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Evaluating the Impact of Training and Development on Employee Performance Case Study of Oman Oil Company

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Abstract

HR sector is one of the main sectors that manage the business economies of people around the world, where it plays important role to develop human resource of many companies, where it considered an integrated science enabled business organizations to the development and achieve good findings.

Through this study, I prepared evaluation about HR department of Oman Oil Company, where I identified the important things that the company must improve it to achieve good result to keep the competitive advantage in the market.

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Keywords: Training and Development, Employee Performance, Human Resource Management, Skills Improvement

1. Introduction

1.1 Background of the study

Successful companies focus on offering training and development programs to the employees for improving their performance (Cascio, 2018). Different training programs are offered to the employees' right in accordance with their need for showing a high level of performance at the workplace. It's a responsibility of human resource managers to determine the need for training among employees of different department and different position so that needed training is provided to them at a right time which also help in their future career improvement (Phillips and Phillips, 2016). Human resource management department of company should motivate employees to attend training programs for bringing improvement of their performance, and continuous training improve their level of knowledge, skills, abilities, and competencies which are important for future career growth. Training and development programs are an integral part of today's organizations.

The major aim of training and development programs is to improve employee's competencies for the performance of tasks in an effective and efficient manner (Northouse, 2018). Successful companies prepare their employees in a way that they act like human capital of company and make effort for leading the company towards high level of success (Noe *et al*, 2014). Highly skilled employees can be gained by the means of training and development programs, and these kinds of employees act like a competitive advantage for the company due to their high performance.

Training is considered as an effort made by an organization for improving the knowledge and skills of employees (Dhar, 2015). Development is considered as an orientation for improving employee's knowledge and skills which also help in their future career. In the current competitive business environment, training and development are the continuous efforts made by the company for improving employee's performance which is directly related to the organizational performance.

Human resource management plays a major role in determining the room for improvement in employee's personality, behavior, and performance (Cummings and Worley, 2014). After it, training and development programs are offered to the employees so they learn to work on assigned roles and help the company in achieving goals. In developing countries like Oman which is rich in natural resources and financial support, economic success can be gained by focusing on training of human resource (Armstrong *et al*, 2015).

All activities of an organization involve people, and no manager can gain success without a high level of performance. For gaining a high level of performance of employees, it is important to improve knowledge, skills, and abilities of employees to

perform high. When a company hires employees, then it is important to provide training to them for ensuring their knowledge and skills for the performance of tasks successfully (Chadwick *et al*, 2015). Every training of employees acts like a development because it helps in the future career growth. For providing training to the employees, it is important that they show flexibility to learn different skills and knowledge. Training and development programs are an integral part of today's organizations. The major aim of training and development programs is to improve employee's competencies for the performance of tasks in an effective and efficient manner (Northouse, 2018). The offering of these programs is entirely a responsibility of human resource management department of the company. Different type of training is offered to the employees, but in the present time, motivation training is important to provide to them so they get motivated to learn different skills and knowledge at every stage, which act like their future career development (Landy and Conte, 2016).

1.2 Statement of the research problem

In the competitive business environment, training and development programs have their own importance because it improves the knowledge, skills, and abilities of employees and in the result, overall performance improves (Cummings and Worley, 2014). Oman Oil is a successful company of Oman that possesses high performing employees, and this company is focusing a lot on training and development programs (Alhejji and Garavan, 2016). In this situation, it is important to investigate the impact of training and development on employee's performance in the case of Oman Oil so that other companies can learn the use of training and development programs for gaining high performance of employees, which is directly linked with organizational performance.

1.3 Aims and objectives of the study

1.3.1 Aims

The major aim of this research is to investigate the impact of training and development on employee's performance in the case of Oman Oil.

1.3.2 Objectives

The objectives of this study are given below

1. To evaluate the impact of training and development on employee performance at Oman Oil.
2. To analyze training and development programmes of Oman Oil.
3. To analyze the problems of training and development at Oman Oil.
4. To evaluate the influence of information technology on training and development.

1.4 Research Questions

The following are the research questions

1. What are the impacts of training and development on employee performance at Oman Oil?
2. What are the training and development programmes of Oman Oil?
3. What are the problems of training and development at Oman Oil?
4. What is the influence of information technology on training and development?

1.5 Scope of the study

This research has a scope for determining the impact of training and development on employee's performance by

using the case of Oman Oil. For this purpose, quantitative research method has used because, in this way, employees and managers of the company can better explain that which kind of training they are getting and how it affects their performance. This research has a huge scope because it is determining that how one successful company offer training and development programs as a part of employee's future career development program for gaining various advantages, and then research can be used by other companies for implementing training and development programs to gain high performance of employees.

1.6 Significance of the study

This research is significant because it is evaluating the ways by which Oman Oil is gaining high performance of employees by offering specific development and training programs. In this way, research can help other companies of different industries and countries to improve employee's performance by offering specific training and development programs.

1.7 Limitation of the study

Through gathering the data, the information related to the study, the researcher will face many limitations through prepare the study, where the policy of company in the training and human resources as whole is strict and more privacy where most of subjects are very secret not allow to unauthorized persons to know these details. In additions to that any meeting with officials of the company must get an appointment to meet them, as well as some data related to training of the company not allow to researcher to know about because the company considered it very secret. The researcher is facing difficult to visit head office of the company because it's something far way and security procedures must follow it.

1.8 Operational definitions of terms

1.8.1 Training and development

Different programs are offered by the organization for bringing improvement in the skills and knowledge of employees for the performance of the task in their own manner. It's a responsibility of human resource management department to determine the room for improvement in employee's performance and then on the basis of it, training and development program should be offered (Oman Oil Company, 2012).

1.8.2. Employee's Performance

Company set standards for the performance of employees to achieve some specific goals and objectives, and then existing performance is compared with the standard for determining that either employee show a good level of performance or not. Employee's performance should be aligned with the organizational goals while setting standards (Oman Oil Company, 2012).

1.9 Structure of the research

Chapter 1 is based on introduction (why research has conducted? what are benefits of research? and how the topic has selected?). Chapter 2 is based on literature review (review of literature from different secondary sources including books, journals, and articles which further help in developing theoretical framework and hypothesis). Chapter 3 is based on a methodology (research philosophy, approach, method, data collection process, data analysis process, population and sampling, and ethical consideration). Chapter 4 is based on results and their analysis (results have presented in tabular

form and later get interpreted by the researcher). Chapter 5 is based on discussion and conclusion of the entire research.

