

# The Impact of Training Frequency on Employee Retention: Evidence from Saudi Arabia

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## **Abstract:**

The purpose of the study is to identify the impact of the training frequency for the employee retention process. The key issues arising are the lack of sufficient training skills and higher training frequency and improper training procedure is lowering the rate of employee retention within Saudi Arabian organizations. The research has undertaken the quantitative method of primary data collected from the survey session. The key solution generated from the finding section is to incorporate better means of employee management in terms of their performance enhancement. The findings have been highlighted that training frequency has strong relationship and effect on the employee retention process of Saudi Arabia. The overall training performance can be raised, thus increasing their rates of retention. Timing for the research and availability of the literature for gaining knowledge were the limitation of the study. Researcher has faced limitation in case of survey process as well.

**Keywords:** *Employee retention; Training process; Training Frequency, Timing; Quality; HR managers; Training skills.*

## **INTRODUCTION**

The Saudi Arabian organizations have their specialty in the manufacturing and production sector for oils and also their businesses run with quite a right amount of output. However, there are problems associated with their internal environment of business operations. The process of training is concerned with the issues that are included with the employees not being able to follow the sessions of training. The provisions of technical skills are needed for the carrying out of tasks of operations at the workplace are not adequately given to the workers during the training session. Moreover, the team working skills and other professional development skills within the employees are lacking due to certain personal evaluation factors. The employee engagement rate within Saudi Arabia for the year 2019 was found to be equal to 16% (Al-Kahtani, 2018).

The employee training quality depends on various factors like the enhancement of the personal as well as professional skills within their performances. However, the companies are not being able to provide sufficient quality based evaluation and learning due to the less experience of leadership and training skills within themselves. The timing of the training is dependent on the duration until which the preparation for the employees is provided. The time of the training is mainly concerned with the period that would help the newly recruited workers in increasing the level of understanding about their task operations and learning. Therefore, the organizations can ensure up to 8 hours of training provision and the number of days for the same are 5. In this manner, there has to be given several breaks in between each of the 3-4 hours so that they can adapt the learning process effectively. The leaders and managers of the organization can direct the

organization to reach the heights by providing proper training facilities to the employees. The lack of provision of adequate leadership can lower the employee retention rates in context with the organization.

## **Theoretical background and Literature review**

### ***Training process***

The training process is referred to as the technique through which employees' knowledge is enriched (Ahammad *et al.* 2016). This process is used for modifying attitudes and skills and helping employees to be disciplined to execute a task. The training process is also called a developmental program which allows employees to upgrade their skills and knowledge. Through the training process, leaders and managers get familiar with an employee's weaknesses and strengths. There are different requirements for development sessions for each employee. When an employee undergoes a developmental course, they get to become acquainted with their potentialities. It is necessary to conduct frequent training processes for continuous development.

Training process is well associated with employee retention criteria. Leaders and the HRM department let employees feel that they are concerned for the overall development of employees (Lee *et al.* 2018). This in hand increases customer retention. Training process inculcates positivity within employees. They start feeling that authority is prioritizing their developmental session. This positivity consequently increases the rate of customer retention. Thus, the training process has direct influence to decrease and increase the extent of employee retention. Absence of training sessions can loosen the bonds between organization and employee. This cannot let managers understand the employee's demands and requirements.

Career development is associated with training sessions. Employee retention is manageable when an employee starts feeling valued and respected. They

