

# **Study the impact of the training strategy on organizational performance indicators: Survey on Syrian pharmaceutical companies**

**By**

**Wassim Abdelwahed**

PhD in pharmaceutics and pharmaceutical technology; Head of pharmaceutics and pharmaceutical technology department/Iraq

Email: [t\\_wabdelwahed@svuonline.org](mailto:t_wabdelwahed@svuonline.org)

**Ayham Mufti**

2 PhD student in business management/ Syrian Virtual University/ Damascus-Syria

Email: [ayham\\_125886@svuonline.org](mailto:ayham_125886@svuonline.org)

## **Summary**

This research aims to examine the extent to which the training strategy developed by pharmaceutical manufacturing companies in Syria affects organizational performance assessment indicators. In this study, the researcher relied on the following indicators as indicators for evaluating organizational performance: worker results, business results, client results. 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 Likert fifth scale, the response rate was 91.875%, and the data was analyzed using the SPSS software. The study drew conclusions, most notably: there is a moral impact of the training strategy on the indicators of organizational performance assessment in Syrian pharmaceutical manufacturing companies.

**Keywords:** Training Strategy, Organizational Performance, Organizational Performance Indicators, Employee Results, Business Results, Customer Results

## **1. Introduction**

The training strategy is an ongoing process for achieving the organization's strategic objectives, making changes in the behavior of individuals, making improvements to their knowledge and skills and developing their creative abilities in an orderly and planned manner (Kermaité, bin Ahmed, 2020, p. 232). Organizational performance is the organization's ability to reach goals such as profit, high quality, good financial results, growth and survival using the relevant business strategy. (Al-Lawama et al., 2021), and organizational performance has three indicators: (worker results, business results, customer results). In this research, we will examine the impact of the organizational performance training strategy and its indicators.

## **2. The Research Problem**

The main research problem is identified in the answer to the following question of the impact of the training strategy on the indicators of organizational performance assessment in pharmaceutical manufacturing companies. This question will be answered by answering the following questions:

What is the relationship between training strategy and organizational performance indicators in pharmaceutical manufacturing companies in Syria?

### **3. Research Objectives**

This study aims to study the impact of training strategy in pharmaceutical manufacturing companies in Syria on organizational performance indicators, workers results indicators, business results, and customer results have been studied as indicators to assess regulatory performance in pharmaceutical manufacturing companies in Syria

### **4. The importance of the research**

The importance of the research comes from the fact that this study was carried out in the pharmaceutical industry sector, which is one of the few studies according to the researcher's knowledge that addressed the training strategy in pharmaceutical manufacturing companies. This research is a scientific contribution to demonstrating the impact of the training strategy on organizational performance indicators in pharmaceutical manufacturing companies

### **5. Research Hypotheses**

Research hypothesis: There is no moral correlation between the training strategy and the organizational performance assessment indicators in pharmaceutical manufacturing companies in Syria.

#### ***(Previous studies): Literature Review***

Study of (Al-Nisafi, 2020) entitled: "The impact of the training strategy on the functioning of a field study in the sector of the State Petroleum Corporation in Syria": the study aimed at identifying the correlation between the training strategy and job performance, the nature and strength of this relationship and demonstrating the impact of the training strategy on the functioning of the enterprise and its companies in question, and identifying the most impacted dimension to performance. The study found a strong correlation between the training strategy and career performance

Study of (Ibrahim, 2018) entitled: "The impact of the training strategy based on regulatory bodies on the effectiveness of institutional performance (proposed model) Applied study on companies listed in the Damascus Stock Exchange": The study aimed to test the impact of the training strategy based on regulatory bodies on the effectiveness of the institutional performance of organizations listed on the Damascus Securities Market. The study concluded that there was no moral correlation between the training strategy as a whole and institutional performance, while there was a moral correlation between the leadership package, the dimensions of internal processes and clients and the effectiveness of institutional performance.

Study (Cera,Kusaku,2020) entitled:

"Factors Influencing Organizational Performance: Work Environment, Training-Development, Management and Organizational Culture"

"Factors influencing organizational performance: working environment, training and development, management, organizational culture": the study aimed to measure the impact of the following dimensions (working environment, training and development, management/leadership,

organizational culture) on organizational performance in public sector organizations in Albania. The study concluded that there is a relationship between (working environment, training and development, management/leadership) and organizational performance. There is also no correlation between organizational culture and organizational performance.