1.10 Summary

Through this chapter the researcher analyzed the basic parts of chapter one introduction of the study that include many important parts such as background that highlight on the way and nature of the study and statement of the research problem where the researcher could understand the basic problem of the study which need to analyze and research to know how deal with that problem, and also aims and objectives of the study where the researcher could to provide the main aim and other objectives of the study because it's important to complete the research and create the road map that will enables him to complete his study. All of components in chapter one considered a very important because it enables the researcher to identify the basic contents that will enable him to prepare the study. The next chapter will be chapter two about the literature review that discuss the previous experience related to study selected that prepared by authors, writers, journal articles, and business organizations specialized in that way.

2. Literature Review

2.1 Introduction

This chapter is based on literature related to training and development and its impact on employee's performance. Through this chapter the researcher will provides some previous literature review related to development of training to the human resources of the company that enables company to improve skills and knowledge that achieve high productivity, less cost and higher quality of performance. In this chapter there are some important literature review will be discussed such as training development, employee's performance and impact training on the employee's performance. There are many previous literatures the researcher will add it to discuss the last experience of other HR exports and provide proper recommendations related.

2.2 Training and Development

Training is considered as an effort made by an organization for improving the knowledge and skills of employees (Bell *et al*, 2017) ^[18]. Development is considered as an orientation for improving employee's knowledge and skills which also help in their future career. In the current competitive business environment, training and development are the continuous efforts made by the company for improving employee's performance which is directly related to the organizational performance. Human resource management plays a major role in determining the room for improvement in employee's personality, behavior, and performance (Sung and Choi, 2014) ^[27]. After it, training and development programs are offered to the employees so they learn to work on assigned roles and help the company in achieving goals (Cloutier *et al*, 2015) ^[15]. In developing countries like Oman which is rich in natural resources and financial support, economic success can be gained by focusing on training of human resource (Bazzi, 2018) ^[10]. All activities of an organization involve people, and no manager can gain success without a high level of performance. For gaining a high level of performance of employees, it is important to improve knowledge, skills, and abilities of employees to perform high (Baldwin, 2016) ^[7]. When a company hires employees, then it is important to provide training to them for ensuring their knowledge and skills for the performance of tasks successfully. Every training of employees acts like a development because it helps in the future career growth (Herrmann and Herrmann-

Nehdi, 2015) ^[21]. For providing training to the employees, it is important that they show flexibility to learn different skills and knowledge. Training and development programs are an integral part of today's organizations.

Successful companies offer a different kind of training and development programs to the employees by using different topic including culture, information technology system, change management, etc. (McCleskey, 2014) ^[23]. When a company brings change in the organization, then a lot of fear develop in the mind of employees and at that different training are offered to the employees so they learn about change, its benefits to both employees and company, etc. In the process of change management, training act as a motivation for employees to accept change because, in training, managers remove fear and try to develop new skills, knowledge, and abilities. In the present time, change is an important part of organizational success (Ford, 2014) ^[18].

Training and development programs always motivate employees to show a high level of performance in the workplace (Abele *et al*, 2015) ^[30]. By getting training, employee knowledge and skills improve and, in the result, their performance improves. To motivate employees through training and development is not easy, because a lot of investment is made by the company on its employees but its advantages remain large in number (Said, 2015) ^[25]. Successful companies do not only offer training and development programs to the new employees but also offer to the existing employees for improving their performance by bringing improvement in knowledge, skills, and abilities (Frost, 2016) ^[19].

It's a responsibility of human resource management department to determine the need for training among employees so that training and development programs can be arranged by this department to further improve knowledge, skills, and abilities (Sung and Choi, 2014) ^[27]. Training and development programs are always offered by human resource management department in the form of lecture training, online training, on-job training, etc. (Sloman, 2017) ^[26]. Both internal and external trainers are used by the successful company in accordance with the nature of training needed for employees to fulfill the gap. Training is provided for different reasons in the form of improvement of knowledge, skills, abilities, behavior, attitude, etc. (Cross *et al*, 2017) ^[16]. Behavior has its own importance due to which human resource managers always pay special attention to the behavior of employees for shaping it in a positive manner right in accordance to the expected work so that they become able to perform the job in the desired manner by meeting manager's expectation. Before job evaluation, it's a responsibility of human resource management department to provide training to employees so they learn to work on change and then fulfill their responsibility (Cherkesova *et al*, 2015) ^[14]. Without providing training to employees, employee's performance should not be evaluated because, in this way, the company cannot blame employees for their low performance.

2.3 Employee's Performance

The organization always set the standard for the performance of a specific position in a company, and compare the performance of employees with that standard (Zameer *et al*, 2014) ^[29]. If an employee performs right in accordance to the standard, then it is said that employee's performance is high, but if the employee performs low as compared to standard, then it is said that employee's performance is poor. In the current competitive business environment, companies focus on gaining high performance of employees because it directly

affects organizational performance. For gaining high performance of employees, companies focus on a lot of factors which directly affect employee's performance so these factors can be used to gain high performance (Korschun *et al*, 2014) [22]. For example, company offer training and development to employees to improve their knowledge, skills, and abilities so they perform high, and in this way, employees stay loyal with the company because they consider training and development as a future career development opportunity.

Successful companies always focus on improving the performance of their employees, and a lot of tools are used for this purpose (Walsh *et al*, 2016) [28]. Both financial and non-financial tools are used by the company for gaining high performance of employees. If a company is profitable, then it can offer financial tools for gaining high performance of employees but, if the company is not earning profits, then it should use non-financial tools including training (Walsh *et al*, 2016) [28]. On- job training is a training and development method in which no cost of the company is incurred and its impact on employee's performance always remain high because in the case of on-job training, employees of the company get a chance to learn from their managers and it leads towards open communication between both(Walsh *et al*, 2016) [28].