get familiar and manageable within the work environment. This is achieved through a proper training process. However, the training process lets employees understand the organizational culture. In this criterion, proper knowledge and information about organizations let employees transform their behavior as per the requirements, this is beneficial for retaining customers. Training sessions is not the sole factor to maintain employee retention. Other factors include increment, salary structure, work environment, leadership style, training quality, frequency of training and others (Alhalwachi&Alkhater, 2018). Training sessions somehow create a better opportunity for employees to show their competencies and potentialities. It is required to be consistent while delivering training sessions. Training process consists of various underlying steps that leaders and training providers need to address. Not everyone requires the same training and development session. A thorough study before conducting training session facilitates success within the training process. On the other hand, the training process stresses on learning models and traits of organizations. It let employees to repeat the positive activity that they had achieved through training sessions. Theory of reinforcement is applicable for these circumstances. As per this theory training session must be conducted considering organizational goals so that employees get familiar with organizational principles and practices. Reinforcement is a proper process and must be used in training sessions to bring a significant modification in employee's behavior. This consequently allows employees to feel that leaders are keeping consistency in their functionalities. With the sense of valued, employee retention level is maintained. However, support and coaching addresses major prominence to retention (Aboradi&Masari, 2018). Though training instills a positive attitude with employees yet it is not the sole factor for maintaining workforce retention criteria. Employees feel a lack of interest if they are not

offered frequent training and development for their career growth.

### ***Training quality***

Training quality is measured to what extent training meets organizational goals and increases employee's workability (Al-Kahtani, 2018). Training is conducted to enrich employee's acknowledgement and it is beneficial for leaders and managers to be familiar with employee's potentialities. Employees are retained with the extent of training quality. Showing respect to employees can facilitate employee retention. Organizational objectives meet with quality training. This process must be undertaken as per the organization's aim and strategies. There are certain processes through training that can be restored. Proper planning and identification of underlying stages restores the quality of training. Moreover, continuous learning programs let employees hold their interest towards the training session. If an employee feels that there is a lot to learn for an organization, employee retention can be maintained.

Training effectiveness is associated with quality training. It is necessary to meet organizational goals and objectives. In the HRM department quality training holds the foremost priorities for employee's skill development (Memon *et al.* 2017). Poor structure of training does not keep training sessions to be effective. Skilled leaders always look for proper training-oriented plans. Some of the training sessions address skilled leaders and motivate others while other sessions are conducted to enrich knowledge and let employees become acquainted with new innovative learning programs.

Quality training is maintained within proper feedback and maintenance of necessary databases. Moreover, retaining employees required to work with the right staff workforce. This consequently requires frequent and quality training sessions. However, there are several other factors to retain employees (Manzoor *et al.* 2019). They include

leadership style, leader's competencies, and frequency of training sessions. Each employee has their personal requirements from a training session. Some want to learn organizational objectives while others learn to upgrade their existing knowledge. Thus, managers need to make a difference within objectives if training is that their core quality is met. However, the evaluation process also makes sure that quality is maintained so that managers and the HRM department can filter out potential employees for undesired applicants (Aljohani, 2016). This, moreover, helps to balance impoliteness turnover rate. Increasing employee retention level implies that employees are not dissatisfied with the work environment. However, psychological based learning programs are also implemented in training and developmental sessions. Thus, theory of psychology is required to balance training quality. The meaning to quality training is not the same for all. As per psychological theory, a process must make predictions and anticipate future decisions through description of a behavior. For this managers and leaders need to understand each employee's perception to retain the workforce. Different structures of psychological theories are required to meet different perspectives. As per the criteria of employee retention, developmental theory fits the most appropriate since it provides a guiding principle for better development. Moreover, quality is maintained with proper planning and strategies (Dias & Silva, 2016). Before structuring a training session, it is required to consider intermediate processes. With better training quality, employee retention can be maintained. Thus, proper strategy is always needed to meet the circumstances. Employees can be retained if proper survey and feedback can be collected from the workforce. Training session includes the process and thus quality training is related to employee retention.

### ***Timing of training***

Training session is framed as pre-set timing. Productivity increases to manifolds when proper

timing is maintained. Training given to employees is a crucial factor and they do not get huge timing for the professional development (Ahmed, 2020). Thus, timing is a necessary factor to maintaining consistency of employee development. Sine training process and training session is related to employee retention, timing is also associated with employee retention factors. There lie severe challenges to maintain training in right time. This, moreover, results in less interest shown by employees. If employees start taking less interest, they cannot be retained and eventually organizational reputation will deteriorate.

