

## The Impact of Management Development on Job Performance A Case Study on the Department of Agriculture in the City of Al Ain , UAE

Dr Khaled M.Algaribeh <sup>a</sup> , Dr Ayman AL armouti <sup>b</sup>

<sup>a</sup> University of Jeddah .MIS Department, KSA [khaledalgaribeh@yahoo.com](mailto:khaledalgaribeh@yahoo.com)

<sup>b</sup> Khwarizmi international college,UAE [ayman-armoti@yahoo.com](mailto:ayman-armoti@yahoo.com)

**Abstract** The purpose this of the study was to identify the level of management development on job performance of local organizations in Al Ain city, United Arab Emirates and to examine if the management development differed significantly across the basic factors of job performance . Practical data were collected from all employees in Abu Dhabi food control authority- agriculture sector in Al Ain as a case study. The Questionnaires were sent to 86 employees working in the company. Only (80) were returned. The overall response rate for this study was 95%. This is regarded as relatively high, since the respondents are managers and they were supposed to be too busy to answer Questionnaire. A Questionnaire was sent to respondents such as managers, head department, Assistant managers, employees currently working in the Department of Agriculture in the city of Al Ain . Stratified random sampling was used for the research method: one-way ANOVA and Correlation and regression analyses were employed for data analysis. The result showed that of one way ANOVA showed that work procedures, the laws and regulations and Human Resource Development ( $f = 50.12$  ,  $p < .001$ ) differed significantly at the level of 0.001 .

**Keywords:** management development; job performance; law; HRM; Human resource development.

### 1. INTRODUCTION

On the threshold of World War 1, a few thinkers were just becoming aware of management's existence. but few people even in the most advanced countries had anything to do with it. Now the largest single group in the labor force, more than one-third of the total, are people whom the U.S. Bureau of the Census calls "managerial and professional". Management has been the main agent of this transformation. Management explains why, for the first time in human history, we can employ large numbers of knowledgeable, skilled people in productive work. No earlier society could do this. Indeed, no earlier society could support more than a handful of such people. Until quite recently, no one knew how to put people with different skills and knowledge together to achieve common goals. ( Drucker, 2001) .Support staff are the single largest component of revenue costs in community-based housing services across many countries of the world, and are crucial in supporting people with intellectual disabilities to achieve valued lifestyles (Hatton et al. 2004; Stancliffe & Lakin 2005). This recognition of the importance of direct support staff is accompanied by ongoing concerns about the

competencies of direct support workers who are often low-paid and in receipt of minimal training, support and supervision (Larson et al. 1998; Test et al. 2004).

The part of human resource management that specifically deals with training and development of the employees. Human resource development includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

## **2. LITERATURE REVIEW**

Management development programs have recently been curtailed or discontinued by several companies. In times of tight money and profit squeezes, top managers search for quick cost savings, and discretionary expenditures are where they search. It is interesting that management development has been classified as a discretionary expenditure and is one of the first items cut. Close investigation reveals that managers have often been dissatisfied with the results experienced and question the wisdom of further major short- and long- run resource allocations until more effective performance can be anticipated (Paul and McKinney 1972). The measurement of job performance has long been recognized as one of the significant challenges faced by managers and researchers. (Austin and Villanova 1992) chronicle the long and somewhat sorry history of the "criterion problem" in personnel psychology. Although significant progress has been made in resolving some of the issues in the historic debate over how to best understand and measure job performance, there are still significant questions about the definition of the construct "job performance" and about the best methods for measuring the performance of individuals, teams and organizations (Murphy, 2008). From other side job performance and job satisfaction relation has a controversial history. The Hawthorne studies, conducted in the 1930s, are frequently attributed with making researchers aware of the effects of employee attitudes on performance. After the Hawthorne studies, researchers started taking a significant glance at the perception that a "happy employee is a productive employee." Most of the previous reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and employee performance. (Safdar and Rafiq 2010). This article introducing the Special Issue begins with a review of development administration and management's post-independence history, outlining the new challenges posed by the rise of the governance model and critical development management. The seven articles, which follow, are then summarized. We extrapolate from them to suggest new directions for development management: a better understanding of the relationship between politics and management; using a more nuanced view of policy to inform development management specialists' ethical choices between policies; understanding policy capture by hostile interests; taking the 'view from below', studying local sense making and the way it affects programmed outcomes, and the interaction of power and knowledge. Suggested new directions include a focus on the practice of development agencies and on developing appropriate research methodologies. (McCourt and Gulrajani, 2010).

