

# Assessment of Perception in Training and Development on Employee's in the Legal Industry in the Kingdom of Bahrain

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## Abstract

An organization's in the law firms is depends upon the utilization of skills and capabilities of its employees. Every organization has developed a unique culture, which its newest members must learn. Training and development are essential to the success of any business. Entry level lawyers should receive professional development in different areas such as marketing, client care and contract, presentation skills, and court room etiquette and skills. This study aims to assess the training and development on employee's performance in the legal industry in the Kingdom of Bahrain along with employees training, career development and industry relations. A descriptive research was conducted. Data were gathered using a questionnaire accomplished by the lawyers and the management of law firms. With the aid of SPSS (Statistical Package for Social Sciences), the Pearson coefficient of correlation was used to measure the relationship between the respondent's perceptions and the level of performance in assessing the training and development on employee's performance in the legal industry in the Kingdom of Bahrain. On the basis of the research findings, conclusion and recommendation showed that the findings also lead to the conclusion that they agree and high level with how things are going with the three variables in the performance perceived by the respondents in assessing training and development on performance in the legal industry. Continuous professional development, employees must provide employees with necessary training which can make them more productive. In some cases, it means giving new employees extensive orientation training to help them in the translation into organizational culture. And lastly, practices to make diversity programs effective and successful active senior partner involvement, a well-designed and monitored plan, incentives for staff participation, access to a trusted feedback channel for lawyers.

**Key Words:** Employee's Training, Career Development and Industry Relations

## Introduction

Most developed countries like United States and the United Kingdom have a clear structure, guidelines and mentoring for the training and development of lawyers. The (Solicitor Regulation Authority) SRA Training Regulations 2019 regulates any individual that seeks to be admitted as a solicitor in the United Kingdom. In the United Kingdom, in order to be admitted to be a solicitor an individual must complete the academic studies and vocational studies or apprenticeship. This two-year training is strictly regulated and if the SRA is not satisfied that the individual received adequate training, the SRA may refuse to recognize the training, require the individual to take further training or impose further condition as they deem necessary (SRA Handbook, 2014).

Additionally, those countries also impose an obligation on lawyers to meet minimum continuing education requirements i.e. continuous training. In the Kingdom of Bahrain, lawyers undergo a two-year training contract post-graduation to be qualified lawyers. However, this training has very minimal guidelines and mentoring.

Training and development are essential to the success of any business. Entry level lawyers should receive professional development in different areas such as marketing, client care and contract, presentation skills, and court room etiquette and skills. Additionally, lawyers and their legal support staff members such as paralegals and legal secretaries need to update their knowledge on procedures such as court filing and company registration. Ensuring that a good quality training and development program is in place in a law firm is one of the most effective services a human resource professional can provide. This is also essential to the success of a law firm as a business.

Top law firms are competitive places internally and externally, in order to avoid good lawyers from leaving the law firm, human resources professional need to find ways to keep the employees happy. A way of doing this includes salary and

benefits, but another way of keeping lawyers happy is by providing them with good and continuous training and development to improve their skills and enhance their career.

**Tables and Figures**

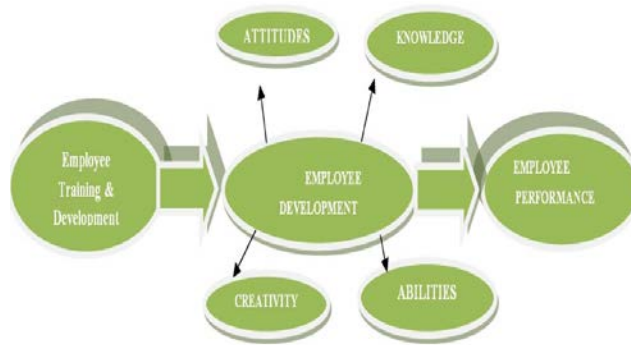


Figure 1: Theoretical Framework

This figure explained the in literature than training and development of employees has a great impact on the performance of the employees as it has a major effect on their attitudes, knowledge, creativity and abilities. The above framework is made to show the impact of training and development on employees’ performance. Training is an important process because employees need to learn new knowledge and skills. “Action learning is a powerful form of training for organizational change because it develops management skills while discovering ways to improve the organization.

