



The
Researchers
Hub

Research Project

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INTRODUCTION

Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. For this, extensive research has been conducted in the area of Human Resource Management and measure the impact of training and development on the performance of employees.

Problems that arise within DEWA and need to be solved

- The first human resource problem or issue that arises within Dubai Electricity and Water Authority is related with high rate of employee turnover from the company as they are not motivated towards their job and work. With the low motivation level employees are not satisfied with their job that they are performing in DEWA that ultimately results in high attrition rate.
- Another problem that arises within the authority include high ratio of unskilled employees and staffs within the workplace. With the high rate of unskilled workforce they are unable to render required activities and services within the workplace that lead to enhance overall performance of the organization.

TASK 1

1.1 Formulate and record at least two possible research specifications

Title: To analyze the impact of training on the employee performance- A case study on DEWA (Dubai Electricity and Water Authority)

Introduction

Training is directly associated with the development of an individual, and it directly assists in enhancing knowledge and skill level. Further, it plays the most crucial role in case of employees who are working in the organization and are assigned responsibility to conduct various type of operations. The process of training allows them to contribute effectively to the major operations of the business and the direct impact is on the productivity of the company which increases at a faster pace (Elnaga and Imran, 2013). The key methods of training involve on the job and off the job through which company focuses on development of its workforce, and it brings favourable results for the company.

Methodology

For conducting the research in effective manner various tools will be adopted. Primary information will be collected from the 50 employees working in Dubai electricity and Water authority in order to know the real impact of training on the performance of workforce. Secondary data will be collected with the help of books, journals and online articles that are relevant to the study. Data analysis will be carried through qualitative and quantitative technique where both numeric and non numeric information will be undertaken. Inductive approach will be undertaken where results will move from specific to general as the study will be carried out from point view of DEWA and it will be applicable to other companies or industries also.

Scope and limitation

The scope of entire study will be wide where study can be carried out on different areas such as different type of training practices, effectiveness of training in enhancing employee productivity etc (Anitha, 2014). Apart from this, the main limitation will involve study will be restricted to only employee training and from point view of DEWA. So, these will be main limitations.

Anticipated outcomes

The entire study will assist in knowing the significance of training and its influence on training performance. Apart from this, it will support in knowing what are the effective practices of delivering training such as on the job and off the job.

1.2 Factors contribute to the selection process of research project

It can be stated that large number of factors that have supported in the selection of research project. One of the most crucial factors is a current issue where employees do not possess right skill and knowledge. Another factor is personal interest that supported in the selection of this topic. In the public sector, it is the most common issue that employees are not able to operate efficiently and due to this reason the present study has been carried out. So, these are the main factors that contributed a lot in selecting this research topic.

1.3 Critical review on topic

Concept of training

Within Human Resource Management function one of the effective facets is training and development that majorly influence the success of the organization. Training and development is an effective process that is mainly concerned with enhancing the skills and abilities of employees so that they can effectively perform their job. As per the view of Konings and Vanormelingen

(2015), the key purpose of indulging in training is to facilitate and organize learning and development among the employees and staff. Apart from this, involving in training activity also emphasize in improving their knowledge and allow employees to get progressed. Although with the help of imparting training it also motivates their employees to improvise their performance level that ultimately benefits the productivity of organization.

Different methods of training

There are different training methods of training that are used within the government-owned utility company, so that employed workforce enhances their skills and abilities accordant with the job requirement. Different methods are as follows-

The key training method that is used within the organization includes mentoring in which senior-level employees guides and lead newly hire employees so that they may easily develop their attitude towards the job. On the other hand, Cherian and Jacob (2013) have stated that job rotation is also regarded as an effective method of training in which the employees are trained through rotating their job. Engaging on job rotation would support the staffs and employees to get acquainted with different jobs in the similar field, and it also lightens the boredom.

Furthermore, Kehoe and Wright (2013) have also asserted that there are different other methods of training that are used within the company so that they can easily impart knowledge as well as learning among the employees. Technology-based training is also considered as significant method of training through which employees and staffs can easily gain the knowledge or enhance their capabilities towards the job.

Relationship between training and performance of employees

Employee training is considered as an effective tool through which manager can easily bridge the existing gap between the present level and desired level of performance. Therefore, it has been stated that there is a proportional relationship between the training and employee performance. As per the view of Ford (2014) with imparting the training activities among employees get motivated towards their job role as it results in enhancing their skills and abilities. With the help of training, employees get engaged in performing their job in effective and efficient manner.

