

Effectiveness of Training Programs of the Construction Sector in the Kingdom of Bahrain

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Abstract:- The study was about the Effectiveness of Training Programs of the Construction Sector in the Kingdom of Bahrain. The purpose of this research was to examine the relationship between six major training programs and the way employees evaluate training effectiveness in terms of learning, reaction and behaviour according to Kirkpatrick model of evaluation; and then find out whether it leads to improving the employee's engagement, motivation and satisfaction. To carry out this research, the main research methods were a questionnaire. The questionnaire covered different training programs conducted to employees at the construction sector in the Kingdom of Bahrain including technical and non-technical training. Evaluating this training program using Kirkpatrick's model. The research hypotheses were to find if there is a significant relationship between the status of Training Programs and level of effectiveness on employee's performance in term of employee engagement, employee motivation and employee satisfaction on the employees in the selected construction sector in the Kingdom of Bahrain. The main results of the research were shown the six chosen of major program provided in the construction sector were vital and important and it is effective.

Keyword:- Training Programs, Training effectiveness, Academic Programs, Electrical Installation & Water distribution programs, Communication & Interpersonal Skills programs, English Language programs, Health and Safety programs, IT Skills programs, Employee engagement, Employee motivation, Employee satisfaction, Happy Sheets.

I. INTRODUCTION

All organizations worldwide are striving for success. So they have to obtain the human resources effectively. They should pay special attention to all the core functions of human resource management. This study will focus on one of the core functions of human resource, which is training, employee performance and the relationship between both of them. The aim of this study was to find the status of Training in term of the following some major programs provided to the employees who work in the construction sector in the Kingdom of Bahrain too. Also to find how the training will effect on employee performance in term of employees engagement, motivation and satisfaction. Furthermore is to find the relationship between the status of the training program and the level of effectiveness of this programs in term of employee's engagement, motivation and satisfaction. The study used Kirkpatrick's model to evaluate the training program in the

construction sector. The ultimate goal of training is to improve employee's job performance which consequently leads to Improving organizational performance. Moreover, Getting the right skill, knowledge and attitude can increase employee's engagement, motivation and satisfaction this results in improving organizational performance. Subsequently, everyone in the organization should be committed to making sure that training is effective and is really paying off.

II. RESEARCH BACKGROUND

In spite of the financial crisis in 2008-2009, the construction sector in the Kingdom of Bahrain managed to gain momentum. This can be ascribed to the significant investment opportunities in several sectors in the market of the Kingdom of Bahrain like construction, manufacturing, transport and wholesale. Technavio's analysts forecast the construction sector in the kingdom of Bahrain will develop at a CAGR of 8.51% during 2014-2019 (Technavio, 2015). Bahraini construction sector developed by 6.4% out of 2016, during last four years. This development can be credited to greater macroeconomic conditions, improvements in business and increase of people needs, and the investment in infrastructure and construction projects, leading to an increase of needs for the Bahraini construction industry. Therefore, the construction sector contribution to the country's Gross domestic product increased from 6.7% in 2012 to 7.0% in 2015. The construction sector is expected to continue to increase and develop over the estimated time frame (2017–2021), with increase the investments in infrastructure. The focus will be to improve and develop the infrastructure and the construction. The construction development will also be driven by the Bahrain Economic Vision 2030 and support economic growth (ReportBuyer, 2017). Just about 100 years prior, Bahrain was the first among the present part conditions of the Gulf Cooperation Council (GCC) to present formal education. The nature of education in Bahrain has been over and again perceived in global rankings. The World Economic Forum's Global Competitiveness Report 2014-2015 positions Bahrain 40th on the planet for essential education and 55th for advanced education and training. Overall the report positions Bahrain 44th out of 148 nations around the world (Schwab, 2015). The Kingdom likewise positioned 44th out of 187 countries in the world in 2014 UNDP Human Development Index. This place the Kingdome of Bahrain in the main 25% of nations in the world in the report, which evaluates education (Malik, 2014). Many organizations are committed to providing training for their employees, but a few of them are actually concerned about evaluating training effectiveness. Although many of them claim that they consider training as an

investment rather than a cost, the only instrument they use to evaluate training is by using the "happy sheet" at the end of each training program, some do not even bother to conduct this method. Excuses like lack of time and resources are often made in order to justify why they are not doing it or not doing it properly.

III. SCOPE AND LIMITATION

The study is only the tip of the iceberg concerning to Human Resource and its various factors and outcomes. It is a continuously renewable process as it needs continuous updating and changing according to the circumstances internal and external environment. As the research cover, six training programs and the result will be based on three other factors and the study cover only the period of February 2018 that the research should be submitted within a limited time period in the academic year. This leads to time pressure on data gathering and analysis.