Timing opens the gateway to a maximum opportunity for professional development. Employees retention is directly influenced with training timing. They can measure the difference in their skills and potentialities after completing tasks (Dias & Silva, 2016). This verification increases incidence within employees. However, productivity also gets enhanced when training is delivered in a timely manner. Besides, proper timing of a training session is best suited when employees are in an urgent need to deal with some challenges. This is when employees stay motivated and the maximum of the training session is absorbed by employees. Once they start getting motivated, they become loyal towards their organizations and increase employee retention criteria.

Besides maintaining a time schedule, leaders must also address an urgent need of training sessions. However, training delivery in an undesired timing decreases productivity and benefits of development sessions. Efforts are fruitful when there is a dire need of a training session. Skills and potential employees always look for leader's advice when they are asked to solve difficult challenges. This is the right time when maximum output of a development session can be achieved. Quality training is also dependent on proper timing of training. This, overall, facilitates the extent of employee retention (Memon *et al.* 2017). It is important to make sure

that employees' response towards a training process is positive. This is evaluated by feedback and proper monitoring. However, employee retention is achieved when they are interacted on a timely basis. Frequent and weekly training allow managers and leaders to discover the weakness and strength of employees. This way employee's confidence gets boosted and they tend to stay loyal towards their responsibilities. In this way retention of employees is maintained with a proper training schedule. Training is associated with knowledge enrichment criteria. As per psychological belief, individuals try to deep dive into learning programs when there is an immediate need. Thus, timing is the best when an organization needs their employees to be productive. Knowledge absorption is related to timing or training schedule (Al-Kahtani, 2017). In a way, it has better implications to develop employee's competencies. Career growth is possible with training and this let employee to stay loyal towards their companies. Thus, proper synchronization must be maintained when developing training and development session. It is not possible to interact individually with each employee and thus, training sessions let managers to address the entire concern at a time.

### ***Employee retention***

Retention is a factor or a procedure that is maintained by the organizations to make sure that the employees working under them do not quit their jobs. Each of the companies and the sectors has different rates of employee retention and that further gives an indication of the percentage of workforce existing within them. It is a phenomenon that is chosen by the workers to choose between serving the current workplace or they want to seek for better job opportunities. The opposite of employee retention rate is the turnover rate and they are inversely proportional to each other. Saudi government companies have been dealing with several turnouts during the past few months due to several complications dealt by the employees.

Organizational effectiveness is termed as a potential of business to meet organizational goals and objectives. Employee retention is an integral aim for a company which is crucial in meeting the criteria (Memon *et al.* 2017). Leader and managers are the responsible persons in an organization and this inculcates motivation within employees. There are various styles of leadership and management through which managers and leaders show cases their effectiveness. Some consider democratic style while others consider charismatic, autocratic or authoritative leadership for motivating and engaging the employees to reduce the employee turnover from business. In this context, the HR management has an integral role to play in decreasing employee turnover rate. Retaining motivated and positive employees is important for organizational success. In these criteria effectiveness of the business management plays an imperative responsibility. Organization's productivity is associated with employee retention. HR management build employee's confidence and help them stay motivated. Besides, increment, salary perks and positive work environment, sense of worth and respect restores employee retention criteria.

The Saudi companies are required to hold onto the people serving them for the longest possible duration. This helps in the improvement of work productivity, maintenance of uninterrupted cash flow in business and the cost reduction of operations. Therefore, retention is regarded as the topmost prioritized for the planning of success of the organization. In order to accomplish the same, there is a need for adopting several developments in the employee's training and professional skills evaluation to gain better success. There are several applications of employee engagement tactics and strategies that can help the evaluation of the training procedure to retain the employees. The managers must have the qualities of honesty, integrity, problem solving, conflict resolution and other relevant leadership qualities to manage the newly

recruited workers to ensure their base in the company (Memon *et al.* 2017).

