

**The Thesis of the
PhD dissertation**

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**The impact of Training on the Development of
Human Resources in Qatari public sectors**

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1. Introduction

1.1 Introduction and Background of the Study

This research assesses the impact of training on developing human resources in the field of work three Qatari organizations: The Ministry of Culture and Sports, the Ministry of Administrative Development, Labour and Social Affairs, and the Public Works Authority (Ashghal), which is in charge of managing and delivering projects and public amenities related to infrastructure in the country such as roads, highways, schools, and draining systems.

These organizations give training to their employees a priority to enhance their professional development and improve their performance which is consequently reflected on the national development of Qatar. Also, based on case studies in my place of work at the Ministry of Culture and Sport and afore-mentioned two other key organizations in Qatar, I feel very interested to expound and do more in-depth research on this topic in my PhD. As I work in the Training Department at the Ministry of Culture and Sports in Doha Qatar, I feel that this topic is much related to my job description especially that I intend to have more developed research study that can contribute effectively to benefiting my business organization and other organizations in Qatar. As I have theoretical background and experience in training, I can find more literature review on this area and get more primary data from these organizations to make relevant comparison and to gain more insight in this field. For example, I have access to get data from different organizations such as my organization, the Ministry of Culture and Sports, the Ministry of Development, and Ashghal - Public Works Authority in the country to determine different factors of training and to try to evaluate how training is performed and perceived in these organization

and how it can be shared among other organizations such as the Ministry of Culture and Sports.

The research aimed to demonstrate the important impact of the training process on work efficiency and quality of production in all areas. The research also examined the importance of the human element in business. The human element is the essential element of efficiency and performance in the organization. The importance of preparation and training in the management of human resources is a key factor in enhancing the efficiency and effectiveness of different organizations of all sizes, activities, objectives, and nature of work. Thus, training has a role in the preparation and training of suitable human cadres in terms of the ability to absorb science, knowledge, skills, technical and technological technology and scientific and practical practices at a faster rate so as to pursue the continuous development and follow-up of development needs, concepts and dimensions to achieve greater developmental potentials.

1.2 Human Resource in Qatar

Human resources in Qatar for both public and private sectors witness great changes due to different factors among which are globalization, the country development, and the adaptation of international standards (Al-Sulaiti, 2018).

1.2.1 Private Sector

As is the case in the countries of the world, private organizations belong to the private sector such as hotels, tourism agencies, civil factories and others.

They are companies that are personally owned by individuals and are not linked to the state's government or any of its institutions. In Qatar, the private sector is related to a group of professions and jobs in which an individual or group of individuals works and is related to the experiences and skills acquired, whether depending on vocational training or academic education, and the private sector contributes to providing income to individuals through the existence of a range of job opportunities within private enterprises. The fields of work in the private sector are divided into the following two parts: The first one is individual work, which is a group of work carried out by individuals individually, without the help of other persons, and this field is one of the oldest areas of private work (Al-Sulaiti, 2018). Therefore, individuals worked in many productive, industrial, crafts, and commercial professions that contributed to building the economic sector, and also contributed to a significant change in society. Many families were known by the names of the professions in which they worked, such as: carpenter, blacksmith, tailor, barber, and perfumer. The second one is group work which is one of the most common areas of private work. It depends on the presence of more than one person responsible for the facility, and its capital. It also contains more than one employee to do business, which is divided into departments and specialized units, and this area is one of the areas that keep pace with modern productive, industrial, commercial, and service developments. With the development of ideas and economic projects since the middle of the twentieth century AD, and until this time, this has led to dependence on the strengthening of the role of private companies, which have become one of the most important elements of the private sector, contributing to providing many products, services, and industries that are beneficial to individuals, and examples of private sector companies banks, telecommunications companies, insurance institutions, and others (Al-Sulaiti, 2018).

Regarding the policies in the private sector in Qatar, according to Mr. Mohammed Shaji, the Head of Human Resources Department in Fraser Suites Doha, private sector in Qatar such as hotels abide by the Qatari labor law regarding the rights of workforce working in the private organizations such as the lowest salary, annual vacation in private sector for 30 days. Although the salary policies in the private sectors are different from public sectors which are based on categories, the private sector salaries are competitively given. Nevertheless, there is a limit which should not go beyond which it is related to the lowest salaries. According to Al-Sulaiti (2018), the private organizations in Qatar are obliged to abide by the labor law of the state of Qatar. However, they have their own ways of different areas like recruitment and selection procedures. Yet, there are minimum required conditions which have to be achieved when it comes to basic salary, vacation days, sick leave, contract conditions, accommodation and allowances (Al-sharq.2020).

Furthermore, the Labour Law (2017) in Qatar is enforced in private organizations not only in salaries and vacation but in some other areas such as training. The employees in the private sector have the right to get enough training to satisfy their needs, enhance their performance and consequently leads to the benefit of the organization. When it comes to hospitality sector, for example, according to Mr. Mohammed Shaji, employees get different training programs and courses such as job-related training, work safety, basic first aid, basic food hygiene, handling guests with special needs, leadership training, improving guest experience, supervisory skills development, marketing, and sales, etc.)Al-Sulaiti, 2018).

Private Sector				
Qatari		Non-Qatari		
Female	Male	Female	Male	
				1
30%		13%	87%	2

Table1. Number of employees in private sector. (Lusail News, 2020)

The table shows the number of Qatari and non-Qatari workers in the private sector. As shown in the table above, it can be recognized that the number of Qataris in the private sector is low. This indicates that Qataris do not prefer working in the private sector. The government in Qatar has decided to raise the percentage of 60% by providing citizens with privileges that include giving them distinguished salaries, housing allowances, health insurance, and bearing the expenses of educating children in private schools. (Ghanim, 2020).

