

The Impact of Training on Developing the Performance of Human Resources: A Case Study of the Ministry of Agricultural Wealth, Fisheries and Water Resources

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Abstract

The study aimed to investigate the effects of training on enhancing human resource efficiency at the Ministry of Agricultural Wealth, Fisheries, and Water Resources in the Sultanate of Oman. Employing a descriptive and analytical research design, the study was carried out on a purposefully selected random sample of 100 Ministry employees, and data was gathered through a self-developed questionnaire. The findings highlighted that the reality of the training process in the Ministry had a high degree of support for the assessment of training needs and support from the administration. However, the planning and the implementation of training were realized to be of a moderate level. Furthermore, the study showed that the challenges of training in the Ministry were also of a moderate level. The research established that training positively enhances the human resource department's performance. In light of these findings, the study suggests that more emphasis should be placed on training activities before employment, during service, within the workplace, or elsewhere. It also recommends that the Ministry of Agricultural Wealth, Fisheries, Water Resources, and Resources collaborate with the Ministry of Education to review legislation, laws, and regulations. This coordination ensures the parity between educational and training programs to fit future plans and difficulties.

Keywords: Employee Performance, Human Resources Management - Ministry of Agricultural Wealth, Fisheries and Water Resources, Training, Vocational Qualification

Introduction

The human element represents the only element that works to achieve the organization's goals. However, it is the ultimate factor governing and influencing the level of productive efficiency in any organization, and therefore, its training is an urgent need to improve and raise the level of productive efficiency (Abubakar et al., 2019).

The human element is one of the main pillars by which business organizations and public organizations live. The human element is the primary driver of all activities and the basis of their effectiveness (Alshuhumi et al., 2024). Primarily if it is characterized by its skill, knowledge, and adaptability to the nature of the work it practices and due to the changes in the business environment, which reflected its effects on most organizations (Al-refaei et al., 2024; Ali Ateeq et al., 2024). This required reconsidering the composition of human resources skill and knowledge, as well as the development of their performance capabilities (Al-refaei et al., 2023). Human element development required focusing on training activity, in addition to other activities of organizations in the field of selection, appointment, guidance, and follow-up (Ali Ateeq et al., 2024; Melé, 2016).

Given the importance of the training process as a foundation for human resource development, it is evident that training plays a crucial role in enhancing the efficiency of service provision to workers (Al-refaei et al., 2021). Consequently, training has garnered significant attention from management at all administrative levels, as human resources are considered the vital element in the organization's operations. The training process aims to develop the skills and abilities of individuals, foster familiarity between employees and new systems, procedures, and work methods, and help both employees and newcomers understand the specific job and organizational requirements (Ibrahim et al., 2024; Jinquan & He, 2023; Nasser et al., 2024). Despite the recognized importance and effectiveness of developing human resources performance, some organizations neglect to implement strategies and methods for human resources development. On one hand, some organizations view this as an administrative burden and an additional cost. They believe that the return on investment for these strategies may be lower than the costs associated with training and development (Mahmood, 2022).

The Ministry of Agricultural Wealth, Fisheries and Water Resources has worked on developing its human resources, as it considers them its most important asset, which emphasizes the need for organizations to qualify and develop their human resources. Hence, the issue of the study lies in the difficulty of measuring the impact of training on human resources development in the Ministry of Agricultural Wealth, Fisheries and Water Resources due to the shortage of the training budget and the lack of seriousness of training by many workers in the ministry, as well as the different abilities and skills of technical and administrative groups participating in the same training program, in addition to the obsolescence of methods for evaluating the results of training (Parris, 2010).