There is a positive bonding between organizational growth and the training process which can reduce the turnover rate of any business. Once a business starts focusing on their employees, then their employees get motivation as they get importance and this increases employee retention. Leaders and managers of different departments are one of the central authorities in an organization who controls the success factor of an organization. Retaining positive and motivated employees maintains organizational productivity (Alhalwachi&Alkhater, 2018). In this context, if employee feels that their work is being appreciated by their hierarchy, they get inclined to be committed and loyal towards their respective organizations.

The companies in the Saudi Arabia can develop several strategies to gather the strengthening of the employees training and competency skills. They can be given several challenging tasks that can help them acquire new skills and achievements. This can also increase their overall performance across the workplace. The training process can be organized in the form of cross-disciplinary manner that can involve the term wise training of personal as well as professional development training courses. The proper organized way of learning procedure can be implemented with the method that can help the employees understand each concept of the operational skills at one go. The duration of training time can be elongated and the quality must be enhanced for the provision of training. This can help in increasing the overall employee retention within the Saudi Arabian companies. The role of good leaders and managers are very important during this time as they help in enhancing the employee performance within the organization. In this manner, they contribute in the maintenance of the retention of employees for a longer duration. The workers' attachment towards the organizational culture and

the treatment done with them at the workplace also increases the rate of retention for them.

The management hold the employees in the workplace according to the work productivity. The styles of management adopted by the companies determine the retention of employees. Employees flourish with their performance under effective managers and leaders. Several factors of organizations help in motivation and act as inspiration for the employee and thus helps in their retention in the workplace (Derakhshan, Turner, & Mancini, 2019). Effectiveness of the business culture and managerial process and employee retention works relatively. Organizations put in maximum efforts to retain employees. Some implement punishment, some implemented reward and increment to hold their motivation. They use an employee engagement process to retain a positive workforce. It is necessary to make valid steps since not all employees are the same in their behavior and attitude (Ahhammad *et al.* 2016). This is required to make proper suggestions for organizational growth. Letting employees take part in the decision-making process can increase their motivation. An effective manager creates a sense of job satisfaction among the employees. Further, the performance of employees in the organization is dependent on the leadership styles that are being used for monitoring the employees (Bakdash&Marusich, 2017).

This way management make a cohesive, engaged and open team. However, there are factors such as the workplace environment, manager's attitude, and efforts shown by the HRM department helps in increasing the employee base. Enhancing employee base is not a prime goal but increasing positive and motivated employees which are considered. Thus, it implies that an effectiveness of the training process and frequent training for development of the skills are major factors in resting positive employees. As per Herzberg's theory business companies tend to fulfil all basic and required necessities of employees (Lee *et al.* 2018). Due to their efforts, working

conditions and motivation stay consisted for employee retention.

## **Hypotheses**

### ***Training process and employee retention:***

The training process is an effective tool which ensures the reliability of employees in the workplace. Training process involves several steps and activities. As said by Rigby & Ryan (2018), training is generally provided to increase the practical and theoretical knowledge of the employee regarding a particular issue. The process for the respective type of training may vary and so as the process. Different types of training or orientation training or on job training. The process decides the retention of employees as sometimes the employee gets it difficult to adapt to the training process.

**H1: *There is a positive relationship between the training process and employee retention.***

### ***Training quality and employee retention:***

Quality of training is an important aspect for the retention of employees. The quality of training decides the quality of employee performance. When the quality of training is effective, it certainly gets reflected in the quality of employees' work (Meng *et al.* 2018). Productive training is beneficial for both the employees and the organization. There is development of employee's skills and personality which helps in the retention of employees in the workplace.