### **2.1 Simplification of Work Procedures:**

The streamlining of business practices that attempts to eliminate tasks that do not add value to an idea or process. Tasks in a procedure are analyzed to see if unnecessary steps can be eliminated, thereby reducing complexity as much as possible, enabling workers to complete tasks more quickly. Work simplification is most suited to manufacturing processes and low-skilled jobs. It can lead to cost savings and better use of resources, but it has been criticized for resulting in workers specializing in only one task and for making work repetitive and monotonous. Complex work processes slow productivity and increase the potential for mistakes. By simplifying the procedures in your company, you make more efficient use of time, which in turn saves the company money. While specific work processes vary, the process of streamlining how you do work is adaptable to various industries and situations.

## 2.2 The development of laws and regulation

By reducing the internal transaction costs associated with R&D coordination across units, centralized R&D will generate innovations that have a larger and broader impact on subsequent technological evolution than will decentralized research. We also propose that, by facilitating more distant ('capabilities-broadening') search, centralized R&D will generate innovations that draw on a wider range of technologies. Our empirical results provide support for our predictions concerning impact, and mixed results for our predictions concerning breadth of search.

## 2.3 Human resource development

Is the framework for helping employees develop their personal and organizational skill and abilities HRD include such opportunities as employ training employee career development performance management and development mentoring ,succession planning .HMD focuses on developing the most superior workforce so that organization and individual employees can accomplish their work goals in service to customers knowledge of business and HRD practice and business skill are expected of effective HRD leaders (Gilley et al . 2002)

## 3. PROCEDURES

### 3.1 Research questions

What is the impact of the dimensions of Administrative Development (simplification of work procedures, the development of laws and regulations, Human Resource Development) In Abu Dhabi food control authority- agricultural sector in Al ain?

### 3.2. Research Objectives

4.1To examine if the management development differed significantly across the, job performance.

4.2 Clarify the administrative development impacts on the Skills and abilities that employs workers in the sector of Agriculture.

### 3.3 Hypothesis

The objective of this study is to test the following hypothesis:

H1: There are no statistically significant impact for Simplification of work procedures on job performance.

H2: There are no statistically significant impact for The development of laws and regulations on job performance.

H3: There are no statistically significant impact for Human Resource Development on job performance.

### 3.4 Conceptual model

Figure 1 shows that the independent variables in this study are three organizational elements (Simplification of work procedure, The development of laws and regulations , Human Resource Development ) termed as criteria of management development which impact on job performance in an organization

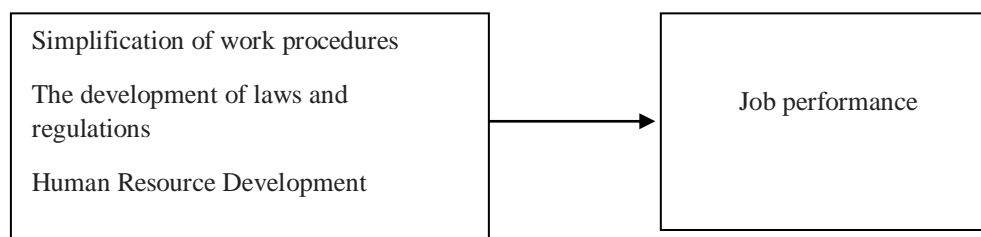


Fig. 1. Proposed model.

### 3.5 Research Method

Quantitative data for this study were collected from Abu Dhabi food control authority - agriculture sector in Al Ain it consist of seven sections: Animal Wealth, Corporate Services, Agriculture Affairs, and Development. Food Safety, Policy & Regulations, Strategic Planning& Performance Management, stratified random sampling and Questionnaires were sent to 86 employees working in company. Only (80) were returned. the questionnaires used five -point Likert's scales anchored by 'strongly disagree' and 'strongly agree ' to measure the index in three dimensions of development management .Cronbach's Alpha was used to assess the reliability of each of the measure .The Alpha of all scales exceeded the cut -off 0.60 recommended by (Sekaran 2003).

Table 1 showed that the Cronbach's Alpha for study were between 0.70 to 0.80. In general, which registered acceptable.

Table 1.Cronbach's Alpha for Research Variable

Variable	Number of item	Alpha
Simplification of work procedures	5	(0.871)
The development of laws and regulations	5	(0.876)
Human Resource Development	5	(0.891)

This research is a cross-sectional which uses a case study approach and its main purpose is to verify the role of organizational demission's such as Simplification of work procedure, The development of laws and regulations , Human Resource Development on job performance of Department Agriculture .

For the purpose of data collection, the permission was obtained from the administration office. Latest statistics on number of staff for each department were gathered from the head of each unit in every department. Researcher then obtained permission and cooperation of the head of each unit to identify respondent and eventually distribute the questionnaires to the respondents. Survey-based methods were used to collect information on academic staff's opinion about his/her demission Simplification of work procedure, the development of laws and regulations, Human Resource Development and job performance .

