Training and Development in Family-owned Firms in Saudi Arabia

Khalid S Alwekaisi Kingdom of Saudi Arabia, AlQassim, Burydah

Abstract: *This paper reviews the literature on training and development with a specific reference to family-owned firms in the Kingdom of Saudi Arabia (KSA). Literature review is based on the secondary research carried out in 2014 covering various aspects of training and development. Review of literature brings out that training and development in family-owned firms in KSA is not a priority and is not systematic. The review stresses on the need for Strategic Human Resource Management (SHRM) to train the employee based on TNA.*
Key Words: *HRM practices, Training, Training and Development, and Family-owned Firms*

I. Introduction

Training and development is an important management function to keep the organization efficient and productive. A qualified and trained workforce can add to the productivity and efficiency of the organization and can improve its image in the market. Training and development of manpower in kingdom of Saudi Arabia (KSA) has become one of the priority concern for all whether it is the government sector or the private sector. Lack of focus on training of the manpower continued till 1963, when the government of Saudi Arabia established its first training center in the country. The country was going through a phase of rapid development at that time, but faced acute shortage of trained and qualified manpower to manage the growing and changing needs of the expanding economy.

This paper presents the review of extant literature on the growth of HRM in KSA, HRM practices in KSA, HRM issues, training in family-owned firms, training and development, training need analysis (TNA), training program effectiveness, the perception of training programs and intent to participate (Fig. 1). The literature review does not deal on the clear definition of Family-owned firms, the process of identifying the needs of the organization and developing suitable training programs. Although the research focus is on training and development but there is absence of literature that can measure the transformation of the training into development of the individuals, groups and organization as a whole. The literature finds that Family-owned firms has a reluctance to the training of the employees except that they look for the training of family members working in the company. Literature is also silent on the actual benefits realized from the training given to the employees whether family members or others. Literature review will address to the present status of the literature, the gaps in the literature and will bring out the contributions made by this review of literature.

Growth of Human Resource Management in KSA

In the early days of economic growth in the kingdom of Saudi Arabia, training and development was not in an organized way both in government as well as private sector. The new Millennium brought significant changes in the way HRM function has been viewed, in particular, the training and development. Over the period HRM has grown exponentially leaving behind the concept of personnel management and industrial relation which focused mainly on

Fig. 1: Areas of literature review on training and development in family-owned firms in KSA

matters such as pay, leave, disciplinary arrangements and compliance to legal requirements (Martın-Alcazar, Romero-Fernandez, & Sanchez-Gardey 2005, Bratton 2001). With the

globalization of business many challenges were faced by the industry and the KSA as a whole. According to Huselid et al. (1997), two approaches of HRM emerged, the 'hard' and the 'soft' approach. The hard approach to HRM emphasizes the calculative, quantitative and strategic aspects of managing the workforce in a reasonable way like any other economic resource. It was assumed that the work force is constructed of inert entities that are incapable of creativity. Armstrong (2004) further added that the 'hard' HRM model places primary importance upon the management and incorporates business strategies, such as added value from the workforce, human resource development and performance management, creating a robust company culture that is articulated in the mission and vision statements and is strengthened by constant communication, training, and

performance management. The soft model, on the other hand, is based on the human relations school of thought, which emphasizes on communication, motivation, and leadership. Druker & White (1996) elaborated that under the 'soft' model, people management involves hiring of only the finest people, implementing appropriate and high-quality employee training and development plans, using compensation schemes that exhibit the importance of each employee, and thereby obtaining employee loyalty.

HRM Practices in KSA

Albugamy (2010) reported that in KSA the eventual goal of recruitment and selection is to hire and place the right people on the right jobs. He suggested that qualifications and skills are the two predominant factors that determine the fitness of the candidates in the jobs. The Saudi Arabian people like the other Arab countries are deeply rooted in their culture especially the prescriptions of the Koran. Employees with strong family and tribal connections in Saudi Arabia were often promoted to senior positions. The Saudi social-value system is based on three major subsystems: (1) Religion which is Islam for all Saudis, (2) Family and kinship, (3) Traditions.

Mellahi (2007) reported that since the early 2000s, the government in Saudi Arabia had undertaken steps to develop the HRM function in the private sectors through the legislation of a comprehensive framework, which has implications for HRM practices in the private sector.

Al-Rajhi, Altman, Metcalfe, & Roussel (2006) reported that issues with expatriation were at the core of human resource management practices at the global level whereas Impartation (hiring foreign nationals for fixed-term temporary employment) was as yet, sparingly researched.