However, the relationship between training and performance of employees also outcome in developing the sense of self-confidence as well as dignity among employees that ultimately results in delivering quality services within the organization (Dhar, 2015). Training benefits

employee's performance that directly results in attaining organizational effectiveness. Along with this, enhancing employee's performance is extremely tough in this competitive world for achieving the organizational performance. Therefore, it is stated that there is a positive relationship among the training and employee performance.

Apart from this, Park and Shaw (2013) have also affirmed that imparting training mainly results in increasing the efficiency of the employee, progress the services of the employee and brings the constructive change in the organization.

Training is defined as a motivational factor which develops the knowledge of the employee towards the job by which employees become proficient in their jobs, and they become able to give better results (Paillé, Chen, Boiral and Jin, 2014). In addition, training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance.

1.4 Research proposal

Aim-

“To analyze the impact of training on the employee performance- A case study on DEWA (Dubai Electricity and Water Authority)

Objectives-

- To assess the concept of training in organization.
- To measure the different training methods that is used within the regulatory authority.
- To assess the relationship between training and employee performance.
- To recommend effective ways through which DEWA can deliver effective training to its workforce.

In order to conduct the research in proper manner research investigator will focus on using effective research approach technique (Vaiolati, 2016). For the present research, the selected approach will be inductive approach as it assists in meeting all the above-stated objectives. Another requirement within the research methodology research philosophy it is defined as individual belief or notion in which they carry out the study and utilize the data. For carrying out the present research interpretivism, philosophy will be used by the researcher (Flick, 2015). Through which they can easily interpret the accumulated data. The research proposal will also include research design as it is defined as carbon plan of the research that is carried out by the researcher. In order to engage in the present study researcher will use descriptive research

design so that they may easily conduct the in-depth research. The proposal will also include assessing data collection method that is used by researcher for collecting the relevant data regarding the topic (Glesne, 2015). For the present report researcher will indulge in using both the sources that are primary and secondary source of data collection. To accumulate primary information from the employees regarding training researcher will devise a questionnaire that will be circulated among the employees of DEWA. On the other hand, the secondary source will also be used by the researcher for collecting the data regarding the impact of training on employee performance through assessing published journals, books as well as online articles. The research proposal must also include sampling (Taylor, Bogdan, and DeVault, 2015). It is one of the key technique in which researcher select the small unit from the large population so that they may get required information regarding the topic. The selected sample size for gaining the data include 50 employees of the electricity and water authority that will assist in delivering information regarding the impact of training as well as training methods that has been used. Currently, the proposal will also focus on selecting the data analysis technique that is indulging in qualitative analysis technique in which researcher will formulate the themes that will be analyzed (Smith, 2015).

1.5 An appropriate project plan with the structure of research project

| Tasks | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| Devising aims and objectives | | | | | | |
| Specification of research tools and techniques | | | | | | |
| Conducting literature review | | | | | | |
| Formulating questionnaire | | | | | | |
| Collecting and summarizing the data in graph | | | | | | |
| Interpretation and analysis | | | | | | |
| Recommendation and further areas to be consider | | | | | | |
| Conclusion | | | | | | |

TASK 2

2.1 Match efficiently resources available to research questions

The main resources that is required while conducting the research involves time, financial, technology etc. Time as one of the resource was in favour as all the activities in the study were carried out in proper manner such as data collection, analysis etc. Further, the finance allocated in each and every activity was properly utilized. The key hurdle was faced in relation with data where it was difficult to ensure whether particular secondary source is reliable or not. So, this influenced the entire research.

2.2 Proper research investigation accordant with the agreed specification

The entire investigation in the research has been carried out properly with the help of Gantt chart. Further, the continuous evaluation was carried out to evaluate the inessential factors such as deciding sample size consumed large amount of time (Mackey and Gass, 2015). All the key research activities were organized in proper manner firstly research proposal was prepared followed by identifying the secondary reliable source and selecting the best sources along with primary data collection for conducting the research. Through proper monitoring it was ensured that each and every activity is carried out in less time period as expected.