**H2: *There is a positive relationship between training quality and employee retention.***

### ***Timing of training and employee retention:***

Timing of training is an important measure which decides the retention of employees. The taming of training is divided into many parts. For instance, orientation induction training, job training, skill development training and technical training are some of the part of training. As said by Gubbins *et al.* (2018), the employee needs training during the starting of a job, during the time of job and also

when there is introduction of new strategies for technology in the organization. Timing should be properly maintained so as to maintain the task in an

efficient way and thus the employees feel the necessity of reaction in the organization.

**H3: There is a positive relation between the timing of training and employee retention.**

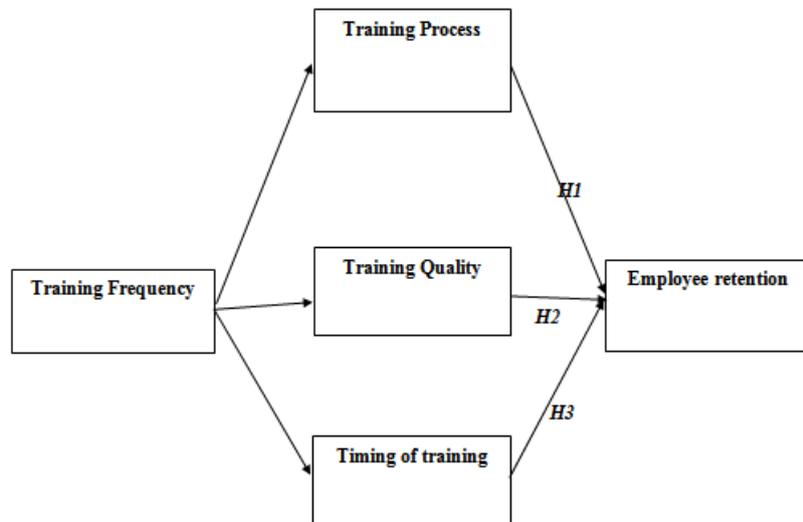


Figure 1: Conceptual Framework  
(Source: Created by author)

## Method

The respondents in this particular research study were the employees from the different companies of Saudi Arabia. The quantitative data analysis process has been used to get the responses with the help of a questionnaire (Voinov *et al.* 2016). The number of samples was 210 employees who are associated with these companies that include the technical staff, team leaders, managers and also the administrative workers. They hold the basic academic qualification from different fields like computer science, information technology, business management, finance, HR and engineering. Around 300 employees were approached for the survey, however only 210 out of them were selected having the completely filled questionnaires. The response rate was estimated as 70% which was sufficient to proceed for the analysis and discussion.

Among the 210 samples 120 were male and 90 females. Further it has been found out that the majority of the age group belongs between 35 and 45 which are around 42%. The lowest percentage of the age group belongs between 18 and 25 (16%). The income level is also calculated based on different categories and the highest level range between RM 5000 to RM 10000 (40 %) and the more than 10000 (26%). The lowest respondents belong from the income level of SAR 3000 (16%).

## Measures

**Training process measurement scale:** For measuring the training process in the organization, some measurement scales were formed and according to that the question series are set (Alhalwachi & Alkhatir, 2018). The scale was about the different processes which are presented in

the training. It has been found that technical, theoretical and practical training are some of the major processes of training. Each of these processes has a different set of activities which helps in providing training to the employees. Another measurement scale for the training process is the system of feedback which is given at the end of the training process. The feedback is dependent on the learning ability of employees (Moore & Khan, 2020). The analysis of the feedback helps to find out the weakness and strength of the employees and to decide the further steps that must be taken for the employees. The measurement was done with the help of Likert Scale having the ranges like strongly disagree to strongly agree.

#### ***Training quality measurement scale:***

The quality of training is measured with the help from the performance level of the employees (Lee *et al.* 2018). The performance of employees with the measurement of employee's numbers and their retention quality is measured to know more about the quality of training. As reported by Yousef (2017), further, with the help of Likert scale, analysis of productivity levels for both the employees and the organization, quality of training can be measured. Employees perform better and give productive results when the quality of training is of a standard type that matches with the organization.

