



## Impact of Employees Participation, Recognition and Trainings on Job Performance: A Case of a Healthcare Organization in Saudi Arabia

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### ABSTRACT

There are plenty of research studies that have been conducted to study job performance and its constructs. Human practices are regarded as among the most effective tools through which an organization fulfil its objectives related to job performance of its employees. The research was conducted to study the relationship between HR practices (Employee's participation, recognitions & training) and job performance. This research explored the positive relationship between Human Resource practices and job performance. The data was collected from various health sector organization of Jeddah operating in KSA. The statistical analysis of data revealed that HR practices are positively associated with job performance. The data further supported that employee training as a stronger predictive of job performance as compared to other independent variables of the research study. This research has great future implications as it reveals the ground for identifying appropriate HR practices that will result in boosting of job performance and improved organizational productivity in the long run. It is also helpful for the managers to design and implement the best HR strategies to achieve their goals for organizational productivity enhancement.

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## 1. Introduction

The implementation of effective Human resource management strategies are of critical importance for the organizations to achieve long term success. The organizational objectives of performance, effectiveness, sustainability and long-term profitability are closely associated with implementation of better HRM strategies such as promotion, motivation, empowerment, training and job satisfaction. The firms need to adjust their human capital to fulfil increase roles of jobs. To get these objectives, the employee satisfaction is required to increase employee productivity. The organizations need to invest on their employees in the form of premiums to achieve higher worker efficiency (Mugizi, 2019). Without a proper human resource, an organization cannot grow in today's competitive environment. With the help of an effective HR, an organization can create distinctive competencies that is required to compete in today's competitive environments (Armstrong, 2006). All the HR practices need to consider in designing organizational policies. Employee participation and recognition also play a crucial role in overall success of the organization. Employees are motivated if correct HR policies are followed in an organization. This motivation helps them in achieving organizational goals in the long run. If an organization wants to get success in the long run, it must adopt HR practices to be implemented in the true spirit (Andrew & Sofian, 2012).

The research studies suggest that if an organization employs proper HR practices have improved their employee's overall performance through enhancing their knowledge, skills and talents (Ajila & Abiola, 2004). It has been observed that if a business does not adopt proper HR practices, it resulted in reduced production, high turnover and absenteeism (San, Theen, & Heng, 2012). In this competitive environment it is not enough for the companies to practice conventional HR practices for maintaining a competent team. With generation X & Y being added

to the workforce, it is becoming a tough job for the companies to retain their human resources. The companies now need to develop methods to be more adaptive, cooperative and accommodating towards their employees to be able to retain them over the longer period (Kashyap & Rangnekar, 2014). For this purpose, a combination of different techniques related to employee engagement and retention must be applied (Park, Appelbaum, & Kruse, 2010). Employee's retention is the process through which employees are empowered to take their decisions by themselves so that they got the inspiration to stay in their jobs for a longer period. Its purpose was to reduce the turnover costs, training and hiring of new employee's costs (Iqbal, Ahmad, & Javaid, 2014). "The organizations cannot prevent their employees for seeking better opportunities. Rather the effective HR practices must be adopted to make employees feel valued, engaged and empowered within their organization. These strategies will make them part of the organizational culture where they will put their maximum efforts for organizational well-being and achievement of organizational long-term objectives (Agarwala, 2003). The communication and delegation between the managers and employees create an effective business environment. The consultation and delegation of team leaders with their followers are viewed as important factors in improving employee performance. Employee engagement exhibit a variety of traits as it can be in direct or indirect in nature. The employee engagement and participation boosts employee job performance and retention (Agwu & Olele, 2014).

