



**PROMOTING INDUSTRIAL TRAINING THROUGH MACRO ECONOMIC
APPROACH: THE IMPORTANCE OF TRAINING AND DEVELOPMENT IN THE
MINISTRY OF INDUSTRY IN BENGHAZI LIBYA**

FINAL REPORT

**IN PARTIAL FULFILLMENT THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**



By

Suhil W Mousa Almusmari

Student no 126030208111001

**MASTER OF BUSINESS ADMINISTRATION PROGRAM
PROFESSIONAL PROGRAM**

FACULTY OF ADMINISTRATIVE SCIENCE

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Submitted by

Suhil W Mousa Almusmari

Student no 126030208111001

SUPERVISORY COMMITTEE

SUPERVISOR

Dr.Djamhur Hamid, M.si

Co-SUPERVISOR

Dr.Imam Suyadi, M.si

**Head of Master Business Administration Program
Faculty of Administrative Science**

Dr.Kertahadi, M.Com.

NIP. 19540917198202 1

BRAWIJAYA UNIVERSITY

MASTER PROGRAM OF FACULTY OF ADMINISTRATION SCIENCE

DEAN

Prof. Dr. Bambang Supriyono, MS

NIP. 19610905 198601 1 002



STATEMENT OF ORIGINALITY

I here by certify that I am the sole author of this report and that no part of this report has been published or submitted for publication.

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Malang,

Suhil W Mousa Almusmari
Student no: 126030208111001



BIOGRAPHY

I am Suhil W Mousa Almusmari I was born in 1982 . I am Libyan. I got a bachelors degree accounting. I did this report to get master of business administration. Title of report is **Promoting Industrial Training through Macro Economic Approach: The Importance of Training and Development in the Ministry of Industry in Benghazi Libya**

My address Libya –Benghazi

Malang,

Author,

Suhil W Mousa Almusmari



DEDICATIONS

There are a number of people without whom this report might not have been written, and to whom I am greatly indebted.

To my mother and father, who continue to learn, grow and develop and who have been a source of encouragement and inspiration to me throughout my life, a very special thank you for providing a 'writing space' and for nurturing me through the months of writing. And also for the myriad of ways in which, throughout my life, you have actively supported me in my determination to find and realize my potential, and to make this contribution to our Nation (Libya). I am also very grateful to to my brothers and sisters for the inspiration they show me throughout my study. I offer my gratitude and appreciation to my country and to all our leaders for showing zeal in training for the development of our beloved nation.

When we were learning to read we were not satisfied until we could recognize the limited number of letters of the alphabet in all the various words in which they occurred , we did not think them beneath our notice in large words or small, but tried to recognize them everywhere on the grounds that we should not be literate till we could.

Plato, the
republic



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Malang

Author,

Suhil W Mousa Almusmari:



SUMMARY

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Training is fundamental aspect for improving the quality of the human life and ensuring social and economic process. It is the key to creative, adapting and spreading knowledge. However, unfortunately this advantage has not been taken by Libya because despite the effort endured by Libyan government to promote the industries through the ministry of industry could not achieve the desired results due negligence in training, 80% of the industrials work forces have little or no experience due to like of training, in most cases, these companies are being closed prematurely due such problem.

In fact, Libya is blessed with many factories but regrettably these factories failed due to lack of skills and experiences. Often Libya due to their uncoordinated, unregulated and fragmented nature delivery systems and policies are the challenges faced by the state. It is difficult to design a training system that ensures demand driven skills provision and involves stakeholders from key relevant sectors and this requires a study to identify problems and prosper solution for sustainable future development.

Hence, the report adopted the approach which combines the results of studies being reviewed. In this report utilized analytical techniques to estimate the strength of a given set of findings across many different studies and sometime compare and draw conclusion. It has allowed the creation of a context from which this report emerged. the report data solely rely on the empirical source which classified in primary and secondary source.

The report found out that the number of trainee dropped from 2000 to 2005 by an average of 26 students, in comparison to 1999. However, in 2006 and 2007, the number of trainee showed increased (by an average of 25 students). Due to this increased in trainee, oil production also increased at the beginning of the new millennium. This Indicate that training increase productivity and productivity growth can raise incomes and reduce poverty in a virtuous circle. Productivity growth reduces production costs and increases returns on investments, some of which turn into income for business owners and investors and some of which are turned into higher wages and national growth.



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CHAPTER I INTRODUCTION

1.1. Background

Training is fundamental aspect for improving the quality of the human life and ensuring social and economic process. It is the key to creative, adapting and spreading knowledge that is the gain in access to education have been unevenly distributed with the poor seldom getting their fair share (united nation, 1997 and world bank, 1989). Most economist argue that human resources of a nation are not the physical capital or the natural resources, that can ultimately determine the character and pace of its economic and social development, so, the responsibility of the institutional mechanism for developing human skill and knowledge is the formal training system. Most third world nations believe that the rapid quantitative expansion of vocational or training opportunities is the key to national development within shortest possible time. Benghazi in Libya is now gathering momentum, and it comes from many sources. The Ministry of Industrial Development, Benghazi Libya as a national agency established in 1985 to spearhead the development of the country's industrial sector. The Ministry is responsible for the promotion, coordination and implementation of industrial development programs in Libya especially at Benghazi (Giaber, 2005).

The Benghazi is one of the sub-regions of the area referred to as Cyrenaica in Libya, the others being the Jebel Akhdar and part of Libya and the coastal plain running east of Cyrenaica is surrounded by productive desert on three sides and rounded coast thus in long times the most accessible civilization was to the North, across the Mediterranean and the city of Greece is only 400 kilometers about 260 miles away. Benghazi is surrounded by very productive and enduring land (Giaber, 2005). The town Jebel Akhdar, is literally, "the Green Mountain" which is most populated by livestock and area just north of Benghazi toward the east. Here agricultural friendly zone and the vegetation and climate are more Mediterranean in area with none of the desert surrounding landscapes found further south. A tremendous amount of the section is of the western Jebel Akhdar is taken up by the fertile Marj plain and which suitable year through agricultural farming. Further east is the second largest level of the Jebel Akhdar with total landscape between 500 meters (1,600 feet) of hill over 875 m (2,871 ft) above sea level and is often thickly wooded and cut across by ravines. The Annual rainfall in this area is especially around east coast can go up to 700 millimeters (25 inches). It was this fertile site northeast of Benghazi that the where Greek due to it economic importance



chose for their settlement. The soil/land in Benghazi is a rich with most vital minerals red color and very clay like mixed. The surrounded winds are not uncommon and save in the city, and as such, many of Benghazi's smaller streets and buildings can be quite dusty but no harm to the common populace. To the north, below the steep cliffs of the plateau area there low forest, lays a narrow belt of Mediterranean rich farmland. Olives and other Mediterranean fruits and vegetables are grown in this area. Just about 50km to the south, the forest and farmland gives way to juniper bush marquis and where nomadic enjoy crazing the livestock and pre-desert scrub with some winter grazing (Giaber, 2005).

