Building Knowledge Management Framework Through Training Delivery Methods and its Impact on Organization Quality Performance

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Abstract: *Nowadays, Knowledge Management is one of the growing interest field in today's business. It is act like quality strategy which depends on the intellectual capital of organisations to keep their product or services competitive. Specifically, employees in such organisations are required to do more than just manual. Knowledge work as required for responsibilities to expand that including planning, implementation, acting and checking. Knowledge management as helpful for organisation likely to freely and openly in communicating manner that also increase the awareness of information. Study of the research aims to investigate the availability of knowledge management system in Kuwait private and public sectors organisations. The actual situation with its improvement to achieve organisational and national objectives through more effective training methods and more investment in human resources as geared towards enhancing and achieving effectiveness as well as efficiency. Globalisation, advances technology and decentralisation of employees help to promote in change of employee development. Current training and development activity in Kuwaiti organisations and investigate become the factors by using of training delivery method. This study reveals that most of the data are sample that have clear with human resource development strategy. It also has established a strong relation and links between their human resource strategy and their overall organisation strategy and objectives. Overall result depicts that knowledge management was very important to the development of organisations where the most important source its knowledge management systems that employee's and organisation's knowledge become crucial fact with its method.*

Key Words: *Organisation Development, Training Delivery Methods, Employee Development, Knowledge Management.*

1. INTRODUCTION:

The Knowledge management (KM) trend began to pick up some momentum in the mid-1990s at industry conferences with business and academic fields. Indeed, it's the concept of large consulting firms were committing major resources usually implement for practices and technologies [1]. It is the idea that develop and innovative ways to leverage the collective knowledge of vast organizations that undergone with the process of themselves which used to help for other companies. KM also the term that had been a great deal of debate in the meaning of literature. Today, many people deem knowledge-based assets to be the new organization wealth. Acquisition and enhancement of these assets have become critical management concerns [2]. Knowledge itself is much more all-encompassing term which incorporates the concept of beliefs that are based on information [3]. Therefore, knowledge that associated with a perspective that underline actions and it is context-specific in relation to a particular end. It's suggested that knowledge only has meaning in the context of a process or capacity to act [4]. Thus, the important of knowledge can be evidenced by its association with actions, and its source can be found in a combination of information, social interaction and contextual situations, which affect the knowledge accumulation process at an individual level. Organization knowledge, on the other hand, is comprised of corporate knowledge and shared understandings. Indeed, it has similar characteristics to individual knowledge. Organizational knowledge is equally associated with actions that created within the company by mean of information and social interaction which provides potential for development.

2. LITERATURE REVIEW:

In the concept of Knowledge Management (KM) as revolves around the differences between the terms of 'information' and 'knowledge'. Even though in some senses they may be used interchangeably in where writers have suggested that two concepts are distinctly different [5]. Indeed, it is the form of knowledge that is at the heard of knowledge management. Organisation progress can be made when knowledge moves from the domain of the individual from that organisation. Organisational could be changed when knowledge and action addressing to association. KM fundamentally concerned with the achievement and management from that change [5]. In recent years, increasing attention has been given to employee training and development within organisations. This increasing attention has arisen because of the vital role that training plays in human improvement. Training is undertaken in order to prepare and equip

employees with new skills, methods and strategies to carry out grater responsibilities [6] [7]. Employees increased valued as assets when systematic approach to invest in their training and development. Developing and implementing learning activities able to enhance knowledge, skills and competencies that also prepare individuals to perform wider or more demanding tasks.

Consequently, training and retraining should be seen as an integral part of an organisation investment plan. Human resources organisations are possessing employee's skill and knowledge that required to produce and develop the product or services to the relevant sectors. The benefit of highly skilled workforce is that it will be better placed to defend, maintain, or increase for success within market environment. Learning organisation and knowledge management with the development of new technology. The companies have started to realise that continual commitment of training is vital that maintaining on position in the 21st century. In this case, new challenges can appear at any time from any direction at home or overseas. Typical organisation is coming to view of knowledge as their most valuable and strategic resource remain with competitive. Whereas they must explicitly manage their intellectual resources and capabilities.