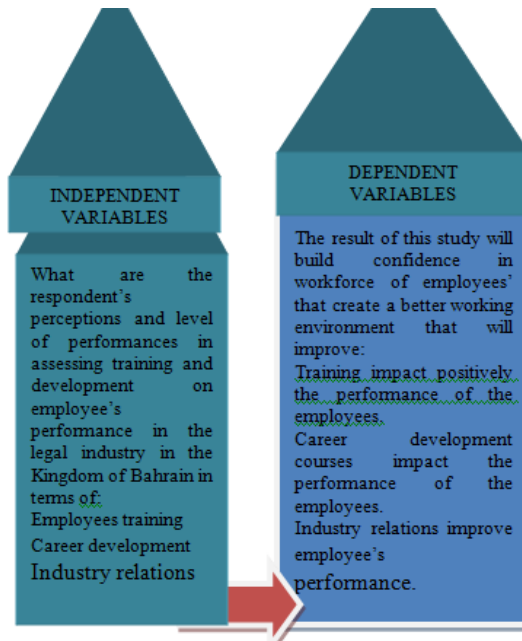


Figure 2 Sources: Conceptual Framework of the Study

**Table 1. The respondent’s perceptions in assessing training and development on employee’s in the legal industry in the Kingdom of Bahrain along with employees training.**

<b>INDICATORS EMPLOYEE TRAINING</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. Increase the knowledge, skills and abilities of employees to meet both present and future needs of the organizations.	3.89	<b>Agree</b>
2. Improve service through in house-training and outside training.	3.94	<b>Agree</b>
3. Training provided regularly to employees needs.	4.04	<b>Agree</b>
4. Establishes fair standard for performance evaluation for the employees for training purposes.	3.82	<b>Agree</b>
5. Scholarship offered by the company to deserving employees.	3.93	<b>Agree</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>3.92</b>	<b>Agree</b>

Table 1 presents the assessment of training and development on employee’s performance in the legal industry in the Kingdom of Bahrain along with employees training. Based on the overall weighted mean of 3.92, respondents agree to assessment of training and development on employee’s performance in the legal industry in the Kingdom of Bahrain along with employees training.

**Table 2 The respondent’s perceptions in assessing training and development on employees in the legal industry in the Kingdom of Bahrain along with career development.**

<b>INDICATORS CAREER DEVELOPMENT</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. The company always plans on employee career growth.	3.85	<b>Agree</b>
2. Employee career development programs offered are linked to each employee’s career needs.	3.75	<b>Agree</b>
3. Career development policy is clearly outlined and known to all employees.	3.60	<b>Agree</b>
4. Company’s motivation to employees with exemplary performance	3.90	<b>Agree</b>
5. The company has provision of career mentors.	3.82	<b>Agree</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>3.74</b>	<b>Agree</b>

Table 2 presents the assessment of training and development on employees in the legal industry in the Kingdom of Bahrain along with career development. Based on the overall weighted mean of 3.74, respondents agree to assessment of training and development on employees in the legal industry in the Kingdom of Bahrain along with career development.

**Table 3 The respondent’s perceptions in assessing training and development on employees performance in the legal industry in the Kingdom of Bahrain along with industry relations.**

<b>INDICATORS INDUSTRY RELATIONS</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. The company always plans on employee career growth.	<b>4.02</b>	<b>Agree</b>
2. Employee career development programs offered are linked to each employee’s career needs.	<b>3.84</b>	<b>Agree</b>
3. Career development policy is clearly outlined and known to all employees.	<b>3.97</b>	<b>Agree</b>
4. Company’s motivation to employees with exemplary performance.	<b>3.92</b>	<b>Agree</b>
5. The company has provision of career mentors.	<b>3.94</b>	<b>Agree</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>3.94</b>	<b>Agree</b>

Table 3 presents the assessment of training and development on employees in the legal industry in the Kingdom of Bahrain along with industry relations. Based on the overall weighted mean of 3.94, respondents agree to assessment of training and development on employees in the legal industry in the Kingdom of Bahrain along with industry relation.

**Table 4 The level of performance as perceived by the respondents in assessing the training and development on employees in the legal industry in the Kingdom of Bahrain along with employees training.**

<b>INDICATORS EMPLOYEE TRAINING</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. Increase the knowledge, skills and abilities of employees to meet both present and future needs of the organizations	3.78	<b>High Level</b>
2. Improve service through in house-training and outside training.	3.89	<b>High Level</b>
3. Training provided regularly to employees needs.	4.17	<b>High Level</b>
4. Establishes fair standard for performance evaluation for the employees for training purposes.	3.75	<b>High Level</b>
5. Scholarship offered by the company to deserving employees.	3.90	<b>High Level</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>3.89</b>	<b>High Level</b>

Table 4 presents the level of performance perceived by the respondents in assessing training and development on employees in the legal industry in the Kingdom of Bahrain along with employees training Based on the overall weighted mean of 3.89, respondents have high level performance perceived by the respondents in assessing training and development on employee’s performance in the legal industry in the Kingdom of Bahrain along with employees training.

