

Study The Relationship Between Training Efficiency and Organizational Performance: A Survey on Pharmaceutical Manufacturing Companies in Syria

By

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Summary

This research aims to study the relationship between training efficiency and organizational performance in Syrian pharmaceutical manufacturing companies. The efficiency of training has been examined through two key dimensions: training strategy, investment in training and their respective relationship with organizational performance. The comprehensive accounting method was used to determine the size of the research sample, and the analytical descriptive approach was based on the survey method, and a questionnaire was used according to the fifth Likert scale, the response rate was 91.875%, and the data was analyzed using the SPSS software. The study summarized conclusions, most notably: There is a significant impact of the training strategy on organizational performance, and there is a significant impact of dimensions to investment in organizational performance training in Syrian pharmaceutical manufacturing companies.

Keywords: Training Efficiency, Training Strategy, Investment in Training, Organizational Performance

1- Introduction

Training is a factor that directly affects performance (Eljali & Ameen, 2020, P218), hence the need to develop an organization-wide training plan and the need for this plan to be efficient and able to develop a clear training strategy in the enterprise, and to invest in training that is reflected in organizational performance.

The process of evaluating performance in organizations depends on a results-oriented objective (Margherita & Bua, 2021, p27). Thus, training workers with a view to improving and enhancing workers' outcomes will enhance organizational performance by stimulating, rewarding, participating workers in decision-making and solving work problems, and improving working conditions that make workers feel safe and motivated to work. (Jashari & Kutllovci, 2020, P228).**2 The Research Problem**

The main search problem is identified in the answer to the following question, What is the relationship between training efficiency and organizational performance in pharmaceutical manufacturing companies. This question will be answered by answering the following questions:

1. What is the relationship between the training strategy and the level of organizational performance in pharmaceutical manufacturing companies in Syria?

2. What is the relationship between investment in training and the level of organizational performance in pharmaceutical manufacturing companies in Syria?

3 Research Objectives :

This study aims to study the efficiency of training in pharmaceutical manufacturing companies in Syria through two key dimensions: training strategy, investment in training, and what each of these dimensions relates to the level of organizational performance in the target sample.

4 The importance of the research

The importance of research in the following points comes from the fact that this study was carried out in the pharmaceutical industry, which is one of the few studies according to the researcher's knowledge that dealt with the efficiency of training in pharmaceutical manufacturing companies. This research is a scientific contribution to clarifying the role of training efficiency in improving the regulatory performance of pharmaceutical manufacturers..5 **Research Hypotheses**

Main hypothesis: There is no significant correlation between the efficiency of training and the level of organizational performance of pharmaceutical manufacturing companies in Syria, with the following sub-hypotheses:

H1: There is no significant correlation between the training strategy and the level of organizational performance in pharmaceutical manufacturing companies in Syria.

H2: There is no significant correlation between investing in training and organizational performance in pharmaceutical manufacturing companies in Syria.

6. Literature Review

- (1) Study (Nisafi, 2020) entitled: "The impact of the training strategy on the functioning of a field study in the sector of the General Petroleum Cooperation in Syria": the study was conducted in the Syrian Arab Republic, at the General Petroleum Cooperation and its companies in the Syrian governorates. The study aimed to determine the correlation between the training strategy and career performance applied in the institution and the companies in question.
- (2) Study (Ben Rattam, 2016) entitled: "The proceeds from Investment in Training": The study aimed to determine the objective of investment in training, whether investment in training is profitable for organizations, and what the tangible and intangible benefits of such investment are.
- (3) Study (Daniel,2018) entitled: Effects of Training on Organizational Performance "
- (4) Studied at microfinance banks in Abuja, Nigeria. The study aimed to ascertain the impact of training on organizational performance in the organizations in question, determine the extent to which training affects an employee's productivity, and the extent to which employee training affects organizational productivity.
- (5) Study (Yang et al.,2017) entitled:" The mediation role of competency on the relationship between training and task performance: applied study in pharmacists in Taiwan. The study aims to determine the intermediary role of competence (professional, technical, basic competence) between training and performing tasks in pharmacy.

