

# **An Empirical Study on the Relationship of Effectiveness of Training on Employee Performance among Private Hospitals and Clinics in the Kingdom of Bahrain**

**Hamad Shah Jahan Mohammad\*<sup>1</sup>, Manolo Anto<sup>1</sup>**

<sup>1</sup>College of Administrative and Financial Sciences, AMA International University-Bahrain

**Abstract** - This research is based on Bahrain private medical hospitals and clinics' perception on the empirical Study on the relationship of effectiveness of training on employee performance among private medical hospitals and clinics in the Kingdom of Bahrain. This research was done in the Kingdom of Bahrain which actually is one of the newest HR Management topics not just in the Kingdom of Bahrain but elsewhere. Training and development is important to ensure that people continue to learn skills to help the company be successful. Employee effective training is a learning experience that seeks a relatively permanent change in employees such that their ability to perform at their current job. This may mean changing what employees know, how they work or their attitudes toward their jobs, co-workers, managers, and the organization. The main objective of this study was to examine the effectiveness of training and development on employee's performance in the private medical hospitals and clinics in the Kingdom of Bahrain. The purpose of the study was to examine the Impact of effective Training on employee performance and employee competency as a mediating variable in private medical hospitals and clinics. The research was conducted through a survey, using the questionnaire as the research instrument. The respondents of the study are the staffs of private medical hospitals and clinics of Bahrain. The research instrument used the five points Likert scale. The statistical tools used in the study were Regression Analyses and weighted mean. The study shows Employee training and Employee competence are found to be incremental for the enhancement of performance and provides suggestions and recommendations in solving the difficulties that employees face in private medical hospitals and clinics in the Kingdom of Bahrain.

**Keywords:** Training effectiveness, Employee competency, Employee performance.

## **INTRODUCTION**

National Health Regulatory Agency (NHRA) has adopted the GCC Continuous Professional Development Regulation (CPD) and Continuing Medical Education (CME) for health practitioners in order to adhere with Supreme Council of Health (SCH) decision in the same regards. Along with the medical trainings, NHRA has taken initiatives to enhance the continuous learning programs for local and expats (Continuous Medical Education) where doctors, nurses, paramedics have to complete specific number of trainings every year. Such initiatives are fruitful when these trainings have a high impact on the working performance of the individuals in order to enhance the quality care in hospitals (NHRA Bahrain, 2016).

Employee training is a widely discussed topic in different literatures. The training activities are conducted in diverse ways such as through hands-on activities, seminars and conferences and mentorship efforts amongst other activities. The training activities make employees develop better understanding of how their responsibilities and workplace assignments impact on the activities undertaken by other departments in the workplace. Such understanding is pivotal in improving the levels of collaboration, coordination and teamwork to ensure the output meets the expectations of the organization

\* Corresponding author:

Email: [hblushi99@gmail.com](mailto:hblushi99@gmail.com) (H.S.J. Mohammad), Email: [mlanto@amaiub.edu.bh](mailto:mlanto@amaiub.edu.bh) (M. Anto)

*iKSP Journal of Innovative Writings* (2020) 1(1): 8-18

2020 iKSP Publisher.

and its customers. (Sultana et al., 2012) Entities in the healthcare sector should prioritize training programs for their employees as such training improved the level of productivity of the employees. Also, the employees interpret the training opportunities as an opportunity for career growth and advancement (Falola et al, 2017). They are, therefore, likely to develop positive perceptions towards their employer that results to increased levels of employee commitment and retention. The ability to retain the most quality talents is vital in healthcare settings as it translates to notable benefits such as high recovery rates of patients, reduced re-admission rates, and reduced prevalence of infections. Such benefits impact positively on the attractiveness of healthcare facilities due to high levels of patient satisfaction and positive public image of the entities. The current study was conducted in the Kingdom of Bahrain among the employees of the private medical hospitals and clinics. The focus of the current research was on employee performance. Employee performance is a highly debatable topic across the globe. Particularly, with huge competition and limited resource allocation, companies expect to get the best out of their employees so they may foster and enhance their growth. There are various elements which impact the employee performance in different sectors and one of them is training (Ashraf, 2016). A well-trained employee is expected to have better productivity. Further, different kinds of training provide employees a chance to work in a synergistic manner across teams and enhance company's overall performance.

Among many industries, trainings are not well organized and focused to enhance the employee performance (Ashraf, 2016). One way they are mandatory to be conducted in any organization while otherwise they are provided through mediums which are not effective like online, classroom or others. A company cannot strive to success unless it identifies the need of the employees and accordingly provide training (Falola et al, 2017). Therefore, this research provided deep insights and demonstrated whether the trainings being provided in the private medical hospitals and clinics in the Kingdom of Bahrain were effective enough to have an impact on job performance or no.