In fact, the fast pace of technological change has brought about an unprecedented level of demand for highly educated, skilled workers. This creates increasing pressures on training and education to deliver relevant training programmes as efficiently and effective as possible. With the expanding interest in the training and learning function, organisations started to increase their expenditures on their training and learning. As the report stated that three ASTD state of industry reports, taking the data from 750 organisations in USA and they spend USS504 to train an individual employee in 1995. This figure also represents that in 1996 as it is increased and reached USD654 and USD849 in 1997. The percentage of employees trained that increased from 85.3% in 1996 to reach 96.4% in 1998. More details are elaborate as pointing below.

- **Sources of Knowledge**

Source of knowledge must not be limited to one source, either internal or external. From the table 1 below present that majority sources for knowledge system where 84% additional source of employees' knowledge, 70% employee performance, 65% sample use the customer knowledge for their system.

Table 1 : Sources of Knowledge

	Disagree	Not sure	Agree	Total
Employees		16%	84%	100%
Customers	20%	15%	65%	100%
Employee performance	18%	12%	70%	100%
Others mistakes	23%	27%	50%	100%
Journals		6%	94%	100%
Conferences		8%	92%	100%
Social media	4%	30%	66%	100%

These are finding indicate that most of the captured knowledge in Kuwaiti organisations comes from external sources. However, in order to continue with the same subject, the respondents were asked about the sources of their KM system. This finding is consistent who argued that KM should not be limited to internal sources. Ultimately, the net must embrace vendors, suppliers, customers, public interest groups, private and others. Any knowledge source that could be germane to the business must somehow or other be linked to and by the KM network. On the other hand, KM is learned by employee mistakes [17].

Table 2: *Importance of Knowledge Management Sources*

Knowledge Sources	Disagree	Not sure	Agree	Total
Employee knowledge	5%	13%	82%	100%
Customer knowledge	10%	24%	66%	100%
Supplier knowledge	8%	12%	80%	100%
Organisation knowledge	2%	8%	90%	100%

In such case, Kuwaiti organisation getting the less attention from the management. Most important source of knowledge management system, where employees and organisation of knowledge as table below where 66% believe that customer knowledge is important and 80% of the sample believe that supplier knowledge is important. This finding indicate that Kuwaiti organisations are more developed in creating a KM system just because their knowledge system depends on different sources that represent in above table 2.

- **Knowledge Management Difficulties**

People's behaviour could be changed to share their knowledge, measuring the value and performance of knowledge assets, determining knowledge should be managed and justifying the use of scare resources for knowledge initiatives are the most important difficulties as they face with their KM system. Survey reveals that the top four difficulties are faced on the most organisations that are likely to face fall into the areas of culture, measurement, quality, and money as represent the table 3 blow.

Table 3: Knowledge Management Difficulties

Difficulties	Considerable extent	Great extent	Very great extent	I do not know	Total
Changing people's behaviour to share their knowledge	0%	38%	62%	0%	100%
Measuring the value and performance of knowledge assets	0%	35%	65%	0%	100%
Determining what knowledge should be managed	0%	33%	67%	0%	100%
Justifying the use of scarce resources for knowledge initiatives	0%	39%	61%	0%	100%

- **Knowledge Management Impact**

"I don't question that knowledge management can help a company. But if a company needs to move in that direction, maybe it also should take a look at its management style, its work environment, and its culture to see whether it is fostering an environment of sharing and openness" stated by Verespej. Indeed, it is important effect on organisations KM system that increasing employee learning, followed by building an economic environment for teamwork [13]. The benchmarking organisation activity with other could be change their employee behaviour.

3. THE STUDY OF OBJECTIVE AND METHODOLOGY:

The study in this research is part of large research project that aimed to investigating the knowledge management system and its impact on employees and organisations. It could also impact on employees and organisations effectiveness as well as performance. First part in this paper focus on main objective which identifying and exploring the kind of the knowledge management system (KMS) that used by Kuwaiti organisations. Then, second part in this paper discussed training activities, delivery methods, training impact and problem in Kuwaiti organisations. The objectives that going to achieved in this study literally published as case studies which also reward and appraisal best practice and training [8]. Generic format and structured in questionnaires which access the applicability and the viewpoint of experienced practitioners toward the following points as stated further investigate in this research. Initially, the study participants were presented with several statement to assess the perceived importance of KM in Kuwaiti organisations and to assess the perceived importance of training, training delivery methods, impact of training, objectives and problems. Participants were requested to show how strongly they agreed with these statements on Likert scale as found on survey analysis that briefly described from its objective perspective.