#### ***Timing of training measurement scale:***

The timing of training is another important aspect which needs proper measurement for deducting results of employee retention (Ahammad *et al.* 2017). The timing of trainings is measured with the implementation of Likert scale to know the learning capacity of employees. It must be sufficient enough for the workers to learn something protective. Only then the employees would be able to produce the best of results. Secondly the timing of training is also measured with the level of needs for the

employees (Ruck, Welch & Menara, 2017). The timing should match according to the need of the employees. Further, induction training, on job training and other skill development training is time specific and they are provided only during the required time of the employees.

#### ***Employee retention measurement scale:***

The employee retention is measured using two major parameters that are the kind of leadership and organizational culture using the Likert scale. When the employees receive the proper leadership styles then perform better and try to adapt with that particular style (Noble *et al.* 2019). Secondly, the various organizational cultural practices like rewards, recognition, job timing, surrounding environment and behavior of co-workers. All these factors are used to test the employee retention in the organization.

#### ***Reflective measurement model***

There are various processes of the evaluation of reflective and formative forms of measurements of the models and frameworks. It is seen that the use of reliability and validity are considered to be useful for the measurement of variables in context with their reflective approach (Aljohani, 2016). It is important to analyze the validation and reliable nature of the data so that it can be used for a longer duration.

#### ***Structural model***

The Hierarchical component model of approach had been used for the proposal of the conceptual model of framework for the research work (Manzoor *et al.* 2019). It is used for the minimization of various numbers of relationships between the variables that exist in the other models. There are a number of indicators set for various orders of the latent variable that would be used for the completion of the assessment using a higher order framework. The tests of reliability and validity are considered for the evaluation of the assessment of this particular model.

## Findings

### Reliability

Variables	No. of Items	Reliability score
Training process	2	0.993
Training Quality	2	0.993
Timing of training	2	0.986
Employee retention	2	0.979

Table 1: Reliability test

(Source: Created by the author)

The current score for all the variables related to the factors of employee retention within the Saudi Arabian companies are more than 0.90 score in the above mentioned table. That further specifies the strength of reliability score and that shows the high consistency within the data of the variables. The test for reliability is brought about by the measurement of consistency within the variables on the basis of the method by which they are distributed (Dias & Silva, 2016). The reliability is a test to check whether the data collected by the organization of responses of the target audience is reliable or trusted to be true or not. The test can be evaluated on the basis of the score generated for Cronbach's alpha

test and that further checks for the dimensionality of the variable of the data. As said by Osborne & Hammoud (2017), the general score for the measurement of reliability test for the data and information collected must be above 0.70 for each of the variable units. On the other hand, it is said to have the highest reliability rates that brings the score near to 0.90. The reliability value for training process is 0.993 as well as the same value has come for the training quality. Furthermore, the Cronbach's alpha value for timing of training and the employee retention are 0.986 and 0.979. These values indicate high reliability of the collected data.

### Correlation

#### Correlations

		Training_Pr ocess	Training_Qua lity	Timing_of_tr aining	Employ ee_Rete ntion
Training_Process	Pearson Correlation	1	.988**	.990**	.987**
	Sig. (2-tailed)		.000	.000	.000
	N	210	210	210	210
Training_Quality	Pearson Correlation	.988**	1	.987**	.987**
	Sig. (2-tailed)	.000		.000	.000

	N	210	210	210	210
Timing_of_training	Pearson Correlation	.990**	.987**	1	.981**
	Sig. (2-tailed)	.000	.000		.000
	N	210	210	210	210
Employee_Retention	Pearson Correlation	.987**	.987**	.981**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	210	210	210	210

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

Table 2: Correlation coefficient test

(Source: Created by the author)

The process of training is found to be having the score of 0.987 of relationship with that of employee retention. On the other hand, the quality of training of employees is impacting the retention rates by 0.987 values. The timings of the training session at Saudi Arabia are found to be increasing the retention rate with the intensity of 0.981. The values of the Pearson correlation are list between the levels -1 to

+1. The positive value of the correlation is indicating positive relationship between the variables. The correlation coefficient test specifies the strengths of relationships between the identified variables of the research (Ahmed, 2020). Along with that, it shows the level by which the variables can be connected with each other in terms of the organizational development within their respective industry.