As said earlier that the salaries policies are applied differently in the private sectors on a competitive base, this indicates that salaries and other rights range from one organization to another. For example, when it comes to international organizations working in Qatar, particularly in oil and gas, it can be found that more international standards are applied and the situation is much better from the local private companies subjected to the labor law. While the international organization like TOTAL, Shell, and ExxonMobil take the best and the highest from the law and adopt policies applied in their other branches worldwide, many local companies take the lowest from the law (Qatar Labor Law, 2017). This makes the international organizations better in terms of incentives policies, allowances, salaries, overtime paid hours, etc. Such variations make a big difference between the employees working in local companies and the employees working private international companies in the same country (Husam Suleiman,2009). An electrician who works in an international company in Qatar may take up to \$6000 per month while an electrician, wish

same qualifications and experience, who works in a local company may take about \$1000. Nevertheless, both companies are regarded to abide by the Qatari labor law.

However, according to (International tradecentre,2020) more updates and developments have been taken place to improve the rights of the employees working in the private sector in terms of the human resources policies and practices.

According to International Labour Organization (2020), the State of Qatar has adopted fundamental changes in its labor market, so it canceled the requirement for migrant workers to obtain permission from their employer in case they want to change their employer, and it has also become the first country in the Middle East to adopt a non-discriminatory minimum wage (Peninsula, 2020). Following the adoption of Law No. (18) of 2020 on August 30, 2020, migrant workers are able to change their employer before the end of their contract without first obtaining a no objection certificate from their employer. This law, coupled with the revocation of the exit permit that was adopted earlier this year, effectively eliminates the sponsorship system and marks the beginning of a new era for the labor market in Qatar (Online Qatar,2019). In parallel, Law No. (17) of 2020 was also adopted today, which establishes a minimum wage of 1,000 Qatari riyals, and it will enter into force six months after the law was published in the Official Gazette. It applies to all workers, nationalities, and sectors, including domestic workers. In addition to the basic minimum wage, employers must ensure that workers have decent housing and food conditions. The law stipulates that employers must pay a food allowance of no less than 300 riyals, and a housing allowance of not less than 500 riyals. If they do not directly secure this for the workers, a step that helps ensure decent housing standards for the workers.

The adoption of these two laws helps the transition towards a more skilled and productive workforce, which is a key goal in Qatar's National Vision 2030 (Gulf times,2020). They will also contribute to supporting the economic recovery after the Covid-19 crisis, and the growth of the economy in the longer term (Lusail news,2020). The Director-General of the International Labor Organization, Guy Ryder, noted, "Qatar has fulfilled its promise to adopt these historic changes. It has promised to give workers more freedom, and employers more options. Workers and governments together with the International Labor Organization to promote decent work for all. ". In addition to canceling the NOC, the adoption of Law No. 19 of 2020 brings more clarity regarding termination of employment. In order to terminate an employment contract and change employment, workers must submit a written notice at least one month in advance if they have worked for the concerned employer for two years or less, and two months before they have worked for the employer concerned for more than two years. The Minister of Administrative Development, Labor and Social Affairs, Mr. Yusuf bin Muhammad Al-Othman Fakhro, said, "The State of Qatar is committed to building a modern and dynamic labor market. Both." (International Labor Organization,2020). The increased freedom of labor movement is expected to bring multiple benefits to Qatar, as it moves towards a knowledge-based economy. Employers will be able to recruit workers with local experience instead of recruiting them from abroad, which will contribute to greatly reducing recruitment costs. Greater freedom of movement in the labor market creates additional opportunities and increases worker satisfaction with their jobs. The adoption of a non-discriminatory minimum wage will directly target around 400,000 workers in the private sector and improve the lives of family members of millions of workers in countries of origin thanks to the increase in remittances.

To ensure compliance with the minimum wage, the government is strengthening the monitoring process for violations, imposing penalties more quickly, and strengthening the capacity of inspectors. ITUC Secretary General Sharan Buru said, “This is very good news for migrant workers in Qatar. The leadership that Qatar has demonstrated in dismantling the sponsorship system and adopting a minimum wage is what all workers have been waiting for a long time. The federation expresses its willingness to support the government of Qatar in implementing this historic step and ensuring that all workers are aware of the new rules and benefit from them. Other countries in the region should follow the example of Qatar (International Labour Organization, 2020).

1.2.2 Human Resources in Public Organizations

Detailed information associated with budgets on jobs such as job creation, description, classification criteria, promotions, and recruitment are provided by the HR law. Priority is given to the nationals in public organization when it comes to areas like recruitment and selection. The second priority is given to the individuals whose mothers are Qatari and the GCC people. Then, the opportunity is given to other nationalities. Age of employment is 18 based on the qualification, and job requirements to match the given job. Three months should be passed successfully during the test period so that the contract can be valid for the newly appointed employees (Hukoomi, 2016).

1.3 History of Training in Qatar

In the past, training and development in Qatar were under the sponsorship and support of the civil service center which was allocated to receive application for jobs in the government sector.

The center was in charge of training and preparing new employees to acquire some introductory course like ICDEL and administrative tasks, so they become better prepared to perform their work (Al-Naimi,2020).

However, in the year1997, based on the directions for employee development, the Training Department was established in the Ministry of Labor and the training of all employees was transferred to them. The aim was to provide more profound and specialized training for the employees and enable them to acquire more advanced skills, and concepts related to their jobs and work ethics (Al-Naimi,2020).