Further, the employee competency is taken into consideration as a mediating variable between employee training and employee performance, due to the fact that only trainings cannot enhance the productivity of the individuals (Che Rusuli, 2017). Employee must be competent enough to put efforts in enhancing his skills along with the motivation to achieve higher objectives to increase the performance of the company (Ashraf, 2016).

### **Related Literature**

Employee training is a widely discussed topic in different literatures. The training activities are conducted in diverse ways such as through hands-on activities, seminars and conferences and mentorship efforts amongst other activities. The training activities make employees develop better understanding of how their responsibilities and workplace assignments impact on the activities undertaken by other departments in the workplace. Such understanding is pivotal in improving the levels of collaboration, coordination and teamwork to ensure the output meets the expectations of the organization and its customers (Sultana et al., 2012). The conceptualization of training of employees is also vital as it impacts directly on their morale and enthusiasm towards executing their assigned roles in the organization. The trained employees associate such training with increases in job security and increased levels of satisfaction on the job as they can understand the expected levels of performance. Further, higher levels of satisfaction and job security increases the employee retention levels as they rank the organization highly in comparison with others in the industry. Consequently, the organization benefits from higher levels of employee retention and reduced absenteeism.

Amin, Saeed & Lodhi (2013) consider that at the strategic level, the management of the organization determines the training needs of each of the employees through processes like appraisal programs. Such training needs are determined after evaluation of the skills and competencies of the employees and their alignment with the mission, vision and goals that need to be fixed (Bhatti et al., 2016). At the tactical level, there is involvement of the mid-level management to ensure there is coordination and cooperation amongst the organizational units in meeting the training needs. At the operational level, the lower-level employees are made to understand how the identified needs impact on their overall performance and that of the organization. The study concluded that for the training processes to be successful, the employees must be made to understand how the skills will impact on their competencies and improve the quality of their output.

The training of employees also impacts directly on their self-confidence and morale to perform their roles to the expected standards. The study concluded that due to high levels of confidence in their roles, the employees demonstrate increased levels of creativity and innovation as they explore diverse perspectives towards performing their roles with increased efficiency to meet the set targets.

The analysis of various scholarly sources suggests that training is now recognized as crucial for the development of organizations. A properly designed training system helps the firm to respond to various challenges. A common theme that emerges from the study of various researches is that training is crucial to improve the abilities, knowledge, and work expertise of the workforce (Ameen & Baharom, 2019). A trained workforce becomes productive since they can achieve strategic, operational, and tactical goals. They develop awareness about the challenges of an organization. Trained employees can apply their knowledge and experience to solve problems and introduce new ideas in the work

environment, Furthermore, they can help to improve the efficacy of work processes and business functions in the organization. The strategic implications are that firms can become adaptive, dynamic, and innovative because the workforce has the required knowledge to understand challenges and develop contingency plans to respond to such challenges. Training should be conducted through the use of clear, precise, and specific goals. It must start by evaluating the needs of the workforce so that sound outcomes can be achieved. Additionally, it is critical that the training should be relevant according to the organization's goals, objectives, and mission. By using a broad framework, companies can attain their strategic goals (Khan et al, 2016).

Various theories have been proposed that are related to employee training and development. Each theoretical framework seeks to maximize the benefits of training and ensure that the workforce can perform according to the needs and requirements of the organization. Firms can study various theories to develop an optimum framework to meet their training needs and align the goals with the business goals. Training is vital to reduce the gaps between the current skills and desired skills of the workforce. This can create a competitive advantage for firms because the human capital is a significant resource that must be managed and motivated. Broadly speaking, employees sharpen their thinking abilities and creativity to make superior decisions (Malik, H. A. M., Mahmood, Usman, Rziwan, & Abid, 2019). They can work in a productive manner while dealing with specific tasks like effective customer management and responding to their complaints in a prompt way. Another example is that training introduces employees to new technology that helps to create agile and flexible business structures. However, it is important that training programs should be relevant. They should be designed on the employees' perspective and learning needs in order to make them effective. Training should be integrated with the performance of the workforce by creating specific outcomes (Mira & Odeh, 2019). They need to develop an elaborate strategy that can overcome the weaknesses of the workforce. Furthermore, it is critical that firms should continuously update their strategies and approaches to achieve success. Another important thing is that firms need to have workable and realistic strategies for training that are linked with performance. This approach will allow firms to respond to different challenges (Waqas et al., 2017).