Altarawneh & Aldehayyat (2011) examined the HRM practices in Jordanian hotels and found that the y were affected to some extent by the constituent SHRM elements except, on the issues concerning corporate culture relationships, line management partnerships and cost effectiveness evaluation. These factors were considered as significantly vital for a strategic approach to HRM.

Elamin & Alomaim (2011) found that the perceptions of organizational justice in Saudi Arabia influence job satisfaction for both Saudi employees and foreign workers. However, results differ on the relationship between justice dimensions and self-perceived performance. Justice dimensions do not influence self-perceived performance for Saudi workers while, all the justice dimensions significantly influence self-perceived performance for the foreign workers. Self-perceived performance is negatively influenced by procedural justice for foreign workers. The findings suggest that the managers in Saudi Arabia should use 'justice card' while managing their employees. Level of performance may be improved by creating more optimistic work environment, which could be developed by handling employees with equity and fairness and reorienting the systems, policies and procedures that govern employment practices.

Forstenlechner (2010) identified HR-specific issues that could help emerging Gulf economies to localize their workforce. Localization is commonly called as 'Emiratization'.

Zin & Talat (2011) argued that the use of IT had significant correlations with the HRM functional performances based on efficiency, productivity and cost-effectiveness.

Fujimoto, Bahfe, Femelis & Haurtel (2007) argued that HRM practitioners need to concentrate in their new roles as "strategic architect" in order to sustain a compellingly competitive Workforce with diversity of cultures, countries and platforms. Knowledge management and the human capital are the new focus. Human capital emphasizes the fact that people should be deemed as assets that should be valued and developed, and not as resources that just be consumed. Thus, human capital is the end result of maximizing the value of human resources.

AlGassim, Barry, & McPhail (2012) explored the application of human resource management (HRM) practices used in multi-national corporation (MNC) hotels in Saudi Arabia. The results suggested that, despite the challenges facing the application of HRM practices in Saudi Arabia, the status of practices used in the hotel sectors were more appropriately implemented than in other sectors, and were similar to those practices used in the international context. The results showed that in the Saudi hotel sector there was no fixed list of HRM practices used. The hotels were allowed to modify the practices received from parent companies to fit their own context. The practices most referred by managers and employees were job planning, performance evaluations, training, salary and wages and recruitment.

Alharthey & Rasli (2012) investigated the current Human Resources (HR) systems in Saudi Arabia. It was found that the companies that used extra sources for HR management apart from HR automated systems, were satisfied with the level of HRM Systems' performance; were ready to implement new systems and were using more effective systems in their practice. The results had shown that the Saudi market was ready for implementation of the new technologies. Surprisingly, the study found that there were still many people in the Saudi companies who did not use HRM systems optimally, and thus had to combine them with other tools and resources, the majority of which were already outdated and not used around the world.

In a study on job satisfaction in both public and private banks of Saudi Arabia, Jehanzeb, Rasheed, Rasheed, & Aamir (2012) found that (1) rewards have positive significance on motivation, (2) motivation is positively related to the job satisfaction (3) rewards have a positive significant effect on job satisfaction.

Torofdar & Yunggar (2012) reported that KSA is faced with the paradox of high wealth and high unemployment. Unemployment among the nationals are due to lack of skills, low motivation to work, and high salary expectations. To address the challenges faced by the Saudization policy, a holistic approach includes three fronts, consisting of expansion of the economic base and creation of additional jobs in strategic sectors in which Saudi Arabia has a competitive advantage and can provide sufficient income for nationals, develop the workforce by reforming the education system and upgrading; labor skills to create a generation of skilled nationals to match economic requirements and put in place effective labor and immigration policies by remaking the system and increasing national labor participation

Qureshi, Ansari, & Sajjad (2013) concluded that recruitment and training & development of the Saudi professionals is important, so that the young Saudi graduates from Saudi Universities find suitable jobs in the retail sector and are able to deliver.

Alotaibi (2014) proposed a human capital theory approach to developing a system that invests in Saudi Arabian nationals. The research also proposed network governance theory to prompt stakeholders such as the Ministry of Labor, the Ministry of Education, and private organizations to work as a single entity in developing human capital within Saudi Arabia.

Azeem & Akhtar (2014) found in the context of public sector companies that pay affects employee satisfaction and commitment. Promotion was found positively related to organizational commitment due to the opportunities for the public sector employees to advance their career. Relationship with immediate supervisor was an important antecedent of employee's job satisfaction. Employees in the sample show moderate level of organizational commitment with the organization they currently work with. All the job facets are found significantly related to organizational commitment. Tenure is also found to be positively related to organizational commitment of the sample in the study.

