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Development of Employee Training Program for Solving by Organizational Issues: Empirical Evidence from Arabia Airline

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Abstract

There are several facts which have both positively and negatively impacted on the training and development session of Air Arabia. To investigate challenges, we implemented a proper method for providing training to its employees. The variables in this research model are those of two primary types: - dependent and independent. The variable that is taken or considered to be independent is employee training program, whereas solving organizational issues is taken as the dependent variable As the research outcome, the organization has invested 3% of organizational finance. Moreover, the company has determined the potential and memory capacity of the individual employee. However, Air Arabia has tried its best to mitigate the complexities and challenges faced by the workers in developing a good employee-customer relationship, the study recommend that training and development is a useful tool for an organization for mitigating the problems. Time is a crucial factor and effective time management skills are necessary for the workers to develop their skills.

Keywords: Development, employee training, organizational issues, effective time management.

Introduction

Overview of the organization

Air Arabia is a well-known airline organization of the UAE, which is highly popular for its low-cost fare. The head office of the organization is in Sharjah Freight Center (A1 building), Sharjah International Airport of UAE. This company has operated its flight services in 151 different destinations which include the regions of North and Middle East

Africa, Central Asia, Indian Subcontinent, Europe, and other twenty-two countries from the Sharjah International Airport. The considered company has a respected membership in AACO or Arab Air Carriers Organization. The entity was established in 2003. The first operation of this airline company is to operate a flight to Bahrain International Airport from Sharjah. From the beginning, the entity has held its profitable nature. Air Arabia has developed joint ventures with four international countries, such as Egypt, Jordan, Morocco, and Nepal. The stated airline organization has conducted business in those countries with the name of Air Arabia Egypt, Air Arabia Jordan, Air Arabia Morocco, and Fly Yeti (Rani & Mohamed, 2017).

Objective of study

This research has the objective of identifying the organizational issue for solving by organizing the employee training and development programs which will deliver a positive outcome and lead the entity towards success. Air Arabia has faced some major issues regarding its customer relationship, employees, and social aspects. These prospects have generated potential risks in front of Air Arabia. The company has faced employee-customer misunderstanding through which the customer relationship with the organization has become very poor. Measuring the customer management strategies of the organization is another objective of this paper.

Conceptual model

The variables in this research model are those of two primary types: - dependent and independent. The variable that is taken or considered to be independent is employee training program, whereas solving organizational issues is taken as the dependent variable. as portrayed in Figure 1
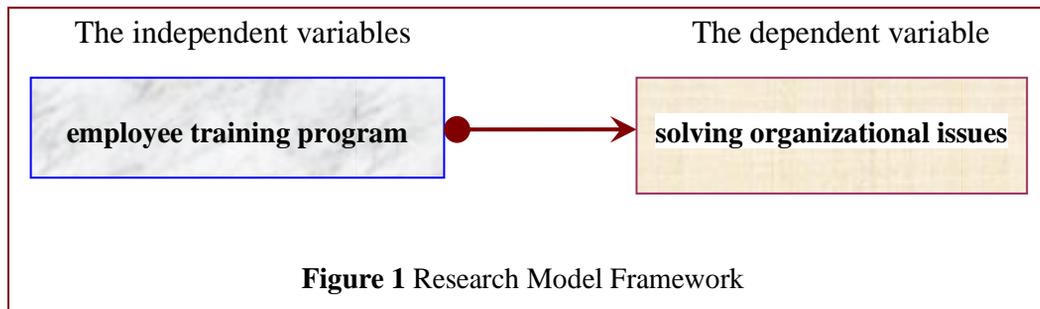

Figure 1 Research Model Framework

Hypothesis

- The relationship between the training of the employees and performance-productivity of the employees is quite significant.

- The relationship between employee performance and training and development is quite crucial.