***Study (Das, Buba,2019) entitled:***

"Role Of Training On Employees Performance And Organizational Effectiveness"

The study aimed to identify the role of training in employee performance and organizational effectiveness in public sector hospitals in Ethiopia. The study drew conclusions, most notably:

- Continuous training has a positive role and impact in the development of individual and organizational performance.
- More attention is paid to internships than to external training.
- The design of training (training objectives, content) and delivery method is positively linked and morally affects the performance of employees and organizational performance.

***Concept of training:***

Training is a structured, continuous and planned process to equip workers with skills and competencies commensurate with their mandated work in order to efficiently and effectively complete it. (Jahjah, 2015, p. 6).

The researcher defines training from his point of view as a systematic, structured and continuous process, targeting all individuals working in the organization, with a view to enhancing their capabilities, skills, competencies, expertise, and motivation in order to provide their best to achieve the organization's objectives efficiently and effectively.

***Training principles***

In the researcher's view, the most important training principles are:

- 1) Supporting senior management: It is essential for the success of the training process that senior management believe in the importance of training, support it and its commitment to implement the organization's training strategy and work towards its success.
- 2) Clarity of the training policy so that it is declared and can be accessed by all employees, participate in it, and link the training policy and its objectives to the organization's overall policy and objectives.
- 3) Comprehensiveness of training is intended to include training at all levels of administration, in particular the category of leaders and managers (senior management for lack of interest in training). The training activity includes various different activities in the field of the organization's work to keep abreast of developments and the latest science in the field of the organization.
- 4) The training strategy should be continuous in providing employees with the skills, knowledge and behaviors necessary for doing business, and that training should be a key activity, continuous and not interrupted at a specified time.

***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), Nisafi (2020) and Ibrahim agree (2018) It is a long-term process that affects the strategic decisions of the organization, and to meet the organization's future requirements, by developing workers and acquiring skills, knowledge and abilities, while David and Ali are headed (2017) to define it as the sum of internal activities associated with the design and implementation of workers' training practices and policies, through which access to human capital contributes to the achievement of the strategic objectives of the Organization.

The strategic input of the Training Department is based on an analysis of opportunities and threats in the Organization's external environment and its different and changing factors, whether economic, political, technological, or social, as well as identifying strengths and weaknesses in the Organization's internal environment, whether human, material or informational (Ibrahim, 2018, p. 24) (Frowana, 2018, p. 10). As a flexible training strategy aimed at changing the behavior and performance pattern of employees and adjusting it to achieve the organization's strategic objectives, it achieves the following:

- Conduct an analysis of weaknesses and strengths in the organizations' internal environment.
- Conduct an analysis of opportunities and threats in the Organization's external environment.
- Identifying the organization's training needs at all levels.
- 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. (Jaseer, Naseef, 2015, p. 34)

The researcher presents two inputs to the training strategy according to the researchers: (Nisafi, 2020, p. 15) (Jar, Jaseer, 2015, p. 34). (David, Ali, 2017, p. 390)

#### ***First: Strategic Training Portal: Includes***

Strategic analysis: an ongoing process for identifying and analyzing strengths and weaknesses in the current performance and behavior of workers, Identifying the necessary training needs, and thus developing effective training programs in order to achieve expected behavior and performance that contribute to improving the performance of workers' work in the most efficient and effective manner. reviewing the external environment to recognize the opportunities and threats facing the training process, This process must be continuous, and this analysis in both respects aims to determine and assess the organization's susceptibility.

Formulation of the training strategy: one of the responsibilities of the Organization's human resources management, It is the responsibility of senior management, which is a process related to the development and development of the organization's workers and their acquisition of skills, knowledge, competencies and capabilities and making them more flexible. It is concerned with identifying training needs and is concerned with quantitative and qualitative design of training through the identification of training courses, the identification of target groups, the place and time of training and trainers, their efficiency and the availability of logistics for the implementation of training... etc.

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.

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 through trainee satisfaction and the extent of change in their skills and trends.