The analysis of local and foreign literatures also shows that training augments the self-efficacy of the workforce that can lead to elevated performance. This is accomplished by replacing weak practices and outdated work attitudes with efficient work practices. In essence, training is a planned intervention designed to improve elements of individual job performance. The workforce can reduce their stress and anxiety when they are properly trained to perform their work activities. They also enjoy the autonomy that is given to them as they recognize the management is concerned about their welfare and well-being. Many workers that are untrained might be apprehensive about work practices in the organization. This can result in employees leaving the organization for other companies where they can receive appreciation and clearly defined career paths (Morsy et al, 2016; Akram, Abrar-ul-Haq, & Surjit, 2018). According to the research, training is vital for organizational growth and success. Productive and efficient employees can improve revenues and profits of an organization. A comprehensive training program should motivate and inspire workers by giving them importance and providing information to perform work activities (Abrar ul haq, Jali, & Islam, 2018). The research finds the necessity of investigating the reasons behind poor performance of employees. For instance, the employees might be dissatisfied with their job or are not provided with support from management regarding their duties and responsibilities (Jain & Sharma, 2019). Alternatively, they might have poor motivation. Training must be appropriate and relevant to remove the causes of poor performance. A good quality training programs fulfills the needs of the workforce.

Ahmed et al., (2018) is of the view that at the strategic level, the training should consider goals, mission and strategy of the firm. Moreover, there must be coordination and cooperation between various departments (Akram, Abrar ul haq, & Raza, 2018). However, the research also finds that training must enhance the working practices and attitudes. When an organization relies on outdated and traditional work practices, it can create a stagnant and rigid organizational environment. Improvement can occur only when the workforce has knowledge about new practices (Ahmed et al, 2018; Abrar-Ul-Haq, Akram & Ullah, 2015).

Diamantidis and Chatzoglou, (2019) is of the view that Companies must use different training methods to improve performance. For instance, mentoring or coaching could be used for individuals that show potential for growth. They need role models and guides that can help them to achieve self-efficacy and awareness of their potential. Alternatively, the firm can use online training as a cost-effective method for imparting skills. Online training allows learners to gain knowledge at their own pace (Qasim, Abrar ul Haq, Hussain, & Roshan, 2019). They can also interact with other members to gain information and transfer knowledge to their peers. Another common theme from the research is that training programs help to boost commitment by accomplishing the work, mission, and vision of the organization. It can also lead to employee retention because employees will care about the future of the organization and use their discretionary efforts to complete tasks in accordance with expectations and job roles. The implications are that employees will have strong emotional bonds that can improve retention levels and productivity levels while reducing absenteeism.

Noe and Kodwani, (2018) states that learners perform at optimum levels when behaviors are linked with positive outcomes. They recommend that organizations should give rewards and punishments to enhance the behaviors of the workforce. In other words, training programs should be linked with performance outcomes. The enterprise can give rewards like salary increments, bonuses, appreciation and feedback after the training so that they can perform at optimum levels. The implications are that the theory of reinforcement can involve the employees by giving a proper schedule to complete their learning and perform different activities. The schedule gives the employees' time to prepare for reviews and quizzes.

Mira and Odeh, (2019) are of the view that employees sharpen their thinking abilities and creativity to make superior decisions. They can work in a productive manner while dealing with specific tasks like effective customer management and responding to their complaints in a prompt way. Another example is that training introduces employees to new technology that helps to create agile and flexible business structures. The limitations of the theory are that it can be difficult to assign rewards or punishments to employees because of their individual differences. Each employee is unique because they have different motivators and work attitudes (Shah, Abrar Ul Haq, & Farooq, 2015). Another limitation is that the theory fails to take into account importance of intrinsic motivation in boosting performance and competencies (Scott, 2018). A training program should be tailored according to the unique needs and requirements of the workforce so that sound outcomes can be achieved (Shah, Haq, & Farooq, 2015).

The analysis of scholarly sources suggests that training is now an integral element of modern firms that are faced with competition, regulation, technology diffusion, rising business costs and other factors. Employee training is one approach to respond to the diverse challenges that firms face in the environment (Abrar ul Haq, Akram, Ashiq, & Raza, 2019). The importance of training in boosting performance and productivity has been recognized by local and international firms working in the Gulf region. A number of studies related to Gulf companies have been conducted to evaluate the relationship between training and performance.

The overall discussion demonstrates that there is a clear gap in the mean offer barring in terms of training for medical professionals however the government has been in very keen to enhance the training and professionalism for paramedical staff as well as medical staff within the Kingdom of Bahrain but there has not been any study that demonstrated what is the impact of this trainings therefore the current research is very relevant and will fill this gap by identifying the various factors that impactful training of employees within the private Medical Center in Bahrain (Rehman, Ullah, & Abrar-Ul-Haq, 2015). The study is expected to see the impact of MA training effectiveness to improve performance as well as the mediating impact of employee competency which is relevant to AMO model.