Training and development methods at Air Arabia

There are several social issues which have impacted Air Arabia and its entire business environment. The company has become a potential victim of misbehaving with the customer for the negligence of its employees. It is very true that customer management and maintenance is quite a difficult task. The topmost priority of an organization, such as Air Arabia, is to maintain a proper customer relationship, and the entity must take immediate action when it would see something negative for saving the organizational image. To prevent social issues, the company has to investigate for identifying the issues and enabling monitoring over the employee activities will be very helpful for the management to take good care of the employee performance. It will prevent social issues from happening (de Carvalho, Saldanha, Vidal & Carvalho, 2016). (Al Armoti, etc 2022)

For instance, in a flight of Air Arabia, a crew member has ill-treated with an old passenger just because the old fellow has mistakenly sat on a wrong seat. For this little reason, the security officer of the aircraft has grabbed the fellow and forcefully moved to his actual seat. For this harassment, when the old fellow has stated to the police, the investigation report has narrated to be innocent. Due to this reason, the image of Air Arabia has ruined a lot. The considered airline company has some inflexible rules, such as there is no permission for doing photography or filming in the aircraft. If any personnel of the flight have caught a customer doing photography or filming, then the customer must delete the photo or footage in front of that employee immediately. This kind of regulation has

reduced the value and brand image of the company, along with the customer relationship (Khairat, 2017). (Al Armoti, etc 2023)

Moreover, the female staffs of Air Arabia have brought a potential allegation to the top management staffs of the considered company for the ill-treatment. The IFT or the International Federation of Transport sector is already dealing with such cases where the female crew members of the considered company have acquiesced some cabin crew members for harassing them frequently. Those acquiesced individuals have even denied being responsible for having the pregnancy of those female employees.

Training and development sessions have quite a significant role in the airline or aviation industry, and it is the responsibility of the HRM of an organization. By providing training, the employees have been taught and instructed about the technical and basic behavioral skills of aviation operations. In the development sessions, the employees have able to get the chance of gaining education and holistic maturity, which have supported them to grow in airline management. The training and development have been employed by Air Arabia to motivate the employees and increase their potential. This session has helped them to come up with the current competitive market where the individuals will be able to offer and interact with the customers in a cost-effective and efficient manner (Orasanu, 2017). This session has helped the employees to work in an effective manner collaborating with the customers to earn their satisfaction. The main aim of the training and development session is to develop the skills and offer services to the Air Arabia employees. In

this way, the considered company will be able to increase its profit margin along with the productivity of the workers. Air Arabia has developed a potential curriculum which has regularly fulfilled the requirements of the workers through training.

Regarding the job role, there are several training methods. In the case of Air Arabia's training and educational development, the department has a big classroom with modern facilities and capabilities, which could meet several learning requirements. The classroom has both audio and video facility equipment which may help in meeting the ICAO and GCAA requirements, and the training program has offered both aircrew and ground training to its employees (International Civil Aviation Organization, 2017). The company has provided experienced guides for developing the skills of the employees in building a strong employee-customer relationship. The company has developed its learning program in a continuous manner which will help make the employees professional and updated in their skill implementation.

Problem and its impact

The above-mentioned issues have significantly impacted the business of the considered airline company in society. Due to this reason, the revenue and profitability of Air Arabia have fallen dramatically as most of the customers have rejected all the offerings of the airline entity. The harassment issues have scared the customers, and for this reason, the individuals have shown their interest in other airlines. In this way, Air Arabia has lost both its profitability and profit margin (Gibbs, Slevitch & Washburn, 2017). There are some issues too which have ruined the organizational image of the considered entity too(Al Armoti, etc 2019), such as those employees who have lost their jobs due to different allegation related to ill-treatment have charged in the court against the company and the entity must face a costly sequel.

Data collection and research methods

The major method used in this article is the quantitative method through which data analysis can be done. Statistical analysis is the process of comparing the relation with the obtained data. It will be done in the data findings section.