A study indicated that the lack of trained human resources could be an obstacle to the organization in reaching its goals, as many organizations make great efforts and spend much money in preparing, planning, and implementing training programs to raise the efficiency of workers and improve their performance in a way that leads to raising the level of services provided by them (Al Khawaldeh, 2023). Another study confirmed that some training systems in organizations are often rigid and not aligned with current developments. This rigidity hinders the implementation of a comprehensive training strategy, resulting in a lack of trained and qualified human resources capable of facing challenges and keeping pace with growth. Consequently, treating training as a comprehensive, planned strategy is crucial; otherwise, organizational performance may decline, leading to a decrease in the quality of work (Arulsamy et al., 2023).

This study is vital to examine the significant impact of training on improving human resource efficiency in the Ministry of Agricultural Wealth, Fisheries, and Water Resources in Oman. Given the critical importance of these sectors to the nation's economic sustainability, food security, and environmental stewardship, it is essential to cultivate a proficient workforce to attain key national objectives. This study offers significant insights to enhance training effectiveness by analyzing the current training procedures, finding deficiencies, and comprehending problems. Furthermore, the results will assist policymakers and practitioners in synchronizing training programs with the Ministry's goals, thus facilitating the comprehensive advancement and modernization of these essential areas. Given that this study aims to identify the impact of training on the development of human resources performance, providing a comprehensive overview for organizations interested in training their human resources

Research Questions

- a) How does training influence human resources performance at the Ministry of Agricultural Wealth, Fisheries, and Water Resources in the Sultanate of Oman?
- b) What is the current state of the training process within the Ministry of Agricultural Wealth, Fisheries, and Water Resources?
- c) What are the main obstacles the Ministry of Agricultural Wealth, Fisheries, and Water Resources faces in implementing effective training programs?
- d) To what extent does training enhance human resources performance at the Ministry of Agricultural Wealth, Fisheries, and Water Resources?

Objectives of the Study

This study aims to evaluate the impact of training on the performance development of human resources within the Ministry of Agricultural Wealth, Fisheries, and Water Resources in the Sultanate of Oman. The specific objectives are:

- a) To assess the current training programs within the Ministry of Agricultural Wealth, Fisheries, and Water Resources, focusing on identifying training needs, administrative support, planning, and implementation processes.
- b) To identify and analyze the obstacles hindering the effectiveness of training programs for employees at the Ministry of Agricultural Wealth, Fisheries, and Water Resources.

To evaluate the overall impact of training on enhancing the performance of employees within the Ministry of Agricultural Wealth, Fisheries, and Water Resources, and to determine the extent to which training activities contribute to performance improvement.

Importance of the Study

This study holds significant theoretical and practical importance in examining the impact of training on the development of human resources performance at the Ministry of Agricultural Wealth, Fisheries, and Water Resources in the Sultanate of Oman. Theoretically, it contributes to scientific knowledge by analyzing how training programs influence human resource development and emphasizes the necessity of improving training processes, planning, and implementation within the Ministry. This research enriches the literature by highlighting the critical role of training in enhancing employee performance, offering valuable insights for future academic inquiries in human resources management. The study aims to improve human resources performance at the ministry by strengthening and refining the quality of existing training programs. By identifying strengths and weaknesses in current training

initiatives and providing evidence-based recommendations, the research supports the Ministry in optimizing its training strategies. The findings are significant for various stakeholders, including human resources management, employees, students, and researchers in human resources management. They can serve as a valuable resource for policy-makers and practitioners aiming to foster continuous improvement and professional development within governmental institutions.

The significance of examining the impact of training on human resource efficiency arises from its essential function in enhancing the capabilities of government institutions to fulfill national development goals. In sectors like agriculture, fisheries, and water resources crucial for economic sustainability and food security in Oman efficient training guarantees that personnel possess the requisite skills to address emerging challenges and fit with strategy objectives. Despite its importance, deficiencies in training procedures, including planning and execution, may impede workforce productivity and the overall efficacy of human resource functions. This study is crucial for improving our understanding of the existing status of training within the Ministry of Agricultural Wealth, Fisheries, and Water Resources, as well as for suggesting feasible proposals for enhancement. Resolving these difficulties is essential for improving the Ministry's capacity to address sector-specific concerns and to synchronize educational and training programs with future requirements.