The Benghazi has been blessed to be one the most economic center in north Africa, and as the major and most principal city of eastern province in Libya and is one of Libya's major economic centers and channel. The city has an important historic port which is vital to the regional economy, as Libya imports many both foodstuffs, cloth and steel and other manufactured products. Moreover, Benghazi is also both an industrial and commercial center in Libya. Major manufactured goods include light processed food, textiles for local and international, tanning, processed most consumables mineral products and construction/building materials particularly cement and house fittings; a large cement factory is located in al-Hawari and other area. Food processing is based on local fish and agricultural product, imported goods, and the produce of irrigated coastal low lands/high land and the nearby Jabal al-Akdhar Mountains area, including cereal, millet, dates, olives, wool and meat. Nevertheless, the finance is also one of the most important to the area and to the city's economy as well, with the Libyan Bank of Commerce and Development maintaining branches in Benghazi and other nearby town, the Bank's headquarters is a high office tower on Gamal Abdel Nasser Street in el-Berka. Other large banks include the Central Bank of Libya office in the city Centre, apart from the support by the Libyan government to the training of the developed and developing industries, this banks provide non risk credit to these industries to support training and development these companies could not do as expected, in other part, the oil industries drives the city's commerce. Large international companies such as the company like Al-Brega Oil Marketing Company and the Arabian Gulf Oil Company are important to the city's economy and employ many people. An increase in consumer prices has been coupled with an increase in the importance of the retail sector to the city's economy. In recent years, international franchises such as United Colors of Benetton, H&M and Nike have opened in Benghazi. Hence due to the increase growth in public and private sector in economic development (Rekawek and Sasnal, 2012).



Uncoordinated, unregulated and fragmented country delivery systems and policies are the challenges faced by Libya state. It is difficult to design a training system that ensures demand driven skills provision and involves stakeholders from key relevant sectors and this requires a study to identify problems and prosper solution for sustainable future development. Thus, among the objective of this report is to tackle the above mentioned problem. The industrial low production output and increase closure of companies has been one of the factor creating unemployment and is increasingly recognized as a potential trigger for social instability. The Libya States in particular faces socio Economic and demographic challenges as its youth population continues to increase coupled with this the limited relevance of the education and training systems in the industrial sector and the low quality of production due to this training problem often identified as contributory factors to the high rates of youth unemployment and underemployment.

The other perspective of this report examines the problem and prospers solution to training systems for sustainable socio economic development. Both Technical and Vocational Skills Development cuts across all levels of education and training systems, within and out side industry should be encourage at all level. It is the embodiment of such long learning which is the key to keeping pace with a constantly changing global job market and rapid technological advancements. However, such an undertaking will require the ministry of industry in Benghazi to be equipped all necessary facilities. How training and development play the important role but in most cases, trainees who attended training program may not have learnt anything and they come home empty handed hence, if bring the women can solve such problems. Trainees who participated in the training program may learn something from the training they attended but they may not be allowed to apply it in their organization due to personal influences and awkward attitudes pervading their work environment.

Despite the effort endured by Libyan government to promote the industries through this ministry could not achieve the desired results due negligence in training, 80% of the industrials work forces have little or no experience due to like of training, in most cases, these companies are being closed prematurely due such problem. In fact, Libya is blessed with many factories but regrettably these factories failed due to lack of skills and experiences and very good example of such factories are the chocolate factory, fine paper factory, tires factory and etc, despite of the massive amount spent by Libyan state to these factories, thus, there is a need for a study to be conducted, to identify cases of these failure and prosper solution for the future industrial development and this what this report stand for. The Ministry of Industry in



Benghazi Libya, Through human resources development, the ministry aids the Government in developing a skilled and adaptive labour force to cater for industrial and economic growth of the country, and thereby lessens the dependency on foreign labour and other forces that might bring set back. The ministry concentrates on and industrial development for greater economic gains. As Libya strive to survive in the global economy due recent crisis, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes on increasing importance. Therefore, training and development program must conduct perfectly by the ministry of industry in order to solve the contemporary challenges and recent problem. Also this report has highlighted relationship between training activities and their benefits for society and the focal dependent variable is national economic performance. Overall, report also emphasis that training efforts produce improvements in the quality of the labor force, which in turn is one of the most important contributors to national economic growth, “human capital” and “capital formation in people” Thus, if the idea presented by this report could be implemented in the ministry of industry for program of training and development, in no long distance Libya will be among top world economic nations.

1.2. Problem Statements

The report will explore the relationship between industry development the quantity and quality of training system with the following 6 questions Problems:

1. How does training influence the rate, structure and character of industry in economic growth?
2. Does training in general and training system contribute to domestic in equality and poverty?
3. What are the relationships between unemployment and training, is it temporary or chronic phenomena?
4. Do woman job assist both industry and family?
5. Do contemporary training promote industrial training?
6. What are the relationship between training system and international labor?

1.3. Reports Objectives:

The Enterprise development focuses on producing great entrepreneurs, developing competent entrepreneurs to establish the state, and ensuring the equal distribution of income. So, the reports objectives are stated as follows :



1. To identify the influences of training and development for the rate structure and character of industry or economic growth.

2. To identify if training contribute to enhancing domestic living quality and poverty alleviation

3. To understand the relationships between unemployment is it temporary or chronic phenomena

4. To identify if women job is an effective means of reducing poverty and encouraging sustainable development.

5. To identify contemporary training elements that responsible promote industrial training

6. To identify the relationship between training system and international labor

1.4. Benefit of The Reports

The report mainly done to support the industrial development in Libya especially in Benghazi and following are the benefits that can be drive from this report

i. The report provide training optimum and of Human Resources and where the Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals and the report emphasis on Development of Human Resources Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

ii. The most import aspect of private and not private industries is the development of skills of employees and training and development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees and productivity

Training and Development help in increasing the productivity of the employees that helps the organization further to achieve its long-term goal where Libya economic will be greatly improved. The report will provide inside into team work and team spirit can be obtained in good training set up and training and development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

iii. Diversification is an important issue, it can be achieve through organization culture and training and development helps to develop and improve the organizational health culture and effectiveness of the organization. It helps in creating the learning culture



within the organization and through the ministry the training and development should encourage by organization climate where training and development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers and upon implementing my report by the ministry, the quality and effectiveness in work place can be achieve and training and development helps in improving upon the quality of work and work-life (Arthur et al, 2003).

iv. The report also provides overview of health work-environment where training and development help in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal and Industrial investment has been concentrated on several large- scale projects at industrial centers along the coast so health and safety so, training and development helps in improving the health and safety of the organization thus preventing obsolescence and as industries are consist of people of different background and nationality so training and development helps in improving the morale of the work force and training and development helps in creating a better corporate image and encourage investors (Arthur et al, 2003).

v. By giving attention to training, the training and development leads to improved profitability and more positive attitudes towards profit orientation and training and development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies and raining and development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display and training and development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice.



CHAPTER II

LITERATURE REVIEWS

2.1. Training and Development

The challenges associated with the changing nature of work and the workplace environments are as real for the industry as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. As a ministry, one of the key responsibilities is to develop enabling work force (Beder, 2009). The Philosophy of Human Resources Management and encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals local and beyond developing human resources by providing adequate training... encouragement of staff development, and opportunities for growth (Beder, 2009).

2.1.1. The Definition of Training Development

The training and development is an official and ongoing educational activities within an organization or ministry designed to enhance the fulfillment and performance of employees for the betterments of all the stake holders (Beder, 2009 and Perce CA, 2008).

Training and development programs offered by a ministry might include a variety of educational techniques and programs that can be attended on a compulsory or voluntary basis . The quality of employees and their development through training and education are major factors in determining long-term profitability of a local and international business. If good employees hired and kept, it is good policy to invest in the development of their skills, so they can increase their productivity (Beder, 2009 and Perce CA, 2008).

2.1.2. Factors Affecting Training Development

An effective training programme should ensure optimum results from the efforts put in designing it. Thus, one should take into account the key issues before & during the training design that may hamper a training programme .Various factors that have the potential to affect the implementation of the training programme are as follows: Overall Goals of Training, Define the fundamental goals of training. Identify the domain of learning to be targeted: knowledge, skills, attitude or behavior. Determine any emotional factors to be



addressed. Determine if specific skills are to be taught that will require practice and can be measured. Learning Objectives, Determine the specific desired outcomes of the training.