Training involves the process of teaching unique skills to perform organizational tasks in a better way. It involves bringing improvement in an employee skill through verbal and non-verbal communication learning. The basic purpose of providing training to employees is to improve employee capabilities so that they can perform their job more efficiently. It also generates a sense of being valued by the organization and it develops a mutual bond between the employee and organization resulting in benefit of both the parties (Armstrong, 2006). "Training increases employee abilities and skills which is very helpful for the companies to operate in industries with cutthroat competition. Companies design extensive training programs for their employees, so they be able to perform better with their jobs. It will not only enhance skills basket of their employees but will also results in improved organizational performance. The companies make themselves able to get competitive edge through conducting comprehensive training programs (Elnaga & Imran, 2013). A very limited number of research has been conducted on finding the relationship between employee recognition, participation and training on job performance. If we focus this study in health care sector, very limited research was conducted on it. It is pertinent to note here that no previous research has been found on finding the relationship between employee recognition, participation and training on job performance in health care sector in Kingdom of Saudi Arabia.

## **2. Literature Review**

### **2.1. Concepts of Job Satisfaction, Rewards and Performance**

The attitude that an individual exhibit towards his job is called as work satisfaction. Job satisfaction is an emotional and affective reaction towards multiple angles of one's job. An individual that possesses a positive attitude towards his/her job if its comfortable whereas an individual with less job satisfaction possess a negative attitude towards his/her job (Agarwala, 2003). There are many methods for measuring job satisfaction of the employees. The aggregate of all values related to job satisfaction  $JS = f(\text{Satisfaction with different facets of job})$ . Each of the job satisfaction measuring element can have impact on overall score of job satisfaction or job dissatisfaction. The various factors in this regard are compensation, promotions, work itself, supervision, workgroup and working circumstances (Luthans, 2000). "The monetary and non-monetary rewards are used to boost job satisfaction of an individual. The intrinsic rewards come with perks that comes with an employment like responsibility, success, autonomy, personal growth, challenge, completion of task, and feedback. The extrinsic rewards like pay, promotions, interpersonal connections, status, and fringe perks are also critical (Gibson, 2001). The job performance of an employee is affected by Observation, attitudes, and beliefs. When an employee feels satisfied with their job, they put more efforts to their jobs. These increased efforts do lead towards improved performance while being at job. Job satisfaction is a compact composite of measuring factors like knowledge, emotion, and inclinations. The satisfaction of job is measured by means of a questionnaire (Navale, 2018). The job satisfaction has not been measured in health sector organization of Saudi Arabia. Especially the variables of employee's participation, recognition and trainings and their relationship with job performance is least measured.

## **2.2. Job Performance**

Job performance is a measure of what an employee accomplishes for organizational performance. It includes measuring the operational performance like income, turnover, declared stockholder's dividend, sales volume, quality and quantity of service. Job performance is an output that is gained because of efforts of others (Campbell, McHenry, & Wise, 1990). Job performance is the extent to which an individual executes his/her role in accordance with set standards of the organization (Nayyar, 2017). It is a set of outcomes that are produced over a certain period and is not associated with the personal characteristics of the individual. The organizations do require highly performing individuals to achieve their objectives. Job performance is equally important for employee. The job performance is equally important for employees because task accomplishment feels them pride and task failure make them feel guilt and personal failure. The performance that an employee exhibits while being at workplace is a major contribution towards its worth at organization (Arvey & Murphy, 1998). When measuring performance, a researcher needs to consider the action (behavior) as well as an outcome being an aspect of performance. So, performance should be depicted by individual actions in terms of achievement of the organizational objectives rather than being judgmental (Motowidlo, Borman, & Schmit, 2014). The employee job performance is among the key indicators that is considered by organizations to perform in an efficient manner. The higher the level of performance, the higher will be the organizational productivity. The lower the level of performance, lesser will be the productivity of the organization (Farooq, Shams, & Niazi, 2015).

## **2.3. Job Performance and Satisfaction Relationship**

Different research suggests that the connection between job performance and work happiness proves that satisfaction leads towards performance. Buntaran, Andika, and Alfiyana (2019) discovered an association between job satisfaction and performance. The research was conducted on bank tellers, and it was found that tellers who were satisfied were less likely to leave their professions. Kornhanuser and Sharp (1976) also found a positive relationship between job satisfaction and job performance. P. C. Smith and Cranny (1968) found a significant relationship of performance, aim, commitment and devotion. David (1970) found that reward system that an employee experience has positive relationship of satisfaction-performance connection.