To gather quality and concrete information, in this research, the interview process has been considered as the ideal data collection method through which it will be very easy to deliver an appropriate conclusion by targeting the employees of the Air Arabia Airline.

To gather the potential data, both male and female workers of the Air Arabia Airline have been selected as the target group of the research. Thirty employees of the considered airline entity have been selected from the different departments of the sector. This targeted group will help in obtaining the exact information for conducting this research.

Primary and Secondary data

To gather the potential primary and secondary data on the training and development relationship behind the success of an organization, there are several sources on the internet websites

and books which will be very helpful in reaching towards the exact conclusion. Moreover, interview and survey are the other potential primary methods of gathering relevant information.

A survey is a detailed data collection procedure where the participants have to answer a structured questionnaire through which an organization has obtained the information.
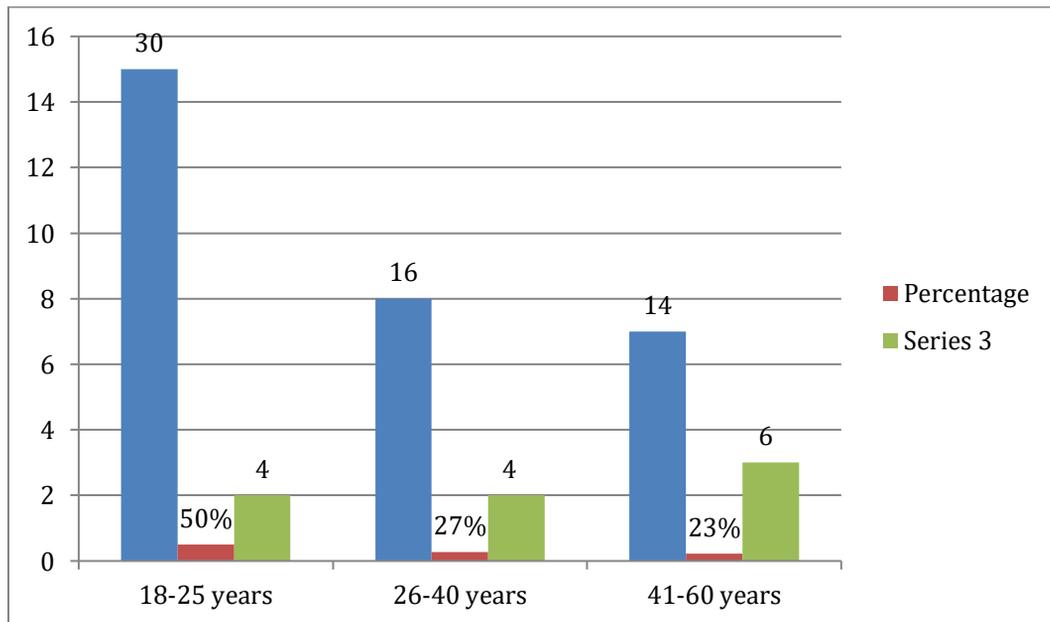
Data Findings

Question 1

Which Age Group do you belong?

Table 1

Options	Respondents out of 60	Percentage
18-25 years	30	50%
26-40 years	16	27%
41-60 years	14	23%

(Source: Self-developed)

(Source: Self-developed)

Figure 2

Question 2

How many years do you have to work in Air Arabia?

Table 2

Options	Respondents out of 60	Percentage
Less than one year	10	17%
1-3 years	24	40%
4-10 years	12	20%
More than ten years	14	23%

