

DOI: <https://doi.org/10.63332/joph.v5i6.2045>

The Value of Training on Employee Loyalty and Retention in Saudi Arabia: A Systematic Review

ABDULSALAM Aljumah¹, BECHIR Fridhi²

Abstract

Due to the developing economic conditions in Saudi Arabia, fostering employee loyalty has become increasingly crucial for organizations. As the nation undergoes significant economic diversification and modernization, businesses face heightened competition for skilled talent. Thus, cultivating loyalty through training programs is key factor for sustained business performance and competitive advantage. This systematic review examines the value of employee training on loyalty and retention in Saudi Arabia. Through study selection process, 21 articles were obtained. Through the analysis and synthesis of research findings, we have identified the influence of various trainings on retention, including perceived training opportunities, perceived training effectiveness, leadership and managerial trainings, cultural trainings, training for quality of work and personal life, and demographic-specific trainings. Based on the findings of our review, we provide insights into the value of training programs on mitigating employee satisfaction, loyalty, and retention.

Keywords: Employee Loyalty, Training Programs, Retention, Saudi Arabia.

Introduction

Given the dynamic and competitive nature of Saudi Arabia, the importance of employee retention in organizations is widely recognized. Employee retention described as "an employer's effort to retain desirable workers to meet business objectives" and correlated with job satisfaction, turnover rate and loyalty (Frank et al., 2004). Employee training is considered an important component for retention, as it establishes reciprocal attitudes, such as employee engagement, motivation, and organizational commitment (Sparrow 1998). When employees undergo training, they tend to exhibit higher levels of commitment to their organizations, as they feel aligned with the organization's values and goals (Aityan & Gupta, 2012). This satisfaction with the organization and sense of commitment, in turn, plays a significant role in employee's loyalty (Fleming & Asplund, 2007).

Workplace training, therefore, plays a vital role in promoting cross-functional integration and creating positive employee perceptions (Maheshwari & Vohra, 2015). However, the impact of training on turnover intentions is complex and multifaceted. While some studies suggest that training can reduce turnover intentions by increasing job satisfaction and engagement (Joung et al., 2010; Owens, 2006; Zhao & Zhou, 2008), other research indicates a positive relationship between training and the rate of voluntary turnover (Gardner et al., 2011; Zheng & Lamond,

¹ Department of Business Administration, College of Business Administration, Majmaah University, Al-Majmaah, 11952, Saudi Arabia, <https://orcid.org/0000-0003-3855-1564>

² Department of Financial Management, College of Business Administration, Majmaah University, Al-Majmaah, 11952, Saudi Arabia, Email: bm.fridhi@mu.edu.sa, (Corresponding Author), <https://orcid.org/0000-0002-0931-1134>



2010). This discrepancy can be attributed to various factors, such as the nature of the training, the perceived value of the skills acquired, and the availability of career advancement opportunities within the organization.

Social Exchange Theory (SET) may help to explain the value of training in employee loyalty and retention (Blau, 1964). According to SET, social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs in their relationships. In the context of the workplace, when organizations offer training opportunities, they demonstrate a commitment to the growth and development of their employees. This investment is perceived positively by employees, who feel valued and supported in their career progression. This perception leads to increased job satisfaction and a sense of fulfillment. In return, employees are more likely to reciprocate this organizational support through greater loyalty and commitment to the organization.

Training and development practices are positively related with job satisfaction and organizational commitment (Murat et al., 2014). The relationship between training and employee loyalty is multifaceted. Employee loyalty involves a mutual relationship between the employees and the organization (Farrukh et al., 2020). This mutual relationship is built on trust, respect, and reciprocity. When employees perceive that their organization is investing in their development through training programs, they are more likely to develop a sense of loyalty and commitment to the organization. This loyalty is further reinforced by positive relationships with their leaders and managers. The quality of the relationship between employees and their leaders can significantly impact the outcomes of training initiatives. When leaders are supportive and actively involved in the training process, employees are more likely to feel motivated and engaged. This supportive relationship is intrinsic to employee loyalty (Azeem & Akhtar, 2014). For instance, leaders providing training and support to employees drive higher levels of employee engagement and organizational loyalty (Vimr & Thompson, 2011).

In Saudi Arabia, the collectivist culture emphasizing social harmony, respect for authority, and loyalty, can significantly impact how training and development practices are perceived and how they influence employee loyalty and organizational commitment. Trainings for individual and professional growth is one of the best predictors of job satisfaction in Saudi Arabia (Al-Ahmadi, 2002). However, there is a little research available on the relation between training and employee turnover in Saudi Arabia. Studies show that organizational loyalty and employee satisfaction are closely linked to reduced turnover intention in different sectors in Saudi Arabia (Albahussain, 2014). Similarly, employee satisfaction plays a crucial role in retaining employees (Albahussain, 2014). Training programs become particularly important in this regard as they not only enhance employees' skills and knowledge but also contribute to their overall job satisfaction and sense of value within the organization.