***Second: Distance Training Entrance:***

The training strategy is a set of methods used in the training process such as lectures, conferences and case studies. The most important distance training strategies:

- 1- Individual training strategy: Its purpose is to help workers achieve personal and career development and help them reach short and long-term career goals and improve job performance.
- 2- Interactive training strategy (cooperative training): refers to training methods through which workers participate to solve a problem or achieve a common goal.
- 3- Integrated Training Strategy: It is a combination of individual training and interactive training strategies, through which training is received online and therefore each trainee exercises an individual set of activities and training programs under the supervision of the remote trainer and teaches it to his or her colleagues in the group or other groups, and so for each trainee in the group.
- 4- Self-training strategy: refers to employees' self-acquisition of skills, experience and information without relying on training centers.

***Organizational performance:***

Organizational performance is defined as organizational ability to reach goals such as profit, high quality, good financial results, growth and survival using the relevant business strategy. (Al-Lawama et al.,2021)

According to the researcher, organizational performance gives a comprehensive picture of organization, refers to an integrated approach to the organization's work, the behaviors and trends of its workers, and the results of its interaction with its clients, all of which constitute a cover for the effectiveness and efficiency of the organization in maximizing operational and financial results, and is an indicator of the organization's success in achieving its objectives and alignment with changes in the environment.

***Importance of organizational performance:***

The importance of organizational performance is underlined by the fact that it is a basis for assessing the extent to which organizations have achieved their objectives and for predicting their ability to implement their current or future strategic decisions and plans. It gives a clear picture of the organization's situation in its various aspects. (Perm, 2016, p. 58), (Shams al-Din, 2018, p. 112). 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 of the organization, assists them in drawing up their strategic plans, and optimizing investment in available resources. (Aliwi, Kazim, 2021, p. 311)

***Organizational performance criteria and indicators:***

After examining many studies, the researcher identified the criteria and indicators of organizational performance as follows:

***The First criterion***

Workers' results, and includes indicators associated with workers in their work within the organization and in their interaction with internal and external environments. Workers' results are examined through:

- Organizational obligation: The organizational obligation is the level at which workers confirm and accept regulatory objectives and are willing to live together or eventually leave the company reflected in absenteeism and turnover rates. (2007).
- Job satisfaction: expresses an individual's satisfaction with his or her job and is often assumed to be a positive emotional situation resulting from job evaluation or career experience. It is linked to many organizational phenomena such as motivation, performance, leadership, behavior, conflict, etc., and is influenced by factors such as salary, working environment, autonomy, communication and organizational commitment. (Pang, Lu, 2018).
- Motivation: Organizations should define a strategy to link performance with rewards to motivate workers and thus contribute to achieving performance returns at the organizational level. (Pang, Lu, 2018)

***The second criterion***

Business results, includes indicators of the efficiency, capacity and effectiveness of the organization, as well as indicators of the organization's social responsibility in its interaction with internal and external environments, the most important of which are:

Productivity: Productivity is a measure of a person's efficiency, meaning that they are able to convert inputs into useful outputs. (Ndibe,2014)

Competitive advantage: The building of competitive advantage depends mainly on the resources that qualify the organization for a unique competitive advantage from competitors Competitive advantage indicators by (Oudah, 2019) cost, innovation, and quality.

Profitability: Profitability measures the return on assets where the company uses its assets to generate profits. However, values vary greatly between companies and sectors. Each employee's profit index may be the most effective indicator in measuring profitability. (Ndibe,2014) , ( Daniel,2018,p61).

### ***The third criterion***

Customer results, includes indicators of the organization's interaction with customers within the internal and external environments. The most important indicators are:

Customer satisfaction: Customer satisfaction is a measure used by the organization to determine the extent to which its performance conforms to customers' expectations. The better the performance and progress on customer expectations, the more satisfied and happy the customer.

Partnership with the customer: Goetsch and Davis (2014) indicates that the partnership with the customer requires that the employees of the organization be in constant interaction with the customers, and make all their actions based on the customer's satisfaction.

### ***Relationship between training strategy and organizational performance indicators:***

#### ***The relationship between the training strategy and the results of workers:***

The training and development strategy of technical skills of workers is linked to a positive relationship with the performance of workers, which is an important factor in increasing the overall performance of the organization (Isoh Et Al., 2020,P92). The positive relationship between the training and development of workers and the performance of workers to achieve organizational effectiveness is reflected to become competitive (Firesibehat, 2018) which thus naturally helps increase the organization's market value, helps to achieve better collaboration within the organization, and improves the quality of working life by establishing a permanent workplace for workers.