Family-owned business in Saudi Arabia

Family businesses constitute over two-thirds of all the business in KSA. The exact definition and conceptual understanding of the term family-owned firm still found to be elusive and open to interpretation. Many have defined it in their own perspective, however, it is in general viewed as one different from non-family businesses. Family business involves the participation of more than one individual of one family in the ownership of private capital company, with control mechanisms that help to keep the company active and closely monitored across generations. It is the firm whose operations/management decisions are affected by leadership succession of the family members managing the business.

According to Yilmazer & Schrank (2006) there are three basic concepts that characterize family businesses. First, the ownership structure is such that at least 50% of the organization's shares are owned by an individual family. Second, a family business is characterized by the emotional attachment, a family shows towards a business or organization. Third, a family business is characterized by a management structure centered on a central family structure.

Cromie & Sullivan (1999) argued that family managers enjoyed increased status, job security and flexibility. Non-family managers perceived themselves as competitive and independent people because they have better academic qualifications and were less likely to be married.

Chrisman et al. (2008), LaPorta, Florencio, Shleifer (1999) and Peng and Jiang (2010) argued that the family firm as a business form vary from large multinationals to small local firms, operating across a wide range of legal and corporate cultures, and, therefore, spans a significant range of organizational variance.

Kotey (2005) found that non-family firms had more growth than similar family firms. Although medium family proprietors desired growth, their actual growth was lower than similar non-family firms. Management practices were less formal in family firms and the gap between family and non-family firms in this area widened with growth. Small family firms achieved greater profits than their non-family counterparts, although this disparity disappeared at the medium level. Exports were low for both firms at the small level. However, medium family firms were less likely than similar non-family firms to export. It was demonstrated that the relationship between goals, strategies and performance varied between family and non-family firms and the variations change with firm size.

HRM issues in Family-owned Firms

Yilmazer & Schrank (2006) highlighted that in Family-owned businesses, close family members are typically hired to serve in executive and other managerial positions; their hiring is based on a sense of family loyalty. Some are qualified for their respective posts, but many are not. This is no doubt a serious threat to economic output as well as the future orientation of the organization for which they are hired. In light of the

potentially negative impacts of the family business structure on economic output and growth, there is a strong need for HRM within these organizations. Thus far, relatively little research has looked at how a family firm may adapt HRM to its particular culture and purposes. Chrisman et al. (2005), Chrisman et al. (2004), Debicki et al. (2009), Sharma (2004) argued that two features may be relevant to the analysis of the role of HRM within the family business. First, in a family business, there is a general expectation that a number of senior posts will go to family members, and thus managers lose some of the ability to suggest different recruitment strategies. In effect, the desire to recruit on the basis of genetics rather than competence (Debicki et al. 2009) makes it harder to suggest a shift in recruitment profile as a solution to revealed problems. The second problem with HRM in family business is the relatively frequent finding (Chrisman et al. 2004) that assessment of the performance of family members is more generous than that applied to non-family members. In effect, the basic data for a Training Need Analysis (TNA) may be distorted due to skewed perceptions of performance.

A review of the current literature shows that HRM practices in KSA contribute to increased organizational performance. On the other side, few companies did not have a full-fledged HR department yet, HR in an informal way proved to develop the employees and thus help organizations motivate the employees.

Harris, Reid & McAdam (2004) argued that family-owned businesses were either more likely to use direct forms of communication (vis-a-vis indirect forms) or that they will not be involved in direct communication or consultation with their employees. They reported that firms that consult directly with staff, as opposed to those that consult through joint consultative committees or trade unions, had higher productivity and/or other measures of performance.

Training and Development

Abiodun (1999) defined training as a methodical development of the knowledge, skills, and attitudes essential for employees to perform sufficiently on a given task or job. It could take place in a number of ways, on the job or off the job; in the organization or outside organization.

Yavas, U. (1999) identified several bright spots in the performance of local colleges in imparting training to the students that match the expectations of the private sector organizations.

Sloman (2005) concluded that the domination of the classroom-based training course in workplace learning was no longer appropriate for a global economy where change happens so quickly. Such classroom-based, fact-dominated learning soon becomes out of date/not suitable for everyone.

Kotey and Folker (2007) pointed to prevalence of informal training for all sizes and an increase in adoption of formal, structured, and development-oriented training with increasing firm size (especially for firms with 20–99 employees). This pattern was apparent for nonfamily but not for family firms. For family firms, formal training programs increased significantly during the critical growth phase only (20–49 employees). Gaps in employee training between the two types of firms were greatest at 50–99 employees but narrowed thereafter at 100–199 employees. The approach to employee training in family SMEs was in consonance with their slower growth, informal management styles, limited financial resources, and greater importance on efficiency compared with nonfamily SMEs.