Answer the question: Upon completion of this training, what should a participant know and be able to do? Define what constitutes successful course completion. Identify the core skills, knowledge and attitudes that are at the heart of the course.course content. Determine the amount of research and the expertise needed to develop and teach relevant, timely and up-to-date content. Estimate the length of time that the content will maintain its relevance.

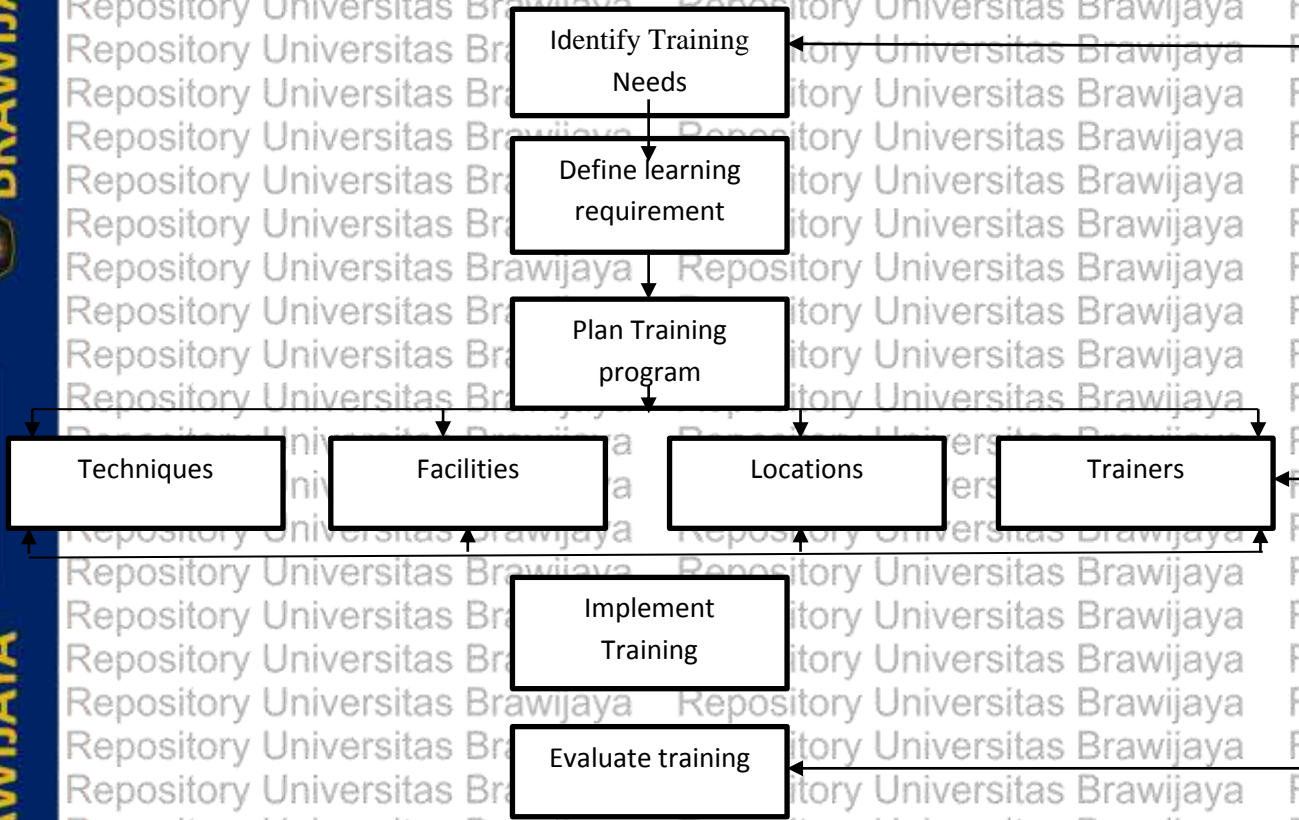
Determine the total number of trainees and the number that can be taught at one time.

Determine the best learning method for the course content. Course Lifetime; determine the schedule, including frequency of training. Develop a way to test the objectives, materials and content for continued relevance. Establish a means to revise and update the course, particularly if it is expected to have significant longevity.design needs, ascertain whether this will be a new training or if there is an existing course to be updated. Identify training designers. Determine development time and cost. See how diversity requirements (different learning styles, language, cultural backgrounds, physical needs, etc.) will influence the training.



2.1.3. Training and Development Process

Identifying training needs, planning the training carrying out the training and evaluating the training to know whether the training program is worthwhile



Figur2.1. Shows the Training Development Process¹

Source: ¹ (Armstrong Michael (1995) *A Hand Book on Personnel Management Kogan Page London.*)

Identify Training Needs: The inability of organizations to identify training needs is one of the major tragedies in organizations training practice. Employee performance appraisal outcome should reveal strengths and weaknesses. The weakness revealed should form training needs. Whenever there is a gap or vacuum between what employee is doing and what he should do, there is a training need.



Defining Training: Training should be defined first for the organization as a whole-first for corporate needs, second, for department, teams, functions or occupations within the organization-group needs, and third, for individual employees-individual needs.

Training Plan and Objective: Objectives of training are what employees would achieve and gain after undergoing the training program. The benefits of a training program refer to the objectives. Before employees embark on any training program, it is assumed that there are handicaps. If the handicaps are overcome after undergoing the training program it means that objectives have been achieved. Objectives mean what we can learn and do after a training program. Some organizations send their employees on a training program without identifying objectives and without knowing what the trainees would achieve by the time they come back from the training program, they will be able to achieve certain things.

Training Techniques: For training programs to be effective, techniques should be readily available to the trainees. Extensive discussion with the trainees would go a long way to prepare them on various issues like reasons for the training and the benefit of the training to the trainees and the organization.

Training facilities: The inability to provide timely information and poor logistics can ruin training programs. At times you hear participants in a training program coming late or even not coming on the first day and this may not be unconnected with lack of logistics. Good transport, accommodation, and releasing money for the trainees on time. In some cases, the final approval for the training may be done on the day the training program is starting.

The training location: The location for the training should be conducive to help the participants relax and concentrate on the training activities.

Evaluation of training: Evaluation of training program would enable organization find out whether or not the training has achieved its purpose and objectives. One of the ways of



evaluating training programs is by getting reactions from the trainees, by asking those who attended the training to write a report or by designing a comprehensive questionnaire which should be distributed to those who attended the training programme. Information obtained from the questionnaire should be analyzed for success or failure of the training. Training could also be evaluated through job performance.

2.1.4. Types and the Aim of Training Development

The training is either done On-the-job training which is delivered to employees while they perform their regular jobs. And Off-the-job techniques include lectures, special study, films, television conferences or discussions.

2.1.5 The Benefit of Training Development

Benefits of training for individuals and teams: There is documented evidence that training activities have a positive impact on the performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level (e.g., attitudes, motivation, and empowerment). We first review performance-related benefits.

Benefits of training for organizations: Fewer than 5% of all training programs are assessed in terms of their financial benefits to the organization (Swanson, 2001). The picture changes among companies recognized for their commitment to training. Specifically, the majority of organizations recognized by ASTD for innovative training programs measure training impact at some level of organizational effectiveness. Typical organizational performance measures in this latter sample include productivity improvement, sales or revenue, and overall profitability. Overall, research regarding organizational-level benefits is not nearly as abundant as the literature on individual- and team-level benefits. Not only have there been relatively few empirical studies showing organizational-level impact, but those studies that have been done typically use self-report data and unclear causal link back to training activities. Nevertheless, we review this literature organized into two areas: benefits related to organizational performance and other benefits (Keith and Frese, 2008).