(Source: Self-developed)
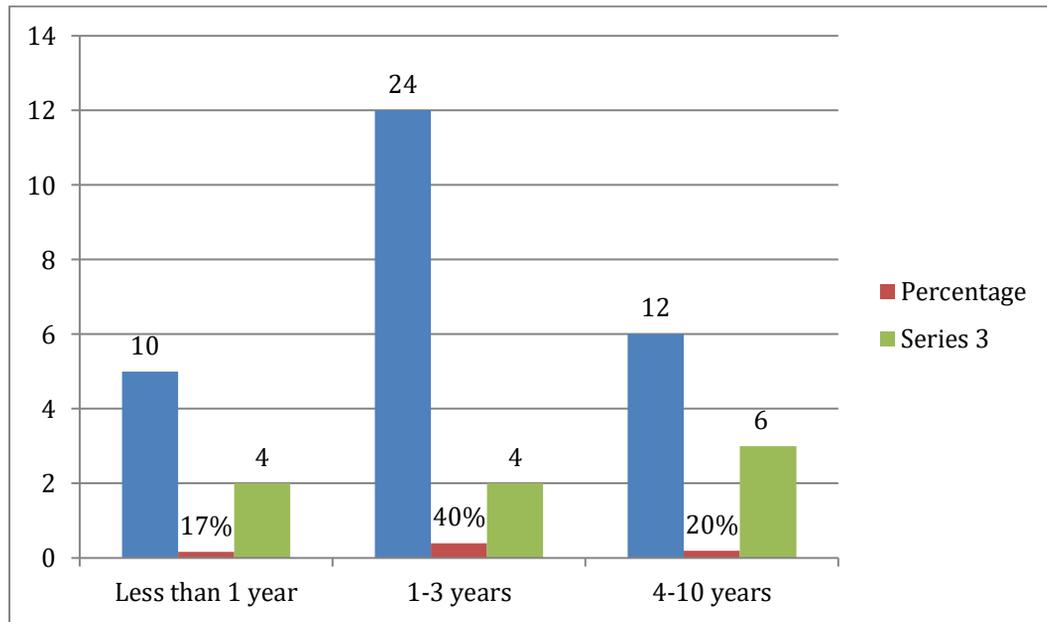
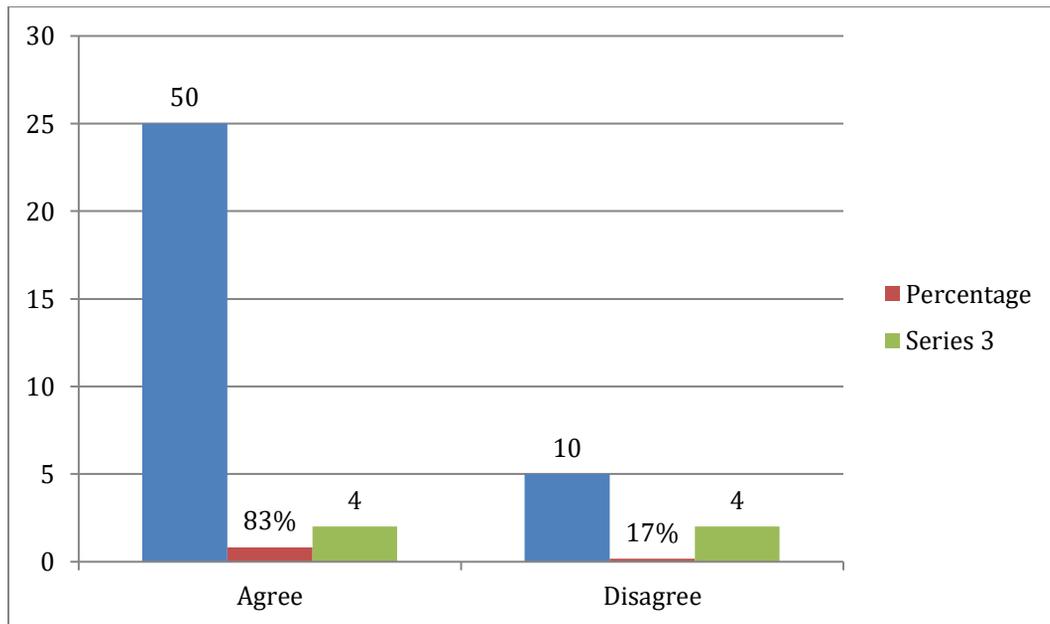
(Source: Self-developed)

Figure 3

Question 3

Does the training help in increasing the performance rate and productivity of the employees?