Dragoni et al. (2009) found that managers with stronger learning orientations, especially those with access to growth assignments, were more likely to be in developmental assignments and achieved higher levels of competence based on those experiences.

Thassanabanjong et al. (2009) found that relatively young, highly-educated cohort of SME owner/managers, with greater business longevity did not invest a great deal of time or money in training and prefer informal, unstructured on-the-job (OTJ) training. Most SMEs trained a few or none of their members for two hours a week and thus were "low" or "tactical" trainers.

Rodrı´guez and Bontis (2010) found that family traditions, ties, and emotions affect knowledge transfer, commitment, and the motivation of family members. The family members' shared knowledge (i.e. traditions) which become sources of competitive advantages for the family firm (i.e. long-term survival).

Bertolino et al. (2011) reported that changes in motivation age would moderate the relationship between proactive personality and three training-related variables such as training motivation, perceived career development from training, and training behavioral intentions. There was generally a more positive relationship between proactive personality and the outcomes for younger participants than for older participants.

Iqbal, (2011) found that Saudi Arabia was doing well in attracting and retaining innovation factors such as human skills, government support and investment in R&D, and increasingly knowledge through education industry linkages. Still, there was a need for grouping of right policies and good human capital to improve 'creative outcomes'.

Latif et al. (2011) stated that various facets of overall job satisfaction have a significant positive association with each other that results in a significant association between overall training satisfaction and employee development aspect of job satisfaction.

Chatzimouratidis et al. (2012) discussed the human resource training and development methods and techniques such as on-the job training, mentorship, apprenticeship, vestibule training/simulators, web-based learning, instructor-led classroom training, programmed self-instruction, case studies/role playing and systematic job rotations and transfers.   Vestibule training/simulators and mentorship have the average best scores, and they should be among the first priorities especially when efficiency, the motivation of employees and minimization of the duration of training time were the most important factors. Web-based learning was ideal for minimizing training costs or when ease of application was the first priority.   On-the job training was a very good alternative when the cost of training should be reduced while the motivation of employees should be increased.

Ghosh, Satyawadi, Joshi , Ranjan and Singh (2012) suggested that the design of the training programmes knowledge should consider the level of trainers and their interpersonal skills.

Ameeq-ul-Ameeq & Hanif (2013) reported that most of the organization run training section schedule on a normal basis without considering the training needs whereas the main purpose of any training program is to develop specific employee skills that eventually make the organization perform profitably.

Baakeel, (2013) reported that the development of education and training in KSA increased from 1970 through 2004. The Saudi manpower level also increased disproportionately with higher number employed in the public sector than the private sector; and the private sector still depends on foreign labor.

Fawzi (2013) argued that HRD played an effective role in developing talent emphasis. He concluded that 75% of the HR and training managers observed that Saudi banks were keen to recruit talented people and were trained to hone their talents. The attraction of talent and the retention of talented people constituted key purposes behind HRM practices.

Jehanzeb, & Bashir (2013) argued that strong positive relationship between effective training program and job satisfaction among the employees in a fast food franchise in Saudi Arabia. The findings did not support the negative relationship between job satisfaction and turnover intentions in early age groups of employees. However, job satisfaction and turnover intentions were negatively related among the elderly employees.   The training programs not only increased the value of employee but also the worth of the franchise.

Jehanzeb, Rasheed, & Rasheed (2013) found that employees' training in private organizations has significant relationship with organizational commitment, turnover intentions and the commitment-turnover relationship.

Kennett (2013) uncovered three training and development models that were assumed to have consequences on employee turnover. These models were labeled Individual Development, Team Development and Organizational Development. Individual development explained occurrence of higher employee turnover in a work environment where employees perceived more external job alternatives and lacked employment-growth opportunities. Team Development model explained lower employee turnover occurred in conjunction with other high-performance work practices, or in a state of job embeddedness in the organization. Finally, the Organizational Development model explained higher employee turnover in a situation when the training activities contributed to lower employee commitment to the organization and lesser role clarity.

Al-Qudah, Osman & Ali (2014) and Falola, Osibanjo & Ojo (2014) found strong relationship between training and development, employees' performance and competitive advantage. They suggested that management of the organizations should not relent in their quest to train their staff in order to develop newer ideas and improve employee performance.