Training programs have positive influence on employees' stress, well-being or absenteeism (Kuehnl et al., 2019). Significant positive effects of training were reported on exhaustion tendency (Barrech et al., 2018), self-reported sickness absence (Stansfeld et al., 2015), work-related sickness absence (Milligan-Saville et al., 2017) and job satisfaction (Veloso-Besio et al. 2019). In Saudi context, training programs have also been found to positively impact on job performance (Alghunaim, 2020; Alsamani, 1997). However, there is limited research on the role of training in terms of organizational commitment in the Saudi Arabia. As highlighted by a study conducted within the Saudi Ministry of Higher Education (Alharthey et al., 2022), organizational support emerges as a critical factor in employee retention. In the same line, job satisfaction is

another factor that positively influence employees' intention remain with the organization in Saudi Arabia (Farrukh et al., 2020). Therefore, trainings that enhance perceived organizational support, such as employee recognition programs, professional development opportunities, can have valuable benefits in terms of employee retention and organizational performance in Saudi Arabia.

This systematic review aims to understand the value of training programs on employee loyalty (e.g., job satisfaction, organizational commitment, engagement) and retention (e.g., turnover rates, tenure) in Saudi Arabia. By systematically examining a wide range of studies, this review endeavors to identify key characteristics of training programs that contribute to both theoretical understanding and practical applications. Through this comprehensive analysis, we aim to inform strategies that can optimize training programs for employee satisfaction, commitment, and retention.

Methods

Search Strategy

The present systematic review was conducted according to the PRISMA guidelines. As an initial step, relevant search terms were identified to capture studies. Subsequently, these key terms were strategically combined to optimize the search process. The search string utilized encompassed terms: "Training programs" AND "Employee loyalty" AND "Saudi Arabia", "Job satisfaction" OR "Organizational commitment" OR "Employee engagement" AND "Saudi Arabia", and "Turnover rates" OR "Employee tenure" AND "Saudi Arabia." The search encompassed articles published up to 2024, with no restrictions placed on the publication year, to encompass the most recent literature. Databases including Emerald Insight, Taylor and Francis, PubMed, Wiley Online, Science Direct (Elsevier), Google Scholar were searched to identify relevant studies.

Inclusion and Exclusion Criteria

Inclusion criteria were strictly defined to select studies that addressed the impact of training on employee loyalty and retention. For employee loyalty, this included metrics such as job satisfaction, organizational commitment, and engagement. For retention, criteria included studies examining turnover rates and employee tenure. The population of interest included all professionals working in both the public and private sectors within Saudi Arabia. All outcomes related to the impact of training on employee loyalty and retention were considered. All types of studies were included, provided they were peer-reviewed journal articles to ensure the inclusion diverse range of methodologies and high-quality studies. Studies that deviated from fundamental aspects of training were excluded to remain focused on research directly relevant to the core themes of training, employee loyalty, and retention.

Study Selection

The process of selecting articles adhered to a four-step procedure, as depicted in Figure 1. The initial step entailed reviewing the literature and collecting a preliminary collection of records from the selected databases. These retrieved records underwent a preliminary screening to identify and remove duplicates. After the removal of duplicates, titles and abstracts were evaluated based on the inclusion and exclusion criteria to ascertain the studies' eligibility. Then, the full texts of the remaining articles were carefully analyzed to assess whether they met the eligibility criteria and to evaluate their pertinence to the research topic. Ultimately, the papers

that met all of the predetermined criteria were selected for incorporation into the review. This selection approach guarantees a concentrated and relevant collection of research that make a significant contribution to the comprehension of training programs for employee loyalty, retention, and job satisfaction.

Results

Prisma flow diagram illustrating the process of article selection is shown in Figure 1. The initial search returned a total of 826 records from the chosen databases, 553 of which remained after the duplicates were removed. Then the titles and abstracts of the studies were assessed to ensure they met the inclusion criteria and addressed the research question, resulting in 169 records being selected for further review. The evaluation of the full-text versions identified 21 papers that met all the inclusion criteria for the final review. These articles identified in the scoping review are detailed in Table 1. The selected articles were initially read to gain a general overview of the data. Subsequently, the articles were read multiple times to thoroughly understand their content and identify the categories that express the main elements, thereby answering the research question.