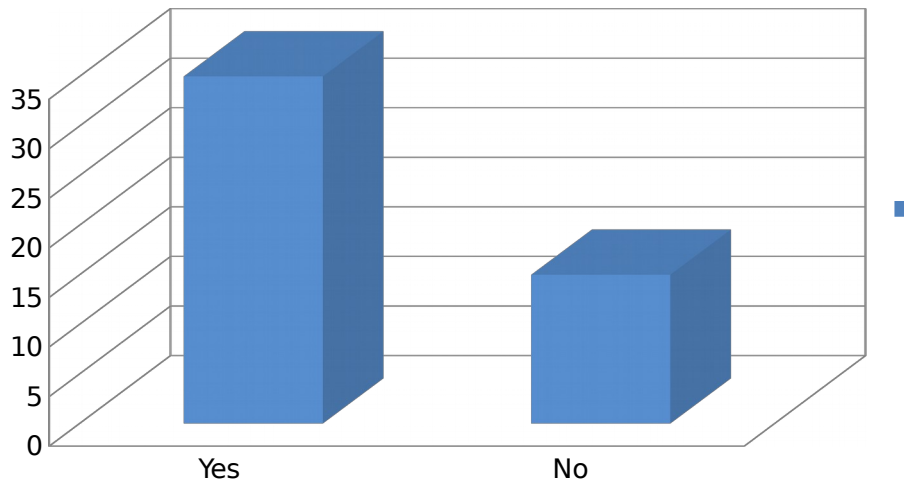
| Activity | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 | Week 9 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Writing Research Proposal | | | | | | | | | |
| Reading various literature | | | | | | | | | |
| Finalizing the aims and objectives | | | | | | | | | |
| Draft literature review | | | | | | | | | |
| Collect secondary data | | | | | | | | | |

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|
| Analyze secondary data | | | | | | | | | |
| Develop research approach | | | | | | | | | |
| Draft research methodology | | | | | | | | | |
| Develop questionnaire | | | | | | | | | |
| Arrange the interview | | | | | | | | | |
| Conduct the interview | | | | | | | | | |
| Accumulate the data | | | | | | | | | |
| Draft Findings | | | | | | | | | |
| Analyze data | | | | | | | | | |
| Complete remaining chapters | | | | | | | | | |
| Submit it to tutor and await for feedback | | | | | | | | | |

2.3 Record, gather and organise relevant data

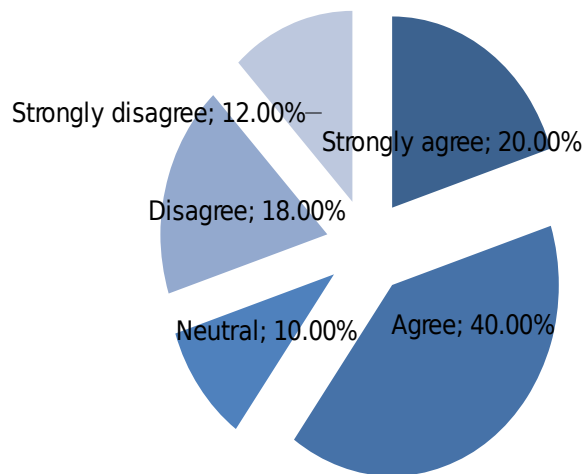
| Do you think the training designed program is based on the requirements of the job? | Number of respondents |
|---|-----------------------|
| Yes | 35 |
| No | 15 |

Training program are designed on the basis of job requirement.



| Do you agree that the training and development sessions are directly aligned with the objectives of business? | Number of respondents |
|---|-----------------------|
| Strongly agree | 10 |
| Agree | 20 |
| Neutral | 5 |
| Disagree | 9 |
| Strongly disagree | 6 |

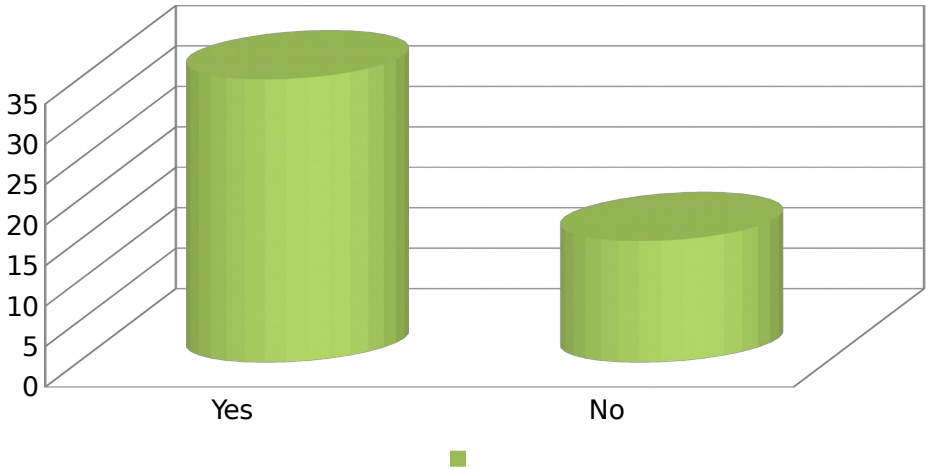
Training and development sessions is directly aligned with the objectives of business.



