DESIGNING AN EFFECTIVE TRAINING PROCESS
A CASE STUDY
AT SOHAR DEVELOPMENT OFFICE
SUTANATE OF OMAN

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DOCTOR OF PHILOSOPHY
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ABSTRACT

Sohar Development Office (SDO), in the Sultanate of Oman, has invested time and resources on administrative training. Seemingly, this study explores the extent to which the seven conditions for a training process are being implemented at SDO so as to make the training effective. It specifically examines the relationship between the seven conditions which represent the independent variables and the training process. This research employed both quantitative and qualitative techniques, a questionnaire and an in-depth interview employing items that attempt to identify the respondents’ perceptions of training. The seven conditions are needs assessment analysis (NA), readiness for training (RT), the learning environment (LE), transfer of training (TT), evaluation plan (EP), training method (TM) and monitoring and evaluation of training (ME). Based on regression analysis, NA, RT, EP, and TM are significantly related to effective training process while LE, TT and ME are not significant, thus confirming an earlier assumption that a poor traditional training design tends to thwart innovation and change. The study finally recommends an improved training process, with an action plan to overcome the deficiencies, among them include an improved job description that defines the job in terms of its purposes, key functions, and required tasks and competences that are necessary to carry it out. The study equally proposes that future research should look into the socio-cultural factors that impact training processes in the designing of effective training programmes. The investigation equally highlights the importance of on-the-job training, as a less costly and more effective alternative to off-the-job training, technical training, and e-training in matching high-end information technological tools such as modelling, instructions, and repairs.

Keywords: Needs Assessment Analysis, Training Design, Training Process.
ABSTRAK


Katakunci: Analisis Keperluan Penilaian, Proses Latihan, Reka Bentuk Latihan
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## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>TABLES</td>
<td>x</td>
</tr>
<tr>
<td>FIGURES</td>
<td>xi</td>
</tr>
<tr>
<td>ABBREVIATIONS</td>
<td>xii</td>
</tr>
<tr>
<td>PREFACE</td>
<td>xiii</td>
</tr>
</tbody>
</table>

### CHAPTER ONE: INTRODUCTION  1

1.1 Introduction  1
1.2 Problem Statement  6
1.3 Research Questions  11
1.4 Objective of the Study  11
1.5 Scope of the Study  11
1.6 Significance of the Study  12
1.6.1 Theoretical Contribution  13
1.6.2 Practical Contribution  14
1.7 Theoretical Basic Framework  14
1.8 Operational Definitions  17
1.9 Research Framework  19
1.10 Hypothesis Development  21
1.10.1 Hypothesis Statements  21
1.11 Study Limitations  22
1.12 Chapterisation  23
1.13 Conclusion  25

### CHAPTER TWO: BACKGROUND OF SOHAR DEVELOPMENT OFFICE  27

2.1 Introduction  27
2.2 Background Information on Sohar  27
2.2.1 Geography and Population  27
2.2.2 Historical Background  27
2.2.3 Sohar at Present  28
2.3 Sohar Development Office (SDO) - An Overview  29
2.3.1 Financial Support  33
2.4 Conclusion  35