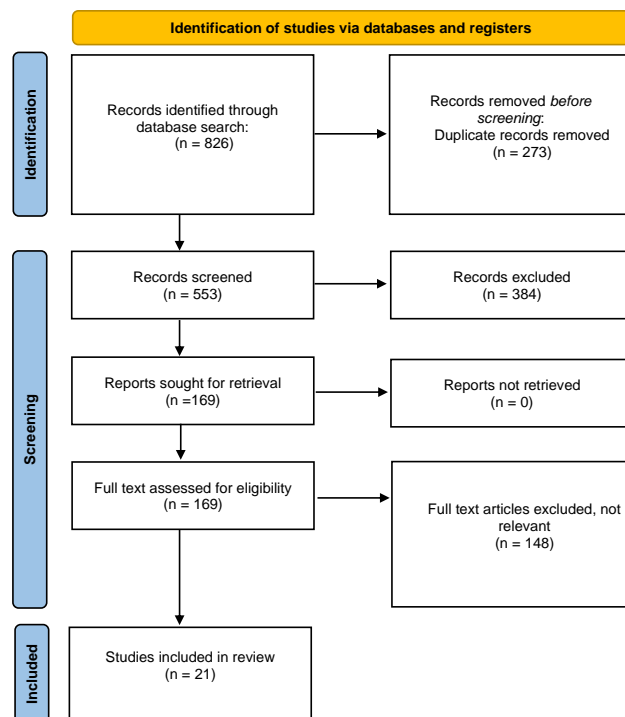


Figure 1. PRISMA Flow Diagram for Relevant Records

Jehanzeb, K., Rasheed, A., & Rasheed, M. F. (2013). Organizational commitment and turnover intentions: Impact of employee's training in private sector of Saudi	Employees in banks, fast food, telecommunication, and retail in Saudi	Survey questionnaire
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Arabia. International journal of business and management, 8(8), 79-90.	Arabia	
Jehanzeb, K., Hamid, A. B. A., & Rasheed, A. (2015). What is the role of training and job satisfaction on turnover intentions. International Business Research, 8(3), 208-220.	Employees of fast food franchises in Saudi Arabia	Survey questionnaire
Aljehani, R., & Javed, U. (2021). Relationship between career development and employee loyalty. PalArch's Journal of Archaeology of Egypt/Egyptology, 18(14), 123-134.	Non-academic employees King Abdulaziz University	Survey Questionnaire
Alferaih, A., Sarwar, S., & Eid, A. (2018, August). Talent turnover and retention research: The case of tourism sector organisations in Saudi Arabia. In Evidence-based HRM: a Global Forum for Empirical Scholarship (Vol. 6, No. 2, pp. 166-186). Emerald Publishing Limited.	Managers and/or human resource directors in five-star hotels in Saudi Arabia	Survey questionnaire
Al-Dossary, R. N. (2022). Leadership style, work engagement and organizational commitment among nurses in Saudi Arabian hospitals. Journal of healthcare leadership, 71-81.	Nurses and nurse managers in public, private, and public-private partnership hospitals in Saudi Arabia	Cross-sectional study
Subbarayalu, A. V., & Al Kuwaiti, A. (2018). Quality of work life of teaching staff working at a higher education institution in Saudi Arabia: A cross-sectional study. Journal of Social Service Research.	Teaching staff at Imam Abdulrahman Bin Faisal University (Saudi vs. non-saudi)	Cross-sectional study
Binzafragh, F., & Taleedi, F. (2022). The effect of business intelligence practices on job satisfaction in the Saudi Electricity Company in the Asir Region. Journal of Money and Business, 2(1), 107-131.	Saudi Electricity Company in the Asir	Online questionnaire
Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. International Journal of Sociology and Social Policy, 40(7/8), 529-541.	Three bank branches of Al Rajhi bank in Riyadh East	Quantitative survey research
Dousin, O., & Sulong, R. S. (2021). "Stepping out of the ordinary": exploring cross-cultural challenges of expatriates in the Kingdom of Saudi Arabia. Rajagiri Management Journal, 16(2), 131-143.	Expatriates in Saudi Arabia	Semi-structured in-depth interview