Jayakumar & Sulthan (2014) brought out the employee *perception* on the training and development program.   Workers in organizations were always in need of training and development in order to develop the skills necessary at work. Every organization invest more money and time on these programs.

Buchanan (2008) suggested that most managers believe that, for good or ill, political game playing, especially to secure resources, is part of organizational life. Estes and Wang (2008) suggest that this can also lead to what they call 'workplace incivility, ' which will further erode commitment to the strategic focus and lead to a loss of key members of staff. Organizational development has been argued for some time to be the real goal of training (Moore, Zoellner, & Mollenholt 2008, Moore and Dutton 1978).   Those who regard organizational development as a process tended to argue that it is particularly useful in complex, ill-defined situations (Burke & Litwin 1992). Preskill and Torres (1999) proposed that evaluative inquiry could be an approach to understand, improve and change organizational life.

Camps and Luna-Arocas (2012) argued that HR practice can enable organizational learning through the approach to training, which in turn will impact performance. In general, the authors suggest that effective HR practices for staff selection, staff reward, relative job stability, and training will all have measurable impacts on actual performance. Training and development makes the employees more productive and effective in their jobs. In physical, social, intellectual and mental sense, training is essential in developing the personnel and facilitating adequate levels of productivity within any organization.

Peteraf (1993) argued that a comprehensive training and development program helps organization construct a workforce with composite knowledge, skills and attitudes essential to face the environmental challenges, achieve organizational goals and to create competitive advantage. Cosh et al. (1998) added that trained and skilled labor force is essential for organizational success and growth of small businesses and is crucial to gain competitive advantage in the global economy (Huang, 2001). Ibrahim & Soufani, (2002); Menzies and Paradi (1999) opined that training and development is an effective way to reduce small business failure.

Training Need Analysis (TNA)
Chen & Klimoski (2007) described Training Need Analysis (TNA) as a process of determining where and when an organization should allocate resources toward obtaining particular knowledge, skill, and attitude. Three distinct analyses are needed: an organization analysis, a person analysis, and a task analysis. These analyses help the organizations to identify if training is appropriate, who needs training, what needs to be trained, and the conditions in which training should occur. Arthur, Edwards, Bell, Villado, & Bennett (2005) have suggested to conduct a systematic training need assessment as the first step in designing the training.

Boxall and Purcell (2008) suggested that organizational strategy formulation starts with the organizational analysis with an examination of its short-and long-term objectives   In this process, the role of HRM is not always acknowledged (Chang and Huang, 2005), and the actual strategy process is complex and fragmented (Karataş-Özkan and Murphy 2010, Pandza and Thorpe 2009).   To address this, Cascio (1992) suggested that the key question that needs to be posed is "will training produce change in employee behavior that will contribute to our organization's goals?"   The important element in this model is the concept of personal analysis (Iqbal and Khan 2011, Purcell et al. 2007).   Various techniques exist for this, ranging from self-assessment via questionnaire, to detailed analysis of job competences, to qualitative opinion from various stakeholders including line managers and HR specialists (Taylor et al. 1998).   Iqbal and Khan (2011) have argued that the goal of TNA is not just to identify training needs but is also to address the issues that may have implications elsewhere in an HR function.   This has particular relevance when an organization is undergoing a planned (or imposed) change process. According to Taylor et al. (1998), the entire process of gathering information on training needs becomes much more subjective and heavily informed by the opinions and views of key practitioners.   The process is to identify both needs and the critical behaviors that are central to organizational success and thus should form part of any evaluation.

Bowman and Wilson (2008) "a training need exists when the application of systematic training will serve to overcome a particular weakness and therefore the identification of training needs must be resolved before training itself could be fully undertaken ". In effect, such definitions of TNA agree that the "need is to bridge the gap between current and desired (or required) results, or (stated another way) the gap in the results between 'what is' and 'what should be" (Iqbal and Khan 2011).

Easterby-Smithet al. (1999), Chiva et al. (2010), McKelvie and Davidsson (2009), Mohrman and Worley (2009), Newey and Zahra (2009), Taylor et al. (2011) argued that the focus of TNA on current gaps (even if they are against the current strategic plans) means it is potentially less valuable when the need for continuous improvement and performance improvement is the key need of the firm. A partial solution to this distinction is offered by Taylor et al. (1998): a distinction between results-focused and task-focused TNA.