The Questionnaires were sent to 86 employees working in company. Only (80) were returned. The overall response rate for this study was 95%. This is regarded as relatively high, since the respondents are managers and they supposed to be too busy to answer Questionnaire. A Questionnaire was sent to respondents such as managers, department head, Assistant managers, employees currently working in the Department of Agriculture in the city of Al Ain.

### 3.6 Questionnaire design

A five point Likert scale was used to measure how strongly respondents agree or disagree with the statements. Questionnaires on management development was adapted and modified from literature Review Questionnaires on job performance was adapted and modified from literature review as shown in table 2.

Table 2. Instrument construction

Section	Construct	Item no.
Section 1	Simplification of work procedures	1-5
Section 2	The development of laws and regulations	6-10
Section 3	Human Resource Development	11-15
Section 4 job performance	Job performance	16-20

### 3.7 Correlation and Regression Analyses

Table 3 summarizes the Pearson correlation between the management development and job performance. The critical value of 0.205 was obtained from the Pearson correlation table at 90 degrees of freedom at the 0.05 level of significance for a two tailed test. From the results, it shows that the correlations obtained are greater than the critical value. Therefore, there are statistically significant relationship between the management development and job performance. The value of  $r$  between 0.7 and 0.8 indicates a strong relationship between the management development and job performance. Therefore, it can be concluded that there is a positive and significant relationship between the Simplification of work procedures, the development of laws and regulations and Human Resource Development and job performance in the Department of Agriculture in the city of Al Ain.

Table 3. Pearson Correlation Results

Management development	job performance ( $r =$ )
the Simplification of work procedures	0.733
The development of laws and regulations	0.754
Human Resource Development	0.721

$r(92) = 0.205, p > 0.05$

Furthermore, the results of the multiple regression analysis and their interpretation are discussed below.

Table 4. Regression statistics model summary

Model	R	Rsquare	Adjusted Rsquare	Std. Error of the Estimate
1	.804	.711	.655	.31011

Predictors: (Constant), the work procedures, the laws and regulations and Human Resource Development.

Shown in Table 4 the values of the correlation coefficient of the three, a simple correlation coefficient R where it reached 0.804 and the coefficient of determination R<sup>2</sup> is equal to 0.711 and finally the coefficient of determination debugger R<sup>2</sup>-which amounted to 0.655, which means that the independent variables (explanatory) (the Simplification of work procedures, The development of laws and regulations, Human Resource Development ) was able to explain 0.655 from changes in the quantity required (Y) and the rest (0.31) is attributable to other factors.

Table 5. Analysis of variance for significance of independent variables ANOVA

Model	Sum squares	df	Mean square	F	Sig.
Regression	20.050	3	5.022	50.12	.000
Residual	8.018	81	.100		
Total	28.068	84			

a. Predictors: (Constant), the work procedures, the laws and regulations and Human Resource Development

The second table presents the analysis of variance table, which can be defined through the explanatory power of the model as a whole by statistical F and as seen from the table of analysis of variance to test the moral high F (P <0.000). Which confirms the high explanatory power of multiple linear regression model from a statistical standpoint.

b. Dependent Variable: job performance

Table 6. Standardized and unstandardized Coefficients for Independent Variable Coefficients

Model	Unstandardized Coefficients	Unstandardized Coefficients	T	Sig.
-------	--------------------------------	--------------------------------	---	------

	B	Std.Error	Beta		
(Constant)	.413	.211		2.011	.031
Simplification of work procedure	.120	.093	.101	2.021	.037
development of laws and regulations	.112	.092	.204	4.012	.027
Human Resource Development	.150	.064	.106	2.272	.022

a. Dependent Variable: SDH

The regression result in Table 4 and Table 5 above indicates that 70 percent of the variance ( $R^2 = 0.71$ ) in job performance has been significantly explained by the three independent variables ( $F(3, 81) = 50.12, p < 0.05$ ). Thus, this hypothesis is substantiated. The next table, table 6 shows that the variables of Human Resource Development ( $t = 2.271, p < 0.05$ ) and development of laws and regulations ( $t = 4.011, p < 0.05$ ) are significant predictors of job performance. The mathematical formula of the aforementioned data is as follow:  $\text{job performance} = 0.413 + 0.120(\text{simplification of work procedure}) + 0.112(\text{development of laws and regulations}) + 0.150(\text{Human Resource Development})$ .

### 3.8 Research results:

From Table 3: the mathematical analysis showed Pearson correlation results:-

8.1. The significant relationship between the management development and job performance

8.2 There are statistically significant relationship between the Simplification of work procedures and job performance.

8.3. A strong relationship between the the development of laws and regulations and job performance.

8.4 There is a positive and significant relationship between the Human Resource Development and job performance in the Department of Agriculture in the city of Al Ain .