Moussa, M. N. (2013). Investigating the high turnover of Saudi nationals versus non-nationals in private sector companies using selected antecedents and consequences of employee engagement. <i>International Journal of Business and Management</i> , 8(18), 41.	Employees in the healthcare and information technology industries in Saudi Arabia.	Survey questionnaire
Kesgin, M., Hsieh, Y. C., & Alqusayer, A. (2020). What motivates and satisfies lodging employees in Riyadh, Saudi Arabia?. <i>Journal of Human Resources in Hospitality & Tourism</i> , 19(3), 388-415.	Hotel employees in Riyadh	Survey questionnaire
Al-Omar, H. A., Khurshid, F., Sayed, S. K., Alotaibi, W. H., Almutairi, R. M., Arafah, A. M., ... & Alshathry, S. (2022). Job motivation and satisfaction among female pharmacists working in private pharmacy professional sectors in Saudi Arabia. <i>Risk Management and Healthcare Policy</i> , 1383-1394.	Female pharmacists working in private pharmaceutical sectors in Saudi Arabia	Cross-sectional study
Alnehabi, M., & Al-Mekhlafi, A. B. A. (2023). The Association between Corporate Social Responsibility, Employee Performance, and Turnover Intention Moderated by Organizational Identification and Commitment. <i>Sustainability</i> , 15(19), 14202.	Employees in banks in the Riyadh area	Cross-sectional study
Alsulami, A., & Alqarni, S. (2023). The Relationship Between Training and Employee Turnover Intentions in the Private Sector in Saudi Arabia. <i>International Journal of Intellectual Human Resource Management (IJHRM)</i> , 4(02), 28-39.	Employees in private sector in Saudi Arabia	Online survey
Verma, M. S., & Srivastava, M. IMPACT OF SELF & ORGANIZATIONAL EFFICACY ON OPERATIONAL EXCELLENCE OF IT COMPANIES: A MODERATING EFFECT OF EMPLOYEE ATTRITION.	Managers in small and middle-level hotel in Saudi Arabia	Quantitative surveys and qualitative interviews
Alayis, M. M. H., & Abdelwahed, N. A. A. (2021). The Impact of Transformational Leadership Style on Organisational Commitment: Imam Abdulrahman Bin Faisal University as a Case Study. <i>International Journal of Innovation, Creativity and Change</i> , 15(4), 991.	Staff members at Imam Abdulrahman Bin Faisal University	Online survey
Almalki, M. J., FitzGerald, G., & Clark, M. (2012). The relationship between quality of	Primary health care	Cross-sectional

work life and turnover intention of primary health care nurses in Saudi Arabia. BMC health services research, 12, 1-11.	nurses in the Jazan Region	survey
Algazlan, N., Al-Jedai, A., Alamri, A., Alshehri, A. M., Aldaiji, L., & Almogbel, Y. (2022). Association between intention to leave work and quality of work-life of Saudi pharmacists. Saudi Pharmaceutical Journal, 30(2), 103-107.	Pharmacists in Saudi Arabia	Cross-sectional study
Alsughayir, A. (2014). Does practicing total quality management affect employee job satisfaction in Saudi Arabian organizations. European Journal of Business and Management, 6(3), 169-175.	Employees at a large Saudi Telecom company	Survey questionnaire
Alamri, M. S., & Al-Duhaim, T. I. (2017). Employees perception of training and its relationship with organizational commitment among the employees working at Saudi industrial development fund. International Journal of Business Administration, 8(2), 25-39.	Employees in Saudi Industrial Development Fund	Descriptive and analytical study design
Muzaffar, S., & Javed, U. (2021). Training and development opportunities and turnover intentions post saudization. PalArch's Journal of Archaeology of Egypt/Egyptology, 18(14), 521-531.	Employees of Saudi Arabian companies (such as Almoudi Trading, Al Rajhi, Aramex and FedEx)	Survey questionnaire
Alsamman, A. M., Aldulaimi, S. H., & Alsharedah, M. (2016). Training effectiveness and commitment to organizational change: Saudi Arabian ARAMCO. Management and Administrative Sciences Review, 5(3), 128-142.	ARAMCO employees	Survey questionnaire

Table 1. Studies Included in the Review of the Value of Training on Employee Loyalty and Retention in Saudi Arabia.

The Role of Perceived Training Opportunities

The results of the systematic review illuminate the significant role of training opportunities in shaping organizational commitment and fostering employee loyalty. The availability of training opportunities that enhance general knowledge and skills related to employees' future careers positively correlate with organizational commitment (Jehanzeb et al., 2013). Similarly, employees' perceptions of training programs significantly influence their sense of commitment and emotional attachment to the organization (Alsamman et al., 2016). When employees perceive adequate access to training or anticipate attending sessions, they are more inclined to develop an emotional bond with the organization. This emotional attachment translates into heightened levels of loyalty and a moral commitment to remain with the company.

Notably, training opportunities for career advancement emerge as significant motivational factors, emphasizing the importance of programs for offer skill-enhancing opportunities (Kesgin et al., 2020). Likewise, research indicates that training initiatives within organizations, which equip employees with the necessary tools for career development, positively impact organizational commitment and loyalty (Aljehani & Javed, 2021). Furthermore, the literature suggests a strong association between high levels of job satisfaction, organizational commitment, and the effective growth and development of human resources (Cherif, 2020). Providing access to diverse training opportunities, such as online courses and seminars, is closely related with employees' report higher levels of job satisfaction and organizational commitment (Alsulami & Alqarni, 2023). However, it's noteworthy that an increase in training benefits may sometimes result in a slight, though not significant, rise in employees' intention to leave the organization (Alsulami & Alqarni, 2023). This phenomenon could be attributed to employees who, after benefiting from training, may entertain thoughts of leaving if they perceive limited advancement opportunities within their current organization. This notion is supported by the link between intention to stay within an organization and employee satisfaction with the promotion opportunities they experience post-training (Muzaffar & Javed, 2021). These highlight the strategic significance of investing in employee training that aligns with employees' career aspirations, thereby ensuring the availability of internal career pathways and mitigate turnover rates. When employees perceive that their organization is investing in their professional growth and offering clear pathways for advancement, they are more inclined to remain committed and loyal to the organization.

