

# Factors impacting the effectiveness of training programs amongst different age and gender groups in Oil and Gas group companies in Abu Dhabi, UAE

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## Abstract

The purpose of this research is to learn more about the "Aspects Underlying the Effectiveness of Training Programs for UAE Nationals in Oil and Gas Group Companies in Abu Dhabi, UAE." The primary goal of this study is to look at the sub-factors that go into Organization Support in Oil and Gas Group Companies in Abu Dhabi, United Arab Emirates. The analysis' data was gathered from the UAE Oil and Gas Companies in Abu Dhabi, UAE. The sample was selected from a database of 980 trainees provided by the institute in charge of Process Operator and Technician training. This research found a link between transfer of training and training effectiveness or UAE nationals working for Oil and Gas Group Companies in Abu Dhabi, UAE. This present research study was meant to investigate the positive effects of Organization Support, and Transfer of Training-on-Training effectiveness. All the relationship is supported through statistical analysis. A well-assessed training program paves a path for the effectiveness of training that ultimately transforms into improved organizational performance. Transferring training and applying what is taught to work processes offers a competitive edge. As a consequence, their results from two independent sets (statistical technique essential for research method using the positivist paradigm) corroborated all of the associations. The study contributed in organizational support which is critical for training efficacy, as all such attempts to offer training for the employees are undertaken by the business.

Keywords: Training effectiveness, organizational support, transfer of training, performance, competitive age.

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## Introduction

Training and development are seen by the organization as an instrument to gain a competitive advantage, and businesses are inclined to invest in training their workforce. Furthermore, as per the 2030 strategy, these companies

will invest heavily in world-class leadership and youth development programs to provide growth and mobility opportunities within group companies. In addition to the above investment in training interventions, Oil and Gas group companies in Abu Dhabi (2019) need to understand the factors that will enhance the leadership and youth development program. Therefore, the motive behind building the world-class competent task force focuses on UAE national development to realize its Oil and Gas 4.0 mission and 2030 strategy.

Organizational support is the essence of every motivated employee. The manager is mainly responsible for giving the plan and expectations from the training program. Supervisors and Managers are instrumental in identifying the training program's real purpose or intention (Shao, 2018).

The study mentions several elements and factors. Perhaps these factors are ignored out of luck by many supervisors or managers as many still rely on some classical approaches for training sessions. Several elements need to be addressed, too, as per this study. By keeping these factors in mind, the managers can give a better environment to the trainees. It will significantly help them understand that under what circumstances they are required to adopt a strategy. Furthermore, the manager's confidence gives his subordinates access to boost the employee. Finally, it brings them to a more comfortable position when they utilize the skills, they have learned in their training programs.

However, at the same time, it does not consider the specifics of existing training programs in Oil and Gas group companies operating in Abu Dhabi, UAE, focusing on UAE national development. This study aims to close this knowledge gap by identifying the enabling factors that drive the Transfer of the knowledge and skills imparted from the training programs to the particular job in a specific industry and overall enhancing the training effectiveness (Beer, Finnstrom, & Schrader, 2016). Training investment at the organizational level for the enterprises in the defined group is promising and positive. Transfer of training at the individual level, on the other hand, is considered as contentious, which is one of the main reasons for conducting this study. An imperial study is recommended to bridge the literature and knowledge gaps on a certain industry in context with UAE nationals, and comprises the following examination.

To understand the link between Organization Support on the Transfer of training in Oil and Gas group companies in Abu Dhabi, UAE. To learn the difference in factors impacting the effectiveness of training programs amongst different age and gender groups in Oil and Gas group companies Abu Dhabi, UAE. This study attempts to clarify the difference by finding essential enabling elements that drive the transfer of information and skills imparted from training programmes to a given job in a specific sector, as well as overall training efficacy. It provides value by evaluating the suggested model in one of the group firms outside the sample to check its validity and practicability, which will serve as a reference or guide for the specific industry in order to launch effective training programmes. Transfer of training at the individual level is considered as contentious - providing a primary motivation for doing this research. An imperial study is recommended to bridge the literature and knowledge gaps concerning a given sector in response to existing theory and contextual research work in the domain of contextual performance and training effectiveness.

## Literature Review

### *Organizational Support, Training and Effectiveness*

Organizational support simply about the level of hope and perception an employee has regarding his value for the organization. This organizational support could significantly impact the transfer of training. Employees who are not confident enough to implement their learned skills or do not expect any support or motivation from their organization are less likely to succeed in the transfer of training. The better transfer of training ensures training effectiveness (Walker, 2018). There are multiple factors of organizational support which are pretty crucial for the successful transfer of training, such as; supervisor role, job utility and culture.