Benefits of training for country: In addition to economic growth and other related financial outcomes, training activities have the potential to produce benefits such as the inclusion of

the country in powerful economic blocks (e.g., European Union). This is because some of the requirements imposed on countries to be part of these blocks include human capital development. Accordingly, in recognition of the benefits of training at the societal level, many countries encourage national scale training and development projects as a matter of national policy (beder, 1990).

2.2 Strategic Human Resource Training and Development

Training and Development is a combined role often called Human Resources Development (HRD), meaning the development of “human” resources to remain competitive in the marketplace. Training focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities.

HRD strategies include:

Management / Supervisory Training: A promotion means more challenges and more responsibilities. The Supervisor Training targeting foremen and supervisors at manufacturing and management with a comprehensive overview of quality control, operations, and supervisory principles. Or, include this program in HRD strategies organizational quality improvement plan and recommend it to experienced supervisors who need to brush up on fundamental skills.

Team building Training: Effective team building is essential to the success of any endeavor so it highly important to strategies team building to overcome challenges and build the best team for the job is a responsibility of HRD. People in every workplace talk about building the team, working as a team, and my team, but few understand how to create the experience of team work or how to develop an effective team. Belonging to a team, in the broadest sense, is a result of feeling part of something larger than yourself. It has a lot to do with your understanding of the mission or objectives of your organization. In a team-oriented environment, you contribute to the overall success of the organization. You work with fellow members of the organization to produce these results. Even though you have a specific job function and you belong to a specific department, you are unified with other organization members to accomplish the overall objectives. The bigger picture drives your actions; your function exists to serve the bigger picture.



Customer Service Training: Good customer service is vital importance for all businesses, large or small. It can have a direct impact on customer loyalty and where potential customers choose to spend their money. Simply put, the higher quality customer service you provide, the higher level of customer satisfaction one will enjoy, and that will translate into repeat business any employee who interacts with a customer - either an internal customer or external - is a candidate for customer service training. In addition to customer service representatives, this includes other positions such as receptionists, technical support representatives, field service technicians, sales engineers, shopkeepers, waiters, training typically includes greeting the customer (either by phone or in person), questioning to understand the customer's need or problem, listening, confirming understanding, responding with value, using positive language, eliminating jargon, concluding the phone or face-to-face interaction, dealing with angry customers, and the importance of body language and tone of voice.

Harassment Training: People want to work for companies that see them as individuals, as well as workers. They want to "like" what they do, and the people they "do" it for. An engaged employee works in a culture of mutual respect. The most basic: respect for their rights and a rudimentary right is to work in an environment free from harassment or discrimination. An employer can be held legally responsible for the actions of its employees or if the company engages in sexual harassment when hiring employees. In the long run it is less expensive to implement harassment training, create harassment policies and foster a no-tolerance workplace than to defend yourself from one harassment lawsuit - whether or not you prove to be at fault. By creating specific harassment policies and providing and documenting harassment training employers can decrease their chances of litigation, and if taken to court will help prove that employees have been made aware of the company's stance toward harassment.

Tuition Reimbursement Program: The Staff Tuition Reimbursement Program (STRP) supports employee development by providing partial or full reimbursement of tuition costs for courses meeting requirements of professional and this a very good strategy to support the staff and company they work in. The Tuition Reimbursement program provides tuition reimbursement to eligible P&S and Merit staff members applying for financial assistance to help defray the cost of tuition for up to three college credits.

Performance Management: includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focuses on the



performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas. PM is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities.

360 degree / multi-rater feedback system: Therefore, to maximize the effectiveness of training and development, organizations must constantly assess their employees' current training and development needs and identify training and development needs to prepare employees for their next position. This requires that organizations recognize that different employees will have different needs and that these needs will change over time as these workers continue in their careers. The outcomes you experience from your 360 degree feedback process are dependent on the decisions you make about the goals you want to achieve. The most important outcome of the 360 degree feedback process is personal and career development for the staff person whose skills and performance are rated. And, these decisions have sparked more debate. Several approaches to the actual 360 degree feedback instrument are currently used. Some organizations develop their own 360 degree feedback instrument based on competencies, requirements, and other specific actions desired from employees in the organization. Other organizations use off-the-shelf products for 360 degree feedback including paper.

Career Coaching: Career coaching is particularly relevant when you are faced with change. Promotion, change of job, redundancy – or even retirement. Or one might just want to review where you are now. Today's turbulent environment demands more from executives. As goals, roles and business conditions change, executives must learn new skills and hone their old ones. It is true that to stand still these days one must make constant progress! Working with a career coach will ensure that one don't just stand still but make the progress one want (Aaker, 1997).

Strategic Human Resource Training and Development Needs

Investing in human resources through training and management development improves individual employee capabilities and organizational capabilities. But investing in people is not the same as investing in equipment or machinery. When an organization invests in new computers, for example, the cost can be depreciated over multiple years; but when an organization invests in management development, it is a cost for that year and cannot be

depreciated. So from an accounting point of view, dollar for dollar, it is better to invest in the equipment that employees use than it is to invest in the employees using that equipment. If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be some benefit to the organization (Brown, 2002). How should the organization measure the effect? Strategic HR Inc. can assist with your Training and Development needs by:

Identifying, customizing and delivering effective training solutions: Developing succession planning and emerging leader programs, identifying, customizing, and delivering effective training solutions, designing Performance Management Systems, including: developing performance appraisal forms, facilitating development of "value-added" goals and objectives for management and employee. (Nemethy and Les, 2011).

Training as a critical business support function

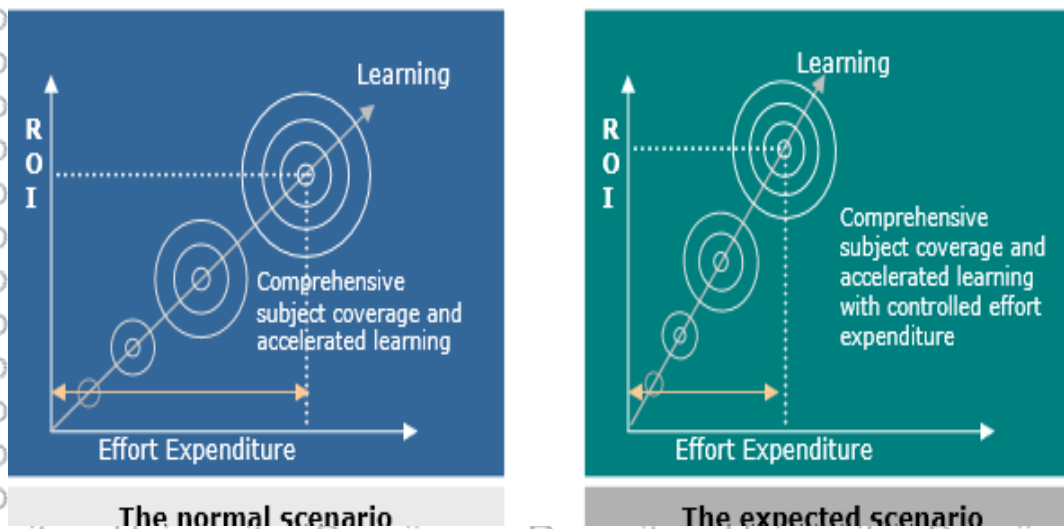


Figure 2.2 showing the training as a critical business support function

Source: (Armstrong Michael (1995) *A Hand Book on Personnel Management* Kogan Page London.)

