

Human Resource Management Techniques and their Relationship to Training and Development in the Petroleum Industry in the Kingdom of Bahrain

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Abstract

The study aims to assess the techniques in human resource management and their relationship to training and development in the Petroleum Industry in the Kingdom of Bahrain along with self directed learning, coaching and mentoring, cross training and e-learning. The objectives are provide quality, cost effective training designed to increase organizational productivity, support leverage technology resources and tools and understand culture and diversity as well as challenge of leadership through human resources management. A descriptive research was conducted. Primarily data were gathered using a questionnaire accomplished by the managers, supervisors and rank in file employees. With the aid of SPSS (Statistical Package for Social Sciences), the Pearson coefficient of correlation was used to measure the degree of relationship between the level of effectiveness of human resource techniques management and their relationship to training and development.

On the basis of the research findings, conclusion and recommendation showed that petroleum industries should implement a full and effective process to measure the training and development practices approach. Second the training and development practices approach should be maintained; however, it needs to create a highly effective tool or methods to establish to become fully effective training across the company. And lastly management will provide the necessary learning interventions which fulfill the needs for effective transition into more senior positions including stakeholder management, influencing skills, performance management, and feedback skills.

Key words: Self Directed Learning, Coaching and Mentoring, Cross Training and E-Learning.

1. Introduction

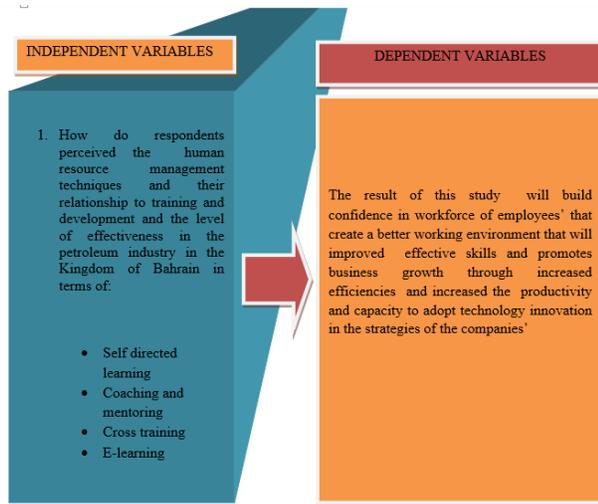
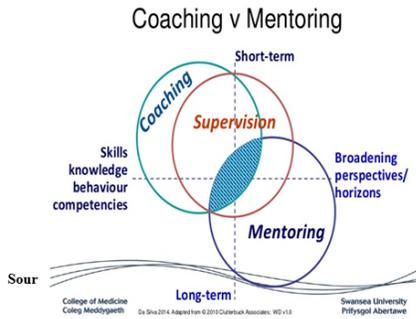
It is essential for modern organizations have the training and development of human capital, which has become a key factor, due to the tendency of predominance of knowledge as a fundamental requirement for the success of the organization, which in turn requires the design, implementation and implementation of management systems that ensure the development of training processes based on the increased skills (which is part of the knowledge) of people who work in organizations. According to Regondola 2015, strategies are designed to establish and create value and clear organizational

direction. The must be responsive to the external business environment. Otherwise, firm could become in effect or most efficient producer in the rules. To remain competitive, established firms must continually seek out opportunities for growth and new methods for strategically renewing their performance in developing a work place. Training is a systematic, planned and ongoing activity whose general purpose is to prepare, develop and integrate human resources in the production process, by providing knowledge, skills and attitudes necessary for the best performance of all workers in their current and future positions and adapt to changing environmental demands. It aimed for improvement of worker t to perform efficiently the functions assigned to him, produce results of quality, provide excellent services to their customers, prevent and resolve early problems potential within the organization. Through training we make the worker's profile fits profile of knowledge, skills and attitudes required in a job. Gold, (2013) Training should not be confused with the training; the latter involves a transfer of knowledge that makes the individual either for equipment or machinery suitable. Training becomes essential when the worker has had little experience or is hired to run a job that is entirely new. However once workers incorporated into the company, it is obliged to develop in them attitudes and knowledge needed to fulfill their duties. Development, on the other hand, refers to education receiving a person for professional growth in order to enhance the effectiveness in office. It has goals long term and generally seeks to develop attitudes related to a certain philosophy that the company wants to develop. It is primarily oriented towards executives. Gold, (2013) The objective is to enable organizations to distinguish between coaching and motoring in the training and development of Human Resources. In addition, there is an important need to train and develop human resources that leads to improve skills and knowledge. Also, there is a need to have a strategy of employer oriented attract the best caliber and retaining them through policies and tools that make the company more attractive for our professionals