### Research Hypothesis

Based on the research, following hypothesis was tested:

**H1:** Training effectiveness is significantly related to the employee performance in the private medical hospitals and clinics in Bahrain

**H2:** Employee competency is significantly mediating the impact of training effectiveness on employee performance in the private medical hospitals and clinics in Bahrain

**H3:** Employee competency is significantly related to the employee performance in the private medical hospitals and clinics in Bahrain

### Conceptual Framework

The proposed framework was developed based on the impact of training effectiveness on employee performance by having employee competency as a mediating variable. The framework consist the training effectiveness as Independent variable, employee performance as dependent variable and the employee competency as the mediating variable

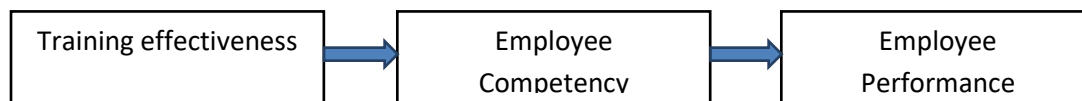


Figure 1: Conceptual Framework

### RESEARCH METHODOLOGY

This study discusses the research design, respondents, instruments, validity and reliability of the study. The aim of the current chapter is to demonstrate the data gathering process which is incremental to answer the research questions and test the hypothesis of the study. The research design for the current study utilized both descriptive and quantitative methods and qualitative techniques were used to analyze different variables and their relationship was explained under the scope of training effectiveness in the private medical hospitals and clinics in the Kingdom of Bahrain. The analytical study was used as the research explores the concept of training effectiveness and performance through a questionnaire

where quantitative data were obtained. The quantitative data were data which can be measured in numbers and statistical analysis can be conducted. Also, the study examined how employee competency and effectiveness of training impact on employee performance among private hospitals and clinics, using structured, subsequent qualitative questionnaires to better understand the quantitative findings' total of 351 respondents answered the questionnaire are the employees of the private medical hospitals and clinics in the Kingdom of Bahrain, the current study is intended to collect the data from the employees of private hospitals which are presented in Table. The sampling framework can be mainly considered for two categories that is private and public hospitals.

### Research Instruments

In this current study adapted structured questionnaires of other authors (Mahmood et al. 2018; Hee& Jing, 2018) were used to conduct the quantitative research. The questionnaire was based on two sections.

1. Demographic
2. Inferential Section

Demographic questions will include closed ended questions about the specific questions related to each responded including Age, Gender, Designation, Years of experience and others. These variables will be helpful to describe the participated population and also to impact of different types of population on training. Inferential section includes questions based on Likert type scale questions where the responded is likely to mark from "strongly disagree" to "strongly agree" points represented from 1 to 5 over a scale.

Table 1: Questions Related to Effectiveness of Training

No.	Items	Reference
1	The content of the training provided is relevant and appropriate	(Mahmood et al. 2018)
2	The trainers providing the training are expert in the field	
3	The methods of training provided are appropriate and meet the objectives.	
4	The trainers providing the training are expert in the field	
5	Training materials provided are adequate and up to date	

Table 2: Questions Related to Employee Performance

No.	Items	Reference
1	I complete my job accurately and timely to achieve the work objective.	(Hee& Jing, 2018)
2	I deal confidently and efficiently with top management and colleagues.	
3	I produce high quality work.	
4	I volunteer to complete extra tasks.	
5	I complete duties according to procedures	

Table 3: Questions Related to Employee Competency

No.	Items	Reference
1	I demonstrate necessary knowledge and skills to perform the job effectively.	(Hee& Jing, 2018)
2	I able to identify, analyze problems and find solution for it.	
3	I am capable of completing my task within the time frame.	
4	I establish my job objectives with regard to the department and company goals.	
5	I meet work hours schedule effectively	

### Date processing and Statistical Treatment of Data

The data were collected, tabulated, analyzed and interpreted. Different statistical tools were used for data analysis like descriptive statistics, reliability test, validity test, normality test, multi-co linearity test, regression analysis and correlation analysis. Regression analysis was used to analyse the independent, dependent and mediating variables in the current study (Abrar ul haq, Jali, & Islam, 2019; Akram, Abrar Ul Haq, & Umrani, 2019; Ullah, Abrar-ul-haq, & Shah, 2016).

## RESULTS AND DISCUSSION

The most frequently observed category of Nationality was Bahraini ( $n = 238$ , 68%). The most frequently observed category of Highest Education Level was Bachelor's Degree ( $n = 172$ , 49%). The most frequently observed category of Age was 31-35 years old ( $n = 112$ , 32%). The most frequently observed categories of Gender were Female and Male, each with an observed frequency of 171 (49%). The most frequently observed category of Employment was Employed - Full Time ( $n = 243$ , 69%). The most frequently observed category of Position Designation was Paramedical Staff ( $n = 144$ , 41%). The most frequently observed category of Marital Status was Single ( $n = 188$ , 54%). The most frequently observed category of Monthly Income was between 1000- 2000 BHD ( $n = 141$ , 40%). Frequencies and percentages are presented in Table 4.