Terms of the Study

Training

Training is defined as the knowledge and ideas necessary for doing work and the ability to use new methods effectively, which leads to changing the behavior and attitudes of individuals to behave in a new way (Jassim, 2011). Training and development should be employed as an effective and supporting approach and mechanism to enhance the success of both the organization and its employees, and organizations commonly implement training and development as a means of offering valuable learning opportunities to their employees (Zumrah et al., 2021).

Human Resource Management

It is defined as a system designed to organize the treatment of individuals within an establishment, enabling them to achieve self-realization and optimize their abilities and potentials for maximum productivity. It serves as a connection among all parties involved, facilitating interactions to reach the highest level of performance by identifying factors affecting work productivity and implementing appropriate solutions (Alsamawi et al., 2019; Ben Ammar, 2020).

Human Resource Development

It is defined as one of the most essential and costly activities of human resources departments. This encompasses qualification, training, retraining, and administrative development processes for senior management levels, as well as organizational development. Additionally, it involves providing security, safety, and health services for employees (M. Alsamawi et al., 2019; Gary, 2011).

Literature Review

Training is defined as a planned process that uses methods and tools intending to improve and refine the skills and abilities of individuals and expand their knowledge for efficient performance through learning to raise their level of efficiency of organization and a workgroup (Ben Ammar, 2020). The training objectives are focused on improving the behavioral pattern through a learning process that the individual goes through in the training sites (Jassim, 2011). Raising workers' performance levels in the technical or behavioural aspects required by work conditions raises productive and administrative efficiency. Preparing workers to do work differently from their current work leads to qualifying them for higher positions in the future.

Literature survey indicate that training aims to ensure work performance should be carried out effectively, quickly, and proficiently. It encourages individuals in their work, providing self-motivation to increase efficiency and productivity, raises morale, enhances the skills and abilities of employees, and strengthens the relationship between management and employees. Additionally, it improves the organization's reputation within the community (Al Khawaldeh, 2023). A study aimed to identify the role of training in the human resources departments in the western sector of primary health care (entitlements and salaries, penalties and discounts, transfer and assignment, vacations, archives, contractors, copying and printing) and its impact on raising the efficiency of employee performance in the human resources department. For that the research was conducted at the Human Resources Department at the Jazan Health Centers Affairs Department and the heads of human resources at the affiliated health centers. It came up with a set of results that the salary and benefit systems affect the level of productivity of workers and help improve workers productivity in general. The research results showed that HRM departments positively affect the quantity and quality of employees' performance, increase the quality of work, and raise the morale of employees. The study recommended that employees should be involved in developing plans and strategies for motivation in general, as this increases the satisfaction of employees in general (Alharthy & Marni, 2020).

Another study examined the impact of electronic human resources management on improving the performance of employees. The study highlighted the importance of electronic human resources management (e-HRM) and its positive impact on organizational performance, using employees from the Ministry of Environment, Water, and Agriculture as a sample. Through a descriptive and analytical approach and utilizing a questionnaire, the study found that e-HRM practices significantly enhance worker performance. Specifically, it showed that training and development courses improve performance and that e-HRM practices strengthen the role of training. The study recommended adopting e-HRM practices to foster a positive work environment and support organizational excellence (Anas Babiker Al-Hussein, 2023). Furthermore, Abdulhakim (2023) determined the impact of training on enhancing human resource efficiency at the Algerian Telecommunications Organization - Taghrat, distributed questionnaire among 40 workers within the organization. The study concluded that training significantly enhances human resource efficiency, serving as a pivotal factor in developing and optimizing the competencies of workers within the organization (Abdulhakim, 2023).