Hypotheses	Value of Sigma and correlation	Acceptance
<b>H1: There is a positive relationship between the training process and employee retention.</b>	Sigma value is 0.000 0.987 is the correlation value	Hypothesis is accepted as the result is showing positive correlation
<b>H2: There is a positive relationship between training quality and employee retention.</b>	Value of Sigma is 0.000 The value of Pearson correlation is 0.987	Hypothesis is accepted as the sigma value is lower than standard sigma value 0.05.
<b>H3: There is a positive relation between the timing of training and employee retention.</b>	Sigma value is 0.000 Pearson Correlation value is 0.981	The value of sigma is lower than 0.05 which indicates there is presence of relationship between timing of training and employee retention. Thus the hypothesis is accepted.

Table 3: Hypotheses testing

(Source: Created by the author)

## Discussion

In this research study the training frequency has been considered as a factor which can create an impact on employee retention. The training practices have been divided into different parts and each having a significant role to play in the employee retention. Training frequency is nothing but the number of training which an employee gets in the workplace. The number of training is not only the single criteria which will be helping in employee retention. Each number of training should include a proper process by measuring the requirement of the employees for that particular training. Besides this, the quality of training is another factor which decides the retention of employees (Gubbins *et al.* 2018). When the employee gets high quality of training, they get the chance to learn various facts about the work. This learning process with effective implementation of tools increases the performance quality of the employees and eventually the organization. Additionally, the quality of training is dependent on the tools and technical devices which are being used to provide the training in companies, the training related to technology is an important facet as it disguises the efficiency of the employees. The knowledge about technological advancement is provided only with the training process. It is important that any employees, us be trained in regular basics about the technologies that are being used or adopted by the company, as it makes the work easier for the employees to understand. Additionally, the timing of trains should be critically determined by the management committee after accessing the employee's growth rate. Timing is nothing but the duration and intervals of training. As reported by Ross *et al.* (2020), an effective employee may require less time to learn where this may vary for other employees. According to the employees' requirement the timing of training should be framed. On job training, orientation a, technical personality development training has definite timing during the work life of an employee. It should be provided during the required time only.

Proper training process is another parameter which decides the retention of employees. When the trainers adopt the correct style of training that includes the involvement of employees in decision making, provided motivational and also guides in required direction, the employees perform better and retain in the company. In several companies jobs training frequency with effective quality and leadership is must for retaining the employees.

## Implication

The research study has both theoretical and practical implications in many fields. This includes the Companies itself, the other research scholars and the employees working in the companies. This research will be helping the training and management team of the company to get the required information related to importance of training practices. This Study will be helpful for the need of training in case of IT employees with information about practical and theoretical training processes. In Saudi Arabia few cases have been studied and this research study will be other helpful measures to decide and implement various strategies for the company (Noble, Scheinost & Constable, 2019). Several companies have been considered for the research with the employees and information is gathered from them. After the analysis, it has been found that training frequency is must for retaining the good quality employees in the organization. Further, the associated factors related with training frequency like process, quality and timing has also been studied. Each factor has an important and major role to play in training frequency. Hence, this study has guides and provided a clears and descriptive understating about the factors related with training and their importance in employee retention.

Training process or frequency is an important aspect in companies of Saudi Arabia. This is so as the regular training helps to get updated information about technological development in the counties or on global platforms. However, the deficiency in training frequency with quality management forces the employee to leave the organization. Therefore, it

is required to have effective training for the employees.