However, Chauhan et al. (2017) presented their arguments to understand the impact of organizational support on the transfer of training; we must understand the critical significance of the elements mentioned above on training transfer. First, the supervisor's role is indeed the most important one. It helps them to identify the changes employees have after the training program. Thus, the supervisor role is instrumental, primarily when the training addresses the performance issues of their subordinate (Park, Kang, & Kim, 2018).

Managers are more of a leader because the position they play is quite important. Managers that encourage employees to participate in various training programmes and urge them to put their abilities to the test in various settings are more likely to have satisfied employees. Their subordinates are more devoted to them and the business (Anzengruber, Bergner, Nold, & Bumblauskas, 2020). Their subordinates are more devoted to them and the business (Anzengruber, Bergner, Nold, & Bumblauskas, 2020). Furthermore, the supervisor-organization support connection is really beneficial. That supervisor who performs their job well can better present and enforce company policies (Son, 2019). Every job training programme may or may not have a creative or good impact on the company.

Another important factor that effects the transfer of training is culture. Their employees would take these training sessions more seriously and be more motivated to apply what they've learned on the job, resulting in more successful training transfer

(Ibrahim, Boerhannoeddin, & Kayode, 2017). Sahni (2020) also noticed that organisational culture influences employee motivation, and that the overall supporting function attracts a wide range of people. These training sessions and support, according to Kubuga (2014), were extremely effective in terms of enhancing their overall performance and bringing about a significant improvement in their attitude. Duan, Ni, Shi, Zhang, Ye, Mu, and Wang's (2019) research indicate that when an organization invests in employees, it creates more satisfaction with the job and ensures they are valuable.

The more the supportive learning program and environment, the more chances of employees being active and using more innovative solutions for their problems. The support from the organization is helpful for the benefits of learning (Duan et al., 2019). According to Bensyl, King, and Greiner (2019), they know that initiating a training program and how necessary training is not always enough.

H1a: Organization support is significantly related to the effectiveness of training for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

### *Transfer of Training and Training Effectiveness*

Training programmes have evolved into a critical component of any company's strategy. Companies hope to improve the productivity of their human assets through these initiatives, which will help them achieve their major objectives (Guarino, Whitaker, & Jundt, 2017). The participants are far from their workplace and are accompanied by a trainer who is tasked with facilitating training goals and instilling positive attitudes in the trainees (Pineda, 2010). As a result, the training sessions are quite effective and help to motivate employees (Panda & Routray, 2018). In contrast, those employees who have a higher level of emotional activeness and motivation are more likely to perform better in the transfer of training (Reizer, Brender-illan, & Sheaffer, 2019). Rofcanin, Kiefer, and Strauss (2017) explored that if we notice the relationship between a manager and his subordinates, it seems that those managers who are more supportive can increase employee motivation. As per Reizer et al. (2019), the supervisors' more significant level of independence can positively impact the performance and motivation level of the employees to use the skills learned in training.

The supervisor's role is indeed the most important one. Managers are more of a leader because the role they perform holds lots of significance. Communication is the key, and they are the ones who are responsible for assessing the change in the work performance of the employee after the training. Every job training session may not have an innovative or positive impact on the organization. Also, the effectiveness of training could get impacted by the job roles and responsibilities. Culture plays a very crucial role and is considered highly important for transfer of training from one job to another.

H2a: Transfer of training is significantly related to the effectiveness of training for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

### *Influences on Organizational Results*

The importance of the organization's accomplishments or outcomes cannot be overstated. A skilled trainer, according to Eisner and Meidert (2011), is unlikely to fail a business that requires greater training for its personnel and must be capable of meeting all expectations. To achieve the intended results, the trainer must match his training to the organization's objectives. These aspects are extremely important to the company (Tran, 2017). The practical training intervention initially evaluates the organization's key priorities and suggests some ways to improve performance (Self & Richards, 2019). When it comes to HRD, however, this issue only has an impact if it is linked to the organization's senior management (Self & Richards, 2019). The Expected Utility or Payoff: It is recommended that the company not be a part of human resources or HRD unless there is less confirmation regarding expected utility regarding the availability of required resources. Still, in the case of pay-off, it is assessed only after the completion of training.

The process of isolating the impact of training is the most challenging part when it comes to the evaluation of organizational outcomes. These are the external factors, and it is of utmost importance to control and identify these external factors. Furthermore, each company has its kind of training program, so it is hard to categorize all external factors into one category.