Developing a multi-rater / 360 degree feedback assessment: Effective 360 degree feedback for a panoramic view of performance. It can be tough for a manager to have a complete picture of their employees' performance. To get a broader, more objective perspective on employee performance, strengths and areas for development, multisource feedback is essential.

Developing succession planning and emerging leader programs: Understanding individual skills, competencies, strengths, and weaknesses can provide invaluable Talent Intelligence for deciding what percentage will be developed internally through mobility and leadership development programs, and what percentage of future leaders will come from outside the organization through new hires. A solid understanding of existing leaders also supports the development of success profiles, defining what an effective leader looks like for a unique organization's culture, geographic distribution, and business objectives. (Aaker and J.L, 1997)

Designing a competency-based culture tied to business strategies and goals: The core of every company rests on a solid overarching strategy developed from the company's overall strategy and a closely aligned HR strategy. This alignment ensures that the most critical resource to the company, "its people," are linked with the company's mission, vision, and goals. We provide the companies with "Strategic human resource management" Systems which may be regarded as an approach to the management of human resources that provides a strategic framework to support long-term business goals and outcomes. The approach is concerned with longer-term people issues and macro-concerns about structure, quality, culture, values, commitment and matching resources to future need. Clearly strategic human resource management is a complex process that is constantly evolving. (Nemethy and Les, 2011)

Creating and/or improving the performance management system: Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goal. Many businesses, even those with well-made plans, fail to implement their strategy. Their problem lies in ineffectively managing their employees once their plan is in place. Sure, they've conducted surveys, collected data, gone on management retreats to decide on their organization's direction-- even purchased expensive software to manage their process-- but somewhere their plan fail.

Designing a reward and recognition program: In an effective organization, rewards are used well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and



negative. Good performance is recognized without waiting for nominations for formal awards to be solicited. Recognition is an ongoing, natural part of day-to-day experience. A lot of the actions that reward good performance like saying "Thank you" don't require a specific regulatory authority. Nonetheless, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items. The regulations also cover a variety of contributions that can be rewarded, from suggestions to group accomplishments.

Monitoring: In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance provided to address such performance rather than wait until the end of the period when summary rating levels are assigned.

Establishing a formal career development planning program: In an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done. The regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are held accountable as individuals for work assignments or responsibilities. Employee performance plans should be flexible so that they can be adjusted for changing program objectives and work requirements.

When used effectively, these plans can be beneficial working documents that are discussed often, and not merely paperwork that is filed in a drawer and seen only when ratings of record are required (Nemethy and Les, 2011).

Providing assessment solutions to help identify strengths and areas of opportunity for development of employees:

In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance provided to address such performance rather than wait until the end of the period when summary rating levels are assigned. As organizations strive to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes on increasing importance. Below is a list of a few of the dynamic training programs that Strategic Human Resources, Inc. has done for customers in the past and could customize for delivery at your organization: So Human Resources are usually engaged in following for dynamic situation.

Behavior Based Interviewing: Behavioral-Based Interviewing is grounded in the theory that the most accurate predictor of future performance is past performance in a similar situation. With this type of approach, also known as Critical Behavior Interviewing (CBI), employers pre-determine the core competencies or skills required for success in a particular job. When an interviewer asks CBI questions, they are probing for “behavior patterns” rather than “correct” answers. You can not “wing” a CBI interview. Success requires deliberate preparation.

Building a Bridge Across the Generations : Before a person evolves into a great leader, he or she must understand their unique talents and attributes and how to leverage those characteristics across the organization. Finding one’s own voice is the beginning, however; synergy comes from discovering the unique talents of those around you that complements what you offer then only you connect the past present and future trend.

Changing Workforce: The Libya workforce is changing, and many human resource departments are struggling to keep up. Our professional lives were once fixed and absolute,



but changing workforce dynamics are forcing companies to adapt to a shift in the paradigm — and the rise of the creative class. Our modern workforce now demands fluidity. Take baby boomers, for example. Most have lived their professional lives at one company, many working at the same business for over 15 years. But by 2020, there will be five generations in the workplace. Hiring managers who don't adapt stand to leave their companies falling behind. This means HR executives, talent management, recruiters and anyone else involved in hiring will have to re-evaluate their systems to find ways to accommodate this new class of independent workers.

Employment Laws for Small Businesses: In most even small businesses may find themselves subject to employment laws designed to cover big firms. So training on this law will go a long way in helping small business owners. Small business can be started at a very low cost and on a part-time basis. Small business is also well suited to internet marketing because it can easily serve specialized niches, something that would have been more difficult prior to the internet revolution which began in the late 1990s. Adapting to change is crucial in business and particularly small business; not being tied to any bureaucratic inertia, it is typically easier to respond to the marketplace quickly. Small business proprietors tend to be intimate with their customers and clients which results in greater accountability and maturity.

Fundamentals of Human Resources : Few people question that recruitment and selection are key strategic domains in HRM. At the same time, recruitment and selection also have an image problem. First, recruitment and selection are often viewed as 'old' ingrained HRM domains. It seems like the traditional recruitment and selection procedures have been around for decades, which is at odds with the ever changing internal and external environment of organizations. Hence, practitioners often wonder whether there are any new research-based ways for recruiting and selecting personnel. Another image problem for recruitment and selection is that a false dichotomy is often created between so-called macro HR (examining HR systems more broadly) and micro HR.

Labor Storm (aka Recruitment and Retention): Labor Relations, together with Employee Accountability, form the Partnership and Labor Relations program office within Employee Services in the Libya Office of Personnel Management. Labor Relations provides technical expertise to the Director of OPM and federal agencies on issues arising under the Federal Service Labor-Management Relations Statute. Labor Relations also facilitates training and collaboration among agencies on issues concerning labor unions. Finally, Labor Relations





consults at the national level with labor organizations, agency managers and labor relations officials in the development of human resource policy and on Government rules, regulations, and binding directives affecting conditions of employment.

Mentoring: Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasingly popular as its potential is realised. It is a partnership between two people (mentor and mentee) normally working in a similar field or sharing similar experiences. It is a helpful relationship based upon mutual trust and respect. A mentor is a guide who can help the mentee to find the right direction and who can help them to develop solutions to career issues. Mentors rely upon having had similar experiences to gain an empathy with the mentee and an understanding of their issues. Mentoring provides the mentee with an opportunity to think about career options and progress. A mentor should help the mentee to believe in herself and boost her confidence. A mentor should ask questions and challenge, while providing guidance and encouragement. Mentoring allows the mentee to explore new ideas in confidence. It is a chance to look more closely at yourself, your issues, opportunities and what you want in life. Mentoring is about becoming more self-aware, taking responsibility for your life and directing your life in the direction you decide, rather than leaving it to chance.

Multi-rater Feedback : The multi-rater feedback is also known as 360 degree feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, co-workers and customers. Read more about 360 degree feedback and how it can affect your organization.

Performance Management: In effective organizations, managers and employees have been practicing good performance management naturally all their lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes working together and supporting each other achieve natural, effective performance management.

Strategies for Successful Hiring: This Hiring Authorities section covers various topics dealing with Federal employment. Topics covered in this section will describe the competitive hiring process; hiring authorities available to agencies to hire veterans, students, interns; and information for current and former Federal employees such as reinstatement.

Each topic includes references to the various applicable laws, regulations, and guidance. To begin, the Federal Government consists of three types of services: the Competitive Service, the Excepted Service, and the Senior Executive Service. The competitive service consists of all civil service positions in the executive branch of the Federal Government with some exceptions.

Succession Planning: Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning. Effective succession or talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression (Smith et al, 2001).