2.4 Impact of training and development in on employee's performance

The major aim of training and development programs is to improve employee's competencies for the performance of tasks in an effective and efficient manner (Borman, 2017) [12]. The offering of these programs is entirely a responsibility of human resource management department of the company. Different type of training is offered to the employees, but in the present time, motivation training is important to provide to them so they get motivated to learn different skills and knowledge at every stage, which act like their future career development (Korschun *et al*, 2014) [22]. When company offer training and development to the employees, then they learn different knowledge, skills, and abilities for the performance of tasks in a best manner, and it always led towards high performance of employees (Pollock *et al*, 2015) [24]. The major aim of training and development programs is to improve employee's competencies for the performance of tasks in an effective and efficient manner (Northouse, 2018). Successful companies prepare their employees in a way that they act like human capital of company and make effort for leading the company towards high level of success (Noe *et al*, 2014). Highly skilled employees can be gained by the means of training and development programs, and these kinds of employees act like a competitive advantage for the company due to their high performance. All activities of an organization involve people, and no manager can gain success without a high level of performance. For gaining a high level of performance of employees, it is important to improve knowledge, skills, and abilities of employees to perform high. When a company hires employees, then it is important to provide training to them for ensuring their knowledge and skills for the performance of tasks successfully (Chadwick *et al*, 2015). Every training of employees acts like a development because it helps in the future career growth. For providing training to the employees, it is important that they show flexibility to learn different skills and knowledge. Training and development programs are an integral part of today's organizations.

2.5 Role of IT in training and development

Information technology has its own importance in the training and development. In the globalized business environment, a lot of international companies are operating which offer training to their employees by headquarter, and information technology tools are used in the form of Skype for training purpose (Avgerou and Walsham, 2017) [3]. On video calls, efficient training is offered by the highly experienced trainers to the employees of other countries, and its impact on employee's performance remains high. Other than this, if company use information technology tools and systems at the workplace, then continuous training can be offered by the top and middle managers to the employees without arranging lecture training which remains costly to business (Eason, 2014) [17]. Additionally, when a company provides training to employees in the form of lecture, then information technology in the form of internet is used for providing training by revealing training topic related videos to the trainee for grabbing their attention and for making training more effective (Hejduk and Karwowski, 2016) [20]. Theoretical framework and hypothesis in every research, there exist one dependent and one independent variable. In this study, the independent variable is training and development, and the dependent variable is employee's performance. Independent variable can stand alone and affect other variables; dependent variable. On the other hand, dependent variable cannot stand alone and easily get affected by other variables; independent variable. This study has an aim of determining the relationship between independent and dependent variable.

2.6 Summary

This chapter has provided the literature related to training and development, its impact on employee's performance, and role of IT in training and development. The next chapter will explain the methodology which researcher adopted to collect and analyze data.

The literature review is not sufficient. Discussion on each of the subheading should be comprehensive. In-depth discussion is required in each of the subheading. Appropriate journal articles and books should be reviewed. There should be adequate in-text citations.

CU Harvard referencing style should be strictly followed. Please follow the prescribed font, spacing and formatting guidelines in the project guide. Improve on the literature review. Please proof read the work to correct spelling and grammar errors.

Please include the following subheading.

- Training programmes
- Development programmes
- Methods of training and development
- Problems of training and development

3. Research Methodology

3.1 Introduction

The research methodology plays an imperative role in analysing the suitable method, approach, and technique to collect the feasible information with respect to the impact of training and development on the organizational performance. There are certain factors that could consider in the research methodology like research approach, research philosophy, research strategy, data collection method, data analysis method, sampling method, research limitation, and ethical consideration (Konings and Vanormelingen, 2015). These are discussed as below:

3.2 Research Design

Research philosophy could be used to put the philosophy into the study. Consequently, it could be imperative for obtaining the reliable result in the context of research concern. In this, different kinds of methods are considered like interpretivist, positivism, and realism philosophy. For this study, the positivism philosophy has practiced by the researcher to collect factual information with respect to the current research matter (Dhar, 2015).

Research philosophy could support to get theoretical information about the current matter. There are certain kinds of methods that are considered in the research philosophy like inductive and deductive approach. In addition, the inductive approach is used to obtain conceptual information and feasible result. The deductive approach is used to make a hypothesis on the basis of collected information. In this, the deductive approach has used by the researcher to make a hypothesis and accept and reject them on behalf of the research. It could be effective to obtain the feasible result (Hafeez, and Akbar, 2015).

3.3 Population of the study

In the research study, two kinds of research are considered by the researcher like qualitative and quantitative research. The qualitative research method enables to collect conceptual information about research matter also includes Collecting data through interviews, observations, and analyzing documents and texts, as these methods help researchers obtain descriptive information with details about viewpoints, experiences, and contexts. The quantitative research method could support to obtain numerical information with respect to the research matter. For this study, the researcher was selected qualitative research design due to its ability to explore the complexity and depth of human experiences, beliefs, attitudes, and behaviors. It strives to uncover insights that go beyond what can be achieved through purely statistical methods, addressing areas that quantitative research might miss. This approach involves gathering data through techniques like interviews, observations, and document analysis, allowing researchers to collect detailed, descriptive information about perspectives, experiences, and the broader contexts surrounding them (Awan and Tahir, 2015).

Research strategy plays an imperative role in effectively conduct research and get a reliable outcome. There are different kinds of research strategy that are considered in the study like descriptive, exploratory, and explanatory research design. For this research, the researcher has practiced descriptive research design method as it could enable the researcher to identify the relationship between two or more variables (Ross, 2017)^[16]. In this research, the researcher has determined the relationship between training and development method on the performance of the employee.

3.4 Sampling technique and sample size

Data collection method could aid to get feasible information with respect to the current research issue. There are two kinds of methods that are considered in the research like primary and secondary data collection method. The primary data collection method enables to get factual information with respect to the current research matter. There are different sources that are considered in the research like observation, interview, and survey through questionnaire method (Anderson, 2016). The secondary data collection method aids the researcher to get theoretical information with respect to the current research issue.

There are many sources that could be considered in the study like academic journal, books, magazine, and company websites, online and offline sources. For this research, the researcher has used secondary data collection method. In the secondary data collection method, the information will be collected from academic journal, books, magazine, and company websites, online and offline has used by a scholar to obtain reliable information (Konings, and Vanormelingen, 2015).

The data analysis method could support to examine the gathered information as it could support to get a reliable outcome. There are different sources that are considered in the study like a case study, content analysis, SPSS, and Ms-Excel method. For this study, the researcher has used SPSS, Ms-Excel, and literature review method to examine the collected information of research. Consequently, the researcher has capable to get realistic outcome about research concern (Dhar, 2015).

3.5 Research instruments and validity and reliability testing

Sampling could aid investigator for identifying appropriate sample size from the whole population to conduct the study. In this, there are two kinds of methods that are considered like probability sampling and non-probability sampling method. The probability sampling method facilitates researcher to randomly select the participants of research for conducting the research. Apart from this, the non-probability sampling method aids researcher to select contributors on the basis of gender, age, education, and experience (Awan and Tahir, 2015). For this study, the probability sampling method as it could eliminate biases from the study.