The Role of Perceived Training Effectiveness

A positive relationship exists between employees' job satisfaction and perception of training program effectiveness (Jehanzeb et al., 2015). This includes aspects such as relevance to their job, applicability, fulfillment of expectations, and overall satisfaction. Given that employee engagement refers to willingness to put extra efforts for the work, enthusiasm about the organization's goals and mission, completion of the work in the best possible way, valuable learning experiences and opportunities for skill development trainings have emerged as a key strategy to enhance it by fostering job satisfaction (Yeh et al., 2013). This employee engagement is intricately intertwined with organizational commitment, a key driver influencing employee retention and overall job satisfaction (Alferaih et al., 2018). That is to say, training and development opportunities provide employees with new tools and knowledge they need to go beyond in their roles, further fosters a sense of commitment to their jobs and the organization.

Additionally, employees who view training programs as advantageous are more likely to feel a strong sense of connection to the organization (Alamri & Al-Duhaim, 2017). They perceive that the organization is investing in their growth and development, which fosters a sense of loyalty and commitment. Additionally, motivated employees who see training as beneficial are more likely to form a profound emotional connection with the organization.

The Role of Leadership and Managerial Trainings

Style	Characteristics	Effectiveness
Transformational	Visionary, Inspiring	High
Transactional	Based on performance rewards	Moderate
Laissez-faire	Minimal direction or control	Low

Table 2: Comparison of Leadership Styles

The table2 above provides a comparative overview of three common leadership styles: transformational, transactional, and laissez-faire.

Transformational leadership stands out as the most effective, characterized by visionary and inspirational behavior that motivates employees to exceed expectations. Transactional leadership, which relies on performance-based rewards and structured supervision, offers moderate effectiveness and is often best suited for routine or operational tasks. On the other hand, laissez-faire leadership exhibits the lowest effectiveness, as it involves minimal involvement or guidance, which can lead to ambiguity and low accountability among team members.

This comparison highlights the importance of active and motivational leadership in achieving high organizational performance and employee engagement.

Dimension	Average Score (1–5)
Work Environment	4.2
Leadership Support	3.8
Career Opportunities	3.5

Table 3: Survey Results on Employee Satisfaction

The results from the employee satisfaction survey reveal that the overall work environment received the highest average score (4.2), indicating that employees feel generally comfortable and supported in their workplace surroundings.

Leadership support was also rated positively (3.8), suggesting that while leaders provide guidance, there may be room for improvement in responsiveness or communication. The lowest score was observed in the area of career opportunities (3.5), reflecting a possible gap in perceived growth or promotion potential within the organization. These insights suggest that while the work atmosphere is healthy, the organization could benefit from strengthening career development initiatives and improving leadership engagement strategies.

Another important aspect that emerges from the literature is the pivotal role of leadership and managerial support in driving the effectiveness of employee training programs. The positive correlation between transformational and transactional leadership styles and organizational commitment, as well as employee engagement, underscores the critical importance of integrating leadership training programs (Al-Dossary, 2022). These programs are designed to cultivate leaders who possess the skills to inspire and support their teams effectively, ultimately resulting in heightened levels of commitment and engagement among employees. However, despite the demonstrated engagement and appreciation exhibited by Saudi nationals when supported by their supervisors, a perceived lack of organizational support in skill development contributes to higher turnover intentions (Moussa, 2013). This aligns with findings indicating the positive relationship between the central role of managers and organizational commitment, emphasizing the significance of managerial support for training in preventing intentions to leave in Saudi Arabia (Jehanzeb et al., 2013). Employees who receive support from their supervisors are more likely to develop a strong emotional attachment to the organization, feel compelled to stay with the organization due to the perceived investment in their development, and feel loyalty to the organization (Alamri & Al-Duhaim, 2017). Specifically, transformational leadership has

been found to positively impact organizational commitment, particularly through inspirational motivation and individual consideration, rather than charismatic influence and intellectual stimulation of a leader (Alayis & Abdelwahed, 2021). This may be attributed to leaders who prioritize employee support, thus fostering a sense of loyalty and moral duty to remain with the organization.

Additionally, workload management strategies and staff recognition programs have been notably effective in improving job satisfaction, a factor that significantly influences turnover rates (Alkanfari et al., 2022). By providing such programs, organizations can ensure that employees do not feel overwhelmed and create a culture of appreciation and support, making employees feel valued, thereby improving their overall job satisfaction and loyalty. Therefore, it is not surprising that employees who feel supported by their coworkers in training tend to exhibit higher job satisfaction (Jehanzeb et al., 2015). These underscore the significance of implementing training programs tailored for leaders and managers, equipping them with the necessary skills to cultivate a supportive work environment. By investing in the development of leaders and managers, organizations can create an environment that fosters employee growth and fulfillment, ultimately reducing turnover rates.