### CHAPTER THREE: LITERATURE REVIEW  36

3.1 Introduction  36
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>The Training Process</td>
<td>37</td>
</tr>
<tr>
<td>3.3</td>
<td>Needs Assessment</td>
<td>54</td>
</tr>
<tr>
<td>3.3.1</td>
<td>Organisational Training Needs</td>
<td>55</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Job Training Needs Analysis</td>
<td>56</td>
</tr>
<tr>
<td>3.3.3</td>
<td>Individual Needs Analysis</td>
<td>57</td>
</tr>
<tr>
<td>3.3.4</td>
<td>Performance Appraisal</td>
<td>60</td>
</tr>
<tr>
<td>3.3.5</td>
<td>Training Objectives</td>
<td>61</td>
</tr>
<tr>
<td>3.3.6</td>
<td>Training Plan</td>
<td>62</td>
</tr>
<tr>
<td>3.4</td>
<td>Readiness for Trainees: Motivation, Attitude and Role</td>
<td>63</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Motivation Theories</td>
<td>63</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Motivational Factors</td>
<td>65</td>
</tr>
<tr>
<td>3.5</td>
<td>Learning Environment</td>
<td>68</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Work Environment</td>
<td>68</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Role Clarity and Ambiguity</td>
<td>68</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Reward System</td>
<td>69</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Trainee's Role</td>
<td>70</td>
</tr>
<tr>
<td>3.6</td>
<td>Training Method</td>
<td>71</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Trainer's Characteristics</td>
<td>71</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Trainer's Knowledge and Competences</td>
<td>72</td>
</tr>
<tr>
<td>3.6.3</td>
<td>Trainer's Role and Responsibilities</td>
<td>72</td>
</tr>
<tr>
<td>3.7</td>
<td>Transfer of Training</td>
<td>76</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Responsibility for Transfer</td>
<td>76</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Barriers to Transfer</td>
<td>78</td>
</tr>
<tr>
<td>3.7.3</td>
<td>Transfer of Training Models</td>
<td>79</td>
</tr>
<tr>
<td>3.8</td>
<td>Evaluating Training Effectiveness</td>
<td>80</td>
</tr>
<tr>
<td>3.8.1</td>
<td>What is Evaluation?</td>
<td>81</td>
</tr>
<tr>
<td>3.8.2</td>
<td>Who Carries out Evaluation?</td>
<td>83</td>
</tr>
<tr>
<td>3.8.3</td>
<td>Evaluation Design</td>
<td>84</td>
</tr>
<tr>
<td>3.8.4</td>
<td>Evaluation Approaches</td>
<td>85</td>
</tr>
<tr>
<td>3.9</td>
<td>Monitoring and Evaluation of Training</td>
<td>94</td>
</tr>
<tr>
<td>3.9.1</td>
<td>Learning Outcomes</td>
<td>94</td>
</tr>
<tr>
<td>3.9.2</td>
<td>Active Learning</td>
<td>95</td>
</tr>
<tr>
<td>3.10</td>
<td>Conclusion</td>
<td>96</td>
</tr>
</tbody>
</table>

**CHAPTER FOUR: METHODOLOGY**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Introduction</td>
<td>98</td>
</tr>
<tr>
<td>4.2</td>
<td>Research Design</td>
<td>98</td>
</tr>
<tr>
<td>4.3</td>
<td>Qualitative Design</td>
<td>100</td>
</tr>
<tr>
<td>4.3.1</td>
<td>The Interview</td>
<td>100</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Face-to-Face and Focus Group Discussion Interview</td>
<td>102</td>
</tr>
<tr>
<td>4.3.3</td>
<td>Background Work Before Conducting Interview</td>
<td>102</td>
</tr>
<tr>
<td>4.4</td>
<td>Quantitative Design</td>
<td>103</td>
</tr>
<tr>
<td>4.5</td>
<td>Instrumentation</td>
<td>103</td>
</tr>
<tr>
<td>4.5.1</td>
<td>Validity of Instruments</td>
<td>104</td>
</tr>
<tr>
<td>4.5.2</td>
<td>Reliability of Instruments</td>
<td>105</td>
</tr>
<tr>
<td>4.6</td>
<td>The Questionnaires</td>
<td>106</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Data Collection Procedures</td>