H3a: There is a statistically significant difference between the perception of different age groups towards the factors affecting training effectiveness for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

*Model Framework*



Figure 1: Conceptual Framework

**Research Methodology**

*Research Design*

The methods and processes employed in the research are depicted in the research methodology, which also explains the rationale of the research concept, research design, and strategy that make up the research framework. Primary Research will be done using Quantitative methodology. Survey forms will be distributed to trainees (electronically) undergoing training programs in various Oil and Gas group companies located in Abu Dhabi – UAE. The methodology, empirical approach, data collection methods, sample data, sample methodologies, and statistical analysis, all of which are important aspects of this study, will be described next. It also uses the conceptual model to explain the dependent, independent, and intermediate variables.

The responses from the questioners are coded and entered into the SPSS version 24 programme. First, missing values, minimum value, maximum value, and mean value were checked using descriptive statistics of data, including demographics. In the next phase, the mean values of factors organizational support, training transfer, and training effectiveness were computed. The next stage was to do a correlation study to determine the relationship between the proposed variables, followed by a regression analysis to determine the impact of the independent factors on the dependent variables.

*Research Findings*

The researcher intends to check the relationship between dependent and independent variables using Pearson correlation. In this, the dependent variable is the effectiveness of training, and the independent variables are organization support, and transfer of training.

Table 1: Correlation between dependent and independent variable

<u>Dependent Variable (Effectiveness of training)</u>	<u>Result</u>
<u>Independent Variable(s)</u>	<u>R</u>
Organization support	(r=.86, p<.05)
Transfer of training	(r=.90, p<.05)

A statistical test named Pearson correlation was performed to check the inter-relationship between variables “Organization support, Transfer of training and Effectiveness of training”. Pearson correlation test shows that there is an (r=.90, p<.05) strong positive correlation between "Transfer of Training" and "Effectiveness of training" for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE. The result shows that there is a great positive correlation (r = .86, p < .05) between "Organization Support" and "Effectiveness of training" for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

There is a statistically significant difference among the perception of different age groups towards the organization support for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE. The results of One-way ANOVA were shown differences among the four age groups for the organization support factor. See Table 2, there is no statistically significant difference between groups determined by one-way ANOVA (F (3,237) = 1.301, p = .321).

Table 2: ANOVA summary table for Organization support factor by age

Source	DF	SS	MS	F	P
Age	3	1.601	0.534	1.301	.321
Errors	237	76.788	0.324		
Total	240	78.389			

To conclude, one-way ANOVA was conducted to test if there were differences among the four age groups for factors affecting training effectiveness. Results indicated that there is no statistically significant difference among the perception of different age groups towards the training effectiveness for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

Table 3: Descriptive statistics for factors affecting training effectiveness factors by age

Factor	Age groups								F	P
	18-25		26-35		36-45		Above 45			
	(N=50)	(N=70)	(N=80)	(N=40)	(N=80)	(N=40)	(N=40)	(N=40)		
	M	SD	M	SD	M	SD	M	SD		
Organization support	6.35	0.821	5.91	0.534	6.34	0.212	5.05	0.527	1.301	0.321
Transfer of training	5.99	1.001	6.89	0.881	6.17	0.321	5.33	0.351	0.878	0.312

An independent-samples t-test was conducted to compare by Organization support factor as the determinant of “training effectiveness” factors for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE. There was statistically significant difference in the scores for the male group (M = 6.35, SD = .235) and female group (M = 6.06, SD = .642),  $t(239) = 2.031$ ,  $p = 0.023$ . These results suggest a difference in the perception of male and female respondents about the Organization support factor as the determinant of “training effectiveness” factors for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE. The output of the t-test for the Organization support factor by gender is presented in Table 3.

Table 4: t-test for Organization support factor by gender

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	4.352	.132	2.031	239	.021	.291	.106	.021	.431
Equal variances not assumed			2.221	239.723	.023	.291	.107	.022	.434

Regression analysis was conducted for all the independent variables in the conceptual model to understand their effects on independent variables on “Effectiveness of training” as the dependent variable of this study. The results of this overall regression analysis are shown in the tables as shown below.

Table 5: Model Summary for the Overall Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 <sup>a</sup>	.705	.699	.523

a. Predictors: (Constant) Organization support, Transfer of training

The above table shows the model summary, which shows that this model is a good predictor of training effectiveness as  $R = 0.816$  at  $p < 0.01$ . This implies that a strong positive significant correlation exists between the model variables and the dependent variable effectiveness of training for UAE Nationals in Oil and Gas Group of

Companies Abu Dhabi, UAE. R square indicates that the independent variables or predictors can explain 70.5 percent of the variance leading to the effectiveness of training for UAE Nationals in the Oil and Gas Group of Companies Abu Dhabi, UAE. Next table gives ANOVA output indicates that the regression model predicts employee turnover significantly ( $r = 0.816$ ,  $F [4, 236] = 55.153$ ,  $p < 0.01$ ). This model of regression is predicting the effectiveness of training in a significant manner.