The Role of Training for Cultural Differences

The prevalence of expatriate communities in the Kingdom of Saudi Arabia highlights the importance of understanding and addressing the unique challenges faced by these individuals. These challenges are crucial for organizations as they influence job satisfaction and turnover rates. However, many organizations have yet to actively explore these challenges and implement strategies that support expatriate employees. Expatriates often require organizations to conduct cultural sensitivity and cross-cultural training, recognizing the importance of gaining a deep understanding of Saudi culture (Dousin & Sulong, 2022). This preparation helps prevent frustration and enhances job satisfaction by equipping expatriates with the necessary cultural insights to navigate effectively in their new environment. According to interviews by Dousin and Sulong (2022), expatriates frequently request training related to language skills, driving norms in Saudi Arabia, understanding business practices, approaching supervisors and colleagues, and the dos and don'ts of living in the country, easing their transition. By providing such expatriate adaptation training programs, organizations demonstrate their commitment to supporting and valuing their international employees. This approach not only helps expatriates navigate the challenges of living and working in a new country but also fosters a sense of belonging and engagement within the organization, which in turn leads to higher levels of job satisfaction and retention.

Of interest, differences in cultural backgrounds significantly impact how individuals perceive and engage with training and development opportunities. For instance, Saudi and non-Saudi academics exhibit differing perspectives on the training and development opportunities offered by their universities (Subbarayalu & Al Kuwaiti, 2019). For instance, Subbarayalu and Al Kuwaiti (2019) revealed that while 75% of Saudi academics believe that the university provides regular and essential training, only 63% of non-Saudi academics share this sentiment. This discrepancy aligns with previous findings indicating that Saudi health professionals are more satisfied with personal growth opportunities and professional support than their non-Saudi counterparts (Parveen, 2015). These differences underscore the influence of cultural backgrounds on individuals' perceptions of and engagement with training programs, as well as their expectations.

Additionally, cultural differences are apparent in perceptions of transparency in decision-making. While Saudi faculty members are more likely to perceive transparency in decision-making, non-Saudi teaching staff are less likely to share this perception (Parveen, 2015). Including employees in decision-making processes through training programs can provide them with the knowledge and confidence to contribute effectively to discussions and decisions that affect their work. Thus, training programs that emphasize cultural sensitivity, transparency, and inclusion can bridge gaps in perception and engagement, ultimately fostering a sense of empowerment and belonging within the organization.

The Role of Training for Quality of work and Personal Life

Training and professional development opportunities play a crucial role in shaping employees' perceptions of the quality of work life and personal well-being. A significant association exists between low quality of work life and higher intention to leave, as highlighted by Algazlan et al. (2022). For instance, in Saudi hospitals, about half of the nurses reported an intention to leave their job or even the profession entirely, highlighting the influence of work life on turnover intentions (Almalki et al., 2012). Indeed, they identified, several factors contribute to turnover intention, with management and supervision, co-workers, and professional training opportunities making the strongest unique contributions (Almalki et al., 2012). Other important factors included job satisfaction, workload, and lack of autonomy.

Furthermore, trainings that aligns better with employee skills, interests, and career aspirations, including job rotation training programs have been identified as effective methods for enhancing the quality of work life (Mosadeghrad, 2013). These training initiatives promote autonomy, which significantly contributes to job satisfaction and retention. Job satisfaction, in turn, has been correlated with high self-efficacy, indicating a positive relationship between the two. However, the positive impacts of self-efficacy and organizational efficacy can be disrupted by employee attrition. Organizational efficacy extends beyond self-efficacy, encompassing the shared belief within a group or organization in its collective ability to achieve goals. Employees with high self-efficacy tend to demonstrate greater motivation and task engagement, thereby enhancing organizational efficacy. Yet, employee attrition can moderate these positive effects, affecting overall turnover rates (Verma & Srivastava, 2024). Therefore, it is imperative for organizations to prioritize enhancing self-efficacy through targeted training programs, mentorship, and skill development initiatives. A key strategy in this regard could involve providing resilience-building training to help employees manage stress and adapt to changes, ultimately reducing the risk of burnout and attrition.

The Value of Training based on Diverse Dynamics

The value and role of training demonstrate variations depending on motivations, demographics, and employment-related factors. For instance, the opportunity for skill trainings emerges as a significant motivating factor for female pharmacists, underscoring the importance of continuous learning (Al-Omar et al., 2022). However, job satisfaction among female pharmacists varies across demographic and employment-related factors, with non-Saudi, part-time employees, and those not anticipating promotion exhibiting lower levels of satisfaction (Al-Omar et al., 2022; Kesgin et al., 2020). These findings emphasize the necessity for tailored management approaches to address the distinct needs of various employee groups, ultimately enhancing overall satisfaction and engagement within the workplace.