Table 4: Frequency Table for Nominal Variables

Variable	N	%
Nationality		
Bahraini	238	67.81
Omani	10	2.85
Pakistani	8	2.28
Indian	6	1.71
Egypt	1	0.28
Saudi Arabia	1	0.28
Iran	1	0.28
UK	2	0.57
Prefer Not to answer	84	24.0
Highest Education Level		
Master's Degree	83	23.65
Bachelor's Degree	172	49.00
High School Completion	51	14.53
Doctoral Degree	31	8.83
Less than High School Diploma	11	3.13
Employed - Part Time	1	0.28
Non-Medical Staff	1	0.28
Missing	1	0.28
Age		
31-35 years old	112	31.91
36 - 40 years old	104	29.63
26-30 years old	23	6.55
18-25 years old	80	22.79
41-45 years old	22	6.27
more than 46 years old	9	2.56
Missing	0	0.00
Gender		
Female	171	48.72
Male	171	48.72
Prefer not to say	9	2.56
Missing	0	0.00
Employment		
Employed - Full Time	243	69.23
Employed - Part Time	103	29.34
Position Designation		
Non-Medical Staff	56	15.95
Doctor/ Practitioner	139	39.60
Paramedical Staff	144	41.03
Paramedical Staff; Doctor/ Practitioner	2	0.57
Doctor/ Practitioner; Non-Medical Staff	1	0.28
Missing	2	0.57
Marital Status		
Single	188	53.56

Married	154	43.87
Monthly Income		
Less than 500 BHD	39	11.11
Between 500-1000 BHD	107	30.48
Between 1000-2000 BHD	141	40.17
More than 2000 BHD	59	16.81
Missing	0	0.00

### Descriptive Statistics of Variables

#### Training Effectiveness

The quantitative analysis was conducted for each of the questions related to the identified variable “Effectiveness of Training” to transform the mean into qualitative description in accordance to the selected scale of Likert type scale. The analysis is presented in the below table and shows that most that most of the responses are translated into “Agreement” as all the means fall between (3.41-4.20)

Table 5: Effectiveness of Training

Variable	Questions	<i>M</i>	<i>SD</i>	<i>N</i>	<i>Qualitative Description</i>
Effectiveness of Training	The content of the training provided is relevant and appropriate	3.78	0.95	351	Agree
Effectiveness of Training	The trainers providing the training are expert in the field	3.76	0.83	351	Agree
Effectiveness of Training	The methods of training provided are appropriate and meet the objectives	3.88	0.88	350	Agree
Effectiveness of Training	Training Was responsive in respect of the group needs	3.90	0.90	351	Agree
Effectiveness of Training	Training materials provided are adequate and up to date	3.80	0.99	351	Agree

#### Employee Performance

The quantitative analysis was conducted for each of the questions related to the identified variable “Employee Performance” to transform the mean into qualitative description in accordance to the selected scale of Likert type scale. The analysis is presented in the below table and shows that most of the responses are translated into “Agreement” as all the means fall between (3.41-4.20). It can be seen that the first item “I produce High quality work” has the highest mean of 4.17 yet it falls within the category of Agreement.

Table 6: Employee Performance

Variable	Questions	<i>M</i>	<i>SD</i>	<i>n</i>	<i>Qualitative Description</i>
Employee Performance	I produce high quality work	4.17	0.86	351	Agree
Employee Performance	I complete my job accurately and timely to achieve the work objective	3.95	1.04	351	Agree
Employee Performance	I deal confidently and efficiently with top management and colleagues	3.92	0.90	351	Agree
Employee Performance	I complete duties according to procedures	4.05	0.80	351	Agree

#### Employee Competency

The quantitative analysis was conducted for each of the questions related to the identified variable “Employee Competency” to transform the mean into qualitative description in accordance to the selected scale of Likert type scale. The analysis is presented in the below table and shows that most that most of the responses are translated into

“Agreement” as all the means fall between (3.41-4.20). It can be seen that the first item “I meet work hours schedule effectively” has the highest mean of 4.22 yet it falls within the category of Agreement.

Table 7: Employee Competency

Variable	Questions	<i>M</i>	<i>SD</i>	<i>n</i>	<i>Qualitative Description</i>
Employee Competency	I meet work hours schedule effectively	4.22	0.91	351	Strongly Agree
Employee Competency	I establish my job objectives with regard to the department and company goals	4.16	0.89	351	Agree
Employee Competency	I am capable of completing my task within the time frame	4.00	0.93	351	Agree
Employee Competency	I able to identify analyze problems and find solution for it	3.99	0.89	351	Agree
Employee Competency	I demonstrate necessary knowledge and skills to perform the job effectively	3.98	0.99	351	Agree

### Continuous Variable Mean Score

In order to transform the continuous variable of different questions to be converted into one single variable, the mean score of all the responses of each variable was taken and transformed into qualitative information. For employee Performance the mean was identified to be 3.42, for employee competence the mean was identified to be 4.08 while training effectiveness was identified to be 3.83. This means all the variables fall within the category of (3.41-4.20) and therefore are qualitative represented as Agreement.