## **2.4. Employee Participation**

The employee participation is a process in which an employee takes control of the job and surrounding circumstances through an active involvement in work related matters. This approach gives employees a right to takes decision about their work matters and also to suggest relevant decisions for them to their seniors (Strauss, 2006). Employee engagement programs encourage provision of fair rewards which enhances employee engagement and retention (Allen, Breshears, & McDowell, 2015). The employee participation can be casual, formal, delegative, consultative, direct or indirect. Each participation has its own outcomes in terms of organization performance. Direct participation is noticed by an employee ability to influence or design an organizational structure in which individual is participating (Nawab & Bhatti, 2011). The other type is delegative participation and it is allowing a subordinate to impact this responsibilities and tasks. It gives subordinates to implement their own decision making related to their tasks. This gives employee required situational boost to employees to take their decisions according to situation they face (Krause, Gebert, & Kearney, 2007). Consultative participation is giving employees the right to consult in making organizational decisions. The managers do ask their team members to give their feedback to their managers in the form of suggestions to make their decisions. The final authority in this lies with the managers (Fleetwood & Hesketh, 2010). Indirect participation is participation from employees in an indirect way i.e. through board of directors or with members elected by them through governing council. In this the employee has less control over decision making (Akkerman, Sluiter, & Jansen, 2015).

## **2.5. Employee participation and Job Performance**

The employees within an organization are not at the same hierarchical level. The managers and subordinates are involved equally in the decision-making process. The managers and employees can be equally involved in decisions thus ensuring a participative management practices (Wagner III, 1994). If employees are actively involved in the decision-making process, it boosts innovative environment at workplace resulting in increased job performance which ultimately leads to better outcomes for the organization as well (Tonnessen, 2005). The employee involvement in decision making results in continuous improvement in organizational

processes resulting in boosting employee job performance (Juran & Gryna, 1993). The employee participation gives them confidence, respect and commitment to perform better for the organizational productivity betterment. It also helps them in overcoming negative feelings and boosts positive energy in them to work better for the organizational performance (Farooq, Shams, & Niazi, 2015).

## **2.6. Employees Recognition**

The value that an organization contributes to its employees is called recognition. Employee recognition is regarded as one of the important components of motivation and job performance. The employee recognition programs have become an important part of organizational policies (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019). Monetary and non-monetary recognition does exist within organizations. It may vary from giving a well-done gesture from supervisor towards monetary benefits in terms of financial benefits for the employees within an organization. Both help in improving the employee performance which ultimately results in improved job performance as well (Nadarajah, Kadiresan, Kumar, Kamil, & Yusoff, 2012). The employee recognition can be given in the form of writing their names in newsletter of the companies. It may be in the form of appreciation letters issued to the best performing employees. The study shows that non-monetary benefits are more important than monetary benefits as they give employees a sense of being valued and owned by their organization (Long & Shields, 2010).

## **2.7. Employee Recognition and Job Performance**

The employees who are given due recognition at their workplace are more devoted and work hard for achieving their organizational objectives. Recognition adds to satisfaction which in turn improves organizational performance in the long run. Another research conducted showed that employees who were provided positive feedback of their work done showed better productivity (Bradler, Dur, Neckermann, & Non, 2016). Another research conducted by Luthans, 2016, showed that there exists a positive relationship between employee recognition and job performance. The employees who received a regular recognition from their employees depicted a higher level of self-esteem and passion thus resulting in higher motivation and increased performance while being at their job. The employee recognition is considered as an important tool in achieving productivity goals by the organizations. Both the variables are positively associated with each other. Giving positive feedback in terms of recognition results in more willingness to work hard for the organization which enhances overall productivity of the organization (C. L. Smith, 2018).