Another study assessed the impact of training and development on employee performance at Agility Company in Bahrain, emphasizing the importance of training in achieving organizational objectives. Using a descriptive and analytical approach with a sample of 31 employees, the study identified three direct positive relationships between training and performance improvement. It highlighted that the training program significantly enhances organizational performance. The study also noted that effective spending on training, coupled with managerial oversight of employee performance, contributes significantly to the success of training initiatives within the company (Asad & Mahfod, 2015).

Shafiq & Hamza (2017) focused on assessing how training and development influence employee performance within a private company in Malaysia. It involved 105 employees and utilized the descriptive method to examine the impact of independent variables such as on-the-job training, training in training centers, job enrichment, and job rotation. Their findings indicated a positive correlation between training activities and employee performance, with job enrichment showing a particularly strong influence. They recommended that the organization innovate and expand its training and development initiatives to enhance employee knowledge about the company and improve their skills, thereby boosting overall performance (Shafiq & Hamza, 2017).

These studies have yielded diverse findings regarding training and human resource development across different organizations. It's evident from these studies that there is growing recognition of the importance of training and skills development for employees in all types of organizations. Therefore, these findings collectively contribute to analyzing and evaluating strategies for human resource development and qualification within the Ministry of Agricultural Wealth, Fisheries, and Water Resources.

Methodology

The current study used the analytical descriptive method to collect the information and data about the phenomenon under research and then studies, analyzes, and describes the final results.

Study Community

The study sought to involve all parties concerned with the subject of the research and to represent them adequately and correctly according to a scientific method for selecting the study population and its sample, as the study population is represented by all employees of the Ministry of Agricultural Wealth, Fisheries and Water Resources in the Sultanate of Oman.

Study Sample

A random sample of 100 employees of the Ministry of Agricultural Wealth, Fisheries, and Water Resources was selected, as shown in the **Table 1**.

Table 1

Distribution of the Study Sample According to Demographic Variable

Variable	Variable category	Number	Percentage %
Gender	Male	65	65 %
	Female	35	35 %
Scientific Qualification	Bachelor's degree	83	83 %
	Master	10	10 %
	Ph.D.	7	7 %
Years of experience	10 years or less	5	5 %
	More than 10 years - 15 years	40	40 %
	Over 15 years - 20 years	25	25 %
	More than 20 years	30	30 %
Total		100	100 %

Study Tool

The current study relied on the questionnaire as a tool for data collection, as it is the most commonly used means in descriptive studies. The designed study tool (the questionnaire) included three axes, namely:

The first axis: The reality of training in the Ministry of Agricultural Wealth, Fisheries and Water Resources.

The second axis: Obstacles facing the training process of the Ministry of Agricultural, Fisheries and Water Resources employees.

The third axis is the impact of training on improving human resources performance at the Ministry of Agricultural, Fisheries, and Water Resources.

The items and phrases of the questionnaire are based on five levels of response according to the five-point Likert scale as follows: Strongly agree (5 points), Agree (4 points), Neutral (3 points), Disagree (2 points), Strongly disagree (1 point).

The Likert scale was processed, and the degree of agreement and the extent of agreement with the scale was calculated, as shown in the **Table 2**.

Table 2

Degree of Agreement and Extent of Agreement

Level	Coding	Range
Very low	1	1 to 1.80
Low	2	1.81 to 2.60
Medium	3	2.61 to 3.40
High	4	3.41 to 4.20
Very High	5	4.21 to 5

Stability of the Study Instrument

The stability of the study tool is calculated using the Cronbach's alpha coefficient for each axis of the scale through the use of SPSS statistical packages after its application to the survey sample, which is shown in the following table:

Table 3

Calculating the Stability Co-efficient of the Questionnaire's Axis

Axis	Stability Co-efficient
The reality of training in the Ministry of Agricultural Wealth, Fisheries and Water Resources.	0.838
Obstacles facing the training process of the Ministry of Agricultural, Fisheries, and Water Resources employees.	0.652
The impact of training on improving the performance of human resources at the Ministry of Agricultural, Fisheries and Water Resources.	0.738
Total Constancy	0.741

It is clear from **Table 3** that the axis of the scale is characterized by a statistically significant degree of stability, and the stability coefficients ranged between (0.625 and 0.838). Therefore, the questionnaire can be generalized to the primary study sample.