General Approach in Strategic HR Training

The increasing knowledge and skill demands of modern government, the interconnectedness of key public problems and the expectations of customers and stakeholders requires ever-increasing levels of effectiveness and performance across the civil service. Developing a strategic approach to HR increases staff motivation and commitment, which in turn leads to enhanced productivity (Smith et al, 2001).

Teambuilding: Learning About Yourself and Others: Team building is an ongoing process that helps a work group evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. Your role as a team builder is to lead your team toward cohesiveness and productivity. A team takes on a life of its own and you have to regularly nurture and maintain it, just as you do for individual employees.

Martial Arts Strategies for Stress Management : Controlling stress is a martial art. No, it's not about fighting stress or overpowering your internal desires, nor about choking the living





daylights out of others. In fact, just the opposite. The Japanese character for martial arts is *bushi*, literally "breaking the spear." In other words, the essence of martial arts is ending conflict, not vanquishing a foe. And when it comes to stress, the foe and conflict is typically internal, not outside you. While there may be plenty of external stressors -- people, traffic, frustrating or limiting conditions -- how you act and react determines your level of stress. In my experience, when people say they're "stressed," they really mean they're feeling "out of control." You know, being physically exhausted yet not being able to sleep because your mind is running? Further, stress can also be positive. Think excitement, anticipation, being thrilled or in love, pumped up for an event, playing well in a competition, even making a presentation that moves many others toward a deal-changing direction. Point of fact, the legendary actor Laurence Olivier remarked that, with all his experience, he typically got flutters just before he went onstage. And in the rare moments when he didn't, he "gave a flat performance (Avery et al, 2005).

Teambuilding: The overall goals of team building are to increase the teams understanding of team dynamics and improve how the team works together. Unlike working as a group, working as a team incorporates group accountability rather than individual accountability and results in a collective work product. Teambuilding encourages the team approach to working on a project. There are many advantages to this approach (Hackman et al, 2009), Myers Briggs Type Indicator (i.e. Team Building, Career management, Communications, Relationships, etc.) And Career Counseling (i.e. - resume writing, job search, interviewing, networking, etc.)

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action (Renger et al, 2002).

Generally, strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

Strategic planning is a very important business activity. It is also important in the public sector areas such as education. It is practiced widely informally and formally. Strategic planning and decision processes should end with objectives and a roadmap of ways to achieve them.

The goal of strategic planning mechanisms like formal planning is to increase specificity in business operation, especially when long-term and high-stake activities are involved (Renger et al, 2002).

Strategic HR Planning: Human Resource Planning (HRP) - is the process of systematically reviewing human resource requirements to ensure that the number of the employees matches the required skills (Renger et al, 2002).

The Strategic Role of Human Resources: Strengthening the employer-employee relationship is the strategic role of a human resources manager. However, there's more than meets the eye to doing this. Human resources managers formulate workforce strategy and determine the functional processes necessary to meet organizational goals. Their job requires expertise as an HR generalist, which means they must be familiar with every human resources discipline. Creating a work environment free from unnecessary hazards is a strategic role of every human resources manager. Strategic development for workplace safety entails risk management and mitigating potential losses from on-the-job injuries and fatalities. Workers' compensation insurance is an area in which a strategic plan helps lower company expense for insurance coverage. Reducing accidents through training employees on the proper use of complex machinery and equipment is one of the functional tasks associated with creating a safe work environment. Compensation and Benefits: An employer's compensation and benefits structure partly determines the company's business reputation and image. In addition, the decisions that human resources managers make regarding pay scales and employee benefits can impact employee satisfaction, as well as the organization's ability to recruit talented workers. Job evaluation, labor market conditions, workforce shortages and budget constraints are factors that HR managers consider in a strategic plan for pay and benefits (Chen, 2005). In addition, a strategy includes weighing an employer's choices between satisfying its workforce and pleasing the company's stakeholders. Pursuant to the health care reform law passed in 2010, human resources managers for companies with more than 50 employees must decide between offering group health coverage and paying fines,

beginning in 2014. Employee Training, Human resources managers' strategic role with respect to employee training and development prepares the workforce for future positions within the company. Succession planning, promotion-from-within policies and performance evaluation factor into the human resources manager's role. Training and development motivate employees, and in some cases, improve employee retention (Chen, 2005). Recruitment and Selection, Employee recruitment and selection is as much a part of employee relations as it is a separate discipline unto itself (GESCI, 2010). Therefore, a human resources manager's strategic role is to combine elements of employee relations into the employer's recruitment and selection strategy. Integrating employee recognition programs into promotion-from-within policies is an effective form of employee motivation that combines the employee relations and recruitment and selection areas of human resources.

Employee Relations, Some human resources managers believe that strengthening the employer-employee relationship rests solely in the employee relations areas of the HR department. This isn't true. Nevertheless, employee relations is such a large part of every discipline -- including salaries, benefits, safety, training and employee development -- that sustaining an employee relations program is an important element of human resources strategy. Implementing a workplace investigation process and enforcing fair employment practices are two components of an employee relations program. The strategic role of a human resources manager is to determine how to identify and resolve workplace issues, as well as how best to attract a diverse pool of applicants through effective recruitment and selection processes (Chen, 2005).

2.2.1. The Definition of Human Resource Training Development

The Human Resource training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including human resource development, and learning and development (Chen, 2005).



2.2.2. The Demand for Training Development in Human Resource

The challenges associated with the changing nature of work and the workplace environment are as real for the Libya as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. In order to avoid a chronic skills shortage in the medium and long term and to enable growth, the industry will need to develop coherent human resources development policies (Chen, 2005).

Such policies may require a combination of strategies, including a global training strategy for the industry; drawing talent from diverse labor supply pools that may not have been previously tapped sufficiently (such as women and workers with disabilities); and increasing collaboration between industry employers, workers' organizations and other stakeholders to improve retention schemes and develop technologies for the future

2.2.3. The Personal Training

At the industrial level prior to the intervention of ministry they do personal and to maximize the effectiveness of training and development, organizations must constantly assess their employees' current training and development needs and identify training and development needs to prepare employees for their next position (GESCI, 2010). This requires that organizations recognize that different employees will have different needs and that these needs will change over time as these workers continue in their careers (Hill CE and Lent RW, 2006).

2.2.4. The Process of Personal Training

1. Develop a science for each element of an individual's work, instead of the old rule-of-thumb method.
2. Scientifically select and then train, teach, and develop the worker, rather than expect workers to train themselves.
3. Cooperate with the workers so as to ensure that all work is done in accordance with the principles that have been developed.
4. Divide work and responsibility between management and workers. (Hill CE and Lent RW, 2006).



2.3. The Relationship between Training and Human Resource Development

Relationship between Training and Human Resource Development can be understood in term of the purpose of the training because the purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance.

The creation and implementation of training and management, at different stages of their careers, employees need different kinds of training and different kinds of development experiences. Although a business degree might prepare students for their first job, they will need to gain knowledge and skills through education and experience as they progress through their career.

Therefore, to maximize the effectiveness of training and development, organizations must constantly assess their employees' current training and development needs and identify training and development needs to prepare employees for their next position. This requires that organizations recognize that different employees will have different needs and that these needs will change over time as these workers continue in their careers.

2.3.1. Training Department and Human Resource Development

Human resource departments typically conduct activities designed to train and develop company personnel, whether to address performance problems or help prepare an employee for a management role. In addition to formal training courses (such as instructor-led sessions, web-based training and seminars), you should offer flexible alternatives such as coaching, mentoring and job-rotation experiences. Developing employee capacity involves managing programs such as employee orientation sessions, policy and procedure awareness sessions, leadership development workshops and other options designed to enable your company (and employees) to succeed (Holton et al, 1996).