<td>107</td>
<td></td>
</tr>
<tr>
<td>Population and Sampling</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Sampling</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Data Analysis</td>
<td>113</td>
<td></td>
</tr>
<tr>
<td>Conclusion</td>
<td>114</td>
<td></td>
</tr>
<tr>
<td>CHAPTER FIVE: QUALITATIVE DATA ANALYSIS</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>4.7 Data Collection Procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8 Population and Sampling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8.1 Population</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8.2 Sampling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.9 Data Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.10 Conclusion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Introduction</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>5.2 The Interview Findings</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>5.2.1 Needs Assessment</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>5.2.2 Employees' Readiness for Training</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>5.2.3 Learning Environment</td>
<td>123</td>
<td></td>
</tr>
<tr>
<td>5.2.4 Transfer of Training</td>
<td>124</td>
<td></td>
</tr>
<tr>
<td>5.2.5 Evaluation Plan</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>5.2.6 Training Method</td>
<td>129</td>
<td></td>
</tr>
<tr>
<td>5.2.7 Monitoring and Evaluating the Programme</td>
<td>131</td>
<td></td>
</tr>
<tr>
<td>5.2.8 Dependent variable, &quot;Effective Training Process”</td>
<td>133</td>
<td></td>
</tr>
<tr>
<td>5.3 Conclusion</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>CHAPTER SIX: QUANTITATIVE DATA ANALYSIS</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>6.1 Introduction</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>6.2 Reliability Test in the Pilot Study</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>6.3 Data Screening and Preliminary Analysis</td>
<td>139</td>
<td></td>
</tr>
<tr>
<td>6.3.1 Missing Data</td>
<td>139</td>
<td></td>
</tr>
<tr>
<td>6.3.2 Outliers Detection and Treatment (Mahalanobis Distance)</td>
<td>139</td>
<td></td>
</tr>
<tr>
<td>6.4 Reliability Test in the Main Study</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>6.5 The Questionnaire Findings  &quot;Descriptive Analysis&quot;</td>
<td>143</td>
<td></td>
</tr>
<tr>
<td>6.5.1 Demographic Variables</td>
<td>144</td>
<td></td>
</tr>
<tr>
<td>6.5.2 Descriptive Analysis to Main Questions</td>
<td>148</td>
<td></td>
</tr>
<tr>
<td>6.5.2.1 Needs Assessment</td>
<td>149</td>
<td></td>
</tr>
<tr>
<td>6.5.2.2 Readiness for Training</td>
<td>151</td>
<td></td>
</tr>
<tr>
<td>6.5.2.3 Learning Environment</td>
<td>153</td>
<td></td>
</tr>
<tr>
<td>6.5.2.4 Transfer of Training</td>
<td>154</td>
<td></td>
</tr>
<tr>
<td>6.5.2.5 Evaluation Plan</td>
<td>155</td>
<td></td>
</tr>
<tr>
<td>6.5.2.6 Training Method</td>
<td>158</td>
<td></td>
</tr>
<tr>
<td>6.5.2.7 Monitoring and Evaluating the Programme</td>
<td>159</td>
<td></td>
</tr>
<tr>
<td>6.5.2.8 Dependent Variables (Effective Training Process)</td>
<td>160</td>
<td></td>
</tr>
<tr>
<td>6.6 Inferential Analysis</td>
<td>163</td>
<td></td>
</tr>
<tr>
<td>6.6.1 Correlation Analysis</td>
<td>163</td>
<td></td>
</tr>
<tr>
<td>6.6.2 Regression Analysis</td>
<td>166</td>
<td></td>
</tr>
<tr>
<td>6.7 Testing of the Hypothesis</td>
<td>169</td>
<td></td>
</tr>
<tr>
<td>6.8 Conclusion</td>
<td>174</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER SEVEN: DISCUSSIONS 175