Table 1: ANOVA Output for the Overall Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	88.923	4	7.410	55.153	.000 <sup>b</sup>
Residual	16.447	236	1.371		
Total	105.37	240			

a. Dependent Variable: Effectiveness of training

b. Predictors: (Constant) Organization support, Transfer of trainings

The following table provides the Beta coefficients values and their level of significance. These values will help understand the extent of all the factors explaining the effect of the independent variable on the dependent variable, "Effectiveness of training," in our case. The significance of variables. Organization support ( $\beta=.373$ ,  $p<0.01$ ) which is followed by transfer of training ( $\beta=.202$ ,  $p<0.01$ ).

Frequency and descriptive analysis were used to identify the characteristics of each distribution of factors in this study. The researcher considers the mean value for each studied factor to determine the importance of factors. Different types of statistical analyses were performed, such as t-test and ANOVA, to help the researcher analyze the collected data. An independent sample t-test was performed to compare the perception of males and females for the factors affecting training effectiveness for UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE.

Table 2: Coefficients for the Overall Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.687	0.728		0.852	0.001
1 Organization support	0.693	0.199	0.773	3.304	0.013
Transfer of training	0.641	0.308	0.602	1.495	0.004

a. Dependent Variable: Effectiveness of training

Finally, the researcher applied the multiple regression test to examine the relationship between organization support, transfer of training, and training effectiveness. The researcher tests the fitness of the model. In addition to that, the relationship between the dependent variable and the proposed factors (the independent variables) was analyzed using the same test.

## Discussion and Conclusion

### Discussion

Training efficacy and measurement have become increasingly important. Indeed, regardless of the level of competition, scientific study has demonstrated that learners have a major impact on business performance (Brinkeroff & Montesino, 1995). Organizations also tend to examine whether the investment in education is worthwhile and whether the benefits will be long-term. Workers seek recognition and assistance at any operating system level, according to the literature (Ford, Berrang-Ford, & Peterson, 2011). Within the confines of their own horizons, management and workers acquire expertise and technical competence, which they continually improve (Ulrich & Herman, 2009).

Managers are crucial to the company's success. Companies have been demonstrated to develop valuable comparative advantages over decades of training, knowledge, and management study (Wild et al., 2005). Organizations must, however, continue to educate and strengthen their staff and workers' internal capacities through training (Sklar, Hong, Chory, Weigel, & Wu, 2010). A stakeholder benefits from planning and growth (Aguinis & Kraiger, 2009). We contend that previous findings are bolstered by the good effects of organizational support and performance as a result

of operational preparedness and training programmed implementation.

### Conclusion

This present research study was meant to investigate the positive effects of Organization Support, and Transfer of Training-on-Training effectiveness. All the relationship is supported through statistical analysis. A well-assessed training program paves a path for the effectiveness of training that ultimately transforms into improved organizational performance. Organizational support is also fundamental for training effectiveness as all such initiatives are taken by the organization to arrange training for employees. Transfer of training through implementing what is learned to work processes creates a core advantage. Hence, in line with the proposed relationship, the results from two different datasets (quantitative approach required for causal studies and a case study by applying the quantitative approach) confirmed all the relationships.

### Limitations and Recommendations of the Study

The current research study focused comprehensively on the training program, organization support, transfer of training, and training effectiveness in UAE Nationals in Oil and Gas Group of Companies Abu Dhabi, UAE. Few limitations need to be addressed in the future by researchers. Firstly, to generalize the finding of the present study, data should be taken from other sectors, and company's outside UAE as the findings of this study needs to compare with the data taken from the companies of other sectors or regions. Secondly, the data is cross-sectional, which may also expose some situational factors or biases. The data should be collected at least in two time-lags in the future to overcome this issue. It is also recommended that for more comprehensive results, the sample size should be increased.

There is a need to address the said restrictions, based on the above-mentioned limitations. Furthermore, several other antecedents that have not been included in earlier and current studies should be studied in future empirical study for more comprehensive outcomes. Second, future research investigations will need to discover some probable mediating processes in order to explain how stated associations occur. Finally, several boundary conditions could be investigated to have a better understanding of the relationship between the organisational support, training transfer, and training efficacy.

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