Workers' training should be utilized to maximize employee outcomes, which in turn will enhance organizational performance by stimulating, rewarding and participating workers in decision-making and improving working conditions that feel safe and motivated to work. ( Jashari, Kutllovci,2020,P228),

Workers' training increases their motivation to work, resulting in increased organizational performance. (Daniel,2018,p61)

### ***Relationship between training strategy and business results:***

Employers must assess the results of their enterprises' work by measuring the impact of training on the achievement of organizational objectives. The ultimate objective of the enterprise is to earn revenue and maximize profit, and there are inevitable links between workers' training and productivity. However, increased productivity and competitive advantage remain ambitious without the utmost effort to acquire skills and empower human capital. (Firesibehat,2018).

### ***The relationship between the training strategy and customer outcomes:***

The training contributes to improving the capabilities of employees in dealing with customers by focusing on reducing waiting times and speed in designing new products and delivering them to customers in the shortest possible time, which means reducing the time taken to deliver customers' orders.

Training is also a measure of process efficiency in efficiently meeting clients' requirements, both for operational and administrative processes. (Jamil, 2014, p. 91).

The importance of training workers in pharmaceutical manufacturing companies by teaching workers and service providers, especially sales workers, how to deal with customers

and respond to any query in an optimal manner in dialogue and debate helps to achieve customer satisfaction. (Good for you, 2018), (Vasanthi, Bassariya,2018).

**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.

**Search tool**

The survey was used.

**Training Strategy:**

**Table (1) Internal consistency of phrases after training strategy.**

<b>Sig. (2-tailed)</b>	<b>Pearson Correlation</b>	<b>Phrases</b>
<b>0.000</b>	<b>.720**</b>	The training strategy takes into account the strengths and weaknesses of the company's internal environment.
<b>0.000</b>	<b>.581**</b>	The training strategy takes into account opportunities and threats in the company's external environment, technological and economic variables... etc.
<b>0.000</b>	<b>.671**</b>	Training needs are determined and designed in line with the needs of employees and the company's strategic objectives..
<b>0.000</b>	<b>.638**</b>	The training needs of the company are determined based on the gap between the competence available and required for employees.
<b>0.000</b>	<b>.398**</b>	The training content is relevant to the company's specialized business in terms of operation performance and delivery of products and services.
<b>.012</b>	<b>.263*</b>	The timing, duration, facilities and requirements of the training are sufficient and appropriate for employees.
<b>0.000</b>	<b>.591**</b>	The training is evaluated based on objective criteria including the satisfaction of the trainee, the extent of the acquisition of skills, knowledge and behaviors, and the trainee's performance in the work and its impact on the company.
<b>0.000</b>	<b>.443**</b>	The results of the training are assessed by measuring progress at the company level (increased production lower costs - increased sales - reduced work accidents..)
<b>0.000</b>	<b>.547**</b>	Training is monitored, evaluated and training results documented in an organization's records.
<b>0.000</b>	<b>.625**</b>	The company's training strategy helps to achieve the personal and career development of employees, helps them achieve professional goals and improve performance.

**Source:** *Researcher's preparation using SPSS software*



### *Internal Validity*

The internal consistency of the questionnaire phrases was demonstrated by calculating Pearson's correlation coefficient between the answers to each resolution phrase and the average answers to the whole theme. The results were as shown in the following tables:

### *Workers' Results Index:*

**Table (2)** *Internal consistency of terms after workers' results*

<b>Sig. (2-tailed)</b>	<b>Pearson Correlation</b>	<b>Phrases</b>
.000	.513**	Employees have positive attitudes and attitudes towards work, which makes them feel secure.
.000	.386**	Employees have the ability to initiate and innovate new methods of work.
.004	.304**	Employees have the flexibility to deal with their co-workers, superiors and day-to-day work problems.
.000	.479**	Employees have the impulse to carry out their work efficiently.
.000	.440**	Employees have technical and technological skills and the ability to develop work in the company.
.000	.590**	Employees have the ability to adapt to changes surrounding the company.
.000	.556**	Employees are effective and efficient in providing high quality services to customers.
.000	.514**	Employees work on teams to solve work problems.
.000	.559**	Employees have leadership skills and positive communication in the field of work.
.000	.425**	The time to complete work for employees is low.
.000	.384**	Employees are committed to the organization's objectives and strive to achieve them efficiently and effectively.
.000	.506**	Employees are satisfied with the performance of their jobs in the company.
.000	.500**	The company keeps its workers well, and works to attract new workers with high experience and competencies.