.3. Tables, Figures and Equations

Conceptual Framework

The theoretical framework below exhibits the process of coaching. It shows all the variables included in the study.

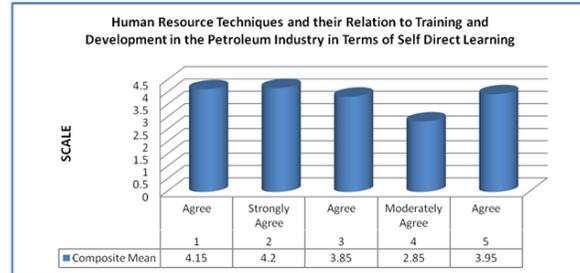


This study is reflected in its paradigm it shows the interplay of the independent variables and dependent variables. The independent variables are self-directed, coaching and mentoring, cross training and e-training. And what benefits can be derived from human resource management techniques and their relationship to training and development in the petroleum industry in the Kingdom of Bahrain. In dependent variables, the result of this study will build confidence in the workforce of employees that create a better working environment that will improve effective skills and promote business growth through increased efficiencies and increased capacity to adopt technology innovation in the strategies of the companies.

Respondents of the Study

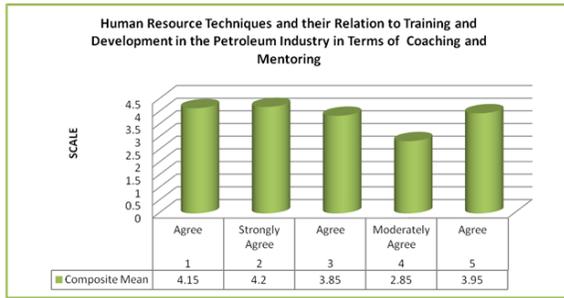
| Respondents | Frequency | Percentage |
|--------------|-----------|------------|
| Manager | 20 | 28.57% |
| Supervisors | 20 | 28.57% |
| Rank in File | 30 | 42.86% |
| Totals | 70 | 100% |

Graph 4.1: Respondents perception on human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning



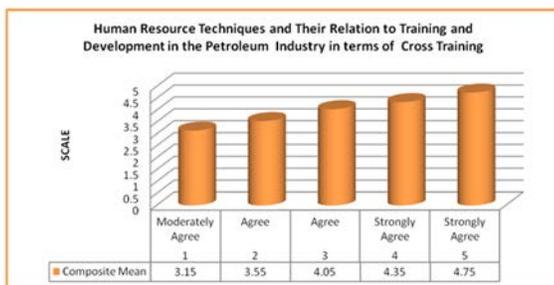
Graph 4.1 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning. As shown on the graph, the indicators number one Build a co-operation learning environment with a composite mean of 4.10 means agree; indicator two, Ability to motivate and effectively direct people's action with a composite mean of 4.05 means agree, indicator three and five, Assign task to employee, arbitrate, manage disputes, and answer questions, Know the outcome and have good reason to learn with a composite mean 2.85 and 3.00 respectively which means moderately agree. While in indicator four, Develop a plan of action to learn it, with a composite mean of 2.40 means disagree. Based from the overall weighted mean of 3.28, respondents are moderately agree of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning. According to **Werner, (2011)** mentioned about skills and development in learning: directly related to the performance of the current position or possible future occupations. It is directly oriented to work to attain their goals.