The motivation to learn plays a pivotal role in how employees perceive the effectiveness of

training programs. When employees are intrinsically motivated to learn and perceive training as beneficial, they are more likely to view training initiatives as valuable and impactful (Alamri & Al-Duhaim, 2017). This intrinsic motivation serves as a driving force behind employee engagement with training content and their subsequent sense of satisfaction and loyalty. As such, fostering intrinsic motivation to learn among employees becomes imperative for maximizing the efficacy of training interventions.

Despite the acknowledged importance of coworker support in fostering a sense of belonging, its influence on commitment within the Saudi work context unfolds uniquely. Here, coworker support for training demonstrates a negative association with commitment, possibly influenced by the predominantly individual-oriented nature of work in Saudi Arabia (Limpanitgul et al., 2014). Therefore, implementing training programs promoting cooperation and knowledge sharing among employees can cultivate a collaborative culture, bridging the gap between individual tasks and collective efforts. By strengthening emotional attachment and sense of responsibility to the organization, such initiatives offer strategic avenues for enhancing organizational commitment.

The Trainings linked to Organizational Management Culture

Employee satisfaction and commitment is intricately linked to organizational management culture, encompassing factors such as empowerment, autonomy, and employee involvement. Business Intelligence trainings hold significant importance as it signifies an organization's commitment to learning and adapting based on data-driven insights, thereby profoundly impacting employee engagement (Binzafrah & Taleedi, 2022). Business intelligence practices positively impact the job satisfaction employees (Binzafrah & Taleedi, 2022). This might be explained by when employees have access to data and insights, they may feel more empowered to make meaningful contribution and more confident in the fairness and transparency of the decision-making process, leading to higher job satisfaction. Also, they perceive their organization as committed to learning and adapting based on data-driven insights, they may feel more engaged and invested in their organization. According to Al-Babli (2018) states that integrating knowledge management trainings with BI applications further boosts job satisfaction through newly acquired and shared knowledge, and ultimately loyalty is achieved.

Supporting the emphasis on organizational learning and adaptability, employees' perceptions of their organization's commitment to social responsibility significantly influence their sense of belonging, dedication, and intention to stay with the company (Alnehabi & Al-Mekhlafi, 2023). When employees view their organization as socially responsible, they tend to feel a stronger connection to the company, which translates into greater dedication and lower turnover intentions. On the other hand, when employees perceive a lack of social responsibility, they are more likely to consider leaving the organization. Developing training programs that emphasize the role of corporate social responsibility, conducting workshops to educate employees about the specific initiatives the organization is involved in, and providing training that prioritizes corporate social responsibility can be an effective approach to fostering employees' understanding of their social impact, thereby increasing their commitment and loyalty to the organization.

Similarly, total quality management advocates for the equipping employees for involvement in decision-making processes as a means to establish a culture of trust and support within organizations (Alsughayir, 2014). Training programs that enables employees to contribute meaningfully to the organization create an environment where they feel trusted and valued,

cultivating greater organizational commitment. Thus, total quality management-driven training programs play a pivotal role in enhancing overall job satisfaction and commitment to the organization (Alsughayir, 2014).

Discussion

The importance of employee retention cannot be overstated, particularly in the context of Saudi Arabia. The study's findings highlight the critical importance of comprehending the factors that affect the value of training in promoting employee loyalty and retention within Saudi Arabia.

When employees possess specific skills and knowledge, they can experience increased job effectiveness. Training and development programs facilitate employee advancement by equipping them to handle new responsibilities and challenges. Consequently, these programs represent an organization's investment in its human capital (Alrazehi & Amirah, 2020). Employees who are satisfied with their organization are more likely to remain with the same company. This process of employee development is viewed as career development, which is essential for long-term employee retention (Thomas & Letchmiah 2017). Aityan and Gupta (2012) stated that the degree of employee's loyalty can be enhanced by conducting proper training for the employees in America. Fleming and Asplund (2007) also debated about the employee's satisfaction and organizational commitment can play a significant role in employee's loyalty. Therefore, it is crucial to recognize that the value of training extends beyond the content itself. Many factors influence the effectiveness of training, including employee needs and perceptions (Soltani & Liao, 2010). Employee training should be tailored to address these needs, ensuring that the training is relevant and impactful.