7.1 Introduction 175
7.2 Summary 176
7.2.1 Personal Information 176
7.2.2 Training Plan and Objectives 179
7.2.3 Needs Assessment 181
7.2.4 Readiness for Training 186
7.2.5 Learning Environment 187
7.2.6 Evaluation Plan 191
7.2.7 Post-Training job Performance 196
7.2.8 Transfer of Training 198
7.3 Correlation and Regression Analysis 203
7.4 Conclusion 207

CHAPTER EIGHT: CONCLUSION AND RECOMMENDATIONS 208

8.1 Introduction 208
8.2 Summary 209
8.2.1 Training Plan and Objectives 210
8.2.2 Needs Assessment 211
8.2.3 Training Design 212
8.2.4 Readiness for Training 212
8.2.5 Training Methods 213
8.2.6 Evaluation 213
8.3 Recommendation 215
8.4 Suggestion for Further Research 222
8.5 Conclusions 222

BIBLIOGRAPHY 224

APPENDICES 249

Appendix 1: Oman Map 249
Appendix 2: Sohar Map 250
Appendix 3: Training and Development Lead Body's National Standards for Training and Development (TDLB) 251
Appendix 4: National Vocational Qualifications 254
Appendix 5: Learning outcomes and supportive learning conditions and instructional events 256
Appendix 6: Questionnaires 257
Appendix 7: Interviews 266
Appendix 8: Interviews List 268
Appendix 9: SPSS output 271
Appendix 10: Regression between Each Independent Variables and Dependent Variable 288
Appendix 11: SPSS Output for Regression between all Independent Variables and Dependent Variable 317
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1 Training Record</td>
<td>7</td>
</tr>
<tr>
<td>Table 1.2 Operational Definition</td>
<td>17</td>
</tr>
<tr>
<td>Table 2.1 SDO Annual Budget</td>
<td>34</td>
</tr>
<tr>
<td>Table 3.1 Summary of Training Models</td>
<td>52</td>
</tr>
<tr>
<td>Table 3.2 Three Levels of Identifying Training Needs</td>
<td>55</td>
</tr>
<tr>
<td>Table 3.3 Model Set of Questions to Address Problems</td>
<td>61</td>
</tr>
<tr>
<td>Table 3.4 Summary of Motivation Theories</td>
<td>64</td>
</tr>
<tr>
<td>Table 3.5 Factors Affecting Motivation in Organisational Settings</td>
<td>65</td>
</tr>
<tr>
<td>Table 3.6 Strategies for the Transfer of Training</td>
<td>77</td>
</tr>
<tr>
<td>Table 3.7 Evaluation Levels and Objectives</td>
<td>88</td>
</tr>
<tr>
<td>Table 3.8 Data Collection Plan</td>
<td>89</td>
</tr>
<tr>
<td>Table 3.9 A Semantic Differential (The Concept of Participative Management)</td>
<td>92</td>
</tr>
<tr>
<td>Table 4.1 Sample Distribution across Departments</td>
<td>108</td>
</tr>
<tr>
<td>Table 4.2 Interview Participants</td>
<td>109</td>
</tr>
<tr>
<td>Table 6.1 Summary of Reliability Test for Independent Variables of the Pilot Study</td>
<td>138</td>
</tr>
<tr>
<td>Table 6.2 Reliability Measurement in the Main Study</td>
<td>142</td>
</tr>
<tr>
<td>Table 6.3 Number and Rate of Participants According to Position</td>
<td>143</td>
</tr>
<tr>
<td>Table 6.4 Sample Distribution by Gender</td>
<td>144</td>
</tr>
<tr>
<td>Table 6.5 Sample Distributions by Age</td>
<td>145</td>
</tr>
<tr>
<td>Table 6.6 Sample Distribution by Qualification</td>
<td>146</td>
</tr>
<tr>
<td>Table 6.7 Length of Service</td>
<td>146</td>
</tr>
<tr>
<td>Table 6.8 Number of Training Programmes Attended in Year (2009)</td>
<td>147</td>
</tr>
<tr>
<td>Table 6.9 Number of Training Programmes Attended Last Two Years</td>
<td>148</td>
</tr>
<tr>
<td>Table 6.10 Responses to Independent Needs Assessment Variables' Questions</td>
<td>149</td>
</tr>
<tr>
<td>Table 6.11 Responses to Independent Readiness for Training Variables' Questions</td>
<td>151</td>
</tr>
<tr>
<td>Table 6.12 Responses to Independent Learning Environment Variables' Questions</td>
<td>153</td>
</tr>
<tr>
<td>Table 6.13 Responses to Independent Transfer of Training Variables Questions</td>
<td>154</td>
</tr>
<tr>
<td>Table 6.14 Responses to Independent Evaluation Plan Variables' Questions</td>
<td>156</td>
</tr>
<tr>
<td>Table 6.15 Responses to Independent Training Method Variables' Questions</td>
<td>158</td>
</tr>
<tr>
<td>Table 6.16 Responses to Independent Monitoring and Evaluating the Programmes Variables' Questions</td>
<td>159</td>
</tr>
<tr>
<td>Table 6.17 Responses to Dependent Variable &quot;Effectiveness of Training&quot; Questions</td>
<td>160</td>
</tr>
<tr>
<td>Table 6.18 Correlation Table</td>
<td>165</td>
</tr>
<tr>
<td>Table 6.19 Summary of Results from Correlation</td>
<td>166</td>
</tr>
<tr>
<td>Table 6.20 Regression Model for Independent Variables and Dependent Variables</td>
<td>167</td>
</tr>
<tr>
<td>Table 6.21 Summary of Results from Regression</td>
<td>174</td>
</tr>
</tbody>
</table>
# FIGURES