Graph 4.2: Respondents perception on human resource management techniques and their relationship to training and development in the petroleum industry in terms of Coaching and Mentoring



Graph 4.2 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of coaching and mentoring. As shown on the graph, the indicators number one, two and three, correct in appropriate behavior, improve performance and skills, Set by individual with coach assisting in achieving specific goals and Explore, experiment, learn new way of working, thinking and doing personally and professionally with composite mean of 4.15, 3.85 and 3.95 means agree, Indicator four, Build confidence and develop skills with a composite mean 2.85 means moderately agree. While in indicator two, Support and guide personal growth with a composite mean of 4.20 means strongly agree. Based from the overall weighted mean of 3.80, respondents are agree of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of coaching and mentoring. According to Raymond, (2016) cited about coaching, the trainee works directly with a senior manager or with the person he is to replace. The senior manager or the person to be replaced is responsible for the trainee’s coaching

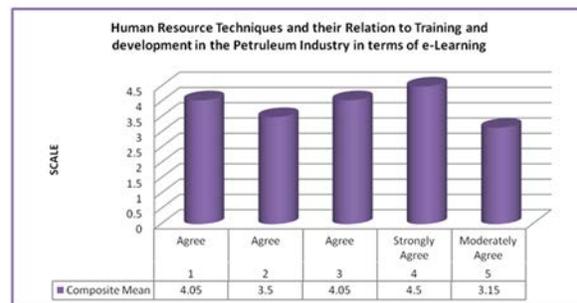
Graph 4.3: Respondents perception on human resource management techniques and their relationship to training and development in the petroleum industry in terms of Cross-Training



Graph 4.3 presents the assessment of human resource management techniques and their relationship to training

and development in the petroleum industry in terms of Cross Training. As shown on the graph, the indicators number one Ability to keep employees motivated and “fresh” through assignment rotate with composite mean of 3.15 means moderately agree; indicator two and three, Increase ability for manager to evaluate employee across an array roles and Potentially reduces absenteeism and employees turnover with composite mean of 3.55 and 4.05 means agree, While in indicator four and five, Opportunity to strengthen customer support with more knowledgeable employees and Increase flexibility for scheduling with a composite mean 4.35 and 4.75 respectively which means strongly agree. Based from the overall weighted mean of 3.97, respondents are agree of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of cross training. According to Tickell, (2014) cited about training aims to adapt man to the exercise of certain functions or for the execution of a specific task in a certain company and its objectives are more restricted and immediate. Training refers only to the instruction of technical and mechanical operations Development refers to educational concepts, philosophical and theoretical. Training workers and executive staff development should have targets.

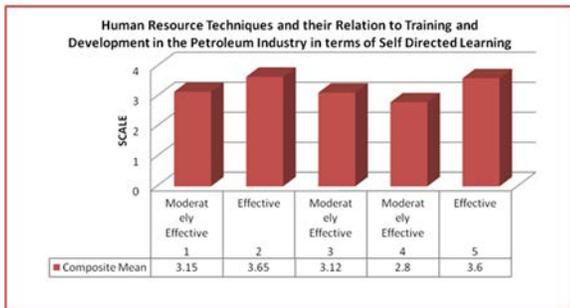
Graph 4.4: Respondents perception on human resource management techniques and their relationship to training and development in the petroleum industry in terms of e-Learning



Graph 4.4 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of e-Learning. As shown on the graph, the indicators number one, two and three, Planning e-learning strategies on track, Provide an inclusive learning environment where employees can explore new directions, find their niches and Develop skills for life and production career with composite mean of 4.05, 3.50 and 4.05 means agree, indicator four Enhancing employees success though

effective application on the new technology with a composite mean 4.50 means strongly agree. While in indicator five, Include employees before making decision in the department with a composite mean of 3.15 means moderately agree. Based from the overall weighted mean of 3.85, respondents are agree of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of e-learning. According to Banagas, 2017 cited about the missions and goals of the company that the committed to continuous improvement strategy with a quality management system, e-learning in order to satisfy customer requirements to adhere highest international standards being required.