2.3.2. Understanding the Advantage of Training for Human Resource Development

Training and development are at the heart of the industrial experience, not only for the company, but also for all members of the community and country in general. It is quite important to recognize the valuable roles of employees play in achieving company mission



and the importance of building a knowledgeable and skilled workforce. The important of training is for employees to master the knowledge, skill, and behaviors emphasized in training programmes and to apply them to their day to day activities (Holton et al, 1996). The quality of employees and their development through training and education are major factors in determining long term profitability of organization. Companies committed to quality invest heavily in training and education and more benefits are as follows (Backhaus et al, 2002)

- i. Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- ii. Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- iii. Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- iv. Ensuring adequate human resources for expansion into new programs.
- v. Research has shown specific benefits that a small business receives from training and developing its workers, including:
 - vi. Increases productivity.
 - vii. Reduces employee turnover.
 - viii. Increases efficiency resulting in financial gains.
 - ix. Decreases need for supervision.
 - x. Increases job satisfaction and morale among employees.
 - xi. Increases employee motivation.
 - xii. Increases efficiencies in processes, resulting in financial gain.
 - xiii. Increases capacity to adopt new technologies and methods.
 - xiv. Increases innovation in strategies and products.
 - xv. Enhances country image.

Therefore, from above we can understand that, the advantage of training cannot over be stated and to maximize the effectiveness of training and development, organizations must constantly assess their employees' current training and development needs and identify training and development needs to prepare employees for their next position. This requires

that organizations recognize that different employees will have different needs and that these needs will change over time as these workers continue in their careers.

2.4. Economic growth, gender inequality unemployment and international labor in Libya

Over the past four decades, Libya has relied on the government and on state enterprises for employment creation. If initially this approach was successful in creating jobs, in the last 10 to 15 years, rapid population growth and a youth 'bulge' in particular has made it impossible for the public sector to provide enough jobs to keep the unemployment rate under control.

According to the 2006 census, Libya was struggling with an unemployment rate of 20.7%. At the same time, the private sector has not been able to fill the gap given the wider problems business faces in general in Libya. Additionally, corruption and a lack of transparency in both the public and private sectors has hindered competition and lowered efficiency, further complicating the ability of the formal sector to create employment opportunities. The rigidity and inefficiency of the private sector is certainly a source of the high level of unemployment in the country but the mismatch between the skills taught by the education system and those demanded in the market place has a large role to play, especially in youth unemployment.

Libya has invested a great amount in access to education, as demonstrated by high literacy and enrollment rates, but it has been less successful in improving the quality of education.

The training of educators has been limited and in general the system focuses on memorising facts rather than building problem-solving skills. As a result, employers prefer to hire those with work experience rather than those with advanced degrees. Libya's former government pursued gender sensitive policies but little progress has been made in promoting equal access to resources since social norms and traditions make it difficult for women to get access to training and practice (African economic outlook, 2012).

CHAPTER III

METHODOLOGY

3.1 Methodology

This part deals with the report methodology that was used in gathering information for the report, it consist of two approaches, one is on the report and second on how data are being collected and manage. In general, the report solely relied on previous study for both local within Libya and international article that suggests that the benefits of training are enhanced by applying theory based learning principles such as encouraging trainees to organize the training content, making sure trainees expend effort in the acquisition of new skills, and providing trainees with an opportunity to make errors together with explicit instructions to encourage them to learn from these errors. In terms of training delivery, recent research indicates that the benefits of using technology can be enhanced by providing the ministry with adaptive guidance. The report is based on existing Libya reports and international article under the Conventional training and on experience gained training and program process over the past decade. Below is the flow chart of the methods.

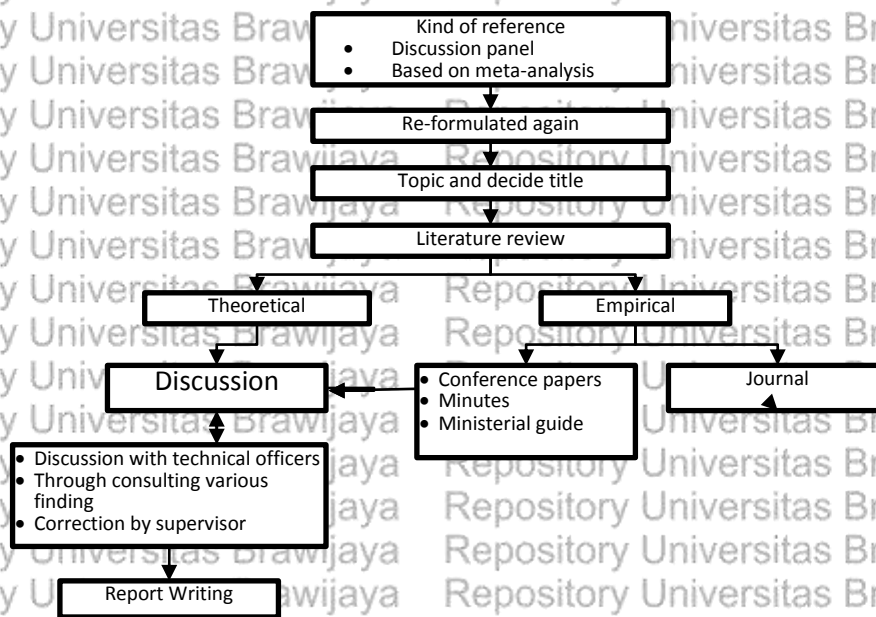


Fig3.1. showing the flow chart of the methodology



3.2 Data collection

The importance of methodology to every research cannot be overstated if the validity and reliability of the results are to be attained. It is also critical to ensure the replication and generalization of the research results. Research design is the overall plan for collecting data in order to answer the research question. It also involves specific data analysis techniques or methods the researcher intends to use. This report adopted the review and discussion research method since though the focus was on only Libya industry, data was collected from some documents in the ministry of industry in Benghazi Libya. The report adopted approach which combines the results of studies being reviewed. We utilized analytical techniques to estimate the strength of a given set of findings across many different studies and some time compare and draw conclusion. This has allowed the creation of a context from which this report emerged. However, the report not solely depends on previous study from both local and international

3.2.1 Source of Data

The report data solely rely on the empirical source which I classified under secondary source, these are the minutes and ministerial guided also local and international referred articles such as journals and conferences papers.

3.2.2 Data collection Technique

In order to establish how to plan and tackle the report problems, it was necessary to adopt particular technique. In this way, the necessary data required to provide the answers to the report objective that was set. Various activities were employed for specifying the type and the empirical technique was used for the data collection which can see above in the report methodology flow chart.

3.3 Data analyze

Qualitative procedures interspersed with some quantitative procedures were used to analyze the data collected for this report. Content discussion approach was used to analyze the quantitative data generated. The secondary data on the training programmes of human resource office over the also discussed. The data from the officer was analyzed qualitatively and the results presented in the form of a summary.

The findings have been discussed in relation to the research problems and objectives.



3.4 Interpretation to analyze data result

In order to assess the extent to which each of the factors represents a separate construct, an exploratory factor discussion was performed. We used this method because some of the findings were adapted from previous research to correspond to the purposes of this report and for the purpose of this study only relevant section the literature were adopted.

CHAPTER IV

THE IMPLEMENTATION OF TRAINING PROCEDURE AND THE EFFORT TO INTEGRATE THE LIBYAN INDUSTRIAL HUMAN RESOURCE DEVELOPMENT

4.1. The Organization of Libyan Ministry of Industry

The Ministry's functions are to plan and formulate industrial policies, to monitor and accelerate industrial development by assisting local and foreign investors and by encouraging participation in trade, and to co-ordinate the activities of its related agencies. It aims to speed up the growth of manufacturing for a continued expansion of the state's economy, to coordinate the efficient utilization of the natural resources, and to promote downstream processing of these resource.