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1 Training Design Process &quot;Theoretical Basic Framework&quot;</td>
<td>16</td>
</tr>
<tr>
<td>Figure 1.2 Research Framework</td>
<td>20</td>
</tr>
<tr>
<td>Figure 1.3 Hypothesis</td>
<td>21</td>
</tr>
<tr>
<td>Figure 1.4 Chapterization</td>
<td>25</td>
</tr>
<tr>
<td>Figure 2.1 SDO's Chart</td>
<td>31</td>
</tr>
<tr>
<td>Figure 2.2 Water Department's Chart</td>
<td>32</td>
</tr>
<tr>
<td>Figure 3.1 A Four-Stage Training Model</td>
<td>39</td>
</tr>
<tr>
<td>Figure 3.2 The Training Cycle</td>
<td>39</td>
</tr>
<tr>
<td>Figure 3.3 TIER Model</td>
<td>40</td>
</tr>
<tr>
<td>Figure 3.4 Systematic Training Process</td>
<td>41</td>
</tr>
<tr>
<td>Figure 3.5 The ISD Model</td>
<td>43</td>
</tr>
<tr>
<td>Figure 3.6 The Training Process</td>
<td>44</td>
</tr>
<tr>
<td>Figure 3.7 The Training Process</td>
<td>45</td>
</tr>
<tr>
<td>Figure 3.8 Diagram of Training Process</td>
<td>48</td>
</tr>
<tr>
<td>Figure 3.9 A systematic Training and Development Model</td>
<td>49</td>
</tr>
<tr>
<td>Figure 3.10 Training Process</td>
<td>50</td>
</tr>
<tr>
<td>Figure 3.11 A Systematic Training Cycle</td>
<td>51</td>
</tr>
<tr>
<td>Figure 3.12 General Trainer Roles</td>
<td>76</td>
</tr>
<tr>
<td>Figure 3.13 Learning and Transfer Model</td>
<td>80</td>
</tr>
<tr>
<td>Figure 3.14 The Central Role of Evaluation in the Training Cycle</td>
<td>82</td>
</tr>
<tr>
<td>Figure 6.1 The Model Estimate</td>
<td>169</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information System</td>
</tr>
<tr>
<td>IPA</td>
<td>Institute of Public Administration</td>
</tr>
<tr>
<td>ISD</td>
<td>Instructional Systems Development</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>LSC</td>
<td>Legal Services Commission</td>
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<tr>
<td>MCS</td>
<td>Ministry of Civil Service</td>
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<tr>
<td>MSC</td>
<td>Manpower Service Commission</td>
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<tr>
<td>NIOSH</td>
<td>National Institute for Occupational Safety and Health</td>
</tr>
<tr>
<td>NVQ</td>
<td>National Vocational Qualifications</td>
</tr>
<tr>
<td>PDO</td>
<td>Petroleum Development Oman Company</td>
</tr>
<tr>
<td>PJDP</td>
<td>Pacific Judicial Development Program</td>
</tr>
<tr>
<td>RO</td>
<td>Rial Omani</td>
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<tr>
<td>SDO</td>
<td>Sohar Development Office</td>
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<td>SEPO</td>
<td>Systems Engineering Process Office</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TD</td>
<td>Training Department</td>
</tr>
<tr>
<td>TIER</td>
<td>Training Interventional Effectiveness Research</td>
</tr>
</tbody>
</table>
PREFACE

Khadeem Ali Dhahi Al-Omrani is a Civil Engineer. Right after his graduation from the University of Wales —College of Cardiff— UK in June 1991 he joined the Water and Landscaping Department of SDO, which falls under the jurisdiction of the Diwan of the Royal Court, as an Area Engineer. His duties involve looking after technical issues such as house water connection work, water wells drilling, pumps installations, projects supervising, projects implementation, preparing BOQs, selecting materials, as well as maintenance works. In 1997 the above Department split into the Water Department and the Landscaping & Gardening Department. At the same time he was appointed both as Deputy Director of the Water Department, which added administrative work to his responsibilities, and as an Engineer at the Landscaping & Gardening Department looking after technical issues such as irrigation pumps installation, landscaping maintenance, project supervision, preparing BOQs, planning projects, selecting materials as well as other administrative duties.

In February 2004, he registered for an MBA at his own expense at the School of Business, University of Hull, UK and graduated in July 2006. In June 2006 he was appointed Director of the Water Department and Supervisor for the Landscaping & Gardening Department. He is equally a member of the following committees: the Tender committee, the Technical committee, the Projects Supervision committee, the Five-Year Planning committee, the Human Resource Development committee, the Advance Metering Infrastructure committee within the Public Authority for Water and
Electricity", the Industrial States Water Study committee within the Industrial States Authority. He is equally heads the Social Housing Committee in SDO, and co-headed the study and building of several dams in the Sohar Area within the Regional Municipalities and Water Resources.

In June 2008, he registered for a PhD at his own expense at the Faculty of law Government and International Studies, University Utara Malaysia.
CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

In today's environment of increased accountability, training becomes part of a global organizational management. Organizations administrating the training programme are not only accountable for what employees learn, they also are accountable for ensuring that employees transfer their knowledge to their work performance reducing by so doing the employees complaint that they are not offered the opportunity to handle new technology. But the high costs of training and development led some organizations to disregard training for their employees. Other organisations, however, have no choice but to send their employees to training. For many years the field of training adopted a conventional trainer-centered approach whereby the trainer represents the focal point around which the entire training process revolves, while learners were relegated to a passive role. However, the field is undergoing many rapid changes in an effort to adapt to an ever changing world and galloping technology. To meet these challenges, new learning process and methods are devised to cover what have become essential work-related skills, techniques and knowledge. However, to be achieved, these changes have to be followed by an evolution in corporate attitudes and expectations about what 'training' is, a not so easy task in the light of the inertia affecting most organizations’ perception of 'training', a perception that typically confines training to work skills.

Training and efficiency are directly proportional. When trained appropriately, employees are able to perform more efficiently. Conversely, an institution that has little
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BIBLIOGRAPHY


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