- **Training Delivery Methods and Impact on Organisation**

Training has always played an important part in furthering many kinds of human learning and development. It should constitute an important contribution in assisting an organisation to achieve its objective through better productivity of human resources. The organisation which trains it employees effectively will be more competitive and therefore more profitable. Study suggested that organisations must not only make more of commitment to training but should look for more effective methods of delivering training [10]. The rapid pace of change requires that workplace learning on a just-in-time, just what and where needed [11]. Most common training delivery methods used by organisations expect to use by 2000 are distributive learning technologies that are capable of combine digital text, video and audio.

In fact, intranets are expected to become the most heavily used learning technology back in 2000 but some are arguing that 35% training would be delivered by learning technologies while instructor-led training will not become obsolete which also expected to decline to 55% as stated [12]. Below the table figure out the training delivery methods how much it could impact on three classifications.

Table 4: Training Delivery Methods

Training methods	Small extent	Considerable extent	Great extent	Total
Classroom training		25%	75%	100%

Off-the-Job training	15%	25%	60%	100%
On-the-job training / Training by direct supervision	10%	20%	70%	100%
Skill training	18%	20%	62%	100%
Job rotation	18%	37 %	45%	100%
Computer-based training, computer-assisted learning	22%	23%	55%	100%
Technology-based training (audio tape, video, Interactive video)	8%	36%	56%	100%
Internet / Intranet / Web-based-training	12%	15%	73%	100%
Multimedia	60%	23%	17%	100%

The respondents were asked about their training delivery methods and responses to this question revealed that classroom training is the most popular training delivery methods where (75%) of sample followed by on-the-job training (70%), then off-the-job training and skill training (60%-62%). Furthermore, 55% of the sample use CBT, CAL to deliver their training to the employee. On the other hand, 73% of the sample use internet/intranet/web-based training as a training delivery method to a great extent, while only 17% of them use Multimedia as training delivery methods to a great extent as stated to above table 4. Training methods used in Kuwait are conventional to some extent. Since, most common methods used in formal training in less developed countries whereas research found that classroom remains the workhorse of corporate education [21].

Real business concern come up with the variety of reason for the emergence of KM. The messy transition from industrial based production and work systems stabilized the information-based systems, which rendered many functions and people obsolete [9][18]. This approach brings the resulted in the loss of valuable knowledge rather than the butcher's knife. KM also offers a surgeon's scalpel that sharpens and refines the value of people and what they know. The main goal of this part is to know whether Kuwaiti organisation have a KM system.

Table 5: Importance of Knowledge to Organisations

		Somewhat important	Very important	Total
Private	Count	9	30	32
	% within	28.15%	71.8%	100.0%

Above table 5 as represented the responds of asking about how they view of knowledge and how important is to them. Their answers reveal that most of the sample believes that knowledge is very important while 28.15% believes it is somewhat important. Organisational knowledge, on the other hand, is comprised of corporate knowledge and shared understandings, but it has similar characteristics to individual knowledge. Organisational knowledge is equally associated with actions and is also created within the company by means of information and social interaction and provides potential for development.

- **Selected Methods to Assist Knowledge Sharing**

The American Society for Training and Development (ASTD) published report that KM initiatives tend to fall into one of several categories that included.
   i. Creating and storing knowledge in repositories
   ii. Measuring the financial value of knowledge
   iii. Facilitating the transfer of knowledge
   iv. Creating a knowledge-sharing environment.

Kuwaiti organisations system falls in the above categories that respondents were asked about the system which they use to capture, process create, measure and transfer their knowledge. Survey found that majorities support in both samples use internal journal as a source for sharing of knowledge and rest use the internet as seen 70%, in the table 6 below.

Table 6: Employees' Input to Knowledge System

	Disagree	Not sure	Agree	Total
Intranet	20%	10%	70%	100%
Internet page	5%	20%	75%	100%
Louts notes	45%	48%	7%	100%
Internal Journal	4%	5%	91%	100%

Developing KM system also become the issue of process. To be effective, a knowledge system needs to operate in a manner that fits the work process flow in the organisation. Somewhat, it's difficult to make any information available to employees in time due to inappropriate manner [13]. However, most respondents show their answer that 95% of the sample use their knowledge system that record organisation activity which can be considerable extent and to great extent as found in able table 7.