| Does the imparted training increase motivation level of employees while performing their job? | Number of respondents |
|---|-----------------------|
| Yes | 35 |

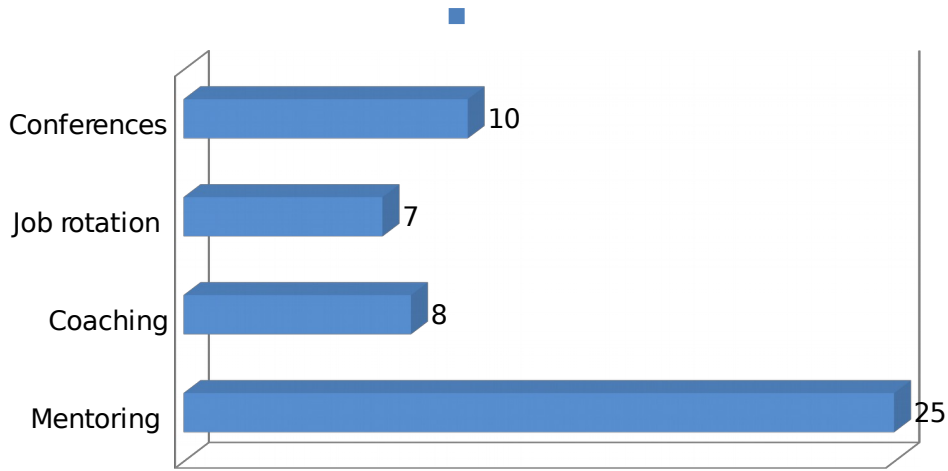
| | |
|----|----|
| No | 15 |
|----|----|

Training increases the motivation level of employees

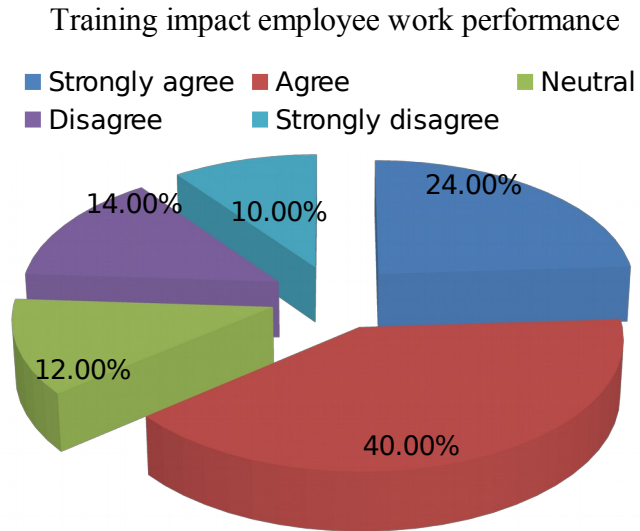


| Which is the key training method that supports in enhancing the knowledge and abilities of employees in DEWA? | Number of respondents |
|---|-----------------------|
| Mentoring | 25 |
| Coaching | 8 |
| Job rotation | 7 |
| Conferences | 10 |

Mentoring is key training method for the employees in DEWA.

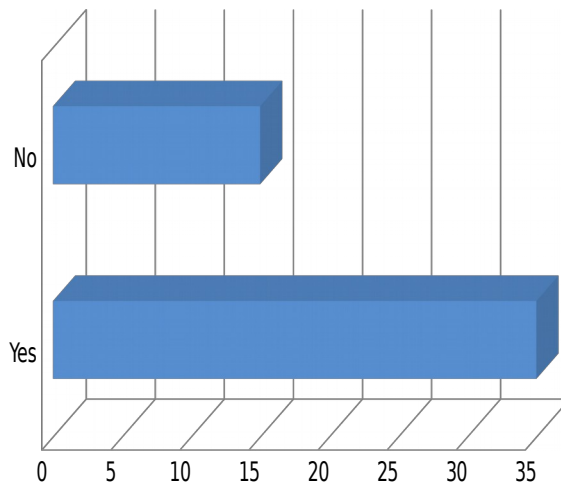


| Do you agree that training impacts your work performance? | Number of respondents |
|---|-----------------------|
| Strongly agree | 12 |
| Agree | 20 |
| Neutral | 6 |
| Disagree | 7 |
| Strongly disagree | 5 |



| Was the training provided to DEWA employees and staffs are relevant in accomplishing their individual needs, goal as well as self development? | Number of respondents |
|--|-----------------------|
| Yes | 35 |
| No | 15 |

Training provided to DEWA employees and staffs assist in accomplishing their needs as well as self development.