Table 3

Options	Respondents out of 60	Percentage
Agree	50	83%
Disagree	10	17%

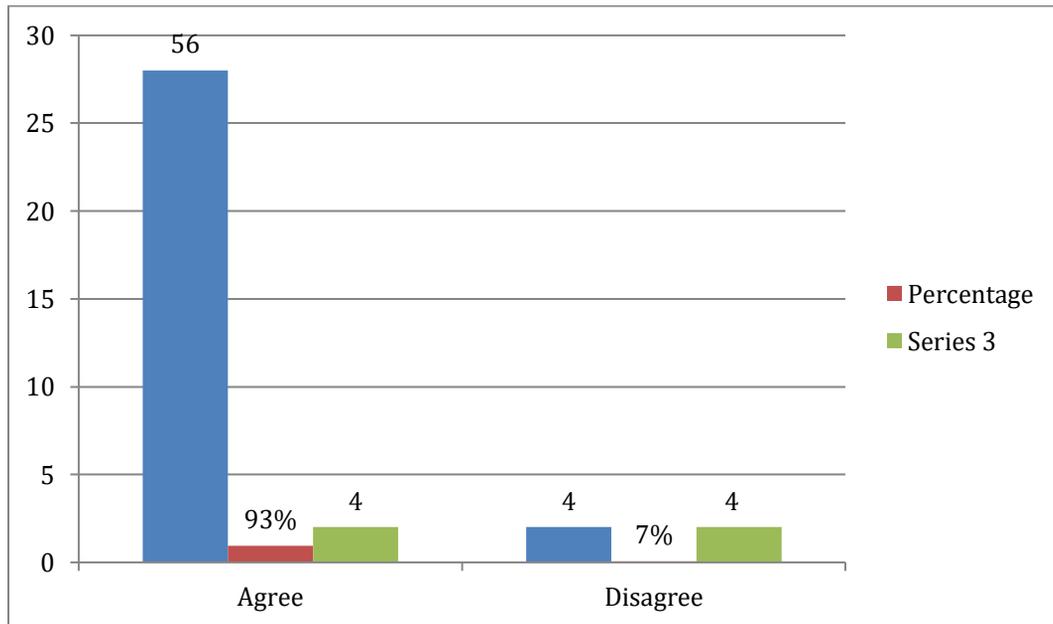*(Source: Self-developed)*

(Source: Self-developed)

Figure 4

Question 4

Does the development session help in increasing employee productivity?