On the other hand, link task-focused TNA has, at best, an indirect to current performance and current needs (Taylor, Beechler, Napier 1998). Task-orientated training can be about building general capacity (i.e. preparing employees for a future promotion), part of introducing new technology (where the improved performance is a product of the technology rather than the training), or of creating the base capacity to work in an organization (induction training). Task-focused learning in particular has to be aligned to the organization's overall goals. Results-focused learning can be assumed to flow from the organization's strategic goals. In both cases, the result has been an increased interest in aligning TNA with the process of strategic planning and strategic change (Iqbal and Khan 2011).

Training and organizational performance
Ramlall, Amri, & Ffar (2012) concluded that HR professionals in Saudi Arabia viewed HR as a core strategy for improving organizational performance. Al-balussin & El-garaihy (2013) found that human resource management practices is an important predictors of organizational culture, knowledge management, and organizational innovation, which have in turn is positively link to organizational performance. Goldstein (1980) described training as "the acquisition of skills, concepts, or attitudes that result in improved performance in an on-the-job environment. Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall efficiency and productivity of an organization. Pitfield (1982) stated that the objectives of training are to provide the skills, knowledge, and aptitudes needed

to undertake the required job efficiently, develop workers so that their potential is utilized, and increase efficiency by reducing spoilt work and misuse of machines as well as by lessening occupational risk.

Jia, Huang, Liuc, Zhu & Cai (2012) observed that employee training should play a moderating and positive role explaining the relationship between the firm's environmental attitude and performance in sustainable development. Results also suggested that employee training also have a positive direct effect on firms' performance in sustainable development. Lambert, Vero & Zimmermann (2012) found that more than the employees' previous training and career paths, the environment provided by the company contributes more decisively to building capability and develop professionally at work. Milhem, Abushamsieh, Aróstegui (2014) viewed that organizational strategy and training were very essential to enhance performance.

Effectiveness of Training Program

Klink, & Streumer (2002) investigated the effectiveness of on-the-job training (OJT) and found that there was lack of any evidential proof on the effectiveness of the training program as an effective training method.

Tai (2006) found that supervisors' training framing directly influence trainees' attitudes and indirectly influence their training outcomes. Trainees' motivation is not influenced by contextual determinants such as post-training accountability, another type of training framing and organizational climate.

Sahindis & Bouris (2008) observed that there exists significant relationship between the employee perceived training effectiveness and their commitment, job satisfaction and motivation.

Nikandrou, Brinia, & Bereri (2009) found that trainee characteristics, design and support of the management were important in the training transfer process. Further, the person's goals are foremost in training transfer. Employers use variety of cost-effective methods to support training activities and encourage training transfer to the workplace (Martin, 2010). ===============

Harris, Chung, Hutchins, & Chiaburu, (2014) examined the additive and joint effects of trainees' learning goal orientation and trainer directiveness on training satisfaction and transfer. Further, trainer directiveness and trainee learning goal orientation jointly predicted transfer and satisfaction, such that there is positive relationship between trainer directiveness and the outcomes when learning goal orientations were high.

Perception on training programs and intent to participate

A significant factor that determines the effectiveness of training program is the amount of skills, knowledge and abilities acquired during training as well as the trainees' intent to attend further training programs. Training effectiveness refers to the benefits or the outcomes that the company and the trainees receive from training. Outcomes include learning the required skills, behavior, acquiring the competence and improve performance. In order to justify the large expenditure, it is imperative that training and development programs within organizations are evaluated to ensure that employees are learning from the training program, applying it to their roles, and, ultimately, contributing to the returns on the organization's investment (Phillips 2003). Employees would also view an effective training experience as an indication that the company cares about them and is willing to invest in them and hence, enhance their commitment to the organization. This should be particularly true if the training meets participants' expectations and desires.

Assessing the effectiveness of training programs is always a controversial subject over a number of years in every professional field and organization context (Eskin 1986). A single universally accepted and generalizable measure that could assess the outcomes in financial terms is not available. Also, each measure has its own pitfalls, blind alleys and traps. Outcomes include trainees' positive perception on the program and ratings of behavior (Noe 2008). Noe suggested that organization can confidently rely on the perception gathered from the trainees' to evaluate the effectiveness of the training program. Authors argued that there are many components of training that can be evaluated based on perception on the program. They include satisfaction, opinions and attitudes towards the various components of the training programs (e.g., Eskin 1986). If programs are to be effective, they must meet the needs of the participants. Kirkpatrick, & Kirkpatrick (2008) reported that the common methods that are used to capture the effectiveness of the training programs at individual level are: i) asking the participants ii) analyzing the performance appraisal forms. iii) asking the bosses of the participants and iv) testing the participants. Adopting the first method to capture the effectiveness of the training program involve capturing the trainees' perception on the content, objectives, design, ability to modify behavior, develop competence, improve performance etc., Trainees' intent to attend further programs is derived from the perception he had on the training programs attended earlier.