TASK 3

3.1 Choose and use an appropriate evaluation technique for research work

In order to evaluate the accumulated data researcher use effective data analysis technique that is qualitative evaluation technique. With the help of using this technique researcher would formulate the effective themes associated with the topic. Thus, it outcome in accomplishing the stated aim and objectives of the research.

3.2 Use descriptive statistics to analyse and interpret the results

Theme 1: Training program are designed on the basis of job requirement.

With the help of above accumulated data it has been assessed that majority of employees has agreed to the statement that is training program within the organization are designed accordant with the job requirement. From the sample size 35 of employees are in the favour that training program help them in meeting their job requirement that results in delivering proper activities. On the other hand, 15 participants disagreed that training programs are not designed on the basis actual job requirement.

Theme 2: Training and development sessions are directly aligned with the objectives of business.

From the above figure it has been assessed that 30 respondents has stated that training and development sessions provided by company are directly aligned with their business. So that employees renders effective services would directly benefit the organization in accomplishing their objectives. On the contrary to this, 15 respondents were against the statement that they are

not aligned with the objectives of business. Thus, it might negatively impact the performance of employees.

Theme 3: Training increases the motivation level of employees

Through considering the above graph and table it has been stated that 35 respondents are in the favour that imparting training would results in increasing the motivation level of employees that support in delivering required activities in the electricity and water authority. With the help of increasing motivation level employees gets committed towards their job that results in improving overall performance of organization. On the other hand, 15 respondents has stated that training program do not increase their motivation level it just enhances their skills and abilities that support them in performing their job effectively.

Theme 4: Mentoring is key training method for the employees in DEWA.

With the help of above recorded data and figures it has been assessed that around 25 participants has acknowledged that mentoring is consider as key method of training that is used within the DEWA for guiding and leading their employees. Mentoring supports the employees in gaining experience and guidance through which they can easily render proper services within the company. On the other hand, 10 participants have favoured conferencing training method that it supports the employees in rendering quality services.

3.3 Recommendations and Justify areas for further consideration

From the above analysed data it has been recommended that DEWA must engage in adopting different ways through which they can easily deliver effective training to their workforce (Phillips and Phillips, 2016). The recommendations must focus on implementing e-learning through video conferencing so that all employees may gain proper knowledge. Indulging in e-learning would also benefit the regulatory authority in reducing time that is being spent by managers on directing and supervising their employees. Apart from this, it has been also recommended that working conditions or environment of organization should be improved and enhanced so that it may become favourable to transfer of learning (Karatepe, 2013).

There are further considerations that need to be focused by researcher in order to conduct the successful research in future. However, in the future they should also center on measuring the satisfaction level of their employees those who are rendering services within the organization as training help them in meeting their requirements. In addition to this, further impact of training on

employee performance must also be considered into diverse industry such as hospitality or aviation industry.

TASK 4

Presentation stage

CONCLUSION

The entire study carried out that training has direct impact on the performance of employees working in DEWA. Further, various initiatives are taken within the workplace for development of workplace and it allows them to contribute actively in the business affairs. The primary data collected has supported in knowing that employees need training as there are some areas where improvement is needed in terms of knowledge. Apart from this, it is recommended to deliver training to employees through e-learning, working environment must be favorable so that employees can learn better.

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Section-A

Demographic information

Name of employee- _____

Gender-

- Male
- Female

Length of period serve-

- 0-2 years
- 3-4 years
- 4-6 years
- 6 years and above

Section- B

Q1. Do you think the training designed program is based on the requirements of the job?

- Yes
- No

Q2. Do you agree that the training and development sessions are directly aligned with the objectives of business?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Q3. Does the imparted training increase motivation level of employees while performing their job?

- Yes
- No

Q4. Which is the key training method that supports in enhancing the knowledge and abilities of employees in DEWA?

- Mentoring
- Coaching
- Job rotation
- Conferences

Q5. Do you agree that training impacts your work performance?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Q6. Was the training provided to DEWA employees and staffs are relevant in accomplishing their individual needs, goal as well as self development?

- Yes
- No

Q7. Are there any organizational issue or problem that constrains training and development at

DEWA?

- Yes
- No
- Not sure

Q8. Do you agree that the working conditions in the organization are favourable to transfer learning?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Q9. The degree of support from senior authority or management affects training within the organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Q10. Do you think that lack of financial resources impact training activities?

- Yes
- No