Training was optional and not mandatory; however, in the year 2015, it became compulsory. It was set to encourage employees to participate and attend training programs so that they have continuous training. Training hours have been set for each job degree, which all employees must pass first and then they can receive a promotion at work. In the year 2008, the comprehensive development vision for the State of Qatar, “Qatar Vision 2030” was set, developed and adopted to have sustainable development among which human development is a key pillar of this vision. Thus, training was linked to human development that aims to develop the population of Qatar so that they can be enabled to be a prosperous society (Al-Naimi,2020).

1.4 Research Objective:

The research aimed` to demonstrate the important impact of the training process on work efficiency and quality of production in all areas.

The research also examined the importance of the human element in business. The human element is the essential element of efficiency and performance in the organization. The importance of preparation and training in the management of human resources is a key factor in enhancing the efficiency and effectiveness of different organizations of all sizes, activities, objectives, and nature of work.

Thus, training has a role in the preparation and training of suitable human cadres in terms of the ability to absorb science, knowledge, skills, technical and technological technology and scientific and practical practices at a faster rate so as to pursue the continuous development and follow-up of development needs, concepts and dimensions to achieve greater developmental potentials.

This research aimed to identify to what extent training has impact on the development of human resources in Qatari governmental organizations: The Ministry of Culture and Sports, the Ministry of Administrative Development, Labour and Social Affairs, and the Public Works Authority (Ashghal). Focus was on seeking to find out how well the employees benefit from training and application of skills in the workplace in Qatari public organizations, and to identify the importance of training and its effectiveness to employees working in Qatari public organizations. It was also investigated how far positive environment could help to enhance employees' creativity and improve their productivity.

This could be assessed by involving a sample of 250 employees working in these organizations and interviewing three key people involved in decision making and managing training and developments.

Associated with the evaluation of the benefits of training and application of skills in the workplace in the organization, there are still about one fifth of the surveyed employees consider themselves not benefiting enough from the training programs and courses provided by their organizations. With reference to the evaluation of the importance of training and its effectiveness to employees working the organization, up to about one quarter of the employees did not regard the training programs effective enough. Furthermore, up to about one quarter of the surveyed employees did not consider the work environment enough positive to help to enhance the employees' creativity and improve employees' performance and productivity.

2. Materials and Methods

2.1 Hypothesis

H1: Employees benefit from training and application of skills in the workplace in Qatari public organizations in terms of improving their performance.

H2: Training provided to the employees working in Qatari public organizations is significant to these organizations.

H3: Training and development programs provided by the public organizations in Qatar are job-related.

H4: There is no significant relationship between training and development programs in the organization and the effectiveness of employees training.

2.2 The Empirical Research

The study focuses on three large organizations in Qatar working in different sectors: culture, sport, employment, social affairs, training, development and constructions. They employ up to 20,000 employees in total. The three organizations are public under the support of the government in all areas including finance, and human resources.

Convenience sampling was selected for this research. Convenience sampling is a non-probability sampling type that requires a sample which is drawn from a population part based on their availability (A. N. Evans & Rooney, 2008). This method was selected, because the participants could be reached to be involved in the study based on their availability. This helped to reach the targeted number of respondents in these three organizations easily. A sample of 250 employees were targeted to be reached and surveyed. An effort was made to reach employees working in diverse positions at different departments. This could help to give more validity to the study.