Chapter I: Training Efficiency: Definition of training: There are several definitions of training, including:

- 1- A structured, continuous and planned process to equip workers with skills and competencies commensurate with their mandated work in order to carry them out efficiently and effectively. (Jahjah, 2015, p. 6)
- 2- Planned process to guide workers and improve their skills, improve the organization's effectiveness by investing in human resources, and develop its skills, efficiency and motivation. (Premavasumathi, Sivasankari, 2016, p369)

From his point of view, the researcher can define training as a methodological, systematic and continuous process, targeting all individuals working for the Organization, with a view to enhancing their capabilities, skills, competencies, expertise and motivation in order to best achieve the Organization's objectives efficiently and effectively.

Training determinants: There are a wide range of determinants affecting training, the most important of which are:

Environmental determinants, organizational determinants, cultural determinants, determinants of training methods, determinants of investment in training. We will focus in this research on the following determinants:

1- Organizational determinants: Highly related to:

- 1- •The organization's financial and economic status, which affects investment expenditure for human resources training and development activities.
- 2- •Not giving importance to the risks of investment by training by employers, given the desired productivity gains and desired returns from training such as financial benefits, job security or promotion, and their tendency to give lower proceeds and greater risks of losing training investments in low-skilled workers.
- 3- •Low participation of low-skilled workers, indicating increased costs and time consumption.
- 4- •occupational interruptions or labor change (poaching).
- 5- •Contractual arrangements, governance structures that increase the costs of continuous training.
- 6- •Personal characteristics of workers such as degree, certification, gender, age and working relationships.
- 7- •Time requirements, many organizations devote little time to training for new workers, and the coach is forced to rush in some parts and skip some of the tasks workers need to understand.

2- Determinants for investment in training: These are:

- 9- •High costs of competent trainers.
- 10- •Difficulty in measuring intangible aspects of training compared to tangible aspects, where tangible aspects include items such as costs paid for the training program, while intangible aspects include customer handling or degree of functional loyalty.
- 11- •The proceeds on investment in salespeople programs can be measured by measuring the sales volume and productivity of the plant before and after training, but it is difficult to measure the proceeds on training programs related to meetings management, office management and others.
- 12- •Performance is difficult to measure through modules applicable to all functions in the Organization as a result of the different nature of work from one function to another.
- 13- •The calculation of proceeds on investment is linked to the human report and its awareness of the benefit derived from training, which varies from person to person.

Training and ISO10015 specification

According to Moradi & Bahramian (2014), the ISO10015 specification provides guidance and assistance to organizations in identifying and analyzing training needs, designing and implementing the training plan, evaluating the results of training and supervision, and improving training in order to reach their objectives, ensuring continuous improvement of the training function, all to serve the primary goal of helping organizations invest in human resource more effectively and efficiently through the success of training programs. (Mohammed, Abdul Ghani, 2018, p. 184)

In view of the study (Mohammed, Abdul Ghani, 2018, p. 184), (Aaliyah et al., 2015, p. 213), (Governance, 2009, p. 37), the objectives of the ISO10015 specification are set out below:

- 1- Improve performance for employees and the company.
- 2- Linking investment in training and company performance.
- 3- Organizing and preparing training programs on scientific bases and principles.
- 4- Specifies requirements for each step and establishes procedures for monitoring systems and processes that enable the department responsible for training to focus on the essence of each training investment rather than solely on the cost of training.
- 5- Linking evaluation and training to the company's performance objectives.
- 6- Since the efficiency of training relates to two main dimensions:
- 7- Training strategy: a long-term strategic plan for workers' training.
- 8- Investing in training: By considering that spending on the effectiveness of the training strategy is an investment that will benefit the organization.

The researcher examined these two dimensions as key dimensions of the efficiency of the training plan and their relationship with the organization's organizational performance.