## **2.8. Employee Training**

The employee training is considered a critical element in the improvement of employee performance. Training bridges the gap between intended standard performance and actual performance. Training can be provided to the employees in the form of coaching, peer collaboration, mentoring and employee involvement. Through training, employees adequately acquire the knowledge, attitudes and skills which are required for employees to adequately perform and improve their performances (Latham, 1988). The organizations should keep an eye on the results of training after tracking their performance. It means that assessment needs to be made for training provided to the employees in order to achieve the goals of the organization (Anam Amin & Lodhi, 2013). The training of the employees results in continuous improvement and allows employees to learn new skills and to apply those skills for betterment of organizational processes. Plenty of researches conducted shows that employee training and job performance are positively associated with each other (Laidlaw & Gray, 2002). The organizations should consider their employees as an asset which needs to be trained and educated properly. All the employees of the organization must be provided necessary training so that they can achieve organizational objectives in an efficient manner (Zhang, Waszink, & Wijngaard, 2000). Organizations assist in the utilization of available resources in the best way to have competitive advantage. Organizations uses training as a tool to enhance the working capacity of their employees. Training not only results in improvement of employee's skills, but also strengthens their reasoning and innovative skills enabling them to make better decisions which enhances the overall productivity of the organizations (Hollenbeck, DeRue, & Guzzo, 2004).

## 2.9. Employee Training and Job Performance

Training helps employees in replacing their inefficiencies in work related behaviors with effective and efficient job behaviors resulting in increasing their productivity (Farooq, Shams, & Niazi, 2015) training also improves job satisfaction as the employees gets frequently appreciated by their managers on their good work. The employees feel more adjusted with their work. Rowden (2002) employees that are provided training can make their customers satisfied through their improved performance. Employee’s training helps them in learning latest relevant skills required to perform their job in an efficient way which ultimately results in improved job performance of the employees (Schmidt, 2010). The job skills requirements keep on changing at a rapid pace due to varied technological requirements. The existing employees serving in the organization needs to be trained on recent patterns of technological advancements to perform their jobs effectively. The employees can be trained by conducting the training sessions. The improved performance results in better organizational productivity as well (Elnaga & Imran, 2013). The employee training is not only associated with improving job performance, but it also has a role in correction of employee’s behavior. The training programs should be designed in a way that it efficiently addresses the needs of the organization. It must make sure that employees perform in the best interested of the parent company (Kum, Cowden, & Karodia, 2014). The employee training is important for health care organizations as well.

The latest means of doing jobs in health care sector with use of the latest technology needs to be adopted by all health sector organizations to be competitive in current age. The training programs must be designed in way that it must bring improvements in organizational productivity. It is important to design an effective mechanism for monitoring their purpose. The training programs needs plenty of investments which need to be monitored for its results. The organizations need to assess and measure the results of their training programs on a regular basis. The trade-off between investments occurred on training programs and their results should be monitored. Any variance in this regard should be handled and its mitigating plans should be designed. These mitigation plans suggest the changes in design of existing training programs to improve its outcomes (Jehanzeb & Bashir, 2013). In today’s volatile business environment, if organization ignores to equip its employees with latest skills & knowledge, organizations will be left behind in comparison to its competitors. It equips employees with latest working skills to perform their jobs in an efficient manner. The training programs are critical part of today’s organizations. Organizations spare significant amounts of their profits for conducting training programs of their employees (Sultana, 2013).