3.6 Data collection technique

In the research study, the research limitation could decline the quality of research outcome (Ross, 2017)^[16]. Lack of resources, time, and cost could directly influence research outcome. In this, the researcher has considered such factors to eliminate the negative possibilities from the study and make a reliable result.

3.7 Data analysis technique

Data analysts use website statistics and "text mining" to identify trends in textual data, such as emails, tweets, research papers, and blog posts. This technique can be used to categorize news content, customer comments, and customer emails.

3.8 Legal, ethical, and social issues

The ethical consideration could enable research scholar to conduct the study in an appropriate manner. In this, the researcher has considered many factors to conduct the study like plagiarism, data manipulation, university guideline, and unique language. In this, the researcher has used the ethical norms to conduct the study and obtain reliable information about research issue. (Awan, and Tahir, 2015)

3.9 Summary

Through this chapter, the researcher understands many important things related to the research, where the topic of chapter highlighted on the research design and population of the study related to selected persons in the project, as well as techniques used to complete the research. In the next chapter four, the researcher will present an integrated analysis related to the data collected.

4. Data analysis

4.1 Introduction

The fourth chapter provides a detailed explanation and description of evaluating the impact of training and development on employee performance: A Case Study of Oman Oil Company. Secondary data extracted from online articles, expert opinions, and years of research have been utilized. This process involved reviewing numerous interviews, watching educational and explanatory videos, and conducting various studies by researchers. Data analysis involves providing a detailed analysis of the results obtained, relying on findings derived from platforms like Facebook and Twitter. In this chapter, the researcher will explain a summary of the findings gathered through journals, books, and the company's official website, supported by percentage graphs for each point in the analysis. The researcher will also summarize the results obtained in this chapter and evaluate

the key points related to the study by comparing them with the research objectives and questions, as well as the literature review of the study.

4.2 Summary of Findings

The following analysis will involve the findings obtained through research, where the findings obtained as follows:

The training meets the requirement of employee's development

A study conducted by the (Institute for Corporate Productivity, 2023) indicates that companies that invest in training and development see a 24% increase in productivity and an improvement in overall employee performance. In the case of Oman Oil, these effects could be similar, as effective training enhances skills and increases job satisfaction.

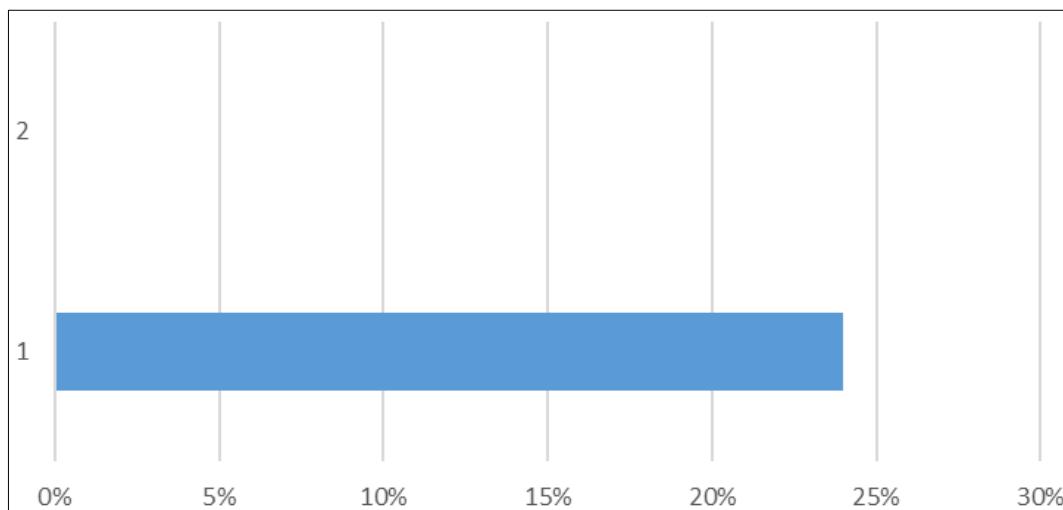


Fig 1: The training meets the requirement of employee's development

Training increases motivation and improves skills

The company's official website indicates that Oman Oil Company, enhancing skills through training has improved

operational efficiency by 20%, as employees who participate in training programs report an increase in motivation and an increase in performance. (Oman oil company, 2023) ^[5].

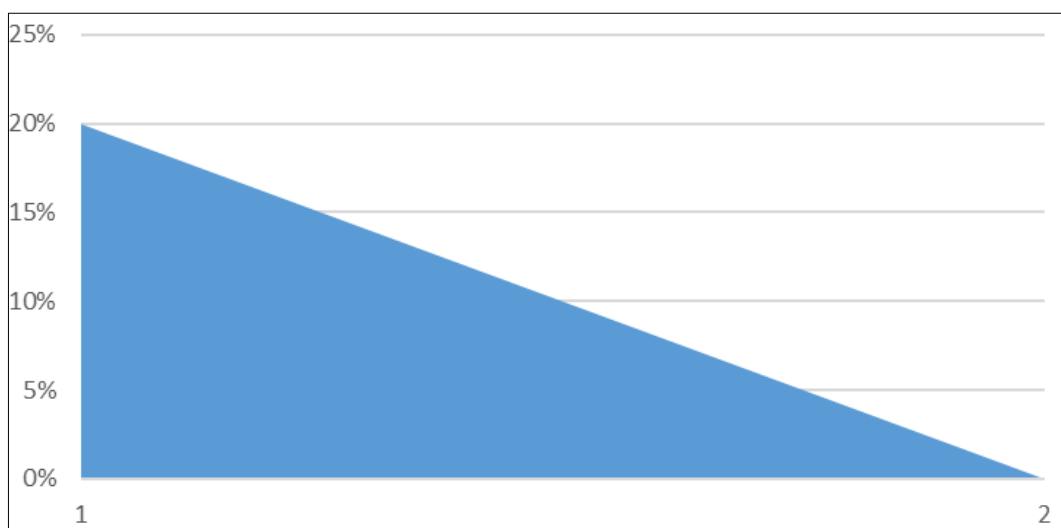


Fig 2: Training increase motivation and improves skill in Oman oil company

Training leads to satisfaction

Surveys conducted within Oman Oil Company indicate that 75% of employees who receive training feel more satisfied

with their jobs. This satisfaction is linked to better career progression opportunities. (Smith, 2020) ^[4]