I. Training strategy

The training strategy is defined as an ongoing process to achieve the organization's strategic objectives, bring about changes in the behavior of individuals, make improvements to their knowledge and skills and develop their creativity in a structured and planned manner (Kermaiti, bin Ahmed, 2020, p.232).

The strategic input of the training department is based on an analysis of opportunities and threats in the organization's external environment, as well as identifying strengths and weaknesses in the organization's internal environment (Ibrahim, 2018, p. 24) (Frowana, 2018, p. 10). As a flexible plan aimed at changing the behavior and performance pattern of employees, the training strategy achieves the following:

- 1- •Conduct an analysis of weaknesses and strengths in the organizations' internal environment.
- 2- •Conduct an analysis of opportunities and threats in the Organization's external environment.
- 3- •Identifying the organization's training needs at all levels.
- 4- •Build on a range of ongoing, integrated training programs linked to the organization's strategy. (Dib, 2015, p.113-114)

The training strategy is a process of linking the organization's training needs to its strategic objectives by providing personnel with the skills, capabilities and knowledge that enable them to successfully implement the organization's strategic objectives and help them cope with environmental changes. (Jathir, Nasif, 2015, p. 34)

The researcher presented an introduction to the training strategy as reported by the researchers (Nisafi, 2020, p. 15) (Jathir, Nassif, 2015, p. 34),. (David, Ali, 2017, p. 390) (Al-Dabbagh, Al-Badawi , 2021, p. 116-117)

- **Strategic Training Portal:** Includes:
 - 1- Strategic analysis: an ongoing process to identify and analyze strengths and weaknesses in the performance and behavior of current workers, identify the necessary training needs,, and review the external environment to recognize the opportunities and threats facing the training process.
 - 2- Formulation of the training strategy: One of the responsibilities of human resources management in the organization, is the responsibility of senior management, a process related to the development and development of the organization's personnel and their acquisition of skills, knowledge, competencies and capabilities.
 - 3- Implementation of the training strategy: a process that includes actions, activities and events necessary to develop operational programs, financial budgets and scheduled procedures in time and space for the implementation of the established training plan. It has an impact on the achievement of the organization's strategic objectives by anticipating the skills that workers will need in the future to implement the strategic objectives.
 - 4- Evaluation: Indicates the organization's ability to determine whether its training strategy has achieved its objectives by identifying and collecting the outputs of the training process to be measured by the satisfaction of the trainees and the extent to which their skills and trends have changed, thus identifying weaknesses to be addressed in subsequent training strategies. It is a process that demonstrates the relevance and achievement of training activities to the organization's objectives.

In the opinion of the researcher, the training strategy is one of the Organization's human resources strategies. Its implementation, ensuring its success and meeting its requirements are predominantly the responsibility of senior management and human resources officials. Although it has many interventions, it is a reflection of training principles in general. The achievement of organizational objectives is based on the stages of the training process and the ways and methods of training.

One of the most important gains achieved by pharmaceutical manufacturing companies by relying on the training strategy is the control of the technology used at the level of their production directorates, which reduces the accidents of work, maintains machinery and equipment, reduces defective products, and increases the productivity of workers, which is reflected positively on these companies (Youssef, Al Amin, 2019, p. 135)

II. Investment in training

Researchers view training as a long-term investment with a significant proceed on improving the performance and practical efficiency of employees in the enterprise, reflecting positively on the quality of work, improving productivity, improving the level of services provided to customers, and increasing the competitiveness of the enterprise, reflecting on the economy in general (Jahjah, 2015, p. 6), However, it is difficult to estimate the proceeds of training activities, training courses may be effective or less. The relationship between improvement in human capital and gains from productivity and sales may be complex, and so far the methods of estimating proceeds on investment in training are based on an assessment of the constant effects of proceeds on production technology or a case study of small individual

numbers of organizations. (Martins,2020, P2).