IV. LITERATURE REVIEW

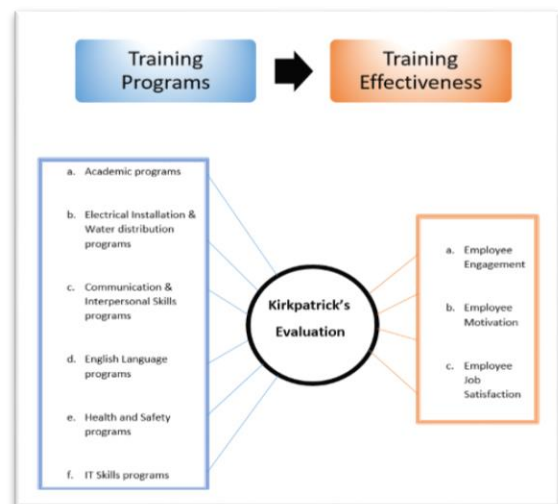
According to (Bohlander & Snell, 2010) organizations are increasingly spending more and more money every year on training to have the capacity to content in the local and the global market. Governments also consider training and developing people as the first step towards solving the unemployment problem in their nations. Training is described as a "change agent", which means that its primary purpose is to cause a change in employee knowledge, skills performance or behaviour. Training professionals are considered to be change leaders in their organizations. They are in the important and potentially strategic position of directing change through programs and through the behaviours they model. The major role of training professionals is to figure out how to change the skills, behaviours and routines of individuals to meet or even exceed business expectations. They have to constantly observe and assess what needs to be changed as well as how well change has been adopted by the organization's corporate culture. They are responsible for monitoring individual behaviour, skill performance and program outcomes (Rothwell, Lindholm, & Wallick, 2003).

Get Maximum Performance from Employees is the essential issue that faces the organizations in a wide range of associations. They have to propel their employees to get most extreme exertion from them. This implies guaranteeing that employees will attempt their best to carry out the activity (Bersin, 2008). Training is for developing and refreshing the expertise, learning and capacities to perform better. As expands of difficulties which faced the organizations. Its mean implies outfitting employees with new strategies or methods or modules to decipher data, information and abilities to hone it in the organization (Rafiq, 2015).

The importance of evaluation is to decide the adequacy of training. When the evaluation is done, we can trust that the outcomes are certain and satisfying, both for those in charge of

the program and for supervisors who will settle on choices in view of their evaluation of training. Accordingly, much idea and arranging should be given to the program ensure that it reaches the goals (Kirkpatrick & Kirkpatrick, 2014). There are many reasons to evaluate one is to guarantee that preparation programs are produced and conveyed so as to expand the organizations. Then, directed post-preparing assessment can really expand the measure of at work application. Finally, a definitive purpose of good evaluation is to exhibit organization mission value (Kirkpatrick & Kirkpatrick, 2016). Plans for evaluation should be drawn up before the program is offered. Reaction sheets ought to be arranged and prepared to utilize (Kirkpatrick, 2009). There are many models can help to evaluate training but the only the perfect for training measurement are the Kirkpatrick model (Downes, 2016).

V. FRAMEWORK OF THE RESEARCH



VI. RESEARCH METHODOLOGY

The research is a systematic collection of descriptive as well as judgmental information necessary to make effective training result. Descriptive research is used to describe characteristics of a population. Descriptive is one in which information is collected without changing the environment. It is not only descriptive but also summative information which is available in any given training. The study is based on descriptive research design through floating survey questionnaire form. The process for evaluation of any training program includes the systematic collection of essential data to ensure that the data useful and get the training goal. Every training program should be evaluated the reason is there is no any other method of ensuring that investments in training are useful.

Design a questionnaire to evaluate some of the training programs offered by the construction organization to the employees. The questionnaire covered six different training

programs offered to employees in the construction sector, which were gathered during the first step of the research.

The questionnaire aimed at evaluates training effectiveness of six different training programs usually conducted for employees in the construction sector including technical and nontechnical programs. The training programs are Academic courses, fabrication and welding, Electrical installation & Water distribution, communication and interpersonal skills, English Language Programs, Health and safety and IT skills. The Questionnaire also includes some questions about the Employee performance.

The questionnaire is the major instrument of this study which is parts a pilot survey was research. A hundred forty-four (144) employees in construction sector contain in a pilot survey was. Likert scale was used in this study in order to present the questions of the questionnaire. It divided as: strongly disagree, disagree, neutral, agree and strongly agree. The population of the study consists of the construction sector in the Kingdom of Bahrain. The sample was chosen by stratified sampling and it consisted of 865 organizations in the Kingdom of Bahrain which divided into four groups from each group chose three company and from each company take twelve employees as for the respondents of the sample, is 144. The questionnaire aimed at evaluating training effectiveness of six different training programs usually conducted to employees in the construction sector including technical and nontechnical programs.