2.3 The Method of Empirical Research

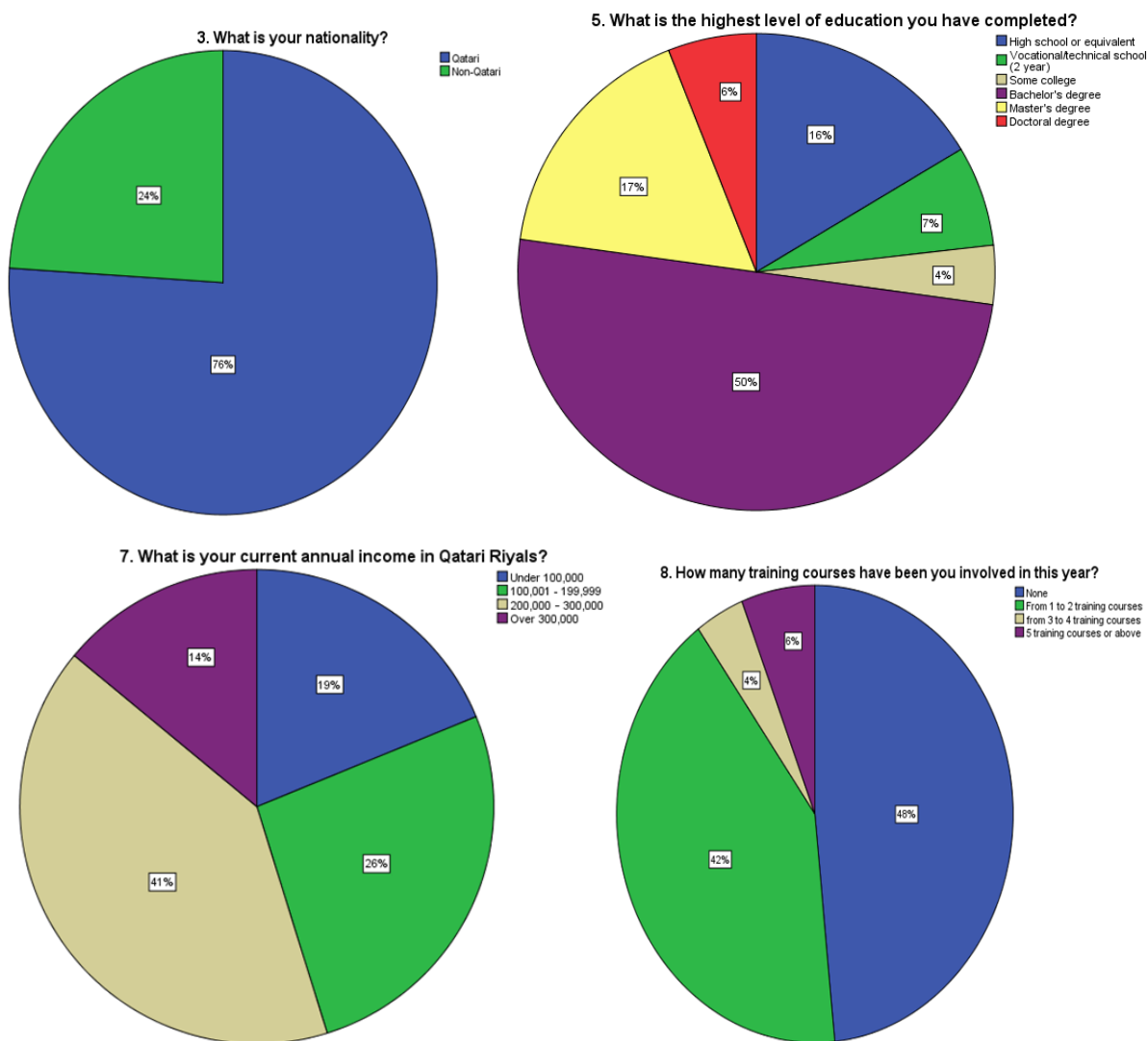
According to Martocchio (2007), one of two research designs are employed in a study: cross-sectional or longitudinal. The cross-sectional design is mostly based on observation study which analyses the data from different representatives or population of the study. Groups of people are used. They differ in their variables of interest; however, they share some other features. On the other hand, the longitudinal study requires repeated observations of similar variable like people over a specific period of time. The research design for this study is cross-sectional because different subset of representatives from three public organizations in Qatar will be involved in the study.

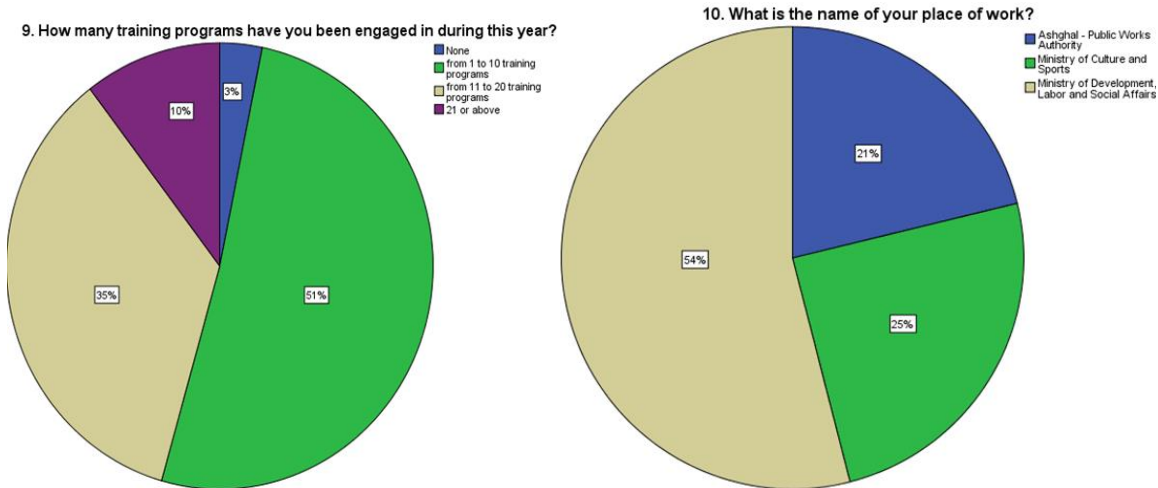
The research is descriptive, because both quantitative and qualitative methods were used to collect data that address the research questions. For the purpose of collecting quantitative data, a questionnaire was designed and handed out to a sample of 250 employees working in three Qatari public organizations: The Ministry of Culture and Sports, the Ministry of Administrative Development, Labour and Social Affairs, and the Public Works Authority (Ashghal) to find out how training impacts their development and contribution to the development of the country. As well, a set of interview questions was be designed to forwarded to three members of management personnel working in these organizations to find out how training of their employees plays a role in enhancing their efficiency, creativity and productivity and how that is reflected on the organizations. The interviewed members are Ms. Sheikha Basahal - Training and Development Specialist -Ashghal, Ms. Khaloud Al-Sulaiti is a Senior Administrative Affairs Researcher in the Department of Training and Administrative Development at the Ministry of Culture and Sports, Ministry of Development and Ms. Al-Anoud Al-Langawi, Head of Training Programs Planning Team, at the Ministry of Development, Labour and Social Affairs.

3. Results

3.1 Descriptive Data

The figures below show different results connected with general information about the respondents, and how they evaluate the training and development programs provided by their organizations. The most important results are illustrated.





3.2 Testing Hypothesis:

The following figures show the most important results regarding rating training and development provided by the respondents' organizations.