Investment in training is one of the components of measuring human capital investment in the organization, it is the abilities and skills that employees possess or acquire by accumulating experiences and teaching such as intelligence and ability to learn and think. Although they are intangible values, the organization whose employees possess these capabilities can improve their competitive position and gain value in the global market. (Obaid, Mahmoud, 2020, p. 19)

Investing in training through soft skills and difficult skills are a smart step for organizations, they have a strong influence on the performance results of workers, They are necessary for a functioning workforce, in parallel with difficult skills, As a means for organizations to improve the performance and job satisfaction of employees, and reduce the turnover of work, Soft skills include personal abilities such as emotional intelligence and critical thinking, Communication talents, negotiating abilities, leadership skills and self-awareness, and positivity, Social skills, while difficult skills include technical knowledge, Technical skills that enable the implementation of action plans, and provide an opportunity for internal mobility and development through the improvement of talent. (Isoh et al.,2020, p92)

Investing in training through skills is intended to develop the knowledge, skills and capabilities of human resources in organizations to achieve organizations' objectives efficiently and effectively, thereby achieving added value and a competitive advantage (Isoh et al., 2020, p92). Here Ismail (2015) explains what is meant by developing knowledge, skills and capabilities as follows:

The need to invest in training in organizations has emerged to meet the challenges of innovation, improving processes and products, transferring skills to new workers, developing technical and technical competencies, and meeting the challenges of skilled labor employment. (Kamruddin,2018, p122)

Technology and innovation are drivers for employers to cope with market constraints. Advanced production technology and digital and organizational change increase the pressure on investment in training especially for low-skilled workers, to enable them to adapt to new technology, regulate work and production processes, and here mention (Brunello & Wruuck, 2020, p29) The systematic assessment of training returns for the Organization contributes to explaining the disparity in investment by training workers, but according to (Fialho et al., 2019, p24) Training proceeds are difficult to measure for employers, and very few studies have done so. (Wotschack,2020, p248)

Training is a non-revenue investment that can have a negative impact on trainees' perceptions, and (Bunch (2007) training facilities and investment in training can be used as a means of providing training rather than giving value to the organization or staff. This happens when organizations use training without believing in its importance. (Polo et al.,2018,166)

It is noted that the proceeds from training are some tangible (such as increased profits and revenues, improved productivity, reduced work accidents, lower equipment breakdown rate and working turnover rate) Some of them are intangible (e.g. improved organizational loyalty, high morale and self-confidence, increased job satisfaction rate, increased career promotion opportunities). However, it is not enough to look at the proceeds without looking at the associated costs which may include the development and purchase of training material, equipment and tools, the salaries of trainers and administrators, the costs of the accommodation

of the training, travel and movements. (Ben Rattam, 2016, p58)

The implementation of any training program requires funding commensurate with the cost attributable to the management of the training process. The training costs are divided into two sections: (Ali, Abdul Qader, 2019, p. 686-687) (Jahjah, 2015, p. 6)

Investment costs: They are long-term costs including the costs of the training building and its equipping with training tools and supplies, renovation costs and others. It relates to the costs of designing and preparing training supplies from equipment, equipment, audio-visual or other assistance, as well as the costs of renting equipment and multimedia.

Operational costs: includes trainers' bonuses, the costs of the materials used in the training program, the salaries of trainees, trainers and all participants in the training department, as well as mobility, food and other necessities expenses, and the costs of substitution and renovation of vacant positions for which the course is conducted.

In the opinion of the researcher, investing in training involves investing in and developing the talents, abilities and knowledge of workers, as they represent real proceeds to the organization in its business environment, and they involve costs that must not be ignored as well as its impact on organizational performance.

Chapter II: Organizational performance

The importance of organizational performance.