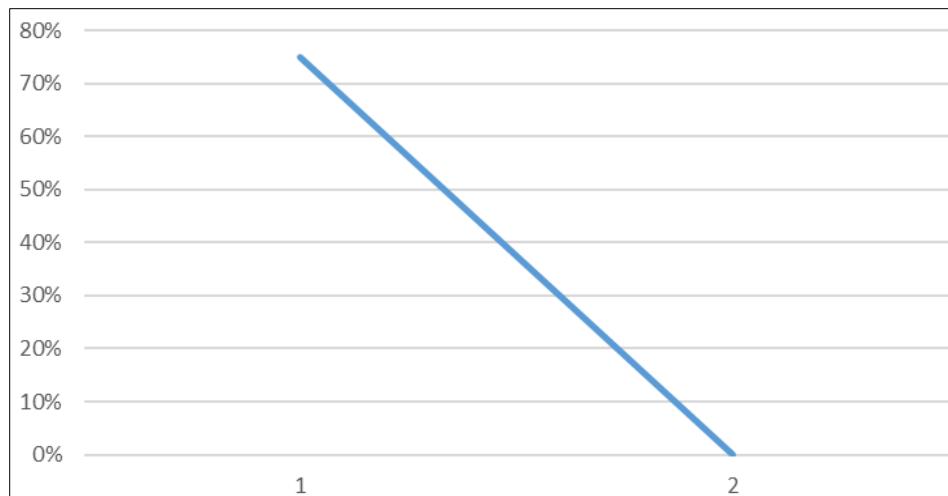


Fig 3: Training leads to satisfaction

Methods of training

Through research and study from the LinkedIn Learning platform, it was found that Oman Oil Company utilizes a mix of training methods, including 30% on-the-job training and

50% e-learning. E-learning has been found to enhance knowledge retention. (LinkedIn Learning, 2023) ^[5].



Fig 4: Methods of training in Oman Oil company

Training & development opportunities

Regarding studying from (Pew Research Center, 2023) ^[6]. Companies that invest in training see a 24% increase in

employee retention rates. It also affects their decisions to stay in the company. Oman Oil Company's commitment to development opportunities is crucial for retaining top talent.

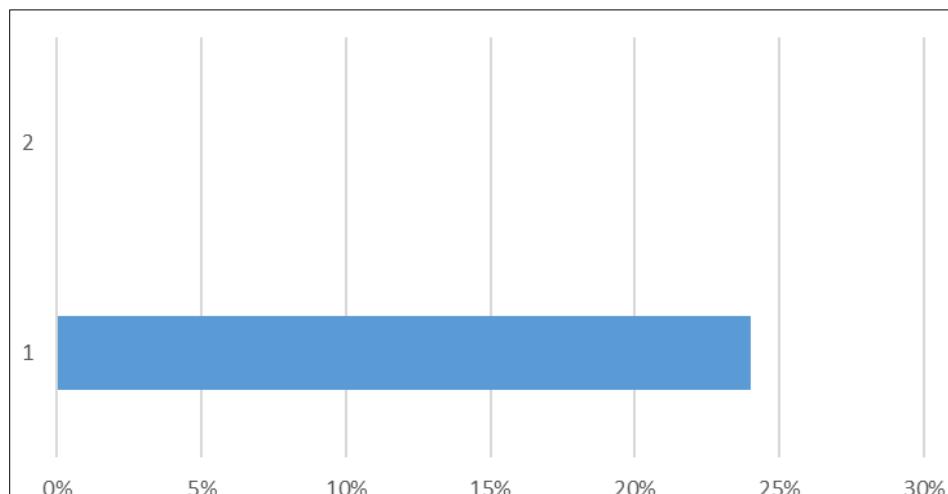


Fig 5: Training & development opportunities

Budget of Training

Through the official website of the company and the annual reports of Oman Oil Company, it is usually noted that it allocates 1-3% of its annual budget for training, the study found that the company did not allocate enough budget to facilitate for effective training programs an aspect that could result in the poor training and development programs offered

by the company. (Oman oil company, 2023) ^[5].

Managers determine the need for training

Through a Harvard Business Review study, they found that 80% of managers believe that assessing training needs is an essential part of performance management, and this applies to Oman Oil Company. (Harvard Business Review, 2023) ^[9].

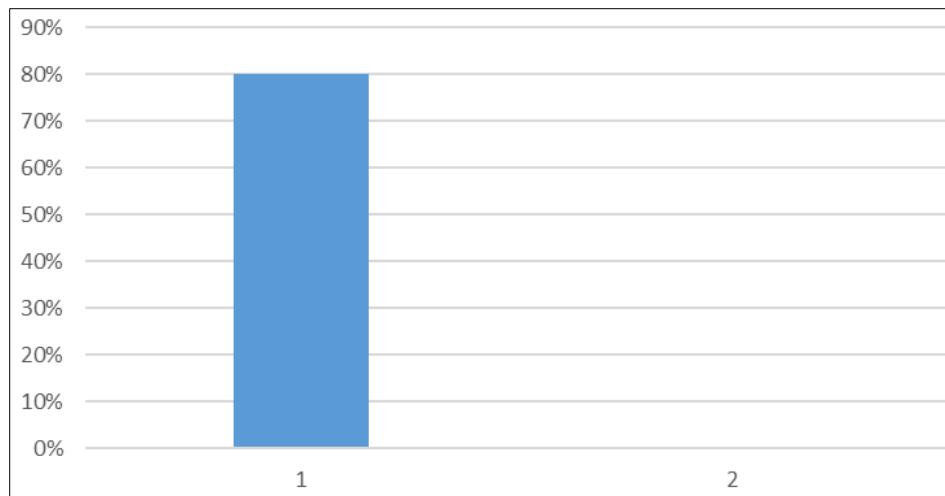


Fig 6: Managers determine the need for Training

Switch jobs with other employers

Employees who feel inadequate training are 50% more likely to seek opportunities in other places and departments. By

providing appropriate training, Oman Oil Company can significantly reduce the desire of employees to leave the company or move to other departments. (Johnson, 2020).