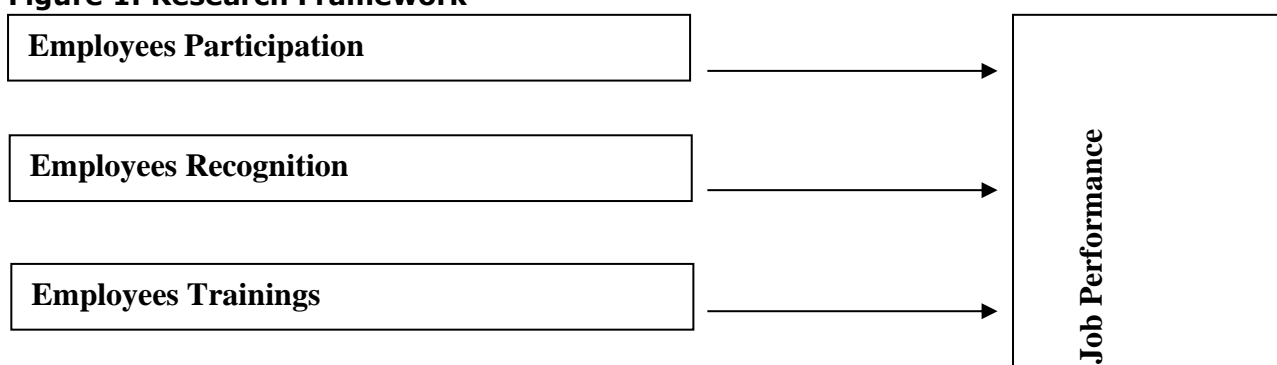
### 2.10. Literature Gap

Numerous studies have been conducted on job performance, but limited research have been conducted to find its relationship with employees’ participation, employee training and employee recognition. Further, no research has been conducted on measuring the relationship of employee’s job performance with the variables of Employees Participation, Employees Recognition and Employees Trainings in healthcare sector of Saudi Arabia. This study aims to fill the literature gap through empirical evidence.

### 2.11. Conceptual Framework of the study

The framework of this research study is based on four variables where job performance is dependent variable and employee participation, employee recognition and employees training are the independent variables.

**Figure 1: Research Framework**



### **3. Research Design**

#### **3.1. Research Paradigm**

This research is based on deductive approach. It focuses on various existing theories, and it helps the researcher in hypothesis development, selecting variables and choosing an appropriate scale for the research.

#### **3.2. Research Nature**

This research is Explanatory in nature.

#### **3.3. Research Type**

The research type for this study is Quantitative in nature. The quantitative data has been gathered by making use of the questionnaire to measure the impact of Employees Participation, Employees Recognition and Employees Trainings on Job Performance in a healthcare organization of Saudi Arabia.

#### **3.4. Data Collection Source**

The research makes use of both primary and secondary sources of data collection. Employees of the Saudi German Hospitals Group-Jeddah will be primary source of data collection.

1. Medical Employees of Saudi German Hospitals Group (Primary Data Source)
2. Allied Medical Employees of Saudi German Hospitals Group (Primary Data Source)
3. Admin Employees of Saudi German Hospitals Group (Primary Data Source)

#### **3.5. Data Collection Tools**

Questionnaire is used as a data collection source. The questionnaire consists of 20 items comprised of three independent variables (Employees Participation, Employees Recognition & Employees Trainings) and dependent variable (Job Performance). The five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

The variable of Job Performance was measured by 10 items questionnaire (Source: "An Examination of Sustainable HRM Practices on Job Performance" published by (Manzoor, Wei, Bányai, Nurunnabi, & Subhan, 2019). The employee participation was measured by 6 items questionnaire (Source: "Factors Affecting Employees' Performance", published by Farooq, Shams, and Niazi (2015). The variable of Employee recognition was measured by 4 items questionnaire (Source: "Impact of Employees Recognitions, Rewards and Job Stress on Job Performance", published by Hussain et al. (2019).

#### **3.6. Participants**

##### **3.6.1. Target Population and Sampling Frame**

All the employees of Saudi German Hospitals Group in Jeddah region of Saudi Arabia were the target population. For sampling, Saudi German Hospital (SGH) is selected for this study on following basis

- Saudi German Hospitals Group is regarded as one of the best health care providing institutes in Saudi Arabia.
- It has a total staff of 1782 members comprising of different positions. Our target population comprised of permanent and active staff i.e. 1749 excluding the resident doctors.
- The questionnaire was distributed to a total of 1749 respondents working in Saudi German Hospitals Group – Jeddah branch.

##### **3.6.2. Sample Size**

The population of this study is known and finite, so sample size can be calculated by using Confidence interval formula as given below.

$$\text{Sample Size} = (Z - \text{score})^2 * SD * (1 - SD) / (\text{Margin of error})^2$$

Values:

Confidence interval = 95% (1.96 Z-score)

Margin of error = 5%

Standard deviation = 0.5

After putting these values in formula, the calculated sample size is 315.