Table 7: Effect of Knowledge Management System

	Disagree	Not sure	Agree	Total
Employee satisfaction	18%	10%	72%	100%
Employee creativity	5%	10%	85%	100%
Employee productivity	6%	20%	74%	100%
Customer satisfaction	16%	8%	76%	100%
Profit margin	7%	20%	73%	100%
Launch of new product or services		13%	87%	100%
Training system	35%	25%	40%	100%
Being competitive	10%	13%	77%	100%
Teamwork	7%	10%	83%	100%

Employee productivity, teamwork, services, lunching any new product are the most important effect for the KM system as activities rolling. From the selected method effect of KM system influence more than 70% of employee satisfaction, creativity, productivity, and customer satisfaction that represent in above table 7.

4. ANALYTICAL APPROACH BASED ON RESULTING METHOD :

Representing methods depicted that how training on KM system impact on various training to employees. Survey analyses find the details of training impact on organisation, training impact on employees, employees input of KM system as well as various factors that can bring clear view of employee training within organization.

- **Training Impact on Organisation**

The American Society for Training and Development (ASTD) defines training as "the transfer of work-related skills, knowledge and information with the degree where usually trainees apply in their jobs to gained from the training schedule [9]. Similarly, defined that "a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities" [11]. Technology and financial capital move across national boundaries for target employees. With the heigh wage, developed countries employees must be able to produce knowledge-based products and services. Indeed, the important of training and learning in the workplace is also significant strategy.

- **Training Impact on Employees and KM System in organisation**

The respondents were asked about the most significant effect of their training program on their employees. Their answers revealed that learning new ways of working, producing higher quality output and increasing their knowledge are the most desired training effects on employees.

Table 8: Training Impact on Employees

Training impact	Disagree	Not sure	Agree	Total
Learn new ways of working	0%	5%	95%	100%
Change attitude	8%	12%	80%	100%
Change behaviour	7%	11%	82%	100%
Share information with others	8%	7%	85%	100%
Learn from other mistakes	10%	15%	75%	100%
Add to their knowledge	0%	7%	93%	
Strengthen the relationship with others	0%	15%	85%	100%
Improve his performance	0%	8%	92%	100%
Produce higher quality output	2%	4%	94%	100%

Furthermore, more than 80% of the sample believes that changing employee's attitudes and behaviour are important training effect on employees. Changing people's behaviour within training indicated that training definitions [14][15]. The purpose of any training programme in Kuwaiti organisations is derived from the feeling that some problems related to the employee's performance should be solved and it is not targeting the future or desired behaviour

[16]. However, with the use of an internal journal for the KM system, the respondents were asked about the important knowledge as input to the system. Their answer shows that 95% of the sample use their knowledge system to record organisation activity where to consider extent and to great extent, and 92% use it to record organisation performance, and 87% use it to record information about their suppliers, while 90% of them use it to record information about customers to a Considerable extent and to great extent that represented on tables 8. The respondents were asked about the effect of their training on their organisations. 95% of the sample believes it produce high quality performance and 94% helping employees to implement new ways of working in their work environment, and 94% also believes increased employee knowledge as stated in table 9.

Table 9: Training Impact on Organisation

Training impact	Disagree	Not sure	Agree	Total
Increased productivity		4%	96%	100%
High quality performance		5%	95%	100%
Implementation of new ways of working		6%	94%	100%
Employee knowledge		6%	94%	100%
Profitability	15%	55%	30%	100%
Job satisfaction	10%	15%	75%	100%
Customer satisfaction	12%	15%	73%	100%

These findings are consistent with the American Society for Training and Development (1998) as well as the Manpower Services Commission's (1981) views about training as represented on table 9. They both emphasise the transfer of work-related skills, knowledge and information to the work environment. The Kuwaiti organisations believe that training helped their employees to increase productivity and also produce high quality performance which implementing new ways of working in their work environment that increased their knowledge of skills.

- **Training and Organisation Development**

The respondents were asked about how they view training and training strategy. Their answers indicate that private organisations believe in the importance of training to the development of their organisations, so they both provide training programmes for their employees. As a result, 95% of the private organisations have a clear human resource development strategy.