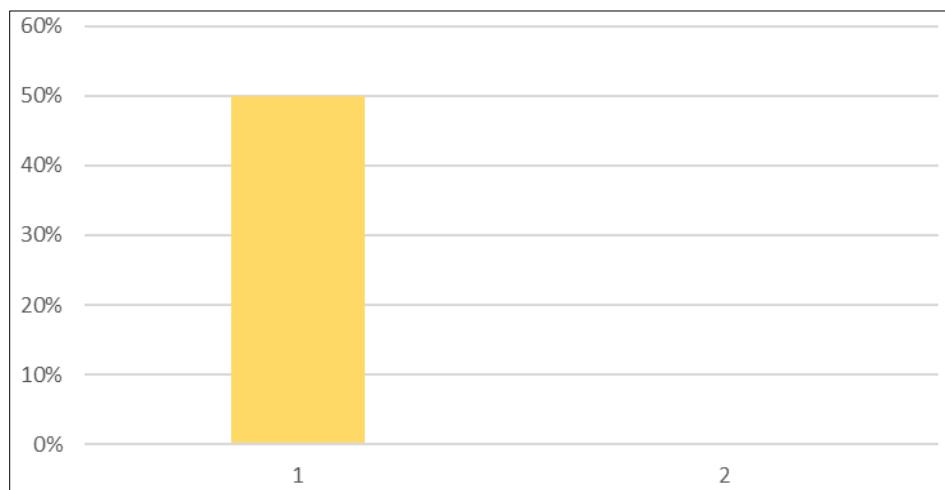
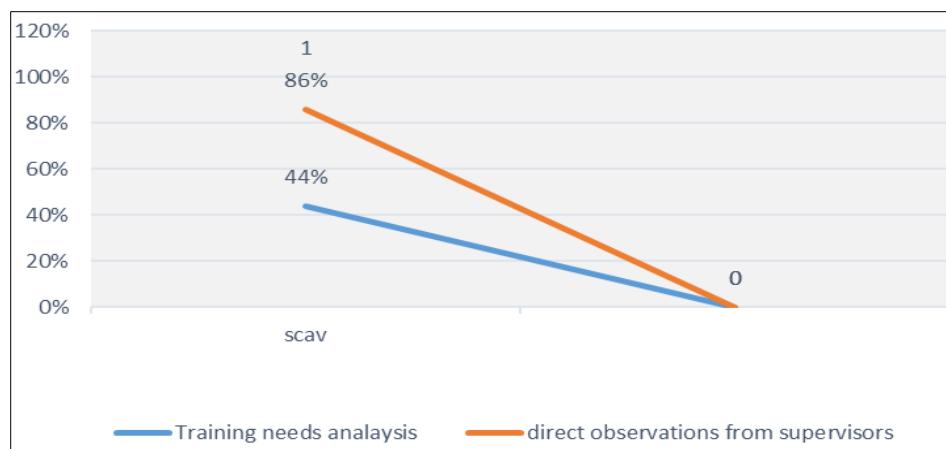


Fig 7: Switch jobs with other employers

Adequate of Training

The Oman Oil Company faces several challenges in the adequacy of its training and development programs. One prominent issue is the misalignment of some training programs with the practical needs of current job roles, which limits their impact on employee performance. Additionally, some have pointed out that the training content does not always cover all the necessary skills, leading to gaps in employee qualification.

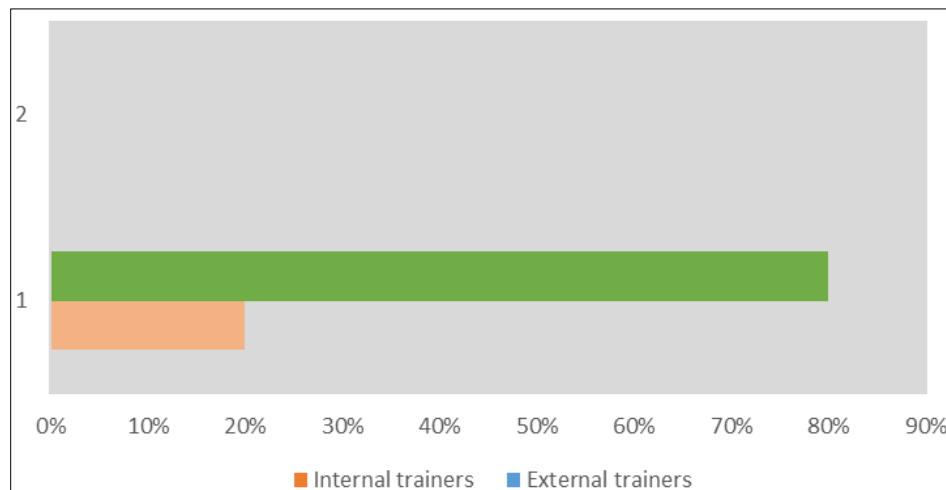
Statistics: A study conducted by Arabian Journal of Business and Management Review (Oman Chapter) among workers in the oil and gas sector found that 44% of participants indicated that "training needs analysis" significantly contributes to improving the quality of training programs, while 86% highlighted that direct observations from supervisors are the most accurate method for identifying training needs. (Arabian Journal of Business and Management Review, 2021)

**Fig 8:** Adequate of Training

Internal and external trainers

According to the survey report on the Oman Oil website, the results related to the provision of internal and external trainers showed that 80% are internal trainers, while 20% are

external trainers, which means that the company only does not diversify the trainers, but the majority are only internal trainers, perhaps to avoid further costs.(oman oil, 2023).

**Fig 9:** Internal and external trainers

Identification of objectives by the training

Setting clear goals through training is a fundamental strategy for personal and professional development, which aligns closely with the objectives of the Oman Oil company in enhancing workforce capabilities. Research shows that well-defined training goals not only increase individual performance but also positively impact organizational outcomes. For instance, employees with clear goals perform up to 25% better compared to those without specific objectives, as highlighted in the study “Building a Practically Useful Theory of Goal Setting and Task Motivation” by (Locke and Latham, 2002). Moreover, companies investing in structured training programs see higher retention rates and employee satisfaction. According to a report by (LinkedIn Learning, 2020) 94% of employees stated they would stay longer in organizations that prioritize career development. This is especially important for companies like Oman Oil, as employee growth and satisfaction directly contribute to operational excellence and innovation.

Training improved collaboration and communication

Information technology tools such as webinars, video conferences, and collaborative platforms (like Microsoft Teams and Slack) have transformed the way training is conducted. These tools enable real-time interaction, collective learning, and knowledge sharing across departments and geographic locations, thereby enhancing a culture of collaborative work. According to a statistic from Oman Oil Company’s Twitter account (@Oman Oil), a post shared by the company revealed that 85% of employees who participated in IT-related training programs showed a notable improvement in their ability to collaborate with different teams. These tools contribute to creating a more interactive, flexible, and effective work environment, increasing employee productivity and positively impacting the overall performance of the company. Overall, it can be said that information technology is driving a significant transformation in how Oman Oil Company employees communicate, strengthening collaboration across various teams and contributing to improved overall company performance.