VII. SUMMARY OF FINDINGS

The aim of this study was to find the status of Training in term of the following some major programs provided to the employees who work in the construction sector in the Kingdom of Bahrain too. Also to explore the effects of training on employee performance in term of employees engagement, motivation and satisfaction. Furthermore is to find the relationship between the status of the training program and the level of effectiveness of these programs in term of employee's engagement, motivation and satisfaction.

The result showed the importance of academic programs and their impact on staff that has successfully completed these programs is evident and very clear. For electrical installation & water distribution programs, it gave a positive indication of the employee's in term of reaction, learning and behaviour towards the training program. In communication & interpersonal skills programs there is less agree of respondent believe that the reaction, learning and behaviour increase after the Communication & Interpersonal Skills programs.

The reason is simply that the contracting sector is more in need of programs and practical skills that are directly linked to work in this area. For English language programs since most non Bahrainis are good at the English Language the above table shows that the English language Program

conducted to Bahrainis (92%) of respondents. English Language program took most by the new employees (46%).

The high rate of acceptance of employees of the construction sector in the Kingdom of Bahrain of the English Language programs in term of reaction, learning and behaviour as Kirkpatrick evaluate. For the health and safety programs, there is a high mean of agreement on the importance of this type of programs in the contracting sector through the evaluation of the Kirkpatrick Model. IT Skills Program took most by the new employees (54%) of the first ten years.

The tremendous speed of technological and digital development and the urgent need to pursue this development push all organizations to give attention to the importance of training programs. There is a high mean of agreement in Kirkpatrick's evaluation in term of reaction, learning and behaviour.

There is a high relationship between effective training and employee's engagement. We can recognize the how the employee in construction sector become a willingness to accept change and can handle new tasks. Also, there is a high mean between effective training and employee's motivation. We can recognize how the employees in the construction sector have a good relationship with his co-worker's and his supervisors after the training and how he can reorganize after the training program.

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VIII. CONCLUSIONS

The ultimate goal of training is to improve employee's job performance which consequently leads to Improving organizational performance. Moreover, Getting the right skill, knowledge and attitude can increase employee's engagement, motivation and satisfaction this results in improving organizational performance. Subsequently, everyone in the organization should be committed to making sure that training is effective and is really paying off.

- The result found that all selected training programs are positively related to all employee performance measure with different level of the relation between them. This is a clear indication of the importance of all the selected training programs in this research
- The study has shown that training programs positively effect on employee performance by having a positive influence on employee engagement. Especially Electrical Installation and water distribution training programs that there is a very strong correlation between both of them. It also has also shown a strong correlation between

communication and interpersonal skills training program and English Language training programs.

- The study has shown that training programs enhance employee motivation because training is a motivational factor which affects the employee known for his job. The study indicated the very strong correlation between employee's motivation and academic training programs and Health and safety training programs. While there is a strong correlation with English language programs and IT skills programs.
- The study has shown that training programs effect on employee performance by influencing job satisfaction. The study indicated that training positively influences job satisfaction by enhancing the employee at the work. There were a very strong correlation between employee's satisfaction and English language training programs, health and safety training programs and IT skills training programs while there is a strong correlation with academic training programs and electrical installation and water distribution training programs.

IX. RECOMMENDATIONS

The ultimate goal of training is to improve employee's job performance which consequently leads to improving organizational performance. Moreover, getting the right skills, knowledge and attitude can increase employee's engagement, motivation and satisfaction which also lead to increase the employee's morale and loyalty, these results in improving organization performance. Subsequently, everyone in the organization should be committed to making sure that training is effective and is really paying off.

- Finding of the importance of all the selected training programs in this research, these training programs should be considered as a key factor to get reach the employee's performance which in turn lead to the achievement of the organizational performance
- Since the research has revealed that Electrical installation and water distribution training program positively influences employee performance by having a very strong correlation on employee engagement, this type of training programs should be conducted from time to time to guarantee that employees have the necessary engagement to innovation and for better performance which leads to the better organizational performance.
- The study has shown that training effect on employee performance by influencing employee motivation. Since as employees recognize their organization interest in them through offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job. Organizations have to prepare training strategies for enhance employee motivation for high performance.
- The study has shown that training programs effect on employee's performance by influencing job satisfaction. The study indicated that training positively influences job

satisfaction by enhancing employee in their jobs. Therefore needs to evaluate its training strategies with respect to job satisfaction to ensure that the effects are uniformly attained across the organization.

- The researcher recommends that further studies should be conducted to measure training effectiveness in term of the financial return on investment; this, of course, covers the fourth level of the Kirkpatrick model of evaluation.

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