### 3.6.3. Sampling Technique

A non-probability sampling technique Convenience sampling was used for selecting respondents for survey to collect required data.

## 4. Results

### 4.1. Demographics Analysis

The demographics shows the dimensions of the population. The percentages related to age, gender, qualification and experience are measured in this study.

**Table 1: Demographics of the population**

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	155	49.2	49.5	49.5
	Female	160	50.8	50.8	100.0
	Total	315	100	100.0	
Missing System		0			
Total		315	100.0		

Age		Frequency	Percent	Cumulative Percent
Valid				
Up-to 25 Years	75	23.8	23.8	
26 to 45 Years	210	66.7	90.5	
46 to 60 Years	30	9.5	100	
Total	315	100		

Educational Level		Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor		210	67	67	67
Master		53	16	16	83
Above Masters		18	6	6	89
Technical		35	11	11	100
Total		281	100.0	100.0	

Service Period		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up-to 1 Years	144	45.7	45.7	45.6
	2 to 5 Years	95	30	30	75.6
	6 to 10 Years	63	20	20	95.6
	> 10 Years	13	4.3	4.3	100.0
	Total	315	100.0	100.0	

### 4.2. Data Normality - (Skewness & Kurtosis)

In this research, skewness and kurtosis was used to measure the normality of the questionnaire. The results of these tests lies within acceptable limits of  $\pm 2$  which shows the normality of the data (Javier S.R., 2015).

**Table 2: Descriptive Statistics Data of Normality Test**

		EP	ER	ET	JP
N	Valid	315	315	315	315
	Missing	109	109	109	109
Skewness		-.892	-1.032	-.511	-1.168
Std. Error of Skewness		.137	.137	.137	.137
Kurtosis		.680	1.016	-.528	1.872
Std. Error of Kurtosis		.274	.274	.274	.274

### 4.3. Reliability of Data – (Cronbach’s Alpha)

The researchers make use of Cronbach’s Alpha for measuring the reliability of data. If Cronbach value is greater than 0.7, the data set is considered to reliable. The Cronbach values of the variables associated with research are shown below:

**Table 3: Statistical Data of Reliability Test**

Variable	Cronbach's Alpha
Employee Participation	0.718
Employee Recognition	0.713
Employee Training	0.784
Job Performance	0.710

**4.4. Statistics of Data**

The Mean and Standard deviation of the variables on this research was measured which are show in the table below:

**Table 4: Mean Values**

	Mean	Std. Deviation	N
EP	3.809524	.7244841	315
ET	3.643810	.7788515	315
ER	3.791270	.7106750	315
JP	3.692698	.5878093	315

**4.5. Correlation Analysis**

Correlation Analysis was done to check the significance of variables. The correlation results among the variables of Employee Participation, Employee Recognition, Employee Training and Job Performance. Results depicted that employee participation was directly related to job performance ( $r = .416$ ,  $p < .05$ ). Employee Recognition was positively related to job performance ( $r = 0.411$ ,  $p < .05$ ). Employee Training also showed a positive relationship to Job performance ( $r = .635$ ,  $p < .05$ ).

**Table 5: Correlations**

		EP	ER	ET	JP
EP	Pearson Correlation	1	.495**	.414**	.416**
	Sig. (2-tailed)		.000	.000	.000
	N	315	315	315	315
ER	Pearson Correlation	.495**	1	.439**	.411**
	Sig. (2-tailed)	.000		.000	.000
	N	315	315	315	315
ET	Pearson Correlation	.414**	.439**	1	.635**
	Sig. (2-tailed)	.000	.000		.000
	N	315	315	315	315
JP	Pearson Correlation	.416**	.411**	.635**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	315	315	315	315

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

**4.6. Regression Analysis**

The regression analysis depicted the impact of independent variables on dependent variable. Employee participation, recognition, and training were independent variables of this research, while job performance was a dependent variable.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803	0.644	0.639	.00384

a. Predictors: (Constant), ET, EP, ER

b. Dependent Variable: JP

In model summary, the goodness of fit test showed that descriptive factors of job performance accounted for 64 percent of the variation in job performance which is greater than the minimum acceptance level of 40% are appropriate for social science.