Reliability and Stability of the Study

Apparent validity (inter-rater reliability)

The scale is presented to a group of arbitrators from professors in the same study specialization. Then, amendments are made according to their suggestions so that the number of items of the questionnaire (30 phrases) in its final form and the agreement of the arbitrators is considered a statement of the truthfulness of the questionnaire's content. **Table 4** shows the axis of the questionnaire in its final form and the number of items in each axis.

Table 4

Axis of the Finalized Questionnaire

Axis	Number of Phrases
The reality of training in the Ministry of Agricultural Wealth, Fisheries and Water Resources.	20
Obstacles facing the training process of the Ministry of Agricultural, Fisheries, and Water Resources employees.	5
The impact of training on improving the performance of human resources at the Ministry of Agricultural, Fisheries and Water Resources.	5
Total	30

Internal Consistency Validity

To ascertain the internal consistency of the scale by calculating the correlation coefficients between each axis and the total score of the questionnaire obtained from the survey. The scale is applied to a sample of (20) employees of the Ministry of Agricultural Wealth, Fisheries and Water Resources, using SPSS statistical packages and Cronbach's alpha statistical coefficient to calculate the results as shown in the following **Table 5**.

Table 5

Calculating the Internal Consistency Reliability using the Statistical Correlation Co-efficient of the Questionnaire

Phrase	Correlation Co-efficient	Phrase	Correlation Co-efficient	Phrase	Correlation Co-efficient
1	0.161	11	0.303	21	0.376
2	0.284	12	0.430*	22	0.325
3	0.340	13	0.684**	23	0.532*
4	0.507*	14	0.343	24	0.211
5	0.561**	15	0.183	25	2.18
6	0.651**	16	0.521**	26	0.510**
7	0.581**	17	0.610**	27	0.398
8	0.620**	18	0.521**	28	0.498*
9	0.489*	19	0.510**	29	0.566**
10	0.514**	20	0.425*	30	0.533**

Statistical Methods of the Research

The statistical data collected from the study through questionnaires was entered and processed using Statistical Package for Social Sciences (SPSS). To describe the study sample, percentages, frequencies, arithmetic means, and standard deviations were used, and variables were ordered based on their importance. Cronbach's alpha coefficient was calculated as part of the reliability analysis to assess the reliability of the measurement tool. Also, Pearson correlation coefficients was employed to determine the correlation between the study variables.

Results and Discussion

Identifying Training

The response of the participants about the reality of training in the Ministry of Agricultural, Fisheries and Water Resources was calculated through four axis addressed as follows:

Table 6 showed that training needs in the Ministry of Agricultural Wealth, Fisheries, and Water Resources came with a high degree of agreement, with a mean of 3.42. Regarding the axis paragraphs, the order is as follows: "The competencies of the ministry's employees are analyzed to identify required skills," which received a high degree of agreement with a mean score of 3.85. Following this, "Training needs of individuals in the ministry are pre-determined," garnered a mean score of 3.70, also indicating a high level of agreement. Next, "There is a directory of training courses provided by the ministry," received a mean score of 3.45, reflecting a high degree of agreement. In fourth place, "The ministry's operations are evaluated to ascertain training needs," obtained a mean score of 3.25, indicating a medium level of agreement. Lastly, "Training needs are determined through consultations with managers in the ministry," had a mean score of 2.85, also indicating a medium degree of agreement.

