

The Training and Development Programs in the United Arab Emirates: A Conceptual Study

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Abstract:

In this paper, based on the current global and regional changes, a training and development model has been proposed. The UAE economy has always been an important issue for the business analysts and had been discussed extensively in the literature as well as many other national and international forums. The sustainability of UAE economy is certainly based on talented workforce in all the organization whether they are in public sector or in private sector. Based on the literature review a model of training and development as a plan of action has been discussed and believe that an effective administration of these training programs can yield better employees and organizational outcomes.

Key words: Training and Development, Conceptual Model, Training in UAE

I. INTRODUCTION

Moses (1999) identified that in the early 70s, organizations make all the efforts in career planning and development in younger employees, who may had highest possible potentials in contributing organizational success and achieved high positions.

However, the career path model develops very well through the conservative commitment which employees would offer to their organization. This commitment can be described as emotional agreement by which employers are commonly guaranteed the loyalty for long term commitment with organization in result of providing employees work safety, chances for advancement in career, and training opportunities (Feldman, 2000). Therefore, we can notice that most of the organizational top management do emphasize on employees training and development for not only their employees career development but also in retaining good work force.

With the current pace of technological changes and also global business environmental changes, organization must adapt a plan of action that ensures the timely availability of skilled workforce for sustainable competitive advantage. United Arab Emirates with no exemptions faces global challenges in all the industrial sectors from oil industry to retail, banking etc. There were many organizations both in public and private sector had made partnership with various companies from the United States and other economically advanced countries and so there was need for the employee training as a means of improving its performance in the partnerships that it had (Emirates NBD Report, 2014). Through the training there were expectations that the productivity of the various industries would definitely improve as the employees would be more skillful. The various means of training were also used in order to determine the best ways possible to improve the productivity of the companies through the employee training.

Providing training to employees using different ways of training would be beneficial to the companies specifically in boosting their productivity. The research also benefits the employees as their working skills are raised. Consequently, it is the overall economy of the UAE that would benefit. There are various methods of training employee in a company. A company might decide to train the entire staff of the company or just train the long term employees and not the casual employees. But the training is believed to be of more benefits when it is admitted to the entire staff of the company. In this paper, therefore the purpose is to develop a conceptual model of training and development based on the need of training and development, its benefits leading to individual and thus organizational performance.

II. LITERATURE REVIEW

2.1 Employee's Training and Development

Many researchers have discussed that the training programs, if implemented effectively did impact positively among employees' level of efficiency thus improve the overall productivity of an organization. Further, it also helps management to retain employees (Colarelli & Montei 1996; Becker 1993).

Most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$126 billion yearly on employee training and development (Paradise, 2007).

Many researchers described that the most crucial effective training programs must have to focus on orientation, management skills and operational skills of employees (Mel Kleiman, 2000; kottke, 1999).

Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke 1999).

While Gerbman (2000) argued that the basic and most important goals of the employee's development program are long term oriented and therefore focus on delivering organization's mission and create a culture of support to make employees learn about the culture of the organization and add value to organizational long term success by understanding its culture that linked to strategies.

The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job (Ghani, 2014)

2.1.1 Benefits of Training-Employees and Organization

In employee training, there are specific training and general training. The general training involves training the whole staff of a given company including both long term and short term employees.

Specific training on the other hand involves only the training of long term or permanent employees of the given company. The specific training includes training the company managers, the company's section heads and other officials of the company. The main target of the specific training though is the permanent or long term employees. Both the specific and general training of the employees is significant in the whole training process (Bartel, 2000).

In training of the employees, the future of the employee being trained is regarded with lots of concern. The long term employee or permanent employee is handled with much concern since they are always dedicated to the company unlike the casual employees.