Table 8: Variables

Variable	Questions	<i>M</i>	<i>SD</i>	<i>n</i>	<i>Qualitative Description</i>
Dependent Variable	Employee. Performance.	3.97	0.67	351	Agree
Mediator Variable	Employee. Competence	4.08	0.75	351	Agree
Independent Variable	training. Effectiveness	3.83	0.68	351	Agree

### Hypothesis Testing

A Baron and Kenny mediation analysis was conducted to assess if Employee Competence mediated the relationship between Training Effectiveness and Employee Performance to determine whether a mediating relationship was supported by the data, three regressions were conducted. In this analysis, the independent variable was Training Effectiveness, the mediator was Employee Competence and the dependent variable was Employee Performance. The following regressions were examined based on an alpha of 0.05. First, the regression with Training Effectiveness predicting Employee Performance was conducted.

1. The regression of Employee Performance on Training Effectiveness was significant
2. Second, the regression with Training Effectiveness predicting Employee Competence was conducted. The regression of Employee Competence on Training Effectiveness was significant,
3. The regression with Training Effectiveness and Employee Competence predicting Employee Performance was conducted. The regression of Employee Performance on Training Effectiveness and Employee Competence was significant,

### CONCLUSION AND RECOMMENDATION

Summary of findings of the study, based on the findings were given and were as follows

1. What is the impact of Training Effectiveness on Employee performance in the private medical hospitals and clinics in Bahrain?

The regression of Employee Performance on Training Effectiveness was significant.

2. What is the mediating effect of employee competency between training effectiveness and employee performance?  
The regression with Training Effectiveness and Employee Competence predicting Employee Performance was conducted. The regression of Employee Performance on Training Effectiveness and Employee Competence was significant.
3. What is the impact of employee competency on Training effectiveness?  
The regression with Training Effectiveness predicting Employee Competence was conducted. The regression of Employee Competence on Training Effectiveness was significant.

The following recommendations are suggested based on the current findings of the research.

Learning is a lifelong process. Medical practitioners and paramedical practitioners need to continually undergo trainings to better understand new technology or technologies, procedures and techniques related to medical practices. Enhance or institutionalize the Continuing Professional Development (CPD) to reflect changes in practice, changes in the needs of patients and the service, and changes in society's expectations of the way doctors work. Effective CPD helps the medical professional anticipate and respond to the changing demand; fit to practice and maintain professional standards required throughout their career. Continuously conduct training needs assessment to determine the training needs of Para-medical and non-medical staff. The Medical Practitioners' CPD and the training needs of Para-medical and non-medical staff must be incorporated training and development plan of the hospitals and clinics. Continuously conduct team building activities and other support activities to foster good relationship within multi-professional teams and to develop leadership skills. The training programs need to be carefully reviewed in terms of the training objectives, training provider's expertise, training materials and other logistical requirement of the training prior to the conduct of the training. Ensure that training program is based on the training and development plan of the company. Conduct post-evaluation training survey to determine the effectiveness of the training, knowledge acquired by the trainees and follow-up training, if needed.