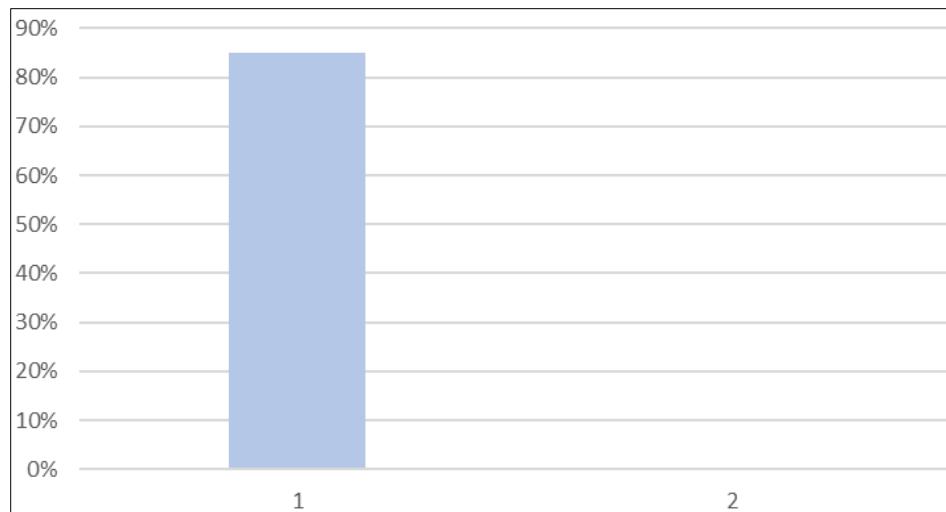


Fig 10: Training improved collaboration and communication

Engagement and Gamification

Interactive learning and the use of technology have increasingly become a part of training programs in companies like Oman Oil Company, aiming to enhance employee engagement and improve skill development. These tools provide a more immersive and engaging way to learn, which is particularly useful in technical and high-skill environments like the oil and gas industry.

Oman Oil Company, through its partnerships and facilities like the Takatuf Petrofac Oman training program, has adopted modern educational tools to improve learning outcomes. For instance, the training center uses advanced technologies such as drilling simulators and virtual reality, which help replicate real-world conditions, enhancing the practical training experience.

A study published by the Oxford Training Group in 2021 found that using technologies like simulations and interactive games in training leads to a 60% improvement in information retention and understanding compared to traditional methods. Furthermore, companies that rely on these modern technologies report a 70% increase in employee satisfaction with training and improvement in overall performance.

Although specific statistics on the impact of interactive games and simulations within Oman Oil's internal training programs are not readily available, their investment in cutting-edge technology at training institutes indicates a strong commitment to improving employee learning outcomes. This approach aligns with global trends, where companies leveraging interactive technology in training see improved employee performance and higher retention rates.

4.3 Summary of chapter four

The results show that training has a significant positive impact on employee development and productivity. Companies that invest in training experience a noticeable improvement in employee performance. For Oman Oil Company, effective training can enhance skills and increase employee satisfaction, which in turn reflects on the overall performance of the company. Additionally, training boosts motivation and improves skills, with data indicating that skill enhancement through training can lead to increased operational efficiency. Moreover, employees who receive training report higher job satisfaction, which increases opportunities for career advancement. These results highlight the importance of investing in training as part of an employee development strategy. For instance, the company did not allocate adequate budget for the training, identify the training

objective, an aspect that resulted in the ineffectiveness of the offered training program on improving and fostering work related growth among the company employees. As a result, the finding depicted an insignificant influence of training and development on employee performance at Oman Oil. Indeed, the finding depicts that Oman oil requires increasing investment on the employee training programs, engage in objective-oriented training and development aimed at boosting the employees' knowledge, skill, and subsequent increased worker's motivation. In the chapter five the researcher will provide summary findings of the research that highlight on the final findings obtained through the research, as well as provide recommendation to develop the operations of the company, and conclusion of the research.

5. Summary of findings, conclusion and recommendations

5.1 Introduction

The chapter illustrates and discusses the summary of the findings of the project aimed at investigating the influence of training and development on the employee's performance. This will involve a summary related to the objectives of the project based on the analysis, which include the finding, problems, and influence of information technology on the training and development utilized by Oman Oil. Besides, the chapter will provide a succinct conclusion based on the information analysis, make essential recommendations as well as the areas that require further investigation in the future similar research work.

5.2 Summary of finding

A study conducted by the Institute for Corporate Productivity (2023) indicates that companies investing in training and development experience a 24% increase in productivity and overall employee performance. In the case of Oman Oil Company, these effects could be similar, as effective training enhances skills and increases employee job satisfaction. In respect with the Information from Oman Oil Company's official website shows that skill improvement through training has increased operational efficiency by 20%. The Employees participating in training programs have reported an increase in motivation and performance. Internal surveys conducted at Oman Oil Company indicate that 75% of employees who receive training feel more satisfied with their jobs, and this satisfaction is linked to career advancement opportunities. The research from the LinkedIn Learning platform reveals that Oman Oil Company employs a mix of

training methods, including 30% on-the-job training and 50% e-learning, with e-learning shown to significantly enhance knowledge retention. Studies from the Pew Research Center (2023) [13] indicate that companies investing in training experience a 24% increase in employee retention rates, which also influences their decisions to stay with the company. Oman Oil Company's commitment to development opportunities is critical for retaining top talent. Annual reports from Oman Oil Company show that they typically allocate 1-3% of their annual budget to training. Based on this information, the company did not allocate sufficient budget to facilitate effective training programs, an aspect that could lead to weak training and development programs provided by the company. A study by Harvard Business Review found that 80% of managers believe assessing training needs is an essential part of performance management. This applies to Oman Oil Company as well, where evaluating needs is considered a necessary step to ensure the overall improvement of employee performance. Employees who feel inadequately trained are 50% more likely to seek opportunities elsewhere. By providing appropriate training, Oman Oil Company can reduce the desire of employees to leave the company or move to other departments, thus helping retain talent and reduce recruitment costs. However, Oman Oil Company faces several challenges in aligning its training and development programs with current job requirements, limiting their effectiveness on employee performance. Additionally, some training content does not cover all necessary skills, creating gaps in employee qualifications. A study published in the Arabian Journal of Business and Management Review found that 44% of participants stated that "training needs analysis" significantly contributes to improving the quality of training programs, while 86% pointed out that direct feedback from supervisors is the most accurate way to identify training needs. According to a survey report on the Oman Oil Company website, 80% of trainers are internal, while 20% are external. This indicates that the company does not sufficiently diversify its trainers, as it prefers relying on internal trainers to reduce costs. In this regard, Oman Oil Company could improve its training programs by better assessing needs and expanding its pool of trainers, which would ultimately enhance the overall effectiveness of their training initiatives. Moreover, setting clear objectives through training plays a key role in personal and professional development at Oman Oil Company. Well-defined training goals not only improve individual performance but also positively influence organizational outcomes. Studies indicate that employees with clear goals can perform up to 25% better compared to those without specific objectives. Additionally, structured training programs contribute to higher retention rates and greater employee satisfaction, with 94% of employees stating they would stay longer in organizations that prioritize career development (LinkedIn Learning, 2020).

