	1.459	-	High

It is evident from Table No. (3) that the arithmetic mean of the responses of the study individuals about the items of the dimension of good productivity reached (3.60), and a standard deviation (1.459), which is in the degree of (high) practice, and the arithmetic means of the items of this dimension ranged between (3.12-4.14), between the lowest and highest arithmetic mean, and the responses of the study individuals were within a percentage ranging between (68% -84%).

This result is attributed to the fact that female leaders in educational departments in the city of Hail employ multiple skills in leadership work to reach good productivity, depending on training that ends with employment, and since training is one of the characteristics that leaders perform, it contributes to improving performance. Educational departments focus on training as one of the means to increase productivity in administrative work, in terms of employing methods in various creative ways, in addition to finding ways and

methods to develop administrative work in modern innovative ways.

On the other hand, training related to employment is a basic requirement, to achieve the goals, objectives and ambitions that educational institutions seek to reach perfection, quality and excellence. Moreover, training is considered one of the most important tools that contribute to developing performance, raising the level of mastery and excellence, and ensuring the achievement of the goals of the educational departments in Hail. This is why the average score for the dimension of good productivity came to a high degree.

**The second question:**What is the role of training that ends with employment in raising the performance efficiency of workers in educational departments, in relation to achieving speed and flexibility in performance?

To answer the second question, the arithmetic means and standard deviations of the responses of the (study members) were calculated for each of the items of the



dimension of speed and flexibility in performance, and the following table illustrates that.

**Table (4) Responses of the study members about the items of the dimension of speed and flexibility in performance (N = 217)**

No.	Items	Mean	Standard Deviation	Rank	Degree of Practice
9	I work within an administrative team characterized by speed and flexibility in pursuit of change and development.	4.17	1.082	1	High
2	I Apply speed and flexibility to work that encourages the adoption of creative ideas.	4.13	1.055	2	High
10	I take responsibility for the administrative work I do in my work as a leader.	3.99	0.972	3	High
8	I employ innovative, flexible ideas and turn them into reality.	3.81	1.068	4	High
5	I develop my administrative relations with specialists in educational institutions.	3.73	1.126	5	High
6	I carry out the process of strengthening among the employees by developing future plans for development and change.	3.52	1.323	6	High
7	I suggest flexible creative alternatives to modify the work of educational departments.	3.44	1.721	7	High
4	I contributed to the professional development of employees in developing their performance according to an innovative, flexible plan	3.30	1.982	8	Medium
1	I move away from the red tape in my leadership work.	3.14	1.902	9	Medium
3	I have the ability to find effective methods of carrying out administrative work quickly and flexibly	3.11	1.532	10	Medium
<b>Total</b>		3.63	1.859	High	

It is evident from Table No. (4) that the arithmetic mean of the responses of the study members about the items of the dimension of speed and flexibility in performance amounted to (3.63), and a standard deviation (1.859), which is located in the degree of practice (high), and the arithmetic means of the items of this dimension ranged between (3.11) -4.17), between the lowest and highest arithmetic mean, and the responses of the study members were within a percentage ranging between (68% -84%).

This result is attributed to the fact that the processes of developing administrative performance depend on speed and flexibility in work on the basis of adopting a set of modern administrative concepts and principles, which require concerted efforts to consolidate cooperative teamwork, work in a team spirit, explode energies, and mobilize capabilities, to achieve good performance in administrative work.

This result also explains that the female leaders in the educational departments in the city of Hail work within an administrative team characterized by speed and flexibility in pursuit of change and development of the performance of workers, as they employ flexible

innovative ideas and transform them into a tangible reality through the process of strengthening among the workers. Therefore, training that ends with employment contributes to improving performance by finding flexible creative ways and alternatives to modify the work of educational departments in order to develop workers professionally in developing their performance according to an innovative, flexible plan. This is why the average score for the dimension of speed and flexibility in performance came with a high degree.

## RESULTS

1. The arithmetic mean of the dimension of good productivity came to a high degree, with the arithmetic mean (3.60), a standard deviation (1.459), and it was located in the degree of practice (high), and a percentage ranging between (68% -84%).
2. The arithmetic mean of the dimension of speed and flexibility in performance came to a high degree, with the arithmetic mean (3.63), a standard deviation (1.859), and it is located in the degree of practice (high), and a percentage ranging between (68% -84%).

## RECOMMENDATIONS

1. Building a strategy for the role of educational training ending with employment in raising the efficiency of performance of women leaders in educational departments in the city of Hail in the Kingdom of Saudi Arabia.
2. Building an educational plan for women leaders on the dimensions of training that ends with employment and applying them to educational administrations in the city of Hail.
3. Addition of the quality dimension to the dimensions of training ended with employment in raising the efficiency of performance of women leaders in educational departments in the city of Hail.
4. Conducting training courses for leaders in the field of total quality in administrative work and applying the outputs to educational departments.

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