The importance of organizational performance stems from the fact that many decisions and policies that organizations' departments may adopt depend on the results of organizational performance (Al Abadi, 2020, p. 687)

The importance of organizational performance can be explained through the following points:

- 1-Provides clear information on the Organization's long-term viability and growth.
- 2-Gives clear information about the organization's ability to succeed in its plans and its suitability for environmental developments, and its ability to respond to the needs of stakeholders.
- 3-Gives information about the gap between actual organizational performance and the scheme and determining where to make the correction in deviations.
- 4-Include intangible contents such as competencies and experiences that have an active role in improving organizational performance.
- 5-Assists senior management in conducting a comprehensive evaluation and evaluation of the organization, assists them in drawing up their strategic plans, and optimizing investment in available resources. (Aliwi, Kazim, 2021, p. 311)

Measuring and evaluating organizational performance

In this framework, Khadija's study (2015) distinguishes between measuring and evaluating organizational performance: (Khadija, 2015, 78)

Performance measurement

1. •It gives a picture of how the enterprise operates, and the typical answer to the question arises as to whether the enterprise has achieved its objectives in line with performance measurement standards.

2. •It consists of defining goals or outputs, indicators of measurement of progress, compiling data from all work sites and regularly writing reports on them.
3. •It takes place annually or at least at pre-determined intervals.
4. •It is used to test progress over time and compare the workplace, recognize progress towards predetermined results, and can act as an early warning system for management, which is a tool to improve the concept of responsibility to the public.
5. ***Performance Appraisal***
6. •Provides a more in-depth examination of performance, and typically answers questions about the purpose of the activity to be evaluated, the benefits or unexpected results, and how to change or improve performance.
7. •Collect the greatest amount of information on the enterprise's performance and environment, often quantitative and qualitative data.
8. •Includes compilation of data from some work sites.
9. •Implemented as needed.
10. •Provides a general and comprehensive assessment of the enterprise's performance, identifies adjustments that can improve outcomes, and can be used to determine the targets to be achieved.

The Performance Appraisal System (PAS) is the real indicator of how organizations and their branches are committed to improving performance and continuously improving all the organization's activities and operations. To achieve their strategic vision and objectives, organizations also need performance appraisal programs to achieve equity among workers to increase enthusiasm and competition among them. To reveal future competencies, to assess performance and identify training needs, and to develop managers' capacity for analysis and follow-up, The effectiveness of different policies, and to develop standards and calendar methods leading to higher efficiency, Here indicates that there are three types of evaluation that are widespread among organizations, The adoption of one is based on the organization's status and the objective and objectives of the evaluation, namely:

1. •Goal-based evaluation: To know the extent to which programs meet the predetermined goals that often converge with the organization's objectives.
2. •Results-based evaluation: To determine the impact of services or programs provided in terms of meeting clients and promoting learning (knowledge, perceptions, skills and attitudes).
3. •Action-based evaluation (practical): Fully geared to understanding how the program works and how it has been implemented, especially long-term programs to identify strengths, weaknesses and constraints affecting implementation phases.
4. The researcher relied on results-based evaluation in his study because it was appropriate to the study's nature and objectives.
5. Because the researcher works in a pharmaceutical manufacturer, he is considered an internal resident, and his evaluation ability is determined for the following reasons:
6. •The nature of his work in a pharmaceutical manufacturing company, his experience in the areas of the company's work and its parts.
7. •Having academic scientific qualifications that enable him to evaluate objectively.
8. •Experience in giving training courses in local and international centers.
9. •Adequate knowledge of evaluation and field experience.
10. •Limiting his business relationships to his company, he is therefore free from prejudice to other organizations covered by the study.
11. •Knowledge of local cultural, political and economic environmental conditions

12. Identification of benchmarks and indicators for measuring organizational performance:
13. As a result of the researcher's difficulties in obtaining financial data from pharmaceutical manufacturing companies described within the research limits of chapter I, the researcher identifies the criteria and indicators of organizational performance as follows:
14. •The first criterion: workers' results, which includes indicators associated with workers within the organization.
15. •The second criterion: business results, which includes indicators of the efficiency, capacity and effectiveness of operations.
16. •The third criterion: customer results, includes indicators of the organization's interaction with customers within the internal and external environments.
17. Because previous Arab and foreign studies indicate that measured organizational performance indicators should not be expanded to achieve ease and effectiveness in the measurement process. The present study is therefore based on the following indicators:
18. •Employee results: Job commitment indicators, job satisfaction, motivation.
19. •Business results: productivity indicators include, profitability, competitive advantage.
20. •Customer results: include customer satisfaction, customer relationship management, partnering with customer.