Our findings align with current literature stressing the need for a scientific approach to training needs assessment (TNA). The authors support the opinion that competency analysis is necessary for defining the gaps in the skills and matching the training and development initiatives to the organizational objectives (Van Iddekinge et al., 2023). In the same regard, it was affirmed that the pre-determination of training needs helps improve the planning and

utilization of resources (Nda & Fard, 2013). The fact that it advocates for a directory of training courses ensures that it is easier to locate and match training courses to the needs that have been identified (Suliya et al.). The assessment of operations to determine training requirements is essential in deciding the spots for performance enhancement (Renz et al., 2024). Though the managerial input is valid, it should be accompanied by other assessment methods to get a holistic view of the training needs (Joshi, 2023).

Table 6

Arithmetic Means and Standard Deviations of the Responses of the Study Sample about the reality of training in the Ministry of Agricultural, Fisheries and Water Resources

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	There is a directory of training courses offered by the ministry.	3.45	0.788	3	High
2	Individuals' training needs are pre-determined.	3.70	0.681	2	High
3	Ministry employees' competencies are analyzed to find out what skills they need.	3.85	0.899	1	High
4	Ministry operations are assessed to identify training needs.	3.25	0.943	4	Medium
5	Training needs are identified by asking managers in the ministry.	2.85	0.599	5	Medium
Total Arithmetic Mean		3.42	0.782		High

Training Planning

Table 7 showed that training planning in the Ministry of Agricultural Wealth, Fisheries, and Water Resources had an average score of 3.35. Regarding the axis paragraphs, the sequence was as follows: "The ministry's training objectives are clear," which received a high level of agreement with a mean score of 3.78. It was followed by "The training plan is developed in light of the ministry's future expansion plans," which had a mean score of 3.36 indicating a moderate agreement level. Next, "The ministry's training objectives are determined based on training needs," received a mean score of 3.28, also indicating a moderate level of agreement. In fourth place, "Training objectives set in the ministry are measurable," with an average score of 3.25, and fifth place was "The training plan is established in the ministry considering available material resources," with an average score of 3.08, both showing a moderate level of agreement.

The above findings follow current studies stressing the importance of specific and measurable training objectives and synchronizing the training activities with the organizational goals and training resources. It was pointed out that it is essential to clarify the training objectives to avoid wasting the effort and time of training, which is also in line with the current research (Marshall et al., 2024). As Smith also mentioned, the training plans should be aligned with future development strategies to contribute to sustainable organizational development and

coming changes, enhancing the medium level of agreement in this aspect (Smith, 2022). It also underscores the need for training plans that should factor in the available resources, which was in line with the findings showing a moderate level of agreement (Mohamed et al., 2021).

Table 7

The Arithmetic Means and Standard Deviations of the Respondents' Response to Training Planning

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	The ministry's training objectives are set in light of the training needs.	3.28	0.879	3	Medium
2	The ministry's training objectives are clear.	3.78	0.684	1	High
3	The training objectives defined in the ministry are measurable.	3.25	0.832	4	Medium
4	The training plan is developed in light of the ministry's future expansion plans.	3.36	0.952	2	Medium
5	The Ministry's training plan is developed considering the available material resources.	3.08	1.01	5	Medium
Total Arithmetic Mean		3.35	0.871	Medium	

Implementation of Training

The results in **Table 8** showed that implementing training in the Ministry of Agricultural Wealth, Fisheries, and Water Resources came with an average score of 3.23. In terms of the axis paragraphs, the order is as follows: "The training content is developed in alignment with the training program objectives," which received a high degree of approval with a mean score of 3.45. This was followed by "Training is conducted during working hours," which garnered a mean score of 3.39, indicating a medium level of agreement. Next, "Publications related to the training program are distributed to trainees," received a mean score of 3.38, also showing a medium level of agreement. In fourth place, "Qualified trainers are selected based on the training program's quality," with an average score of 3.25. Finally, in fifth place, "A specific timetable for the training program is strictly adhered to," received an average score of 2.70. Our results align with current literature findings that states the relevancy of training content to program goals, conducting training sessions during working hours, and employing trainers with appropriate qualifications. Armstrong and Taylor noted that training content development that shares focus with the objectives of the training program provides value that is useful to the training program, which is consistent with the high approval identified in the study (Armstrong & Taylor, 2020). Likewise, in the present study, moderate approval was observed in conducting training during working hours; it also emphasized the importance of such practice in training attendance and participation (Johnson et al., 2020). In addition, another study has highlighted the significance of employing competent trainers to improve

the quality and effectiveness of the training, which agrees with the moderate approval mean (Koval, 2015).