Graph 4.5: Level of effectiveness of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning

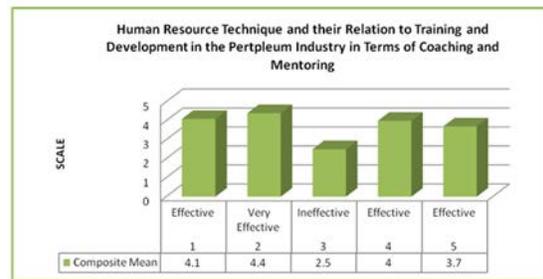


Graph 4.5 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning. As shown on the graph, the indicators number one, three and four, Build a co-operation learning environment, Assign task to employee, arbitrate, manage disputes, and answer questions and Develop a plan of action to learn it with composite mean of 3.15, 3.12 and 2.80 respectively means moderately effective, while indicator two and five, Ability to motivate and effectively direct people’s action and Know the outcome and have good reason to learn with a composite mean 3.65 and 3.60 respectively which means effective. Based from the overall weighted mean of 3.26, respondents are moderately effective of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of Self Directed Learning.

According to Niazi, (2011) cited about industry at global level in the business environment has changing the intense

pressure on organizations, to become “learning organizations”. He discussed about the objectives of training and development to create learning organizations that will ensure the employees’ through value perform effectively in their jobs, gain competitive advantages, seek growth and measuring the performances in the organizations.

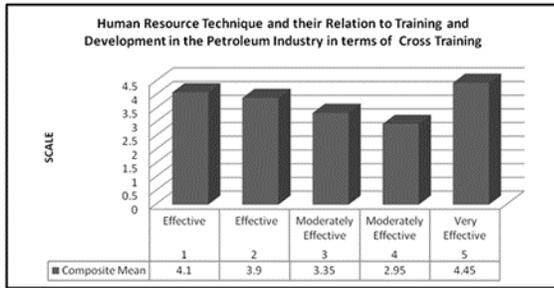
Graph 4.6: Level of effectiveness of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Coaching and Mentoring



Graph 4.6 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of coaching and mentoring. As shown on the graph, the indicators number one, four and five, correct in appropriate behaviour, improve performance and skills, Build confidence and develop skills and Explore, experiment, learn new way of working, thinking and doing personally and professionally with composite mean of 4.10, 4.00 and 3.70 means effective, Indicator two, Support and guide personal growth with a composite mean 4.40 means very effective. While in indicator three, set by individual with coach assisting in achieving specific goals with a composite mean of 3.70 mean ineffective. Based from the overall weighted mean of 3.74, respondents are effective of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of coaching and mentoring. According to Annual review 2016, they provide professional growth opportunities to encourage employees to see themselves as part of culture that values their professional and discipline. In comes of development they began on many initiatives, it includes the redesign of individual development plans, creation of tailored programme’s to fulfill specific strategic requirements for the company, the development of operator training manuals, the promotion of knowledge sharing throughout the organization and coaching and

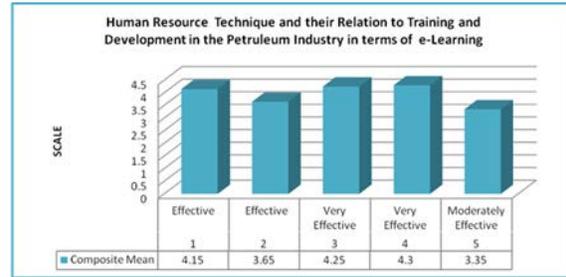
mentoring and public speaking programmes. This will help to develop skills and communications of the employees of petroleum industry.