The overall benefit of the training process falls to the company. The training would improve the productivity of the company; it would definitely improve after the training of the employees is completed. The various employee skills are improved and the application of the practices to the various sectors of the company in most cases has improved the company's productivity (Guest, 1987). The company's productivity increases because there is time maximization among the employees, there is also the chances of complete utilization of the available company resources. Training also improves the company's productivity as there are reduced chances that the company would hire any skilled personnel for some duties as all its employees would be skilled enough.

Employee training is always aimed at improving the company's productivity and not the personal skills that they would use to acquire better employment opportunities elsewhere. The company should therefore train the employees after creating awareness to the employees so that they would not misuse the training offered to them. In fact, this is the major reason why the company should not pay for the training unless the training is only to the long term employees. The long term employees are in most cases dedicated to only the company and their knowledge would most probably benefit the company. The company should moreover charge the employees but to a reduced charge. In contrary, the casual or temporary employees should be charged for the training as they are short termed at the company and it would not be beneficial to the company to train them.

Huang (2000) found a big difference between the trained and untrained workers in the UAE. The trained employees have been noticed to bear various characteristics that is lacking from the untrained workers. The trained employees have been noticed to be time conscious considering the reporting time, the departure time and most importantly on time utilization during the working hours. The untrained employees would report to work either late or earlier, their departure time was also noticed to be irregular as at times they would either leave early or idle around after their working time. The untrained employees were also noticed to be engaging in activities that were not related to the company. Most times they would engage in themselves in discussions that are not company related like the politics and football.

Also, the trained employees stand the chances of being promoted at their work places. The trained employees in addition perform other specific duties that the non trained individuals would not perform. The trained employees are entitled to certain job specifications that would have otherwise not have been done without training. The trained employees would also take part in the company's decision making. The opinions of the employees in most cases have contributed a lot to the overall company's decision making in several occasions. This kind of contribution from the employees over the company's decision would have not been got at without the employee training. In the absence of the section heads in a company, a trained employee would take charge of the specific section, without training, it would have not been possible for the employees to be in a position to manage successfully a section of the company.

It is therefore clear that there is need for a company to train its employees in order to achieve its productivity goals. When the employees are trained, there would be time maximization as has been identified since the time conscious workers would dedicate themselves fully to their work. Secondly, the company would not need to hire any skilled personnel to perform any duties as its employees would be well trained to handle almost all the duties available at the company (Lucel & Pucel, 1995). This would in turn reduce the company expenses in hiring other personnel. Consequently, the training of the employees reduces the income of the company especially during the training process. A lot of resources are used in training the employees, the company still risks losing or adding more employees as the others are being trained. The employees undergoing training have less time for work; the company would therefore hire more workers to take the place left by those being trained.

Considering the advantages and benefits of training employees it would be advisable that the permanent or long term employees are trained and different methods of training should be effectively use to train them for their current jobs and also for the future assignments.

2.1.2 Methods used in Employee Training

There is no particular method for developing the employee training, however particular significant methods that would be measured. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. These approaches will benefit the program to be more useful for the employees and organization. Today organizations are extensively using the Information Technology systems for their learning programs. Knowledge and information systems are rapidly moving ahead and those companies cannot survive that provide up to date knowledge of I.T. to their employees. For a new task training must be given to employees so that they can easily cope with new task. It should be the responsibility of the organization to assured that employees have knowledge, skills and abilities, and these skills must be according to the required level of the job. Furthermore, when employees need required skills and knowledge it should be provide them on the right time without any delay. In the result thereof, companies required to make sure that employee can learn whenever they required (Garger, 1999). To complete this purpose organizations required the internet and computer based learning segments (Martocchio, 2012)