Table 10: Training and Organisation Development

	Private		
	Yes	No	Total
Training is important to the development of the organisation.	92%	8%	100%
The organisation provides training programmes to employees.	94%	6%	100%
The organisation has a clear human resource development strategy.	92%	8%	100%
Human resource strategy derived from, or related to an overall organisation strategy.	95%	5%	100%
Training programmes are linked to the organisation's objectives and strategy.	96%	4%	100%
The organisation has a formal training and development plan.	93%	7%	100%

For the entire sample believes that training had a very good impact on organisation development, this strategy is driven from or related to an overall organisation strategy, and their training programmes are linked to the organisation's objectives and strategy. Thus 93% have a formal training and development plan as presented on table 10.

Having a HRS is not an indication that the organisation will have the best investment in the human resource, unless it is derived from or related to an overall strategy. Having an effective Human Resource Strategy and administration of training plans at all levels is no longer sufficient to hail organisations as people-focused and developing effectively for achieving desired competitive standards [8]. The HRS should not be merely a written document presented in the annual reports. The HRS that offer real strategic value to the organisation must contribute directly to important business goals and objectives and must be based on key business performance requirements [24].

Thus, it could be said that most of Kuwaiti organisations have a clear HRS they have established a strong relation and links between HRS and the overall strategy and organisations objectives, and HRS is designed to meet business needs through investing in people. Furthermore, linking HRS with the overall strategy and organisation objectives enhancing organisation performance, helps them to create new opportunities for growth and take advantage of the opportunities present in a rapidly changing business environment [25]. Study found that 63% US high-performing

companies say that their employees have a clear understanding of organisational goals. These finding are consistent with a survey by the Harbridge Consultant Group (1991) which found that in the years from 1982 to 1991, the proportion of UK business organisations in which employee development was explicitly linked to corporate strategy increased from 33 to 54% [24]. This finding is also consistent another researcher who found that in 66.7% of the government and 68% of the private organisations their HRS is derived from or related to a very great extent to the organisational strategy as presented on table 11 [17].

Table 11: Employees' Input to Knowledge System

	Small extent	Considera ble extent	Great extent	I do not know	Total
Their new ideas about the best ways of doing things	20%	48%	32%		100%
Their own job experience	14%	56%	30%		100%
Information about customers	10%	48%	42%		100%
Information about suppliers	13%	50%	37%		100%
Record of organisation activity	5%	20%	75%		100%
Record of organisation performance	8%	12%	80%		100%

Employees View Knowledge

KM is about finding a way to capture the wisdom of the workers within an organisation as it can be sharing knowledge is an important factor in creating a KM system. In this context, the respondents were asked to clarify how their employees view knowledge. Their answers reveal that 85% sees their knowledge as power and 82% find their knowledge as something private. Furthermore, only 48% guard their knowledge to protect their position, while 55% believe that their knowledge is an organisation asset as seen on table 12.

Table 12: How Employees View Knowledge

	Disagree	Not sure	Agree	Total
Employees see there knowledge as power		15%	85%	100%
Employees see there knowledge as Something private		18%	82%	100%
Employees think No one has the right to share there knowledge	35%	10%	55%	100%
Employees guard there knowledge to protect their positions	40%	12%	48%	100%
Employees are welling to share their knowledge with others	10%	30%	60%	100%
Employees knowledge is an organisation asset	20%	25%	55%	100%
Employee knowledge come from working with the organisation and its not personal private	18%	14%	68%	100%

Above finding is the organisation of KM system in Kuwait. This finding is consistent with most critical problem facing knowledge management is seeing knowledge as power [10]. The idea of KM is establishing an environment is most often organisation culture. Employee could be indispensable and free from termination. Perhaps most critical condition for overcoming a culture in which knowledge can seen as power is senior management support and KM efforts on groups or parts of the organisation that already share knowledge.

5. FACTOR CONTRIBUTING TO PREVENTING EMPLOYEES FROM USING ACQUIRED KNOWLEDGE AND SKILL :

There are many factors preventing employees from using the acquired knowledge and skill. Some of them are human factors, and other organisational. As the previous findings have shown, there is a huge percentage of employees in Kuwaiti organisations who do not use their acquired knowledge and skill in their work environment. To investigate the reasons which prevent them from doing so, the respondents were asked about three factors, namely management support, organisation culture and employee dissatisfaction.

- **No Management Support**
   The below Table 13 showing that more than 90% of sample agrees that lack of management support is a major factor that contributes to preventing their employees from using the acquired knowledge and skill.