1. Evaluation of the Benefits of Training and Application of Skills in the Workplace in the Organization:

1. Evaluation of the Benefits of Training and Application of Skills in the Workplace in the Organization	N	Mean	Std. Deviation
1. I have been provided with beneficial training that contributes to improving my skills at the workplace in my organization.	250	3.4360	.96833
2. The training and development programs provided by my organizations are suitable to my training needs.	250	3.2800	1.00281
3. The training programs I get help me to advance in my career.	250	3.4040	.98216
4. I have the best opportunities to learn in various modern training methods.	250	3.5800	.92901
5. I have good access to different resources to improve my acquainted learned skills.	250	3.5200	.94932
6. I am encouraged by my management to utilize the best of my skills and abilities at work.	250	3.3520	1.00406

7. There is a great cooperation among the trainees to apply what they learn professionally.	250	3.2480	1.01123
8. Through training and development my organization aims to provide me with the required knowledge and skills matching my job description.	250	3.2800	1.03046
Average	250	3.3875	0.984673

Table2: Hypothesis result Source: Author's own research

H1: Employees benefit from training and application of skills in the workplace in Qatari public organizations in terms of improving their performance.

This hypothesis is proved to be accepted as up to about two thirds of the surveyed employees stressed that that they have provided with beneficial training that contributes to improving their skills at the workplace in their organizations, and up to 55% of them assured that the training and development programs provided by their organizations are suitable to their training needs. Also, up to 62% of them confirmed that the training programs they get help them to advance in their career, and about two thirds of them also stressed that they have the best opportunities to learn in various modern training methods. However, there is still a room for development as these percentages do not include all the respondents in this study.

The mean for the variables connected with the benefits obtained by employees from training and application of skills in the workplace in Qatari public organizations in terms of improving their performance ranges between 3.24 and 3.58. Likewise, the standard deviation ranges between .949 and 1. This indicates that the theory proved to be correct. The mean among all the variables connected with testing this hypothesis is 3.3875. Measuring the dispersion around the mean based on the standard deviation indicates that it reaches up to 0.9846. Both indicate that the hypothesis is approved.

2. Training provided to the employees working in Qatari public organizations is significant to these organizations.

2. Evaluation of training provided to the employees working in Qatari public organizations is significant to these organizations	N	Mean	Std. Deviation
1. My organization provides me with effective training programs.	250	3.3920	.98500
2. The training programs provide me with accurate information related to my job description.	250	3.1040	1.02439
3. My organization provides all staff with fair training opportunities.	250	3.5040	1.06890
4. The training programs provided by my organization live up to my expectations.	250	3.2560	.98098
5. Training and development contributed to providing me with opportunities to be promoted to a higher position.	250	3.0960	1.11883
6. The trainers who provide training are highly qualified and experienced.	250	3.6440	1.00863
7. The content of training programs matches the training objectives.	250	3.5800	.92032
8. I am provided with enough and useful resources during training.	250	3.4920	.95372
9. Technology is effectively utilized in training.	250	3.5720	.97190
Average	250	3.40	1.00363

Table3: Hypothesis result Source: Author's own research

H2: Training provided to the employees working in Qatari public organizations is significant to these organizations.

This hypothesis also proved to be accepted. training contributes effectively to improving the performance of employees. Thus, to management is keen on recognizing the significance of training and development to improve the performance of the employees at work. It is very

important for each organization seeking to achieve the Qatar Vision 2030 in maintaining sustainable human development that contributes effectively to the country economy.

As training is a large part of human resource development so that they can build a prosperous and efficient society. The Institute of Public Administration is the backbone of the training process in the State of Qatar due to its implementation of the track programs. It supervises and manages training to the employees working in the public organizations in Qatar.

It has been found that it effectively contributes to increasing productivity by increasing the quantity and improving the quality of employee’ performance which can be positively reflected on the organizations’ productivity.

The mean among all the variables connected with testing this hypothesis is 3.40. Measuring the dispersion around the mean based on the standard deviation indicates that it reaches up to 1.00364. Such positivity indicates that the hypothesis is approved.

3. Training and development programs provided by the public organizations in Qatar are job-related.

3. Evaluating the training and development programs provided by the public organizations in Qatar are job-related	N	Mean	Std. Deviation
1. I enjoy the training programs provided to me by my organization.	250	3.3640	.97741
2. The training programs help me to improve my performance at work.	250	3.3560	.99257
3. My organization provides me with integrated training programs which contribute to better performance amongst the employees.	250	3.3240	.99951
4. There is a positive match between the training provided by my organization and the staff practices.	250	3.2840	.98754
5. My organization management supports me with adequate training in a safe environment.	250	3.5800	.99173

6. My organization environment is motivating, challenging and prosperous.	250	3.3960	1.00160
7. The training facilities are clean, healthy and motivating.	250	3.5600	.98910
8. My organization considers training as a part of the organizational strategy.	250	3.4560	.96112
9. Training and development provided by my organization aims to improve my performance.	250	3.5160	.97444
10. I feel my creative performance has been improved by the training and development provided by my organization.	250	3.3760	1.00731
11. Overall, I am satisfied with all concepts and practices associated with training and development at my organization.	250	3.4280	.98013
Average	250	3.4218	0.9874

Table4: Hypothesis result Source: Author's own research

H3: Training and development programs provided by the public organizations in Qatar are job-related.