**Source:** *Researcher's preparation using SPSS software*

### *Business Results Index:*

We note from previous tables that the research themes have good internal consistency, as the values of Pearson's coefficients and the corresponding calculated indicator levels (Sig) between each phrase and the axis to which they belong were all below the value of the theoretical connectedness level adopted in this study (0.05).

### *Structural Validity*

Structural Validity has been calculated by calculating Pearson's correlation coefficient for questionnaire themes, 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 (3)** *Internal consistency of phrases after business results*

<b>Sig. (2-tailed)</b>	<b>Pearson Correlation</b>	<b>Phrases</b>
0.000	.459**	The company is efficient in managing equipment and equipment and reducing the cost of its maintenance..
0.000	.579**	The company is characterized by low waste rates in materials.
0.000	.412**	The company is characterized by a low rate of work accidents..
0.000	.374**	The company is characterized by the rapid and timely production.
0.000	.382**	Production, marketing, design, distribution and logistics costs are low..
.0000	.504**	The company's products are characterized by quality, and competitiveness based on conformity with domestic and international standards.
0.000	.567**	The company has the ability to increase production capacity.
0.000	.425**	The company benefits from the creativity of workers in the introduction and marketing of new products.
0.000	.379**	The company has the ability to keep abreast of and adapt to technical and technical developments in the external environment.
0.000	.504**	There is a continuous increase in the quantity of the company's products.
0.000	.483**	The target markets for the company's products are increasing.
0.000	.532**	The number of customers increases for the company's products.
0.000	.480**	The company's sales are growing continuously.
0.000	.386**	The company is efficient in advertising and promoting its products and brand.
0.000	.480**	The company's revenues are greater than its costs.

**Source:** *Researcher's preparation using SPSS software*

**Customer Results Index:**

**Table (4)** *Internal consistency of phrases after customers' results.*

<b>Sig. (2-tailed)</b>	<b>Pearson Correlation</b>	<b>Phrases</b>
0.000	.724**	The company builds long-term relationships and is characterized by partnership with customers.
0.000	.631**	There are formal and informal channels of communication between the company and its customers.
0.000	.722**	The company manages customer complaints and works to address them quickly
0.000	.811**	The company's products satisfy customers' needs and are of recognized value to them.
0.000	.631**	Customers trust the company's products and brand.
0.000	.647**	The company is flexible and quick to meet changing customer demands.
0.000	.670**	The company delivers its customers' products on time.
0.000	.661**	The company has the ability to attract new customers continuously
0.000	.615**	There is a decrease in the number of customer complaints.
0.000	.634**	Product prices are satisfactory to customers.
0.000	.719**	The company is interested in measuring customer satisfaction.
0.000	.751**	The company is interested in customer feedback.

**Source:** *Researcher's preparation using SPSS software*

Table 5 indicates that all of the questionnaire's themes have a good correlation with the objective of studying at a moral level  $\alpha=0.05$  and thus all the themes of the questionnaire are considered to be true to what they are designed to measure.

**Table 5** *Pearson's correlation coefficient for questionnaire themes*

<b>Sig. (2-tailed)</b>	<b>Pearson Correlation</b>	<b>Themes</b>
0.000	0.803**	Training Strategy
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*

**Hypothesis Test:**

The research hypothesis was tested using the multiple linear regression model as Stepwise as shown in the following tables: Table (8) shows the correlation factors (Pearson) between the training strategy and organizational performance.

**Table (8)** Pearson correlation transactions between training dimensions and organizational performance

		organizational performance	Training Strategy
organizational performance	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
	N	90	90
Training Strategy	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	
	N	90	90

**Source:** Researcher's preparation using SPSS software

**Table 9** Summary of STEPWISE regression model

Model Summary <sup>f</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.798 <sup>a</sup>	.637	.633	.23299	

a. Predictors: (Constant), Training Strategy  
b. Dependent Variable: organizational Performance

**Source:** Researcher's preparation using SPSS software

**Table 10** Anova variation analysis test in STEPWISE method

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.395	1	8.395	154.642	.000 <sup>b</sup>
	Residual	4.777	88	.054		
	Total	13.172	89			