Table 13: Lack of Management Support

		absolutely disagree	not sure	agree	strongly agree	Total
Private	Count	2	0	9	21	32
	% within	6%	0%	28%	66%	100.0%

- **Organisation Culture**

The entire sample believes that organisation culture is a main factor which contributes to preventing their employees from using the acquired knowledge and skill as the below table 14 showing below.

Table 14 : Organisation Culture

		agree	strongly agree	Total
Private	Count	20	22	32
	% within	47%	53%	100.0%

- **Employee Dissatisfaction**

Table 15: Employee Dissatisfaction

		disagree	not sure	agree	strongly agree	Total
Private	Count	3	6	12	11	32
	% within	9%	19%	38%	34%	100.0%

Above table 15 shows that more than 60% of the sample believe that employee dissatisfaction is a leading factor which contributes to preventing their employees from using the acquired knowledge and skill. From the above three table are showing the consistent with another finding as showing that 30% of the 500 trainees believed that lack of suitable and written procedures on the best ways of transfer their new knowledge to their work environment that was a block which prevented them from doing so [19]. In the same subject another study found that only 5% of the trainees did not feel satisfaction from their work environment which made them unwilling to transfer their new knowledge and skills [20].

6. FACTORS CONTRIBUTING TO THE FAILURES OF TRAINING PROGRAM:

There are some factors which contribute to training programme failures, some of them related to human nature, some to the facilities and other to the system. The American Society of Training and Development (1986) found out from 756 telephone interviews that the primary explanation for the failure of training program to produce intended result is that trained behaviour is not rewarded and support in the work environment.

Table 15: Factors contributing to the failures of training programme.

factors contribute to failures of training programme	Disagree	Not sure	Agree	Total
No on-the-job rewards for behaviour and skill learned in training	13%	17%	70%	100%
Insufficient time to execute training programmes	14%	16%	70%	100%
Work environment does not support new behaviours learned in training	15%	10%	75%	100%
Lack of motivation among employees	20%	25%	55%	100%
Inaccurate need analyses	30%	18%	52%	100%
Training need changed after programme had been implemented	15%	15%	70%	100%
Management does not support training programmes	8%	12%	80%	100%
Insufficient funding of training programmes	62.5%	15%	22.5%	100%
Bad instructor	60%	10%	30%	100%
Bad programme content	50%	10%	40%	100%
Training methods	15%	15%	70%	100%
Using the same programme for long time (under different names)	10%	2.5%	87.5%	100%

To find the factors that contribute to training programme failure in Kuwaiti organisations, the respondents were asked about the critical factors that affect their training programme. Their answer reveal that 87.5% of sample believe that using the same program for a long time under different name is a major factor which contributes to the failure of their training programmes. More than 75% of them believe that bad classroom environment and lack of management support are critical factors for training programme failure. More than 70% of organisations see the changing of training needs after the programme had been implement where the training methods used in executing the training program as stated in table 15. In this case, no job awards for behaviour and skill learned in training, insufficient time to execute training programmes, lack of support for the new behaviours learned in training and preventing employees from implementing their new idea in their work environment are major factors contributing to the failure. In addition, only 30% of them consider a bad instructor is a primary factor which contributes to failures of their training programmes.