This theory approved to be accepted too. Based on the employees' inputs, training and development programs provided by the public organizations in Qatar are job-related to many of them; however, not inclusively as up to about two thirds of them only confirmed that it contributes to developing their job-related skills and up to about 55% of them stressed that it meets their training needs required at work and advance in their careers. Also, slightly more half of them only stressed that it provides them with the required knowledge and skills matching my job description. As well, about half of them confirmed that training programs and course are effective in terms of provided information related to job descriptions. This shows that there is a need for further enhancement in training and development provided to the employees in the public organizations in Qatar.

The mean connected with job-relatedness reaches up to 3.35 and the standard deviation is .99257. This also indicates positivity. Thus, the hypothesis is considered correct too.

H4: There is no significant relationship between training and development programs in the organization and the effectiveness of employees training.

This hypothesis is rejected. because more employees, namely 57%, assured that effectiveness of training programs provided to them; however, there is still about 23% of them who did not find it that effective enough. This all calls for more improvement to be made to the training and development programs provided to the employees working in the public organizations in Qatar. As measured regarding hypothesis two that the mean is 3.40 and standard deviation is 1.00364. Thus, while this shows positiveness for the second hypothesis, it proves that hypothesis 4 is incorrect.

3.3 Multiple statistical calculation - Crosstabulations

This part observes one of useful tools which is cross-tabulations. That allowing to compare two variables.

- Nationality & Training Courses:

3. What is your nationality? * 8. How many training courses have been you involved in this year? Crosstabulation

Count

		8. How many training courses have been you involved in this year?				Total
		None	From 1 to 2 training courses	from 3 to 4 training courses	5 training courses or above	
3. What is your nationality?	Qatari	82	90	10	8	190
	Non-Qatari	39	14	0	7	60
Total		121	104	10	15	250

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	-.064	.073	-1.012	.312 ^c
Ordinal by Ordinal Spearman Correlation	-.147	.066	-2.338	.020 ^c
N of Valid Cases	250			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

It can be identified that the Qatari employees get more training courses than non-Qatari employees. As shown, up to 108 Qatari employees had training courses this year while only 21 non -Qatari employees training courses. However, Pearson correlation and Spearman correlation do not show a significant relationship between the two.

- Level of Education & Annual Income:

5. What is the highest level of education you have completed? * 7. What is your current annual income in Qatari Riyals? Crosstabulation

Count

		7. What is your current annual income in Qatari Riyals?	
		Under 100,000	100,001 - 199,999
5. What is the highest level of education you have completed?	High school or equivalent	19	15
	Vocational/technical school (2 year)	4	9
	Some college	2	7
	Bachelor's degree	20	29
	Master's degree	2	5
	Doctoral degree	0	1
Total		47	66

		7. What is your current annual income in Qatari Riyals?		Total
		200,000 – 300,000	Over 300,000	
5. What is the highest level of education you have completed?	High school or equivalent	6	1	41
	Vocational/technical school (2 year)	4	0	17
	Some college	0	1	10
	Bachelor's degree	61	15	125
	Master's degree	28	7	42
	Doctoral degree	3	11	15
Total		102	35	250

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.500	.049	9.098	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.511	.048	9.358	.000 ^c
N of Valid Cases		250			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

The results show that the annual income of higher qualifications graduates is higher than lower qualification graduates. Most of PhD holders have higher incomes This also applies to many BA holders. On the other hand, most high school holders have under 100,000 QAR. This indicates that education certificates are considered by the organizations when it comes to salaries. This is more proved by the strong relationships between the two variables based on both Pearson and Spearman correlations as it is above 0.5 which shows significance in this regard.

- Gender & Training Programs

2.What is your gender? * 1. I enjoy the training programs provided to me by my organization.
Crosstabulation

Count

		1. I enjoy the training programs provided to me by my organization.			
		Strongly Disagree	Disagree	Neutral	Agree
2.What is your gender?	Male	3	31	11	55
	Female	3	30	19	87
Total		6	61	30	142

		1. I enjoy the training programs provided to me by my organization.		Total
		Strongly Agree		
2.What is your gender?	Male	2		102
	Female	9		148
Total		11		250

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.126	.063	2.004	.046 ^c
Ordinal by Ordinal	Spearman Correlation	.123	.063	1.957	.051 ^c
N of Valid Cases		250			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

The results show that both male and female employees have slightly identical attitudes toward enjoying the training programs provided to them by their organizations as 94 females out of 148 (about 63%) and 57 males out of 102 (around 56%) agreed that they enjoy training programs

provided to them by their organizations. There is a positive but not strong correlation between the two variables: gender and enjoyment of training as it is just about 0.12.

- Place of Work & Content of Training Programs:

10. What is the name of your place of work? * 7. The content of training programs matches the training objectives. Crosstabulation

Count

		7. The content of training programs matches the training objectives.		
		Strongly Disagree	Disagree	Neutral
10. What is the name of your place of work?	Ashghal - Public Works Authority	0	7	5
	Ministry of Culture and Sports	0	7	5
	Ministry of Development, Labor and Social Affairs	6	27	11
Total		6	41	21

		7. The content of training programs matches the training objectives.		Total
		Agree	Strongly Agree	
10. What is the name of your place of work?	Ashghal - Public Works Authority	39	2	53
	Ministry of Culture and Sports	43	7	62
	Ministry of Development, Labor and Social Affairs	84	7	135
Total		166	16	250

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.133	.057	-2.117	.035 ^c
Ordinal by Ordinal	Spearman Correlation	-.126	.060	-1.997	.047 ^c
N of Valid Cases		250			

a. Not assuming the null hypothesis.

- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Associated with the place of work, almost all the employees have no big differences in their attitudes towards considering the match between the contents of provided training programs and the training objectives as 41 out of 53 (77%) from Ashghal, 50 out of 62 (80%) from the Ministry of Culture and Sports, and 91 out of 135 (67%) from the Ministry of Development, Labour and Social Affairs agreed on that. The results show that more people working in the Ministry of Culture and Sports find a match between the content of training programs and objectives.

- Place of Work and the Enjoyment of Training Programs:

10. What is the name of your place of work? * 1. I enjoy the training programs provided to me by my organization. Crosstabulation

Count

		1. I enjoy the training programs provided to me by my organization.		
		Strongly Disagree	Disagree	Neutral
10. What is the name of your place of work?	Ashghal - Public Works Authority	0	14	7
	Ministry of Culture and Sports	0	8	9
	Ministry of Development, Labor and Social Affairs	6	39	14
Total		6	61	30

		1. I enjoy the training programs provided to me by my organization.		Total
		Agree	Strongly Agree	
10. What is the name of your place of work?	Ashghal - Public Works Authority	29	3	53
	Ministry of Culture and Sports	40	5	62
	Ministry of Development, Labor and Social Affairs	73	3	135

Total	142	11	250
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Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	-.117	.062	-1.851	.065 ^c
Ordinal by Ordinal Spearman Correlation	-.124	.063	-1.968	.050 ^c
N of Valid Cases	250			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Associated with the connection between the place of work and the employees' enjoyment of training programs provided to them by their organization, there is a difference in their attitudes towards these programs. While 32 out of 53 (about 58%) employees from Ashghal stressed that they enjoyed the training programs provided to them by their organization, 45 out of 62 (72%) from the Ministry of Culture and Sports confirmed that. Furthermore, 76 out of 135 (57%) from the Ministry of Development, Labour and Social Affairs affirmed that they enjoyed the training programs provided to them by their organization. The results indicate the employee working in the Ministry of Culture and Sports have more enjoyment in the provided training programs.

- Place of work and overall satisfaction with contents of training and development:

10. What is the name of your place of work? * 11. Overall, I am satisfied with all concepts and practices associated with training and development at my organization. Crosstabulation

Count

	11. Overall, I am satisfied with all concepts and practices associated with training and development at my organization.	
	Strongly Disagree	Disagree
Ashghal - Public Works Authority	0	14

10. What is the name of your place of work?	Ministry of Culture and Sports	0	11
	Ministry of Development, Labor and Social Affairs	5	34
Total		5	59

		11. Overall, I am satisfied with all concepts and practices associated with training and development at my organization.	
		Neutral	Agree
10. What is the name of your place of work?	Ashghal - Public Works Authority	6	29
	Ministry of Culture and Sports	8	39
	Ministry of Development, Labor and Social Affairs	11	78
Total		25	146

		11. Overall, I am satisfied with all concepts and practices associated with training and development at my organization.	Total
		Strongly Agree	
10. What is the name of your place of work?	Ashghal - Public Works Authority	4	53
	Ministry of Culture and Sports	4	62
	Ministry of Development, Labor and Social Affairs	7	135
Total		15	250

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.051	.063	-.811	.418 ^c
Ordinal by Ordinal	Spearman Correlation	-.048	.064	-.752	.453 ^c
N of Valid Cases		250			

Regarding the connection between the place of work and the overall level of satisfaction with all concepts and practices associated with training and development at their organizations,

there is no big difference in their attitudes towards this point. While 33 out of 53 (about 62%) employees from Ashghal stressed that overall, they are satisfied with all concepts and practices associated with training and development at their organization, 43 out of 62 (69%) from the Ministry of Culture and Sports confirmed that. Furthermore, 85 out of 135 (62%) from the Ministry of Development, Labour and Social Affairs affirmed that overall, they are satisfied with all concepts and practices associated with training and development at their organization. The results indicate the employee working in the Ministry of Culture and Sports are a little bit satisfied more than employees from the other two organizations with the concepts and practices associated with training and development at their organization.

4. Conclusions and Findings

The study aimed to evaluate the impact of training on developing human resources in three Qatari Governmental Bodies: Ministry of Culture and Sports, Ministry of Development, Labour and Social Affairs and Ashghal based on the respondents' own perceptions and reflections. It aimed to identify how the training provided by each organization meets the employees' expectations, and accordingly to identify if there are any gaps between the current situation of provided training and the participants' expectations. This could help to suggest improvements that are hopefully respond to the employees' anticipation. For this reason, a survey was shared among 250 employees working in these organization and three interviews were conducted with three key people working in these organization. Up to 54% of the respondents work in the Ministry of Development, Labour and Social Affairs, 25% work in the Ministry of Culture and Sports, and 21% work in Ashghal - Public Works Authority.

Based on the quantitative results, it has been found that the majority of the respondents, namely 83.6%, were 44 years or younger, and up to 59% were females. This indicates that female employees are more than male employees in the three organizations. Associated with the evaluation of the benefits of training and application of skills in the workplace in the organization, it has been found that up to 26% did consider that they have been provided with beneficial training that contributes to improving their skills at the workplace in their organization, and that the training and development programs provided by their organizations are suitable to their training needs. Connected with the evaluation of the importance of training and its effectiveness to employees working the organization, there are still 25.6% who disagreed that their organization provides them with effective training programs, and that their organization provides all staff with fair training opportunities, and up to about 37% of them disagreed that the training programs provided them with accurate information related to their job description. By evaluating the impact of the positive

environment help to enhance the employees' creativity and improve employees' performance and productivity, there are still about 25 % of the respondents who did not consider that they enjoy the training programs provided to them by their organization, and about 27% of them disagreed that the training programs help them to improve their performance at work.