Negative perceptions towards training seem produce negative outcomes, including stronger prejudices towards future programs and an increased frequency of conflicts (Von Bergen, Soper & Foster 2002). Perception towards training programs act as a pre-training motivation for further programs. A meta-analysis showed that higher pre-training motivation was associated with lower resistance to participate in a variety of other training programs (Sitzmann, Brown, Casper, Ely, & Zimmerman 2008).

The decision to participate in a training program was significantly correlated with perception towards earlier training programs (Mathieu, Tannenbaum, & Salas 1992). These results were consistent with those reported in a study by Ryman and Biersner (1975). It was found that participants who chose to participate in training had greater training success earlier and hence hesitant to withdraw voluntarily from future training programs (as cited in Mathieu et al. 1992). Trainees usually have relevant experiences, perceptions, and beliefs about the issues covered in training (Laird 2003). Intent to participate is a characteristic of an individual's willingness to expend efforts toward a particular set of behavior. In a training context, it is the willingness of an employee to exert energy toward the program (Ryman and Biersner 1975), to attend the training program (Maurer and Tarulli 1994; Noe and Wilk 1993), and to transfer what they learn in the program onto the job (Baldwin and Ford 1988). Hicks and Klimoski (1987) found that trainees intent to participate further if the training programs they had attended were armed with realistic information. Realistic information about training influences trainees' perception towards training, their pre-training preparations and in turn for increasing trainees' motivation to learn. Such perception is derived from the past experience. Trainees who possess good memories and obtained pre-information from past experience before attending future training programs were more motivated than those who did not. (Baldwin & Magjuka 1991). In this study, 'intent to participate in further training programs' is used as an indicator of effectiveness of training programs. Expanding on Hicks and Klimoski (1987) assertions, Martocchio (1992) measured the effects labeling of training programs as "opportunity" and "neutral" had on employee intent to learn more. Martocchio (1992) posited that the training experiences of employees influence further pre-training previews. He suggested that a training preview can make certain information more "salient" to the employee, resulting in increase of employee's pre-training intent. Martocchio (1992) found that perception had a powerful influence on training outcomes and that there were no differences between groups on age, education, tenure at company, computer other programs based on a positive perception towards earlier training programs could be substantiated by drawing cues from few theories. Rubenson's (1977) expectancy-valence model that stemmed from Bergsten's (1977) examination of the adult study needs and barriers evidences that experiences may influence participation in future initiatives. Bergsten (1977) identified attitudes, preferences concerning education, life circumstances, and knowledge of adult education initiatives as factors of adult participation.

Present status of literature

On a review of literature it is observed that literature related to Family-owned-firms is disjointed, lacks in depth and does not take care of many important aspects of management which should have been for the benefit of Family-owned firms. It is surprising to note that generation of literature is not enough for the private sector which is the backbone of the economy in KSA employing 89% of the workforce of the country. It is also noted that although good progress has been made in HRM practices in KSA, the literature on the successful implementation of the good HRM practices is missing. HRM practices in some sections of the private sector like hotels and banking services in KSA are at par with the best in the world but unfortunately training has not got the attention it needed. Further the literature has deliberated to some extent on the characteristics of Family-owned firms in KSA but it has not deliberated on the systematic line of demarcation between the size of the Family-owned firms so that appropriate approach to address the issues of all sizes of Family-owned firms are taken care. The literature is focusing on the problems and the negative aspects of the Family-owned firms in KSA but does not bring out their success stories. The literature is more of academic interest and the practical implementation of training programs in Family-owned firms are missing. Further, the efforts of government in the field of Saudization have been encouraging but the results have not been projected well. The present literature does not motivate the private sector to the advantage of the legal framework.

The research gaps and future directions

The literature review points out number of research gaps, some of the important areas which should be focused in order to serve the needs of the family-owned firms are:

a. Absence of clear demarcation between small, medium and large Family-owned firms in Saudi Arabia. Strategy for training and development of employees in each category Family-owned firms is different and should be highlighted.
b. One of the main problem is the conflict of interest between the company's interest and the family interest. These should be dealt in detail and importance of removing this conflict should be addressed in the literature.
c. Literature is silent on the practices adopted by the family-owned firms circumventing the legal framework of hiring and training of the Saudi workforce. Literature should bring out the ways and means to comply with the legal requirements.