Table 4

Options	Respondents out of 60	Percentage
Agree	56	93%
Disagree	4	7%

(Source: Self-developed)
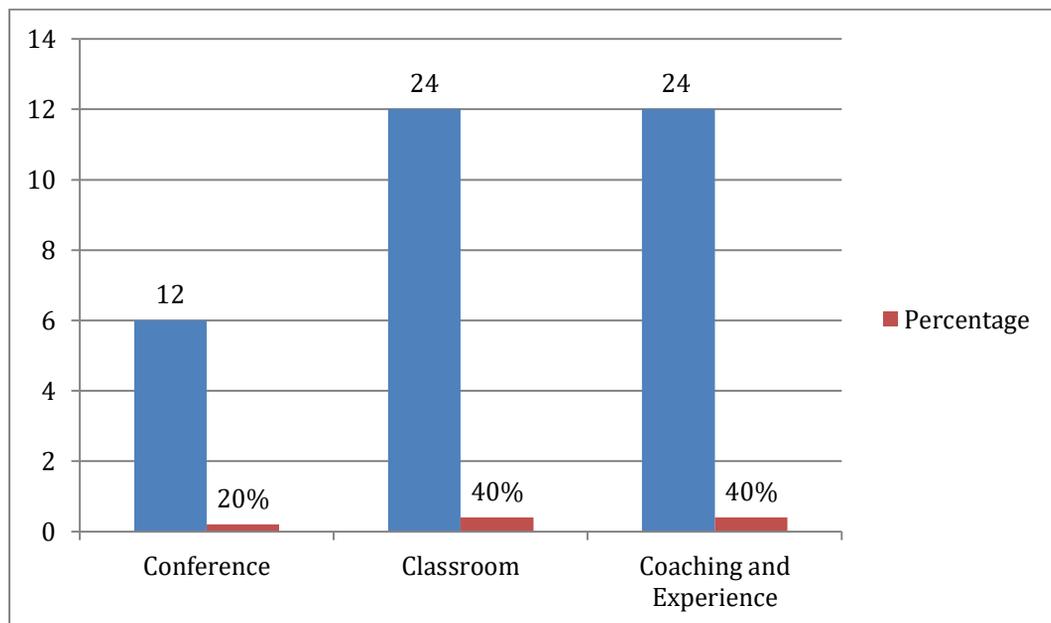

Figure 5

(Source: Self-developed)

Question 5

What is the most effective and followed method by Air Arabia in the training and development of the employees?

Table 5

Options	Respondents out of 60	Percentage
Conference	12	20%
Classroom	24	40%
Coaching and Experience	24	40%

(Source: Self-developed)

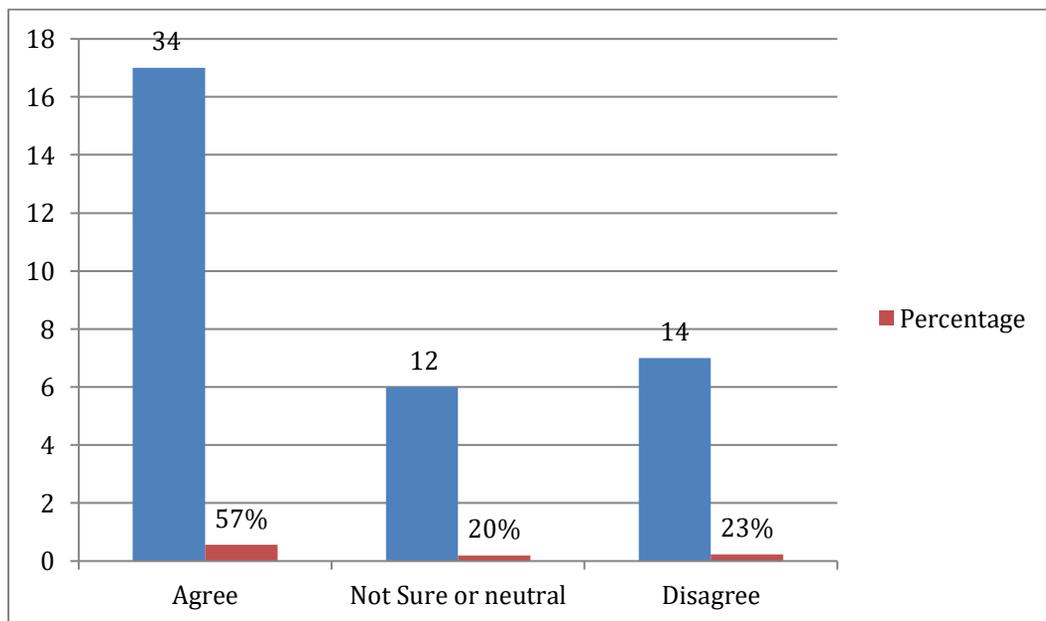*(Source: Self-developed)*

Figure 6

Question 6

Does the training and development session is helpful in mitigating the complications regarding productivity and performance of the employees?