## REFERENCES

- Abrar ul Haq, M., Akram, F., Ashiq, U., & Raza, S. (2019). The employment paradox to improve women's empowerment in Pakistan. *Cogent Social Sciences*, 5(1), 1–17. <https://doi.org/10.1080/23311886.2019.1707005>
- Abrar ul haq, M., Jali, M. R. M., & Islam, G. M. N. (2018). Assessment of the role of household empowerment in alleviating participatory poverty among rural household of Pakistan. *Quality and Quantity*, 52(6), 2795–2814. <https://doi.org/10.1007/s11135-018-0710-0>
- Abrar ul haq, M., Jali, M. R. M., & Islam, G. M. N. (2019). Household empowerment as the key to eradicate poverty incidence. *Asian Social Work and Policy Review*, 13(1), 4–24. <https://doi.org/10.1111/aswp.12152>
- Abrar-Ul-Haq, M., Akram, K., Ullah, M. I., & Hd Scholar, P. (2015). Stock Price Volatility and Dividend Policy in Pakistan. *International Journal of Scientific and Research Publications*, 5(1), 2250–3153. Retrieved from [www.ijsrp.org](http://www.ijsrp.org)
- Ahmed, U., Mozammel, S. and Ahmed, H., 2018. Performance on the road: examining the critical role of training effectiveness amongst the blue-collar employees in Bahrain. *Asian Journal of Empirical Research*, 8(9), 342–351.
- Akram, F., Abrar ul haq, M., & Raza, S. (2018). A Role of Corporate Governance and Firm's Environmental Performance: A Moderating Role of Institutional Regulations. *International Journal of Management Studies*, 25(2), 19–37.
- Akram, F., Abrar Ul Haq, M., & Umrani, W. A. (2019). Assessing the effect of managerial power on firm performance through the perceptual lens of executive remuneration. *Pertanika Journal of Social Sciences and Humanities*, 27(1), 293–309.
- Akram, F., Abrar-ul-Haq, M., & Surjit, V. (2018). Work-Life Balance among dual working couples in Pakistan. *International Journal of Innovative Knowledge Concepts*, 9(11).
- Al Karim, R., 2019. Impact of different training and development programs on employee performance in Bangladesh perspective. *International Journal of Entrepreneurial Research*, 2(1), 8–14.
- Alfaqein, O.S., Omran, A. and Badawi, U.H., 2016. The Effect of Training Strategies on the Performance of Trainees in the Kingdom of Saudi Arabia. *Journal of Advanced Research in Management*, 7(1 (13)), 59.
- Ali, M.S. and AlSadoon, G., 2019. The Role of E-Learning to Improve Staff Performance in Bahrain Airport Services. In *2019 International Conference on Fourth Industrial Revolution (ICFIR)* ( 1-6). IEEE.
- Almohaimmed, B., 2017. Training and Performance: A Sign from Saudi Service Organizations. *International Business Research*, 10(11), 148–157.

- Ameen, A. and Baharom, M.N., 2019. An Appraisal of the Effect of Training on Employee performance in an Organisation: A Theoretical Discussion. *Asian Journal of Multidisciplinary Studies*, 7, 3.
- Amin, A., Saeed, R., & Lodhi, R. (2013). The impact of employees training on the job performance in education sector of Pakistan. *Middle-East Journal of Scientific Research*, 17(9), 1273-1278.
- Anitha, R. and Kumar, M.A., 2016. A study on the impact of training on employee performance in private insurance sector, Coimbatore district. *International Journal of Management Research and Reviews*, 6(8), 1079.
- Ashraf, M. A. (2016). Training impact on the performance of employees: A case of Jordanian travel and tourism institutions, *International Business Management*, Medwell Journals.
- Bhatti, Z., Ismaili, A., Zardari, S., Abid, H., Malik, M., & Karbasi, M. (2016). Procedural Animation of 3D Humanoid Characters Using Trigonometric Expressions. *Bahria University Journal of Information & Communication Technologies*, 9(2), 1–8.
- Che Rusuli, M. S. (2017). The mediating effect of employee competencies on the relationship between human resource development practice and service performance among front line employees in hotel industries. *International Journal of Applied Business and Economic Research*, 15(22).
- Diamantidis, A.D. and Chatzoglou, , 2019. Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*.
- EL Hajjar, S.T. and Alkhanaizi, M.S., 2018. Exploring the Factors That Affect Employee Training Effectiveness: A Case Study in Bahrain. *SAGE Open*, 8(2), 2158244018783033.
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
- Esteban-Lloret, N.N., Aragón-Sánchez, A. and Carrasco-Hernández, A., 2018. Determinants of employee training: impact on organizational legitimacy and organizational performance. *The International Journal of Human Resource Management*, 29(6), 1208-1229.
- Falola H.O., Osibanjo, A.O., & Ojo, S.I. (2016). Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian banking industry, *Bulletin of the Transilvania University of Braşov Series V: Economic Sciences*, 7(56) No. 1 – 2014.
- Guan, X. and Frenkel, S., 2019. How perceptions of training impact employee performance. *Personnel Review*.
- Hameed, A., & Waheed, A. (2011). Employee development and its affect on employee performance a conceptual framework. *International Journal of Business and Social Science*, 2, 13.
- Hee, O. C., & Jing, K. R. (2018). The Influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. *International Journal of Human Resource Studies*, 8(2), 129-147.- Scientific Figure on ResearchGate. Available from: [https://www.researchgate.net/figure/Factor-Analysis-for-Employee-Performance\\_tbl1\\_324235221](https://www.researchgate.net/figure/Factor-Analysis-for-Employee-Performance_tbl1_324235221) [accessed 10 Mar, 2020]
- Jain, T.K. and Sharma, A., 2019. Impact of Training and development on Employee Performance in Retail Sector: A Review paper. Available at SSRN 3316856.
- Kamal, K.B., Aghbari, M. and Atteia, M., 2016. E-training & employees' performance a
- Khan, A.A., Abbasi, S.O.B.H., Waseem, R.M., Ayaz, M. and Ijaz, M., 2016. Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), 29-46
- Khan, S. and Abdullah, N.N., 2019. The impact of staff training and development on teachers' productivity. *Economics, Management and Sustainability*, 4(1).
- LMRA Bh (2019): Bahrainization target rate and minimum and maximum number of foreign workers by economic activity and size of economic unit Accessed from: [http://lmra.bh/portal/files/cms/downloads/english\\_attachment/Bahrainisation\\_Table\\_English.pdf](http://lmra.bh/portal/files/cms/downloads/english_attachment/Bahrainisation_Table_English.pdf) Accessed on 13th October 2019
- Malik, H. A. M., Mahmood, N., Usman, M. H., Rziwan, K., & Abid, F. (2019). Analysis of Airport Network in Pakistan Utilizing Complex Network Approach. *Network*, 10(1).
- Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible Capital*, 12(4), 1040-1087
- Men, L. (2015). Employee engagement in relation to employee-organization relationships and internal reputation: effects of leadership communication. *Journal of Public Relations*, 9, 1942-4604.
- Mindtools. (2016). Kirkpatrick's four-level training evaluation model. Retrieved from <https://www.mindtools.com/pages/article/kirkpatrick.htm>
- Mira, M. and Odeh, K., 2019. The mediating role of authentic leadership between the relationship of employee training and employee performance. *Management Science Letters*, 9(3), 381-388.