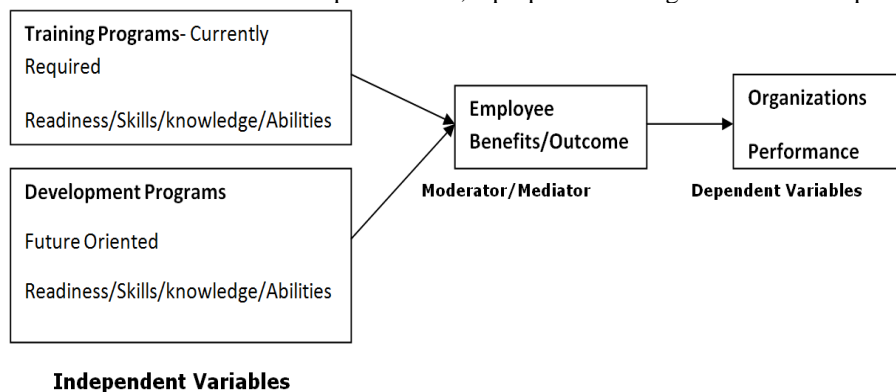
Irrespective of the cost of training the employees, the United Arab Emirates as well as the rest of the world has realized the benefits of training the employees. Training the employees updates them to the current technologies used in the production at various industries. It is the skills learnt that improves the rate of productivity of the given companies (Gelade & Ivery, 2003). For that reason, many companies in the UAE and across the world have embraced the practice of training the employees with an aim towards improving the productivity of the companies. Different kinds of trainings have been provided to different employees depending on their levels and areas of operation. The companies have offered such trainings voluntarily to their employees. In most cases the production of the companies has unquestionably been improved. The companies around the UAE have been urged to practice employee training.

There are so many methods of employee training. The methods are categorized according to the level of operation of the employees, the sectors or the sections to which the employees work among other categories of training. Before the actual training, the employees are allowed some time to let them understand the need of the training. It is necessary that the employees are first shown the need for the training before they are actually subjected to the actual training. Informing the employees of the necessity of the training would motivate them as in actual sense the employee stands as the beneficiary to this training (Wright & Geroy, 2001). The skills they would acquire are personal and they can use the skills to their personal benefits too.

Better still the employees may decide to use the skills that would be learnt here to seek for higher wages and promotions elsewhere. After the employees are informed of the benefits of the training, the process of training would be easies and interesting when compared to a case when the training is administered without sharing its importance to the employees (WILEY, 1991). Therefore a training and development programs must focus on two important segment one, an organization perspective , that is the requirements of talent/skills and expertise in the organization both from the current and future need, second, from an employee’s perspective that from readiness to behavioral change during the training process (Alam, 2016, Personal communication)

III. PROPOSED MODEL

The recent global and regional changes around UAE, organizations in UAE look forward to EXPO 2020 and seek this is an ideal opportunity for them to capitalize and get maximum of their strategies (Neo, 2002) To equip with the current and future needs of knowledge, skills, abilities and expertise to perform effectively, organization must adopt some training and development plan of action to sustain their competitive advantage. Based on the review of literature and future outlook of UAE and its industrial competitiveness, a proposed training model is developed.



IV. FUTURE RESEARCH BY USING THE PROPOSED MODEL

The proposed model is a conceptual framework and therefore need to be further validated by developing hypothesis and empirically test that hypothesis. The proposed model clearly indicates that the employees outcome (skills change, enhanced knowledge, behavior modification, attitude change, job satisfaction, overall motivation etc) is certainly a moderator/mediator variables where that would change the relationship between training and development programs and organizational performance (productivity, sales, turn over, market growth, quality improvement etc. (Martocchio & Judge, 2007)

V. CONCLUSION AND SUMMARY

The United Arab Emirates, would benefit from employee training where by its productivity would greatly increase. The UAE should then proceed and implement the employee training systems to its companies in order to increase the productivity of the industries. The employee training would also to some extent improve the relationship between the UAE and the foreign companies especially in the United States that it is in partnership with. Generally, employee training has been proved as the best means for increasing the productivity of a company. Different training mechanisms might be used in training the employee and still a better productivity would be attained. Regardless of the method of training used, the productivity of a company whose employees are trained will definitely be high.

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