The relationship between the training and investment strategy by training and organizational performance:

The Firesibehat study (2018) indicates a positive correlation between training and organizational performance, The training provides opportunities to learn new skills that help the organization develop its internal talent for the future. Investing organizations in the right type of training for workers enables them to enhance the performance of their workers as well as competencies and skills. Training is useful in dealing with changes fostered by technological innovation, market competition, and changes in organizational structure. Training plays a vital role in improving organizational performance as well as increasing productivity. (Firesibehat,2018,p40)

Training as a major activity and function of contemporary organizations seeks to: (Mia, King, 2014, p. 195)

1. •Improve productivity and organizational performance through clarity in objectives and ways of streamlining work and develop skills to achieve organizational goals, and link workers' goals to those of the organization.
2. •Create positive internal and external trends towards the organization and help to open up the organization to the outside community with a view to developing its programs and capabilities, and renew the information it needs to formulate its goals and implement its policies.
3. •Clarify the organization's overall policies, build an effective base for internal communications, and develop leadership methods.
4. •Develop the Organization's ability to achieve competitive advantage by developing a competent, qualified and strategic staff geared towards achieving these advantages.
5. •Modify and change values and trends in line with the value system reached.
6. •Strengthen existing values and trends of staff that are similar to the Organization's value system.

Although there are inconsistent results on revenues on investment in organizational performance training (Duy et al., 2015, p399), according to Keny & Nnamdi (2019), training affects the organization's investment revenues as the development and development of human

capital plays an important role in the development of organizations. (Jashari, Kutllovci,2020,P223)

Organizational performance can be used to justify investment in training. Training enhances organizational performance through improved productivity, innovation, quality of customer service and financial performance. (Garavan et al.,2019,p2)

Survey

The Research Society, its sample, and Border

The research community of pharmaceutical manufacturing companies in Syria consists of 100 companies according to Syrian Ministry of Health data for the end of 2021, distributed to managerial and technical workers working in senior management and departments (procurement, sales, stores, production, financial management, research and development, laboratory, engineering management, human resources, quality assurance, marketing, and delivery).

The comprehensive inventory method was used to collect data with a view to obtaining maximum responses to the survey. The survey was conducted in 80 companies that agreed to participate in responding to the questionnaire

Credibility of Arbitrators

The validity of the questionnaire and its validity for use were measured by its presentation to a group of arbitrators, who were asked to give their opinions and judgement on the tool, in terms of the consistency of the paragraphs with the themes in which they were classified and the clarity of the language and meaning.

Structural Validity

Structural Validity has been calculated by calculating Pearson's correlation coefficient for questionnaire theme, in order to measure the extent to which the study tool achieves research objectives, and to measure the extent to which the questionnaire themes relate to each other.

Table (1) indicates that all of the questionnaire's theme have a good correlation with the objective of studying at a $\alpha=0.05$ moral level and thus all of the questionnaire's themes are considered to be true to what they are designed to measure.

Table (1). *Pearson's correlation coefficient for questionnaire theme*

Sig. (2-tailed)	Pearson Correlation	Theme
0.000	0.803**	Training Strategy
0.000	0.628**	Investing in training
0.000	0.613**	Workers' results
0.000	0.382**	Business Results
0.000	0.859**	Customer Results

Source: Researcher's preparation using SPSS software

Reliability

The researcher used Cronbach's Alpha to measure the stability of the questionnaire, which was 0.935, indicating that the internal stability of the questionnaire was investigated.

Table (2) Alpha Kronbach Constant Factor (Cronbach's Alpha)

Reliability Statistics	
Cronbach's Alpha	N of Items
.935	31

Source: Researcher's preparation using SPSS software

The level of relative importance has been determined as table (3) shows:

Table (3). Relative importance level

Importance Level	RII
H	High $0.8 \leq RII \leq 1$
H-M	High-medium $0.6 \leq RII \leq 0.8$
M	Medium $0.4 \leq RII \leq 0.6$
M-L	Medium- Low $0.2 \leq RII \leq 0.4$
L	Low $0 \leq RII \leq 0.2$

Source: Prepared by the researcher based on a study (Rooshdi et al., 2018, p153), (Kassem et al., 2020, p444)

Hypothesis Test

Multiple deviation analysis was used with the forms of ENTER & STEPWISE to test the study hypothesis.