7. STUDY FINDING AND RESULTING ANALYSIS :

These finding are consistent with ASTD as found that most primary explanation given for the failure of training to produce intended results is that trained behaviour is not rewarded and supported in the work environment that followed by insufficient time to execute training programmes that also found in last factor for training failure in table 17. The most important method which is used by Kuwaiti organisations to facilitate sharing of knowledge between employees that is internal journal. On the other hand, the most important desired impact for their knowledge management system to achieve that increasing employee learning which followed by building an environment for teamwork as benchmarking organisation activity with others for employee behaviour. Kuwait has undergone fundamental changes and developments in all aspects of life education, commerce, economy and health since independence in1961. One of the main aspects affected by these developments is the expansion in government organizations and workforce. As stated earlier, Kuwaiti organizations, spend millions of Kuwaiti Dinars on developing their workforce through training and learning activities. However, most of these investments do not result in any benefits, because organizations have not systemically planned or evaluated the effectiveness of their training, learning activities as well as training delivery methods. There were obvious failures in examining important issues, such as training objectives, linking training to overall organization objectives, training methods that critically important for training development. Failure to examine these issues may have negative affected the quality of existing employee training. Accordingly, this study has presented a critical view of the present employee training activities in Kuwaiti organization in order to assess their effectiveness and specify the problems that obstructing the development of Kuwaiti employees and also blocking the use of advanced learning technology. The analysis revealed that only a relatively small number of employees in private organizations use the knowledge and skill that they acquire from the training programmes in their work environment, while a huge percentage do not use their acquired knowledge and skill in their work environment at all. The reasons preventing them from doing so include no management support, organizational culture, and employee dissatisfaction. The primary explanation for the failure of training programs to produce the intended results was that the advocated behaviors were not rewarded and supported within the work environment. Other factors included using the same program for a long time under different names, unsuitable and nonconvertible classroom environment, lack of management support, training methods used, insufficient time to execute training programs, and preventing employees from implementing their learning and new ideas in their work environment. Most of the Kuwaiti organisations have a clear HR development strategy, which has a well-founded relation and links with the overall organisational strategy and objectives. In addition, most these organisations have a formal training plan designed to meet business needs through investing in people. Linking the HRS with the overall strategy and organisational objectives is seen as critical in enhancing organisation performance and helping them to create new opportunities for growth and to take advantage of the opportunities present in a rapidly changing business environment. The most common training delivery methods used by Kuwaiti organisations in both sectors were conventional and did not involve the trainees in the learning process. These methods were classroom-based training, on-the-job based training, and off-the-job based-training. Technology-based training and learning was less used by these organisations as a delivery method. Based on these finding, it was concluded that Kuwaiti organisations were still in the 70s and 80s era in relation to their training activities.

The most important impact of training on Kuwaiti organisations was in increasing productivity, producing high quality performance, helping employees to implement new ways of working in their work environment, and increasing employee knowledge. Other impacts, such as profitability. There are many training objectives that organisations can designate. Whatever the purpose of the individual organisation in setting such objectives, increased productivity and decreased expenses seemed to be the ultimate aims of most. Thus, based on the analysis, added that the most notable training objectives for Kuwaiti organisations were performance-related, such as providing an opportunity for employees to develop their personal skills and knowledge, helping employees to perform their present jobs better, keeping employees informed of technical and procedural changes occurring within the organisations, and orientation of new employees. The most significant impact of organisational training programmes on their employees included learning

new ways of working, producing higher quality, and increasing their knowledge. In the private sector, improving employee performance also ranked in equal importance. On the other hand, changing employees' attitudes and behaviour were the least important aspects of training impact on employees for both sectors. The conclusion was that training in Kuwait did not yet make its desired impact on employees, since changing employee behaviour and attitudes were the last objectives where training could achieve.

The most significant problems which Kuwaiti organisations face when using classroom-based training program that the method was more theoretical than practical where no interaction between the trainee and trainer. Thus the employee lost vast learning opportunities. On the other hand, the most important problems faced when conducting TBT were the limitations of use of sound, employees' fear of technology, problems of presentation, production difficulty, and costs. The conclusion was that training in Kuwaiti organisations was still in the 70s and 80s era in relation to problems faced.

8. CONCLUSION AND FINDING OF THIS STUDY :

In conclusion, it seems that Kuwaiti management appears to support training with money but not politically or behaviourally. Supporting behaviour to employees is a very important factor that contributes to the success of any activity in organisations, including training activity. So, it is necessary to show that kinds of support to employees which crating a sense of optimism and capitalising on motivational variables in training that can enhance transfer of training back to the target environment. It can also be concluded to this part that the management in Kuwaiti organisations should encourage staff members to start thinking within their organisations who could benefit from their own knowledge and determine which organisations who cold benefit from their own knowledge. So, it could be said that most Kuwaiti organisations have a clear HRS and have established a strong relation and links between HRS and overall strategy and organisation objectives. The HRS was mainly designed to meet business through investing in people and by linking HRS with overall strategy, organisations focused on enhancing its performance and crating new opportunities for growth and to take advantage of the opportunities that rapidly changing business environment. On the other hand, on many occasions, the HRS seemed to be merely a written document presented in the annual reports. The HRS offers real strategic value to the organisation must contribute directly to important business goals and objectives that based on key business performance requirements. Furthermore, the formal system in Kuwaiti organisations did not seem to provide trainees with the opportunity to apply what they have learned from their T&D programme. The trainees' willingness and ability to perform may not translate into performance improvements if the situation inhibits their efforts otherwise the whole efforts of T&D will be wasted.

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