**Table 7: ANOVA Summary**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.680	3	15.893	81.280	.000 <sup>a</sup>
	Residual	60.813	311	.196		
	Total	108.493	314			

a. Predictors: (Constant), ET, EP, ER



b. Dependent Variable: JP

The ANOVA table showed that F value which is 81.280 with significance of 0.000 showed that independent variables have significant impact on dependent variable. This expressed that there is strong association between the variables.

**Table 8: Coefficients**

Model Indicator	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	P. Value
1 (Constant)	1.458	.162		8.999	0.000
Employee participation	.117	.041	.144	2.848	0.005
Employee recognition	.089	.042	.108	2.111	0.036
Employee trainings	.398	.037	.528	10.809	0.000

Dependent Variable: Job Performance

This study makes use of simple linear regression model. employee participation, employee recognition and employee training were the independent variables. Job performance was the dependent variable. The results showed that all the independent variables have a significant impact on the dependent variable in healthcare sector of Jeddah region in KSA.” The values of coefficient of determination indicated the significant changes in dependent variable as the explanatory variable changes. The relevant statistical t-values and p values are also shown in the columns. The results showed that change in one unit of employee participation resulted 0.144 change in job performance. A change in one unit of employee recognition resulted 0.108 change in job performance. change in one unit of employee training will result 0.528 change in job performance. The study revealed that employee training contributed for the maximum change in job performance.

**4.7. Hypothesis Testing**

The hypothesis testing was done to draw the conclusion of the study. Based on statistical findings from the analysis, the hypothesis may be accepted or rejected.

H1: Employee’s participation has positive impact on Job Performance in healthcare organization of Saudi Arabia.

The findings of the research suggested that there is a direct positive impact of employee participation ( $\beta = .144, p = .005$ ) on Job Performance. The hypothesis H1 is accepted.

H2: Employee’s Recognition has positive impact on Job Performance in healthcare organization of Saudi Arabia.

The findings of the research suggested that there is a direct positive impact of employee recognition ( $\beta = .108, p = .036$ ) on Job Performance. The hypothesis H2 is accepted.

H2: Employee’s Training has positive impact on Job Performance in healthcare organization of Saudi Arabia.

The findings of the research suggested that there is a direct positive impact of employee recognition ( $\beta = .108, p = .036$ ) on Job Performance. The hypothesis H1 is accepted.

H3: Employee’s Training has positive impact on Job Performance in healthcare organization of Saudi Arabia.

The findings in table 8 support the proposed hypothesis by showing the direct positive impact of Employee Participation ( $\beta = .528, p = .000$ ) on Job Performance, which depicts that the relationship is significant. Hence, the proposed hypothesis is supported and accepted.

**5. Conclusion and Discussion**

The study in hand has discussed employee’s job performance and its relationship with HR practices in different organizations. The findings of this research are based on the healthcare organization of Saudi Arabia in Jeddah region. The study revealed a strong and positive relationship among employee’s participation, recognition, training and their job performance.” The previous research also suggested that human resources are the critical resources for the

organizations to achieve optimal organizational performance. The findings of this research are widely consistent with other similar studies involving variables of employee's participation, recognition, training and job performance. The results of previous studies show the positive relationship between employee's participation, recognition, training and their job performance (Huselid & Becker, 1996). If employees are provided with frequent training and development programs, their performance is boosted in performing their official tasks which ultimately results in improved organizational performance. The skills and tasks related training enhances organizational performance through improved knowledge and skills of the employees (Bafaneli & Setibi, 2015). The current study pointed that skills deficiency needs of the employees must be well assessed before designing their training programs. Some of the training programs do not yield expected results and its major reason was found that such programs are designed by higher level management w/o proper consultation of employees at other levels. All the stakeholders of the training process must be well consulted before designing any training program. Ongalo and Tari (2015) supported the same finding by performing their research in electricity sector in Kenya. It was found that an unclear employee development negatively affects the organizational performance.