Table 8

The Arithmetic Means and Standard Deviations of the Respondents' Responses about the Implementation of Training

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	Qualified trainers are hired based on the type of training program.	3.25	0.825	4	Medium
2	Training is carried out during business hours.	3.39	0.660	2	Medium
3	The training content is developed in line with the objectives of the training program.	3.45	0.890	1	High
4	Handouts are distributed to trainees related to the training program.	3.38	0.921	3	Medium
5	A specific schedule for the training program is adhered to.	2.70	0.932	5	Medium
Total Arithmetic Mean		3.23	0.846	Medium	

Management Support for Training

The results in **Table 9** showed that management support for training in the Ministry of Agricultural Wealth, Fisheries, and Water Resources was high, with a mean of 3.43. Regarding the axis paragraphs, they are ranked as follows: Leading the list is "The ministry's senior management prioritizes training strategies during the ministry's strategic planning," with a mean score of 3.65 and a high degree of agreement. Following this is "The ministry's top management fully supports the adoption of innovative training strategies," with a mean score of 3.45, also showing a high level of agreement. In third place is "The ministry's senior management establishes a dedicated entity for implementing training strategies," with a mean score of 3.40 and a medium degree of agreement. Ranked fourth is "Senior management actively seeks innovative approaches to implement training strategies," with an average score of 3.38. Lastly, in fifth place is "Implementing training strategies is a top priority for the senior management," with an average score of 3.30.

These findings align with the current literature that highlights management commitment as one of the critical success factors in training and development initiatives. This claim is supported by noting that through strategic involvement of the management in training, the latter ensures that the training is congruent with goals in the organization, leading to the high agreement found in the study (Salas et al., 2012). Also, the firm's senior management commitment to training creates a culture that supports enhancing knowledge and skills, consistent with the current study's results (Aguinis & Kraiger, 2009). Moreover, it highlights

the need for designated bodies or divisions to undertake training initiatives, a finding supported by the moderate agreement recorded for this factor (Saks & Burke-Smalley, 2014).

Table 9

The Arithmetic Means and Standard Deviations of the Responses of the Study Sample

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	The ministry's senior management has the conviction to embrace positive ideas for training strategies.	3.45	0.881	2	High
2	The ministry's senior management considers training strategies while designing the ministry's strategic plan.	3.65	0.684	1	High
3	Implementing training strategies is a priority for senior management.	3.30	0.890	5	Medium
4	Senior management seeks to find new ways and methods that lead to the implementation of training strategies.	3.38	0.942	4	Medium
5	The ministry's senior management provides a specialized entity to implement training strategies.	3.40	0.921	3	Medium
Total Arithmetic Mean		3.43	0.863	High	

Obstacles Faced in Training

Table 10 showed that the obstacles faced in training in the Ministry of Agricultural Wealth, Fisheries, and Water Resources had an average score of 3.29. Regarding the axis paragraphs, they are ranked as follows: Leading the list is "The ministry employs traditional methods in the professional development of its employees," with a mean score of 3.80 and a high degree of agreement. Following this is "Training materials provided to the ministry's employees do not adequately meet modern requirements," with a mean score of 3.72, also showing a high level of agreement. In third place is "The ministry allocates insufficient financial resources to training programs," with a mean score of 3.70. Ranked fourth is "Employees of the ministry lack motivation to participate in training programs," with an average score of 2.65, indicating a moderate agreement level. Lastly, in fifth place is "The ministry does not consistently assign qualified trainers to deliver training programs," with an average score of 2.62 and a moderate degree of agreement.