According to the qualitative results, it has been found out that the three researched organizations provide different programs tailored to address the needs of their employees; however, they are not diversified and comprehensive enough to address every detail of training needs. Different stakeholders provide training such as universities in Qatar, private bodies, government bodies, training centres; however, there are not specialized trainers in the organizations who know more about the training needs of the employees to make training programs that meet such needs. Yet, training is considered important as it contributes to developing and raising the efficiency of employees in addition to increasing their productivity through the acquisition of skills that help them accomplish the tasks assigned to them professionally. Employees training needs are recognized through the nominations of the supervisors, job tasks requirements, and filling out forms for training needs.

Based on these findings, human resource development is of great importance in all organizations through the development and training of employees after evaluating their performance, getting their own self-appraisals, defining their strengths and weaknesses, and identifying their training needs. Meeting the current and future training needs of the employees is necessary to acquire new skills and provide them with information and knowledge continuously. This all contributes to improving employees' performance and increasing their productivity in the organization.

The first three hypothesis proved to be approved based on the means and standard deviation, while the fourth one is rejected. Regarding whether the employees benefit from training and application of skills in the workplace in Qatari public organizations in terms of improving their performance, the mean among the connected variables is 3.38 and the standard deviation is 0.98. When it comes to the second hypothesis whether training provided to the employees working in Qatari public organizations is significant to these organizations, the mean is 3.40 and the standard deviation is 1. This also indicates the hypothesis is approved. As for if training and development programs provided by the public organizations in Qatar are job-related, the mean and standard deviation are also positive as the mean is 3.35 and the standard deviation is 0.99257. This also indicates that the hypothesis is approved. However, hypothesis 4 contradicts with hypothesis 2 which is approved, so the fourth hypothesis is rejected.

4.1 Limitations of the Research

It was aimed to include a larger number of respondents to be involved in this research study through contacting them directly at their workplace; however, because of the lockdown that took place due to COVID19, the largest possible number of respondents were reached online through sending the survey link to acquaintance working the three organizations and requesting them to share it with their colleagues.

4.2 Recommendations

It is recommended employees be provided with more beneficial training which contribute to improving their skills and be suitable to meet their training needs and advance in their careers. Enabling them with good access to different resources would help to improve their knowledge.

It is also recommended that more effective training programs with more relevant contents related to the employees' job descriptions are provided by highly qualified and experienced trainers utilizing the latest technologies for this purpose.

Provided training programs are suggested to be more entertaining, amusing, active, interactive, attractive, motivating, and practical to encourage the employees match between theory and practice to do better at their work.

The evaluation of the impact of training on the performance of staff in organizations is recommended to be done periodically. Supervisors in the training and development process and officials in departments are advised to cooperate and continue to evaluate to show the extent of the impact, whether positive or negative, on staff.

It is recommended that the role of those in charge of training management be better activated as this helps to increase the effectiveness of training and then put the right person in the right place.

The three organizations are recommended to consider developing a comprehensive and clear training plan, and for all to participate in considering the comprehensive quality management standards for training when planning, which increases efficiency. It is also recommended that the plans be built on the basis of an analysis of the actual training needs of the staff and the tasks they are involved to do to identify gaps in order that training plans more realistic and feasible.

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List of Publications related to the dissertation:

Conference: Proceedings:

1. AL-Sulaiti, K. (2018). Contemporary tendencies of IHRM focus on Qatar. In: K. Wach & M. Maciejewski (Eds.), *International Entrepreneurship as the Bridge between International Economics and International Business: Conference Proceedings of the 9th ENTRE Conference – 5th AIB-CEE Chapter Annual Conference*. Kraków: Cracow University of Economics (ISBN: 978-83-65262-19-6). Published within the series “Przedsiębiorczość Międzynarodowa | International Entrepreneurship”, vol. 4, no. 3, ISSN 2543-537X.
2. AL-Sulaiti, K. (2019). *Organizational Behavior and its Impact on Management Case Study: Integration of the Ministry of Youth and Sports, and the Ministry of Arts and Culture in Qatar*. 6th Academy of International Business Central Eastern European (AIB-CEE) Chapter Annual Conference: „International Business in the Dynamic Environment: Changes in Digitalization, Innovation and Entrepreneurship”, pp.93, e-ISBN: 978-609-02-1637-8.

3. AL-Sulaiti, K. (2017). Training for Improving Staff Performance in the Light of Empirical Experience from Qatar. Conference Proceedings of Obuda University Keleti Faculty of Business and Management, pp.5, ISBN 978-963-449-064-7.

Journal:

1. ALeqadat, H. AL-Sulaiti, K. (2018). An innovation Systems Approach to Sustainability Transitions Between Qatar and Jordan by Using SAP Software System. International Journal of Business Studies, Vol. 2. pp.133- 143, e-ISSN: 2622-4585.
2. AL-Sulaiti, K. (2019). The Role of Training and Development Programs in Developing the Innovative Capabilities of the Administrative Leadership, Case Study: Ministry of Culture and Sport, Doha, Qatar, The International Journal of Business & Management. Vol 7 Issue 5, ISSN 2321–8916.
3. József, P. Ildikó, C. Ildikó, K. Zsuzsa, K. Alsulaiti, K. Anton, B. Eric, J. (2019). Trends in The Management Consulting of HRM Services in The Light of Empirical Researches Journal of Management. Volume 34. pp.47, ISSN 1648-7974.