When there are limited opportunities for professional growth and trainings, may experience increasing boredom over time. This lack of stimulation and reward can lead to a loss of interest in their roles, resulting in heightened demotivation, decreased engagement, and eventual burnout. The Job Demands-Resources (JD-R) model suggests that a balance between job demands, and job resources is essential for employee well-being and performance (Demerouti et al., 2001). This balance not only helps reduce stress but also fosters personal growth, learning, and development, which in turn enhances employee engagement and job satisfaction. Building on this concept, Asfahani (2024) explored the impact of burnout on turnover intentions in Saudi Arabia, highlighting how burnout significantly influences turnover. emphasizing the crucial role of training programs in mitigating burnout by building employee resilience. To address such consequences, various preventive training programs can be considered. These include work-life balance initiatives (Yester, 2019), appropriate leadership styles (Ferreira et al., 2022; Bai et al., 2023), and the implementation of effective orientation and onboarding programs (Kearney et al., 2020).

In Saudi Arabia, organizations encounter significant human resource challenges driven by unstable external factors such as technological advancements, demographic shifts, and economic fluctuations. Branine and Pollard (2010) argue that a key factor for the lack of progress in management practices in Arab countries is the adoption of global management and business practices without a sufficient understanding of cultural differences. Human resource management in modern Islamic organizations is often not appropriately pursued, with practices primarily determined by traditional Islamic principles of reward and performance (Ali, 2005; Kazmi, 2006). However, Arab social culture, which is more collectivist in nature, is best suited to methods of training that emphasize mentoring and colleague groups fostering teamwork and collective growth. This approach aligns with findings that training employees not only empowers

them but also motivates them, engages them in decision-making, and earns their trust, thereby fostering commitment (Mira & Odeh, 2019). Additionally, Saudi work environment includes a scarcity of trained professionals and a heavy reliance on foreign expertise (Allui & Sahni, 2016). In this context, the integration of culturally sensitive training programs becomes crucial. These programs should be designed to respect and incorporate traditional Islamic principles.

Organizational justice is also another factor significantly influencing positive work outcomes, including job satisfaction, in Saudi Arabia (Elamin & Alomaim, 2011). This justice within an organization can serve as a powerful mechanism for enhancing employee loyalty. The perception of justice can be cultivated through the implementation of training programs ensuring that employees receive fair treatment, opportunities for growth, and equitable access to resources, which in turn fosters a sense of loyalty towards the organization.

Saudi Arabia's cultural dimensions, as described by Hofstede (2010), present unique challenges for designing and implementing effective training programs. The high score on power distance reflects a hierarchical organizational structure where employees might be less inclined to express their training needs. Additionally, each sector in Saudi Arabia faces its own unique challenges. For example, the hotel industry workforce is predominantly composed of foreign nationals, highlighting the need for cultural training programs to bridge cultural gaps and enhance collaboration. On the other hand, pharmacists and healthcare workers regularly experience high levels of stress, making resilience training a priority to prevent burnout and promote well-being (Aboshaiqah, 2016). Moreover, Saudi employees show a stronger motivation for job promotion over financial rewards, highlighting the importance of training programs focused on growth and career advancement. However, there are significant gender differences in motivational preferences. Over 83% of Saudi female employees favor job promotion, whereas male prioritize financial rewards. This underscores the necessity of designing gender-specific training programs that cater to the distinct motivational drivers of male and female employees, ultimately enhancing employee satisfaction and retention.

Overall, addressing training issue in Saudi Arabia requires a nuanced approach that integrates various perspectives. Importantly, incorporating such initiatives can help create a more supportive work environment that enhance employee satisfaction, commitment, and retention, which in turn help organizations navigate external challenges and build a more stable and skilled workforce. This is especially crucial for Saudi Arabia as the nation undergoes significant economic diversification and modernization under initiatives like Vision 2030. In this context, businesses face heightened competition for skilled talent, making effective training programs vital for attracting and retaining the workforce needed to achieve these ambitious goals.

Conclusion

This systematic review provides valuable insights into the value of employee trainings for employee loyalty and retention in Saudi Arabia. Perceived training opportunities, perceived training effectiveness, leadership and managerial trainings, cultural trainings, and trainings aimed at enhancing work and personal life were among the key determinants identified. Additionally, organizational management culture and diverse dynamics such as gender and motivations were found to significantly impact the perceived value of training. By synthesizing evidence from existing research, the review contributes to our understanding of training strategies for fostering employee engagement and reducing turnover rates in the Saudi Arabia. In light of the reviewed findings, besides offering training programs to one's employees, the training program content should be effective and of value to the participants.

The inclusion of studies highlighting different aspects of training provides valuable insights into the diverse strategies' impact on employee loyalty and retention. However, the review faces certain limitations. The variability in the design of the included studies, such as differences in samples and outcome measures, presents challenges for directly comparing the effectiveness of various training approaches. Additionally, the limited exploration of specific training programs in relation to employee loyalty and retention restricts the review's ability to draw precise conclusions.

To conclude, this paper highlights the value of employee retention that could improve this ongoing issue in Saudi Arabia. These insights offer actionable strategies for organizations in Saudi Arabia to optimize training initiatives improving job satisfaction, organizational commitment, and engagement, ultimately contributing to mitigating turnover rates and fostering a more loyal workforce.

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