Table 6

Options	Respondents out of 60	Percentage
Agree	34	57%
Not Sure or neutral	12	20%
Disagree	14	23%

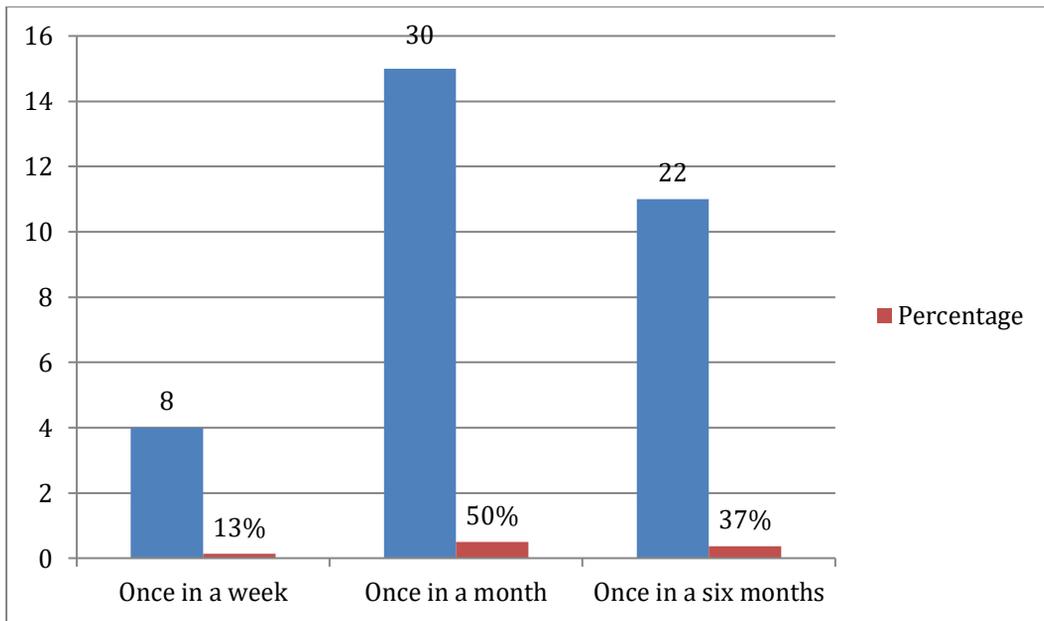*(Source: Self-developed)*

(Source: Self-developed)

Figure 7

Question 7

How often Air Arabia organize a training and development session?

Table 7

Options	Respondents out of 60	Percentage
Once in a week	8	13%
Once in a month	30	50%
Once in six months	22	37%

(Source: Self-developed)

(Source: Self-developed)

Figure 8

Finding and discussions

According to the above statistical analysis it has been seen that 50% of the employees are under that age group of 18-25 years in Air Arabia and 27% and 23% of the employees are under the age group of 26-40 and 41-60 years. 17% of the employees have worked in the considered entity for less than one year. There is 40% of the workers in Air Arabia who have worked for three years. Almost 83% of the employees have agreed that the training help in increasing the performance rate and productivity of the employees. 93% of the employees have agreed that the development session has helped in increasing employee productivity. 40% of the employees have stated the classroom as the most effective method for training and development of the workers. 57% of the workers have agreed that the training and development session is helpful in mitigating the complications regarding productivity and performance of the employees. Moreover, 50% of the workers have stated that organizing the training and development session once a month will be beneficial for them.

Conclusion

There are several facts which have both positively and negatively impacted on the training and development session of Air Arabia. To achieve success, Air Arabia has faced several challenges while implementing the proper method for providing training to its employees. In this context, the organization has invested 3% of organizational finance. Moreover, the company has determined the potential and memory capacity of the individual employee. However, Air Arabia has tried its best to mitigate the complexities and challenges faced by the workers in developing a good employee-customer relationship (Vatankhah, Javid & Raoofi, 2017). It has been learned that training and development is a useful tool for an organization for mitigating the problems. Time is a crucial factor and effective time management skill is necessary for the workers to develop their skills.

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