The success for a training program relies mainly on content of the training and the way it is being delivered to employees. The current study also shows that 59 percent of respondents that training on the site is most appropriate means of providing training that helps them in transforming their knowledge to practice which ultimately resulted in improved organizational performance. The variables of employee participation, recognition, and training have significant positive impact of job performance according to various research in the past. This study also explores the relationship between the variables of employee participation, recognition, and training and job performance in Health care sector in KSA. This research not only explores the relationship of variables under study with dependent variables but also depicts the most significant variables under study that has major impact on the dependent variable. The healthcare sector of KSA needs special attention so that the country has the standard level of health services. The questionnaire that was used in this study was distributed through questionnaire. This study was limited to group of Saudi German hospital operating in Jeddah region of KSA. KSA has a developing economy aimed at improving its economic performance and quality of life of its people. To achieve these objectives, it is important to take care of the HR factors that motivates the human resource working in different health care sector organizations in KSA. The research revealed that all the factors under study i.e. employee participation, recognition, and training are important for improving employee performance which ultimately results in enhanced organizational performance.

Further, the study explained that among the other independent variables, training and development variable is more significant in improving employee job performance. The more training an employee is provided, the better will be employee job performance. In the current competitive environment, employees are considered as valuable assets for any organization. The organizations that do not give proper attention to development of their human resources fails in the long run. If the employees are provided with due recognition, they will be more productive. Similarly, employee participation in organization matters gives them satisfaction and they perform better thus resulting in improved employee job performance. This research also concluded that employee participation is also an important factor in increasing employee job performance. The organizations should design techniques that makes employees more participative. The employee opinion and voice should be given due importance so that employee feels recognized and engaged in organizational matters as this will ultimately result in improved employee job performance. This study suggested that employee training has been the strongest variable that has maximum impact on employee job performance. The employees at health care sector in KSA feels that they are not having proper training programs being executed for their development. The effectiveness of training programs in improving employee job performance has already been tested in previous research which suggested that proper training programs are critical in enhancing employee job performance. Training improves employee competency and develop sufficient skills & abilities required for performing employees' job which results in improved employee job performance in health care sector in Saudi Arabia.

### 5.1. Practical Implications

This study through its empirical evidence suggests that employee recognition, participation and training are of critical importance in improving employee job performance at workplace. The study can be helpful for the future researchers in identifying their study GAP through theoretical and practical aspects of this study. The study can be helpful for managers working in health care sector organizations in Saudi Arabia to design efficient policies to boost employee job performance. This study also appeals to the managers of health care sector organizations in Saudi Arabia to take employee training seriously and design efficient training programs for their work force. It will help them in improving their employee job performance which will results in improved organizational performance.

### 5.2. Theoretical Implications

The research is helpful in contributing to the literature on employee recognition, employee participation and employee training with their impact on job performance. The empirical study adds in knowledge and understanding about employee recognition, employee participation and employee training with their impact on job performance. The variables of this research studies are not frequently studied in Gulf Cooperation Countries (GCC) so this study will pave the way for future research.

### 5.3. Limitations

As this study has been conducted in Saudi Arabia so it cannot be generalized to organizations across the globe as there can be different motivational factors for employees in different regions. This research has been conducted in health care sector organizations so it may not be generalized all sectors. The data has been collected from one due to time limitations of this research study. The collection from multiple cities can provide better footings for this research. The medium of communication in this research has been English. There were few employees who have difficulty in understanding proper meanings of the questions. Further, other related variables can be included to test their impact on employee job performance in health care sector of KSA.

### 5.4. Future Research

There are very few research studies that has been conducted involving the variables of this research study in health sector of Saudi Arabia. This research can be guidelines conducting research on employee recognition, employee participation and employee training with their impact on job performance. More independent variables can be included in research model to study their impact on employee job performance. Further longitudinal studies involving the same variables can be helpful to have further insights on the topic under study. A more diverse target population can further validate the results of these variables in health care sector organizations.

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