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

**Source:** Researcher's preparation using SPSS software

**Table (11)** STEPWISE regression transactions

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	1.370	.162		8.446	.000		
	استراتيجية التدريب	.613	.049	.798	12.436	.000	1.000	1.000
2	(Constant)	.969	.151		6.412	.000		

a. Dependent Variable: Organizational Performance

**Source:** Researcher's preparation using SPSS software

Table 12 summarizes the hypothesis test results, which are as follows:

**Table (12)** *Summary of results of simple and multiple linear regression test*

Variability	T	T	B	F	F	R <sup>2</sup>	R	Independent Variable	Affiliate Variable
inflation coefficient VIF	indication	value		indication	value				
1.946	0.000	7.804	0.378	0.000	81.101	82.2	91.0	Training Strategy	Organizational Performance

**Source:** *Researcher's preparation using SPSS software*

**Note from previous tables:**

- 1- There is a correlation between the training strategy and organizational performance where the correlation coefficient (91.0) is valued as positive, and the relationship between the independent variable and the dependent variable (organizational performance) is described as strong.
- 2- It is noted through the determination coefficient (interpretative function) that the training strategy explains (82.2%) the change (variability) in organizational performance, and the remainder (17.8%) is interpreted according to other variables not taken by the study.
- 3- The calculated value (F) (81.101) and freedom scores (5 and 84), and the morale level (0.000) which is less than (5%) approved in this research, is indicative of the morale of the model, and also indicates a moral impact of the training dimensions of organizational performance in pharmaceutical manufacturing companies in Syria.
- 4- The variability magnification factor of the model (VIF) was (1.946) and is smaller than (3), indicating that there is no linear multiplicity problem between variables and we can write the regression equation as follows:  

$$\text{Organizational performance} = 0.89 + 0.378 (\text{training strategy}) + \text{prediction error.}$$

**Hypothesis test results:**

Pearson's coefficient of association for training strategy (0.798) and morale level (0.000) which is smaller than (5%) the approved ratio 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 moral impact of the training strategy on organizational performance.

**Summary of hypothesis:**

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

## Conclusions and recommendations

- 1) The training strategy of Syrian pharmaceutical manufacturing companies takes into account changes in internal and external environments, and contributes to achieving professional goals and improving organizational performance.
- 2) The training strategy in Syrian pharmaceutical manufacturing companies takes into account the competence gap of workers. However, training needs are not determined



- and tailored to workers' needs, but rather determined and tailored to the business needs and strategic objectives of the companies.
- 3) The results of employees of Syrian pharmaceutical companies are as follows: career obligation. This is consistent with the study (Sudhakar, Basariya, 2018), (Firesibehat, 2018).
    - Job security. This is consistent with the study (Sudhakar, Basariya, 2018)
    - Job satisfaction. This is consistent with the study (Deepu, Aswathy, 2019), (Firesibehat, 2018).
    - Ability to adapt to changes surrounding the company and work.
    - Efficiency in doing business and providing services to customers, this is consistent with studies (Deepu, Aswathy, 2019), (Yang et al., 2017) although there is a medium level of motivation.
    - Creativity and innovation.
    - Workers' possession of technical and technological skills and ability to develop work. This is consistent with the studies (Deepu, Aswathy, 2019), (Sudhakar, Basariya, 2018), (Khalaf et al., 2016).
    - Weak utilization of workers' creativity and competencies in introducing new products and marketing them well.
    - Low level of flexibility in dealing between workers and their superiors at work.
    - Medium capacity in companies to retain workers and attract new workers.
  - 4) The results of the pharmaceutical manufacturing companies in Syria are as follows:
    - Quality.
    - Competitiveness.
    - Sales growth.
    - An increase in the quantities of production. This is consistent with the study (Hassan, 2017) (Daniel, 2018).
    - Production is done quickly and on time. This is consistent with the study (Hassan, 2017).
    - The company's revenues are greater than its costs, despite the high costs of production, marketing, design, distribution and logistics.
    - Efficiency in the management of equipment and equipment and reduce the cost of their maintenance, this is consistent with the study (Yang et al., 2017).
    - Low rate of work accidents. This is consistent with the study (Hassan, 2017).
    - Low wastage rates in materials. This is consistent with the study (Hassan, 2017).
    - There is no increase in the number of customers and no ability to attract new customers, and therefore it does not increase its productive capacity, or expand the markets it targets for its products well. This may be due to limited exports and sanctions imposed on the country that limit the expansion and promotion of production externally.
    - Not efficient in advertising and promoting its products and brand.
  - 5) The results of customers in pharmaceutical manufacturing companies are as follows:
    - Customers' trust in corporate products and brand.
    - Satisfy products for customers' needs and are of perceived value to them.
    - There are channels of communication that facilitate the relationship between companies and their customers. However, their relations are not characterized by partnership. This is consistent with the study (Marhej, 2020).
    - There is insufficient interest in the customer's feedback or in measuring their satisfaction.
    - There is a moderate flexibility and speed in meeting customers' changing demands and delivering products on time, possibly due to high costs for logistics services, delays in supplies and difficulty in providing raw materials as a result of country restrictions.