### **Limitation and direction for future research**

In this research the required methodology has been used to get the information about the training frequency of employees for their retention however there are some limitations of this study. First, top companies of Saudi Arabia adopt different training processes at the time of requirement inserts value. As reported by Ahammad *et al.* (2016), therefore generalizing the idea of training frequency for the company may be suitable as they may implement different approaches to enhance the employee retention in the company and not totally based on the training frequency. With the results, overall aides for the companies can't be drawn as the research is limited to the particular company. The questions set for quantitative analysis can become another point of limitation. Analysis done on that particular question related to trainings frequency cannot give the accurate results for the company as well as for the research. Additionally, the research study is based on the data collected from cross sections and at a particular time due to which it may not give the exact information related to training practices by the company. Further, the theories that have been used for the research may not cover all the aspects of training frequency and can differ with the actual situation of the company. Some other limitations may include the non- involvement of other independent factors which can be associated with the training process and employee retention.

### **Conclusion**

The section focuses on the evaluation of the impact of the training frequency on the retention of employees within the Saudi Arabian companies. There are several factors identified to produce after the evaluation procedure is countered. It has been determined that the key variables that cause the variation in the rate of employee retention are their training process, timing, quality and the kind of

leadership style acquired for them. The key problems associated in context with this issue are the lack of efficient leadership development leading to improper accomplishment of the training schedule of the employees. The variables are detailed with a well-defined approach and there has been a conduction of quantitative study of survey from the employees targeted randomly from Saudi Arabian companies. The concepts are measured by focusing on the evaluation of the kind of responses generated from the worker on the above mentioned issues or variables. The individual measurements are analyzed by using the SPSS tool and the tests of analysis are chosen to be reliability and correlation tests. The results, implications, discussions and the recommendations for the research are provided in context with the Saudi Arabian organizations.

### **Declaration for conflict interest**

There is no conflict in potential way from the author for the research, publication an authorship.

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## Appendices

### Appendix 1: Questionnaire

#### Section A: Demographic questions

1. What is your gender?
  - Male [120]
  - Female [90]
2. What is your age group?
  - Between 18 and 25 [35]
  - Between 26 and 35 [40]
  - Between 36 and 45 [90]
  - Between 45 and 64 [45]
4. What is your income level?
  - Below SAR 3000 35
  - Between SAR 3000 to RM 5000 35
  - Between SAR 5000 to RM 10000 85
  - More than SAR 10000 55

#### Section B: Questionnaire

1.0		Training Process (Alhalwachi&Alkhater, 2018)				
		Strongly disagree ----- Strongly agree				
1.1	The process of training must involve the technical, theoretical and the practical concepts.	20	40	20	90	40
1.2	The workers must be given feedback at the end of the training based on their learning ability so that their weakness can be managed.	25	35	25	85	40

2.0		Training quality (Leeet al. 2018)				
		Strongly disagree ----- Strongly agree				
2.1	The quality of training must be of proper	28	32	20	85	45

	effectiveness to derive the best of performance.					
2.2	Quality based training can raise the level of work productivity within the employees.	22	38	15	90	45

<b>3.0</b>	<b>Training timing</b> (Ahammad <i>et al.</i> 2017)					
	<b>Strongly disagree ----- Strongly agree</b>					
3.1	The duration of training given to the employees must be sufficient for them to learn.	30	30	20	100	30
3.2	The time of training must suit their timings needs.	25	38	18	88	41

<b>4.0</b>	<b>Employee retention</b> (Noble <i>et al.</i> 2019)					
	<b>Strongly disagree ----- Strongly agree</b>					
4.1	The retention of the customers can be managed by the evaluation of proper leadership.	15	50	15	90	40
4.2	Skilled employees have higher retention rates as compared to the unskilled workers.	20	40	12	86	52