**Table 5 The level of performance as perceived by the respondents in assessing the training and development on employees in the legal industry in the Kingdom of Bahrain along with career development**

<b>INDICATORS CAREER DEVELOPMENT</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. The company always plans on employee career growth.	3.85	<b>High Level</b>
2. Employee career development programs offered are linked to each employee’s career needs.	3.98	<b>High Level</b>
3. Career development policy is clearly outlined and known to all employees.	4.15	<b>High Level</b>
4. Company’s motivation to employees with exemplary performance	4.00	<b>High Level</b>
5. The company has provision of career mentors.	4.00	<b>High Level</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>4.00</b>	<b>High Level</b>

Table 5 presents the level of performance perceived by the respondents in assessing training and development on employee’s performance in the legal industry in the Kingdom of Bahrain along with career development Based on the overall weighted mean of 4.00, respondents have high level in the performance perceived by the respondents in assessing training and development on employees in the legal industry in the Kingdom of Bahrain along with career development.

**Figure 6 The level of performance as perceived by the respondents in assessing the training and development on employees in the legal industry in the Kingdom of Bahrain along with industry relations**

<b>INDICATORS INDUSTRY RELATIONS</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. The company always plans on employee career growth	3.89	<b>High Level</b>
2. Employee career development programs offered are linked to each employee’s career needs.	3.82	<b>High Level</b>
3. Career development policy is clearly outlined and known to all employees.	3.83	<b>High Level</b>
4. Company’s motivation to employees with exemplary performance	4.09	<b>High Level</b>
5. The company has provision of career mentors.	3.91	<b>High Level</b>
<b>AVERAGE WEIGHTED MEAN</b>	<b>3.91</b>	<b>High Level</b>

Table 6 presents the level of performance perceived by the respondents in assessing the training and development on employees in the legal industry in the Kingdom of Bahrain along with industry relations. Based on the overall weighted mean of 3.91, respondents have high level in the performance perceived by the respondents in assessing training and development on employees in the legal industry in the Kingdom of Bahrain along with industry relations

**Table 7**  
**Correlation Matrix Between Perceptions and the Level of Performance in Assessing the Training and Development**

	Perception	Performance
Perceptio	1	.740**
n Pearson Correlation		
n Sig. (2-tailed)		.000
N	60	60
Performa	.740**	1
n Pearson Correlation		
n Sig. (2-tailed)	.000	
N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.7 shows the correlation coefficients and the test for significant relationship between perceptions and the level of performance in assessing the training and development. As what can be gleaned from the table, the Pearson correlation value of 0.740 is significant at 0.01 ( $p < 0.01$ ). Thus, there is enough evidence to reject the null hypothesis, there is no a significant relationship between perceptions and the level of performance in assessing the training and development. This finding supports the study of Assessment of Perception in Training and Development on Employee’s in the Legal Industry in the Kingdom of Bahrain

### Conclusions

Based on the significant findings of the study, the following conclusions are drawn: it is evident that there are new lawyers issues that need to be addressed in the company. The findings also lead to the conclusion that they agree and high level with how things are going with the three variables in the performance perceived by the respondents in assessing training and development on employee’s performance in the legal industry in the Kingdom of Bahrain. It is concluded that some of the employee’s issues that need to be address training provided regularly to employee’s needs of that the performance of the company as well as morale and performance of the employees can be maximized.

### Recommendations

On the account of the salient findings and conclusions of this research, the following recommendations are presented: implement flexible working policy that is embedded throughout their work descriptions; provide online legal services also make consumers feel empowered that they can get the documents they need at a lower cost than retaining an attorney; for continuous professional development, employees must provide employees with necessary training which can make them more productive. In some cases, it mean giving new employees extensive orientation training to help them in the translation into organizational culture; create respect and friendly work environments where new lawyers seeking help to the seniors; and practices to make diversity programs effective and successful active senior partner involvement, a well-designed and monitored plan, incentives for staff participation, access to a trusted feedback channel for attorneys.

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