8.5 The results of the multiple regression analysis and their interpretation are the independent variables was able to explain 0.655 from changes in the quantity required (Y) and the rest (0.31) is attributable to other factors.

8.6 Analysis of variance to test the moral high F ( $P < 0.000$ ). Which confirms the high explanatory power of multiple linear regression model from a statistical standpoint.

8.7 The Coefficients analysis for independent variable shows that the variables of Human Resource Development and development of laws and regulations are significant predictors of job performance.

### Conclusion

From the research it was found that the impact of management development on job performance in the the Department of Agriculture in the city of Al Ain , UAE was in high level approval of the hypothesis 1. There are no statistically significant impact for the development of laws and regulations on job performance. Causing the approval of

hypothesis 2 and the approval of hypothesis 3, the research showed that there are no statistically significant impact for Human Resource Development on job performance.

### **Recommendation**

The study of impact of management development on job performance would help the local government in having awareness of achievement in the administration in the part of HRM and use that information to improve their own procedural system for achievement in future.

### **References**

- Algharibeh, A. P. D. K. M. The Association between EWOM, Knowledge Sharing and Customer's Perspective's: Brief Systematic Literature Review.
- Aljarrah, E., Elrehail, H., & Aababneh, B. (2016). E-voting in Jordan: Assessing readiness and developing a system. *Computers in Human Behavior*, 63, 860-867.
- Alomari, M. A., & Elrehail, H. H. (2013). Mobile-Government: Challenges and Opportunities Jordan as Case study. *International Journal of Business and Social Science*, 4(12).
- Alzghoul, A., Elrehail, H., Saydam, S., Alnajdawi, S., & Al'Ararah, K. (2016). The impact of corporate social responsibility on corporate reputation using Marketing as Moderate variable. *International Journal of Online Marketing Research*, 2(1), 1-13.
- Cavana, R.Y., Delahaye, B.L. and Sekaran, U (2001). *Applied Business Research: Quantitative and Qualitative Method*. John Wiley: Australia.
- Elrehail, H. H., Trad, M. A., & Algraibeh, K. M. (2013). Applying Knowledge Management Oriented Objectives into Distance E-Learning Process and Strategies. *Management*, 3(6), 316-322.
- Elrehail, H., Amro Alzghoul, P., Saydam, S., & Al'Ararah, K. (2016). The Role of Knowledge Sharing Mechanism in the Development of Pricing Strategy. *International Journal of Online Marketing Research*, 2(1), 53-61.
- Gilley, J.W., England, S.A.G, Gilley .A.M (2002) .*Principle of human resource development* (2nd ed).
- Hatton C., Rose J. & Rose D(2004). Researching staff. In: *The International Handbook of Applied Research in Intellectual Disabilities* (Eds E. Emerson, C. Hatton, T. Thompson & T. Parmenter), pp. 581–605. Wiley, Chichester. Stancliffe R. J. & Lakin K. C. (Eds) (2005). *Costs and Outcomes of Community Services for People with Intellectual Disabilities*. Paul. Brookes, Baltimore.
- Hewitt A. S., Larson S. A., Lakin K. C., Sauer J., O'Neill S. & Sedlezky L (2004). Role and essential competencies of the frontline supervisors of direct support professionals in community services. *Mental Retardation* 42, 122–135.
- <http://smallbusiness.chron.com/simplify-work-process-37323.html>
- <http://www.businessdictionary.com/definition/human-resource-development-HRD.html#ixzz2p1mA7kLo>
- <http://www.qfinance.com/dictionary/work-simplification>
- Kevin R. Murphy (2008). Explaining the Weak Relationship between Job Performance and Ratings of Job Performance, *Society for Industrial and Organizational Psychology*, 1754-9426/08.
- Paulr. Conerichard N. McKinney Management Development Can Be More Effective, *California Management Review*, SPRING / 1972 / VOL. XIV / NO.



Rahman Safdar, Ajmal Waheed Khattak Hamid Rafiq (2010).Impact Of Job Analysis On Job Performance: Analysis Of A Hypothesized Model Journal of Diversity Management - Second Quarter 2010 Volume 5, Number 2).

Student Resource Guide Human Resource Development: Managing Learning and Knowledge Capital (Third edition) Author Brian Delahaye Tilde University Press, an imprint of Tilde Publishing and Distribution 2012.p5

The Essential Drucker, Selections from the Management Works of Peter F. Drucker, HBS, Butterworth and Heinemann. 2001. pp.4-8.

Willy Mc Court and Nilima GULRAJANI (2012) public administration and development Public Admin. Dev. 30, 81–90 Published online in Wiley Inter Science (www.interscience.wiley.com) DOI: 10.1002/pad.568