- Moll, S., Patten, S., Stuart, H., MacDermid, J. & Kirsh, B. (2018). Beyond silence: A randomized, parallel-group trial exploring the impact of workplace mental health literacy training with healthcare employees. *The Canadian Journal of Psychiatry*, 63(12), 826-833.
- Morsy, M.A., Ahmed, G.S. and Ali, N.A., 2016. Impact of effective training on employee performance in hotel establishments. *International Journal of Heritage, Tourism, and Hospitality*, 10(1/2).
- Noe, R.A. and Kodwani, A.D., 2018. *Employee Training and Development*, 7e. McGraw-Hill Education.
- Ogbonnaya, C., Tillman, C. & Gonzalez, K. (2018). Perceived organizational support in health care: The importance of teamwork and training for employee well-being and patient satisfaction. *Group & Organization Management*, 43(3), 475-503.
- Ologbo, A., & Sofian, S. (2013). Individual and organizational factors of employee engagement on employee work outcomes. *International Journal of Business and Behavioral Sciences*, 3(3), 498-502.
- practical study on the ministry of education in the Kingdom of Bahrain. *Journal of Resources Development and Management*, 18.
- Qasim, M., Ul Haq, M. A., Hussain, T., & Roshan, C. (2019). Does Women Well-being Matter for Demand and Development of Children? *Ekoist: Journal of Econometrics and Statistics*, 14(29), 169–197. <https://doi.org/10.26650/ekoist.2018.14.29.0012>
- Rees, C. J. Capacity Building, Human Resource Development (HRD) and Bahrainisation: Perceptions of Senior Public Sector Employees in Bahrain.
- Rehman, A. U., Ullah, M. I., & Abrar-Ul-Haq, M. (2015). The Influence of Individual Characteristics on Organization Performance and Job Satisfaction. *International Journal of Scientific and Research Publications*, 5(1), 1–6. Retrieved from [www.ijsrp.org](http://www.ijsrp.org)
- Rowe, R. (2013). Understanding the context of moral dilemmas in health care organizations: Perspectives for employee training and continuing education. *Home Health Care Management & Practice*, 25(4), 141-146.
- Sandhya, K. and Kumar, D., 2011. Employee retention by motivation. *Indian Journal of science and technology*, 4(12), 1778-1782.
- Scott, A., 2018. Expectancy, Goal-Setting, and Reinforcement: Behavioral Theories and their Application in the Workplace. *Available at SSRN 3480853*.
- Shah, S. W. A., Abrar Ul Haq, M., & Farooq, R. M. A. (2015). Agricultural Export and Economic Growth: A Case Study of Pakistan. *Public Policy and Administration Research*, 5(8), 88–96.
- Shah, S. W. A., Haq, M. A. ul, & Farooq, R. M. A. (2015). Agricultural export and economic growth : A case study of Pakistan. *Public Policy and Administration Research*, 5(8), 88–97.
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 646-661.
- Ullah, S., Abrar-ul-haq, M., & Shah, W. A. S. (2016). Governance and exchange rate in pakistan: a time series analysis. *Sci.Int.(Lahore)*, 28(1), 557–562.
- Waqas, A., Abid, H., Malik, M., Karbasi, M., Nawaz, N. A., & Mahessar, A. W. (2017). CLOUDSIS: An Application of Cloud Computing for Smart School Management System. *University of Sindh Journal of Information and Communication Technology*, 1(1), 35–38. Retrieved from <http://sujo.usindh.edu.pk/index.php/USJICT/>
- Wilson, I. and Madsen, S., 2008. *The influence of Maslow's humanistic views on an employee's motivation to learn*. Selected