The integration of information technology tools, such as webinars, video conferences, and collaborative platforms like Microsoft Teams, has further enhanced training effectiveness by improving communication and collaboration across teams. A statistic shared by Oman Oil Company's Twitter account (@OmanOil) shows that 85% of employees participating in IT-focused training improved their collaboration skills. This fosters a flexible and productive work environment, positively impacting the company's overall performance.

Furthermore, interactive learning and gamification have become integral to training at Oman Oil. The company utilizes advanced technologies, including drilling simulators

and virtual reality, to enhance learning outcomes. Studies show that interactive technologies, such as simulations and games, improve retention and understanding by up to 60%, with a 70% increase in employee satisfaction. This reflects Oman Oil's commitment to leveraging modern educational tools for improved employee performance and organizational success.

6. Conclusion

Training and development are an important human resource role in an organization aimed at fostering growth in the worker's skills in respect to their roles in a company. In most cases, training and development have acted as a way of impacting workers' in various corporation with the required skills and knowledge to deliver towards attaining the set organizational goals and objectives. Past studies on the organizational development have well depicted that training and development culminate on improved performance, which corresponds to enhance corporate productivity and subsequent long-term sustainability of a company. Besides, past literature depicts that training and development among employees in a company contribute to a significantly high positivity towards the workers executing to their roles with a number of workers provided with training opportunities revealing increased work motivation and overall job satisfaction. Thus, training and development of the employees should be one of the primary priorities of a business in a bid to realize to the intended goals, business performance, and meeting the overall strategic organizational goals. However, improper implementation of the training and development programs in institutions may lead to ineffectiveness in realizing the intended organizational objectives as depicted by the study finding on Oman Oil corporation training and development research. Despite the company offering adequate training opportunities and grants to the employees, the workers remained demotivated, did not develop knowledge and skills from the programs following the poor administration of the programs by the company. For instance, the company did not allocate adequate budget for the training, identify the training objective, an aspect that resulted in the ineffectiveness of the offered training program on improving and fostering work related growth among the company employees. As a result, the finding depicted an insignificant influence of training and development on employee performance at Oman Oil. Indeed, the finding depicts that Oman oil requires increasing investment on the employee training programs, engage in objective-oriented training and development aimed at boosting the employees' knowledge, skill, and subsequent increased worker's motivation.

7. Recommendations

Based on the study findings on the impact of training and development on employees working for Oman Oil corporation, there are a number of recommendations that the company requires implementing to enhance their training programs fostering the ability to achieve the training objectives.

- It is recommendable that Oman oil management ensures that the training meets the training requirements. This would foster the delivery of training program that would have a great impact on the development and growth of the workers' knowledge and skill heightening the capacity of the employees to execute effectively to their roles and responsibilities.
- It is recommendable that Oman oil training department ensure that the offered training programs align with the

specific job roles. This would intensify the relevance of the training and development programs in the company boosting the ability of the company realizing the value for the administration of the training in respect with the increased worker motivation and enhanced productivity.

- Besides, it is recommendable that Oman oil training and development department enhance effectiveness in the identification of the training objectives. This would foster the ability of the company offering training opportunities that would result in the growth of value in the company in terms of increased and effective production of due to the growth of the employees' skill and knowledge on their work.
- The fourth recommendation of the Training and Development Unit at Oman Oil is to add effective training methods. Efficient training method would boost the ability to impact the intended knowledge and skills to the employees, which would culminate in the increased workers' motivation to deliver to their duties an aspect that would promote increased performance and productivity in the company.
- Similarly, it is recommendable that the company engage in administering adequate and efficient training program among the employees. Notably, in the advent and growth of new technologies leading to digitizing process in enterprises, it is imperative for the company to offer adequate training to the workers to catch up with new technologies aimed at improving efficiency in the production.
- It is recommendable that Oman Oil management embrace workers training and development programs as an administration priority. This would foster the ability of the company offer the employees objective-oriented training programs with a capacity of revamping the overall corporate performance, increasing workers' motivation leading to a subsequent improvement on the overall organizational productivity.
- Lastly, it is recommendable that the company increases the training budget to facilitate for an effective training program that would have a significant impact not only to the employees but also the general organization. This is because training forms the backbone of any enterprise through sharpening the skills of the workers fostering the capability of effectively delivering to their roles.

8. Limitations

The major limitation following the summary of the findings, the arrived conclusion, and the provided recommendation is the lack of the spirit on the management adoption of the recommendation in a bid to enhance the training program offered by the company. This is because there is a high possibility that Oman oil administration would not be positive about the research findings; hence, failing to implement the possible solutions aimed at enhancing effective programs.

For instance, the company management is likely to cite increased training budget allocation would increase the company expenses leading to a subsequent lower profitability. Besides, the administration may not put training and development as their priority heeding to the aspect that employees would move to new organizations leading to lower exploitation of the offered training for the benefit of the company.

9. Future Research

There are two primary areas that require further study in the future with respect to employees and the aspect of training and development in organizations. One of the areas for future study would entail carrying out an evaluation of various measurable metrics that training and development program planning would incorporate, establish the effectiveness of the offered training among employees in an organization. This would foster the ability of the training and development department in evaluating the success on providing more training to the employees as well as enhance the ability to establish areas that require more training in a bid to capitalize the training programs. More so, the roles of unit managers in enhancing the alignment of training programs in an organization to foster the attainment of the intended training goals is another area that requires future research. Alignment of training objectives with the intended training goals facilitates increased performance among the workers, promotes employees' motivation and enhance the effectiveness of the staffs in delivering to their duties. Thus, establishing the role of unit managers in aligning the training objective would enhance corporate integration of the unit managers in the process of planning for the specified unit training program in an organization.

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