Test of the main hypothesis: There is no moral effect on the efficiency of organizational performance training in Syria's pharmaceutical manufacturing companies.

The linear deviation analysis was performed as ENTER, and the results were as shown in the following tables:

Table (4). Summary of ENTER deviation model

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751 ^a	.564	.559	.25544	1.336

a. Predictors: (Constant), training
b. Dependent Variable: Organizational performance

Source: Prepared by the researcher based on SPSS program outputs

Table (5). Anova Contrast Analysis Test in ENTER Method

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	7.430	1	7.430	113.866	.000 ^b	
Residual	5.742	88	.065			
Total	13.172	89				

a. Dependent Variable: organizational performance
b. Predictors: (Constant), training

Source: Prepared by the researcher based on SPSS program outputs

Table (6). ENTER deviation transactions

Coefficients ^a							
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Beta			Tolerance	VIF	
1 (Constant)	1.261		6.340	.000	1.000	1.000	
Training efficiency	.635	.751	10.671	.000	1.000	1.000	

a. Dependent Variable: organizational performance

Source: Prepared by the researcher based on SPSS program outputs

We note through the tables the following:

1. There is a correlation between training efficiency and organizational performance where the coefficient of association (0.751) is valued, which is a positive correlation, and the relationship between the two variables is described as a good one.

2. Note through the determination coefficient (interpretative function) that the training efficiency interprets (56.4%) of the change (variability) found in organizational performance, and the rest (43.6%) is interpreted according to other variables not taken by the study.
3. Durbin Watson's test value was $DW = (1.336)$, which indicates that there is no subjective correlation between random errors.
4. The calculated value (F) (113.866) and freedom scores (1 and 88), and the significant level (0.000) which is less than (5%) approved in this research, is indicative of the significant of the model, and also indicates the significant impact of training on organizational performance in pharmaceutical manufacturing companies in Syria.
5. The deviation equation can be written according to the following equation:
 Organizational performance = 1.261 + (0.635) training + prediction error.

Summary of the first main hypothesis

We reject the hypothesis of nowhere: "There is no significant effect on the efficiency of training in organizational performance in pharmaceutical manufacturing companies in Syria". We accept the alternative hypothesis: there is a significant effect on the efficiency of organizational performance training in pharmaceutical manufacturing companies in Syria.

Sub-hypothesis test

The sub-hypotheses were tested using the multiple linear deviation model as Stepwise as shown in the following tables:

Table (7) shows Pearson's correlation between the dimensions of each training efficiency and organizational performance

Table (7). *Pearson correlation transactions between training dimensions and organizational performance*

		organizational performance	Training strategy	Investing in training
organizational performance	Pearson Correlation	1	.798**	.271**
	Sig. (2-tailed)		.000	.010
	N	90	90	90
Training strategy	Pearson Correlation	.798**	1	.405**
	Sig. (2-tailed)	.000		.000
	N	90	90	90
Investing in training	Pearson Correlation	.271**	.405**	1
	Sig. (2-tailed)	.010	.000	
	N	90	90	90

Source: Prepared by the researcher based on SPSS program outputs

Table (8) summarizes the results and sub-hypotheses of the first main hypothesis test, as follows:

Table (8). *Summary of results of simple and multiple linear deviation test*

Affiliate Variable	Independent variables	R	R ²	F value	indication F	B	Value T	Indication T	Variability inflation coefficient VIF
Organizational performance	Training	75.1	56.4	113.866	0.000	0.890	6.654	0.000	1.000
	Training strategy	91.0	82.2	81.101	0.000	0.378	7.804	0.000	1.946
	Investing in training					0.186	5.443	0.000	1.801