- Product prices are satisfactory to customers to a low degree, perhaps due to the country's constraints, high raw material costs and supply difficulties, transportation costs and distribution and escalating production domestically and globally.
- 6) Syrian pharmaceutical manufacturing companies attach high importance to the results of their business and the results of their workers

## **Researcher's recommendations**

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 well-informed curricula and methods, adapted to the actual needs of work and workers, based on measurable criteria, and the need to determine them after periodic assessment of workers and based on customers' complaints, and after comparing the current capabilities of workers with market requirements, and involve workers in determining their training needs thereby enhancing their motivation to participate in training programs.
- 2- The need to design training programs based on clear and appropriate objectives to address existing work problems and timelines appropriate for trainees and their training needs.
- 3- Attention to monitoring and evaluating the training process, documenting its results, selecting competent trainers based on specific criteria and based on performance reports, and holding meetings at the conclusion of the training courses to discuss the utilization of the training programmes implemented, and addressing the disadvantages, thereby helping to create a sense among trainee workers of the importance of training.
- 4- The need for attention by senior management of Syrian pharmaceutical manufacturing companies to customers and make them a priority. Working on good listening to them, accurately identifying their needs and expectations, enhancing the benefit gained from corporate products and making them recognizable value to customers, By working to manage customers and paying attention to feedback from them, measuring their satisfaction and addressing their complaints, Build good relationships with them characterized by partnership, and work to deliver their orders quickly and on time, Interest in attracting new customers and expanding market share by expanding domestically and externally by benefiting from export relationships.
- 5- Utilize means and techniques that reduce working times, enhance productivity and reduce production, design, distribution and marketing costs such as SWOT, PESTLE technologies to address threats, weaknesses and opportunities for companies, marketing, competitiveness and technology issues, take advantage of the creativity of workers in developing products and services provided, work to gain greater market share, and improve the efficiency in advertising, promotion and marketing of products and branding.

## **References**

Ibrahim, Qatiba, (2018), "Impact of the training strategy based on organizational bodies on the effectiveness of institutional performance (proposed model) Applied study on grade companies within the Damascus Securities Market," PhD thesis published in Business Administration, Department of Business Administration, Faculty of Economics, Damascus University, Syria.