The calculated response of the study sample about the obstacles facing in the training process in the Ministry of Agricultural, Fisheries and Water Resources illustrated as follows:

Table 10

Arithmetic Means and Standard Deviations of the Respondents' Responses About the Obstacles Faced in Training

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	Lack of morale for ministry employees to participate in training programs.	2.65	0.814	4	Medium
2	Lack of financial resources allocated by the ministry for training programs.	3.70	0.671	3	High
3	The inadequacy of the training facts provided to the ministry's employees to the modern requirements.	3.72	0.896	2	High
4	The ministry applies traditional methods in the professional development of its employees.	3.80	0.974	1	High
5	The ministry does not assign training programs to qualified trainers to deliver training programs.	2.62	0.825	5	Medium
Total Arithmetic Mean		3.29	0.836	Medium	

The Impact of Training on Improving Human Resource Performance

Our results (**Table 11**) showed that the impact of training on improving the performance of human resources at the Ministry of Agricultural Wealth, Fisheries, and Water Resources was high, with a mean of 3.48. Regarding the axis paragraphs, they are ranked as follows: Leading the list is "Human resources in the ministry have good communication skills with superiors and subordinates," with a mean score of 3.80 and a high degree of agreement. Following this is "Human resources in the ministry can complete work on time," with a mean score of 3.71, also showing a high level of agreement. In third place is "Human resources in the ministry can solve work issues and withstand work pressure," with a mean score of 3.39 and a high degree of agreement. Ranked fourth is "The ministry uses an incentive system based on productivity," with a mean score of 3.28. Lastly, in fifth place is "The ministry's human resources have the knowledge and skills necessary to get the job done," with a mean score of 3.25.

The calculated response of the study sample on the impact of training on improving the performance of human resources at the Ministry of Agricultural, Fisheries and Water Resources, illustrated as follows:

Table 11

The Arithmetic Means and Standard Deviations of the Responses of the Study Sample on the Impact of Training on Improving Human Resource Performance

S. No	Phrase	Arithmetic Mean	Standard Deviation	Rank	Degree of Approval
1	The ministry's human resources possess the essential knowledge and skills to get the job done.	3.25	0.822	5	Medium
2	The ministry's human resources have good communication skills with superiors and subordinates.	3.80	0.621	1	High
3	The ministry's human resources have the ability to get the job done on time.	3.71	0.825	2	High
4	The ministry's human resources have the ability to solve work issues and cope with work pressure.	3.39	0.924	3	Medium
5	The ministry uses an incentive system based on productivity.	3.28	1.03	4	Medium
Total Arithmetic Mean		3.48	0.844		High

Conclusion

The study highlights the importance of identifying training needs in the Ministry of Agricultural Wealth, Fisheries, and Water Resources, with a mean score of 3.42 indicating efficient assessment processes. Management support for training initiatives is strong, averaging 3.43. However, the planning and implementation phases are only moderately effective, with mean scores of 3, suggesting the need for enhancements in these areas. Furthermore, the study identified moderate barriers to training, such as reliance on assumptions, insufficient funds, and fluctuating employee motivation, rated 3 on a 5-point scale. Despite these issues, training positively impacts human resource performance, with a high mean score of 3. To optimize results, the planning and implementation of training programs should be improved, financial and motivational challenges addressed, and management support maximized.

Recommendations

This study recommends enhancing training activities before and during employment, both within and outside the work environment. It suggests that the Ministry's senior management should create a competitive workplace, partner with the Ministry of Education to align training with future goals, and implement a comprehensive training plan based on total quality management principles. Planning should be prioritized, and training awareness raised among employees. Future research should explore barriers to training for government employees in Oman, professional development in IT, and develop a program for the Ministry's employees.

Statements and Declarations

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Conflict of Interest

The authors declare that there is no conflict of interest.

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