Source: Prepared by the researcher based on SPSS program outputs

We note through the tables the following:

- 1-There is a correlation between (training strategy, investment in training) and organizational performance where the correlation coefficient (91.0) is valued as positive, and the relationship between independent variables and dependent variables (organizational performance) is described as strong.
- 2-It is noted through the determination coefficient (interpretative function) that the dimensions of training efficiency are explained (82.8%) by the change (variability) in organizational performance, and the remainder (17.2%) is interpreted according to other variables not taken by the study.
- 3-Durbin Watson's test value was $DW = (1.540)$, which indicates that there is no subjective correlation between random errors.
- 4-The calculated value (F) (81.101) and freedom scores (5 and 84), and the significant level (0.000) which is less than (5%) approved in this research, is indicative of the significance of the model, and also indicates a significant impact of the training dimensions of organizational performance in pharmaceutical manufacturing companies in Syria.
- 5-The variability inflation factor of the model (VIF) was (1.946, 2.571, 2.470, 2.242, 1.801) respectively and is smaller than (3), indicating that there is no linear multiplicity problem between variables, and we can write the deviation equation as follows:

Organizational performance = 0.89 + 0.378 (training strategy) + + 0.186 (investment in training) + prediction error

First main hypothesis test results

- 1-The Pearson correlation coefficient value for the training strategy dimension is (0.798) and a significance level (0.000) which is smaller than (5%) the ratio approved in this research, and the value of beta came (B) which clarifies the relationship between organizational performance and the training strategy (0.378) is statistically significant, as this can be inferred from T's value and associated indicator level (0.000) which is smaller than (5%) approved in the study, meaning the better the training strategy by one unit the better the organizational performance level by (0.378) unit, also indicates a significant impact of the training strategy dimension in organizational performance.

Summary of the first sub-hypothesis

We reject the hypothesis of nowhere: there is no significant effect on the dimension of the training strategy on organizational performance in pharmaceutical manufacturing companies in Syria. We accept the alternative hypothesis: there is a significant effect on the dimension of the strategy on organizational performance training in pharmaceutical manufacturing companies in Syria.

- 2-The value of the Pearson coefficient for the training investment dimension is (0.271) and a level of significance (0.010) which is smaller than (5%) the ratio approved in this research, came the value of beta (B) which clarifies the relationship between organizational performance and investment in training (0.186) is statistically significant, as this can be inferred from T's value and associated level of indication (0.000) which is smaller than (5%) approved in the study, which means the better the investment in training by one unit improves the level of organizational performance by (0.186) unit, also indicates a significant effect of the dimension of investment in training in organizational performance.

Summary of the second sub-hypothesis

We reject the hypothesis of nowhere: there is no significant effect of investing in organizational

performance training in pharmaceutical manufacturing companies in Syria.

Hypothesis test results

1. -There is a strong significant correlation between the training strategy and organizational performance.
2. -There is a low significant correlation between investment in training and organizational performance.
3. -There is a good significant correlation between training and organizational performance.
4. -Training has a significant impact on organizational performance.
5. -There is a significant impact of training efficiency (training strategy, investment in training) on organizational performance.
6. -The top training strategy is considered to influence organizational performance.
7. Based on its findings, the researcher concluded a set of recommendations on which to make good proposals to overcome the shortcomings, as follows:
 - 1-The need to identify training needs through the curriculum and methods of teaching, and in line with the actual needs of work and workers.
 - 2-Training programs should be designed based on clear and appropriate objectives to address existing work problems and timelines for trainees and their training needs.
 - 3-Attention to monitoring, evaluating and documenting the results of training and selecting competent trainers based on specific criteria and based on performance reports.
 - 4-Expenditure on the training process is considered to be investment expenditure with long-term returns by considering workers as assets in terms of value.
 - 5-Pay attention to the training process and increase workshops, motivate workers by rewarding them, provide opportunities for promotion, and work to integrate the skills gained from training into the actual working environment.

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