- Jahjah, Mohammed Taher, (2015), "Analysis of the impact of human resources education and training on the economic development process in the Syrian Arab Republic," doctoral thesis in economics, economics department, faculty of economics, Damascus University, Syria.
- Jatheer, Saadoun Hammoud, Naseef, Ikhlas Khalid, (2015), "Strategic training and its impact on improving the performance of inspectors-general", Journal of Economics and Administration, vol. 21, No. 86, p. 27-61
- Jameel, Taha Ali Nael (2014), "Impact of human resources training by achieving competitive advantage in Iraqi banks: field study in Iraqi non-governmental banks", PhD thesis published in Business Administration, Department of Enforcement Management, Faculty of Economics, Damascus University, Syria.
- Kher Bek, Reem, (2018), "The impact of training on the quality of service in the telecommunications company within the quality management system (case study: Syriatel Telecommunications Company)," Master's thesis published in Quality Management, Syrian Virtual University, Syria.
- Dawood, Fazila Salman, Ali, Asrar Abd al-Zahra, (2017), "The Role of the Training Strategy in Achieving Leadership Performance/Exploratory Study at the State Company for Electrical Industries - Motor Plant - Baghdad", Journal of Anbar University of Economics and Administration, vol. 9, No. 19, p. 378-408.
- Deb, Kinda, (2015), "The Role of the Training Strategy in Career Planning: A Field Study on Latakia Naseej Employees", University of Tectrian Journal of Research and Scientific Studies, Economic and Legal Sciences Series, vol. 37, No. 3, p. 105-123
- Shams al-Din, Omar, (2018), "Impact of Strategic Human Resources Management on Organizational Performance: A Survey of the Views of Managers in Private Banks in Syria," Master's Thesis Published in Business Administration, Department of Business Administration, Faculty of Economics, Damascus University, Syria.
- Aliwi, Youssef, Kazim, Faaeq Jawad, (2021), "The Impact of Renewal and Modernization as an Input to Strategic Change in Organizational Performance: Field Research in the Oil Enterprise Company (SCOP)", Journal of Economics and Administrative Sciences, vol. 27, No. 126, p. 304-326.
- Frowana, Hazem Ahmed (2018), "Implications of training on the performance of staff at Trust Insurance in Gaza", Journal of Contemporary Economic Research, No. 2, p. 1-22.
- Kermaiti, Warda, Bin Ahmed, Lakhdar, (2020), "Training Strategy as an Entry Point for the Development of Creative Behavior in Human Resources - Field Study in the Treasury of Gulf State," Journal of Business Administration and Economic Studies, vol. 6, No. 1, p. 229-248
- Al-Nisafi, Iman Rateb, (2020), "The Impact of the Training Strategy on Career Performance: Field Study in the Sector of the State Oil Corporation in Syria," Master's thesis published in Business Administration Qualification and Specialization, Syrian Virtual University, Syria.
- Youssef, Ahmed, Al Amin, Delhom Mohammed (2019), "Contemporary Strategies for Human Resources Management and Their Relationship to Improving the Performance of Economic Institutions - Case Study of Saidal Pharmaceutical Complex", Journal of Management and Economic Research, vol. 1, No. 1, p. 119

### ***Foreign References***

- Al-Lawama, H.I, Omar, Kh, Saadon, M.S.I, Aburumman, O.J,(2021), "The Relationship Between Strategic Human Resource Management Practices And Organizational Performance By Mediating Role Of Employee Behavior In Jordanian

- Telecommunication Companies", Turkish Online Journal Of Qualitative Inquiry (TOJQI) , 12(3), Pp 2892-2902.
- Cera, E, Kusaku, A, (2020), "Factors Influencing Organizational Performance: Work Environment, Training-Development, Management And Organizational Culture", European Journal Of Economics And Business Studies, 6(1), Pp 16-27.
- Das, D.P, Buba, M.G, (2019), "Role Of Training On Employees Performance And Organizational Effectiveness", International Journal Of Mechanical Engineering And Technology (IJMET), 10(1), Pp 600-611, Available Online At [Http://Www.Iaeme.Com/Ijmet/Issues.Asp?Jtype=Ijmet&Vtype=10&Itype=1](http://www.iaeme.com/Ijmet/Issues.asp?jtype=Ijmet&vtype=10&itype=1)
- Daniel, C.O, (2018), "Effects Of Training On Organizational Performance", Asian Journal Of Business And Management, 06(05), Pp 58- 67
- Ndibe, B.Ch, (2014), "Effect Of Employees Training On Organizational Performance In Soft Drinks Bottling Companies In Enugu State, Nigeria", Master Of Science (M.Sc) In Management, Faculty Of Business Administration University Of Nigeria, Enugu Campus.
- Pang, K, Lu, Ch, (2018), "Organizational Motivation, Employee Job Satisfaction And Organizational Performance : An Empirical Study Of Container Shipping Companies In Taiwan, Maritime Business Review, 3(1), Pp36-52 , Emerald Publishing Limited , Doi 10.1108/Mabr-03-2018-0007
- Firesibehat, T, (2018), "The Effect Of Employee Training On Organizational Performance: A Case Study Of East African Agri-Business PLC", Masters In Business Administration (General Management Concentration), Department Of General Management, College Of Business Administration, School Of Graduate Studies, St. Mary's University.
- Vasanthi,S, Bassariya,S.R, (2018), "Employee Cross Training And Its Impact On Employee Performance", International Journal Of Civil Engineering And Technology (IJCIET), Volume 9, Issue 6, Pp 800-806, Available Online At [Http://Www.Iaeme.Com/Ijciyet/Issues.Asp?Jtype=Ijciyet&Vtype=9&Itype=6](http://www.iaeme.com/Ijciyet/Issues.asp?jtype=Ijciyet&vtype=9&itype=6)