d. There is absence of a methodology in designing and structuring the training and development programs in Family-owned firms. Literature must bring out methodology which can be followed by Family-owned firms often starving with the commensurate resources.
e. Enough educational literature is need to use TNA in planning training and development programs. Presently, it is limited to performance evaluation of the employees.
f. More engaging literature is needed in developing TNA by involving all concerned in the organization such as HRM department and other functional area specialists.
g. Studies should be focused to the employee satisfaction from the training as well as the satisfaction of the employers for money spent and time allowed for the training of the employees.
h. The methodology is required in quantification of benefits of the training imparted. This missing in the literature and an important area of focus.
i. Extensive work is required to develop the appropriate training methodology, plans and strategies for different level of employees having different level of skills and competencies.
j. Focus on development of soft skills in the employees is a priority and extensive research is needed. It is the attitude and perception of persons which can bring about the desired changes.
k. Family-owned firms, especially the small and medium family-owned firms lacks the finances to support training programs. Studies should be made to develop source of information for availability of funds or pooling of the funds for the purpose of training and development.
l. Studies should be conducted to identify competent trainers and training organizations to give quality training to the employees.
m. Different training packages for training and the suitable training materials are necessary for imparting the quality training. More research is needed in this direction.
n. Strategic Human Resource Management (SHRM) approach is required to incorporate future needs of the organization in the training and development plans.
o. More research is needed to show the relationship of training and development to the organization performance. Case study based research is not yet explored adequately. This is high priority area for further work.

Contributions made by this literature review

The literature review has uncovered many areas which still have not been tapped properly to improve the performance of the Family-owned firms. It has highlighted the need for systematic approach in planning, organizing and monitoring the training and development activities in the firms. It has added an insight to the real issues of the Family-owned firms and brought out solutions too. This literature review will motivate new researchers to explore further areas to improve the performance of Family-owned firms.

II. Summary

This review of literature provided context for the present study by synthesizing the relevant research on HRM practices, family-owned firms, training and development and effectiveness of training programs. The above section also provide a strong base to understand that a training program instituted based on the needs of the employees, with qualified trainer, well defined objectives and design, focused on competence development, behavioral modification and performance improvement predicts the effectiveness of the training programs. It implies that a training program should emphasize at large identification of the needs, delivery of the training, and post-event evaluation. The three broad elements resulted in deriving other factors on which the perception of the trainees could be captured. They are relevance of the training, identification of training need, credibility of the training, clarity of objectives, training content, clarity of objectives, extent of interaction in the training program, quality of training methods, behavioral aspects, competence development and performance improvement.

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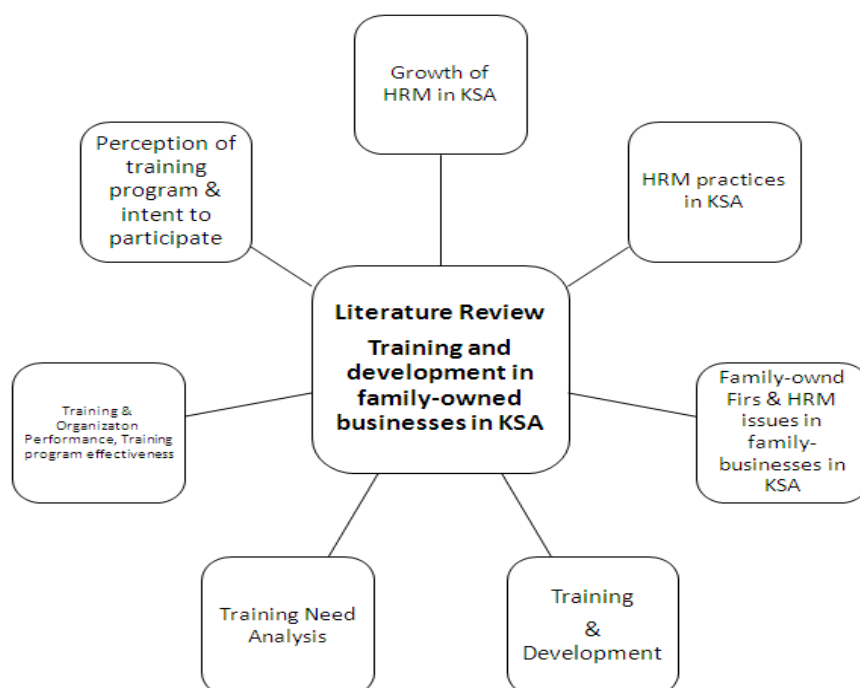
Fig. 1: Areas of literature review on training and development in family-owned firms in KSA