Graph 4.7: Level of effectiveness of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Cross-Training



Graph 4.7 presents the assessment of human resource management techniques and their relationship to training and development in the petroleum industry in terms of Cross Training. As shown on the graph, the indicators number one and two, Ability to keep employees motivated and “fresh” through assignment rotate and Increase ability for manager to evaluate employee across an array roles. with composite mean of 4.10 and 3.90 means effective; indicator three and four , Potentially reduces absenteeism and employees turnover and Opportunity to strengthen customer support with more knowledgeable employees with composite mean of 3.35 and 2.95 means moderately effective, While in indicator five, Increase flexibility for scheduling with a composite mean 4.45 which means very effective. Based from the overall weighted mean of 3.75, respondents are effective of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of cross training. According to Lussier, (2012) cited about training also involves lifting training needs and diagnosis training schedule to meet the needs, implementation and execution, and evaluation of results. For there to be responsibility of line and staff function in training, it would be ideal situation the balanced model, where the line section assure the responsibility of training and gets the specialized section staff in lifting needs advice and diagnosis training and training programming

Graph 4.8: Level of effectiveness of human resource management techniques and their relationship to training and development in the petroleum industry in terms of e-Learning



Graph 4.8 presents the assessment of human resource techniques and their relation to training and development in the petroleum industry in terms of e- Learning. As shown on the graph, the indicators number one, two, Planning e-learning strategies on track, Provide an inclusive learning environment where employees can explore new directions, find their niches with composite mean of 4.15, and 3.65 means effective, indicator three and four Develop skills for life and production career and Enhancing employees success through effective application on the new technology with a composite mean 4.25 and 4.30 means very effective. While in indicator five, include employees before making decision in the department with a composite mean of 3.35 means moderately effective. Based from the overall weighted mean of 3.94, respondents are effective of the human resource management techniques and their relationship to training and development in the petroleum industry in terms of self e-learning. According to Stewart, (2012) cited about when it comes to new employees, it is important that the process of defining tasks and objectives to be agreed with all the equipment, This will help the employees of petroleum industry to provide all possible visions of the organization , and it is desirable that all employees have simultaneously their own learning objectives.

Table 4.1 Significant relationship between the status and the level of effectiveness of human resource management techniques and their relationship to training and development in the petroleum industry in the Kingdom of Bahrain

| Indicators | Scale | Mean | Mean Difference | t | Sig. (2-tailed) | Interpretation |
|------------------------|---------------|------|-----------------|-------|-----------------|-----------------|
| Self-directed learning | Status | 3.28 | .002 | 1.673 | .101 | Not significant |
| | Effectiveness | 3.26 | | | | |
| Coaching & Mentoring | Status | 3.80 | 0.450 | .893 | .376 | Not significant |
| | Effectiveness | 3.35 | | | | |
| Cross Training | Status | 3.97 | 0.22 | 2.468 | .017 | Not significant |
| | Effectiveness | 3.75 | | | | |
| E-Learning | Status | 3.85 | -0.09 | 2.708 | .009 | Not significant |
| | Effectiveness | 3.94 | | | | |

4. Conclusions

On the basis of the significant findings of the study, the following conclusions are drawn:

- 1.The training and development in petroleum industries in the Kingdom of Bahrain needs further improvement.
- 2.The training and development in petroleum industries approach is slightly effective and needs further enhancement.
- 3.There is a need to completely implement effective management of the training and development practices approach in petroleum industries.
- 4.Talent development should be discussed by the top management to become clearer that career development is necessary for the retention of any employee, no matter what their level in the company.
- 5.Petroleum industries should be able to inform the HR managers about the organization’s goals, priorities and expectations and how well they are contributing to them..

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He began his teaching career at PATTS College of Aeronautics as full time faculty member in the College of Business Administration, Office Administration, Air Transportation, Avionics, Engineering and Tourism and Hotel and Restaurant Management from 1990 to 2008. He was appointed as Department Head of Social Sciences, Director for Alumni Affairs, VP Director for Research and Development and Dean/Chairperson of Bachelor of Science in Tourism Management. He is also a consultant to private colleges and companies, guest speaker, and a lot of conventions, seminars, trainings and conferences attended.

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