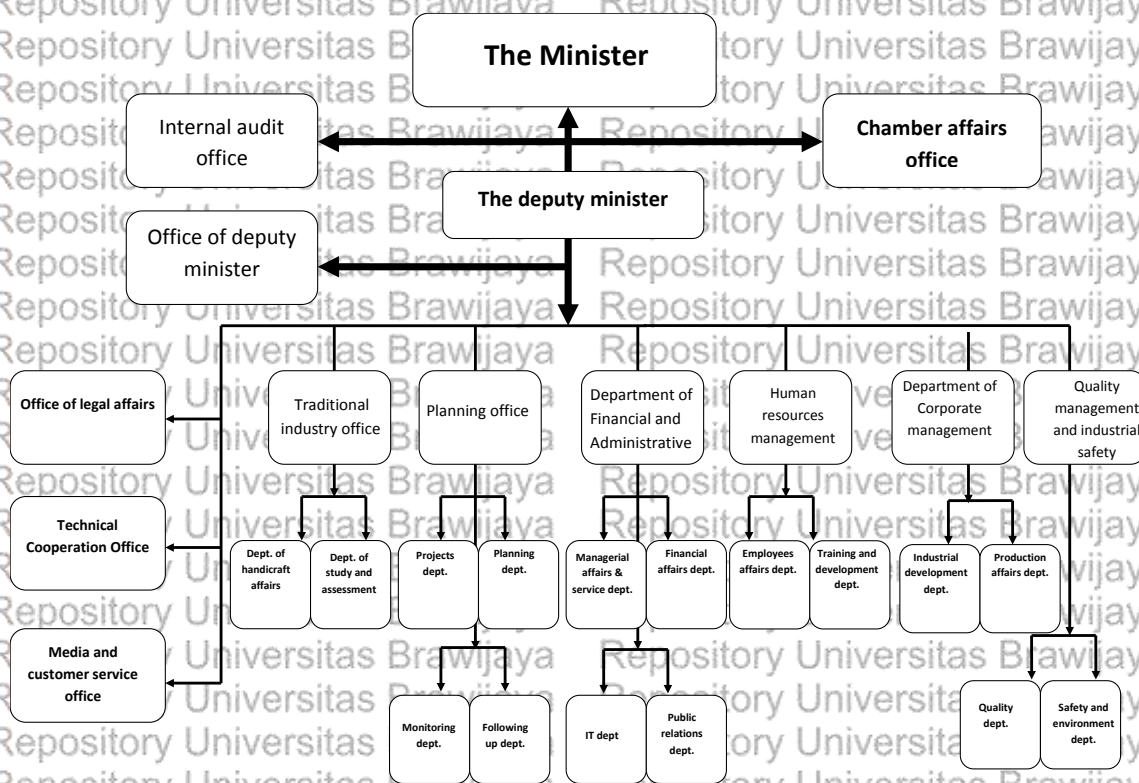


Figure 4.1 Organization chart of the ministry

Source: ¹(Libya Ministerial guide-<http://www.industry.gov.ly/>)

The human resource management an institution in attached to the ministry of industry in Libya which consists of employees affairs dept. & training and development dept, it is responsible for the both training and management of human resources. The administration is is over seeing School Education and Literacy, which deals with primary and secondary education, adult education and literacy, and the department of higher education, which deals with university education, technical education, scholarship and its also over seeing employee training and employment process.



4.1.1 History of Industrial Training in Ministry Of Industry in Benghazi

The industry training system was progressively introduced from 1992 with the passage of the Industry Training Act. The training organizations are industry owned and are responsible for purchasing training and arranging assessment. These arrangements are aimed at ensuring responsiveness to industry needs. The greater flexibility of the industry training system and the increasing levels of investment from Government have resulted in expansion in industry coverage and an increase in the number of trainees. The elements of the industry training system are described below.

The Industry Training Act 1992 repealed the Apprenticeship Act 1983 and in contrast was shorter and less prescriptive. It described the roles of industry training organizations (ITOs), which were to set nationally recognized skill standards for the industries they represent, and to develop arrangements for the delivery of training, including arrangements for monitoring the quality of training and assessing trainees (Chen et al, 2005). The Act did not specify the governance arrangements of ITOs or how ITOs had to be organized and most of the industries in Libya practice in similar with (ETSA) The European Textile Services Association.

Board had the role of recognizing ITOs when the Industry Training Act was first introduced. In 2004, it became the Minister for Tertiary Education's role to recognize ITOs. To gain recognition, and access to government funding, ITOs had to show they were representative of, and funded by, employers in their industries. The ETSA Board also had to take into account the organization's level of skill and knowledge in recognizing and recognizing an organization as an ITOGESCH(2010).

4.1.2. Vision and Mission of Ministry of Industry in Benghazi Libya

Vision

To be the leading National Agency in spearheading integrated industrial training at all levels in industry.

Mission

To promote highest standards in the quality and efficiency of industrial training in Libya and ensure an adequate supply of properly trained manpower at all levels in Industry.



4.1.3. Human Resource in Ministry Of Industry in Benghazi

Human Resources Development (HRD); Training and development are one of the most significant components of Human Resources Development (HRD). Therefore, every well-meaning government is central for it embarked on establishing the standard training with in part have relation with technical education and training (TET) programme for preparing and developing technicians to work in the industries and public sector industries in total or part oversee by the ministry of industry Benghazi and In order for the industry to survive and perform effectively, it needs to respond to the growing global demand for crude oil, which means that it needs to consider intrinsic and extrinsic factors. This requires continuous staff development through the acquisition of new knowledge, skills, attitudes and perspectives (Ruhayem,2013)

Industrial Training Institute(ITI/ILP)

(ITI) provide formal skills training for school leavers and industrial workers to enable them to acquire skills in specialized fields as well as to upgrade the skills of industrial workers to enable them to contribute effectively towards the national development. ITI offering craft/vocational to technical courses. This institute offers students the opportunity to participate in a structured Industrial Training Programme. Through this programme, it aims to provide students the opportunity to apply what they have learned and expand their knowledge whilst equipping them with the invaluable on-the-job experience. This programme also extends an opportunity to experience first-hand the business of the oil and gas industry, its challenges and expectations.

Libya Technical Institute (LTI)

Libya Technical Institute (LTI) was established in 1993 and the objective is to produce skilled industrial technologies in the fields of advanced technology in manufacturing. There is plenty of scope for continuing and deepening exchanges of knowledge and experience among youth on training and skills development policies and systems. It is particularly valuable for graduate for young to share their experiences in dealing with the more difficult challenges of maintaining the relevance of education and training to the Libya work, and in moving from policy principles to application through this institute.



Advanced Technology Training program (ADTEP)

ADTEP was established to provide training opportunities at the pre and post employment levels as well as to produce skilled manpower in the area of advanced technology and human resource as theory is a framework for the expansion of workforce within an organization through the development of both the organization and the individual to achieve performance improvement. States, "The capacities of individuals depended on their access to education "The same statement applies to organizations themselves, but it requires a much broader field to cover both areas. Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness (Lievens et al, 2003, KontoghiorghesC., 2004). HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs.

4.2. The Implementation Training For Feature Career

Individuals have career goals; jobs that they always wanted to have. To get this dream job, they need to develop a career plan to get that job. The first step is a personal assessment to discover their abilities, skills, and interests. Some of this information may already be available in performance appraisal evaluations or other assessments made by the employer. The next step is to determine what knowledge and skills are required for the dream job, so that the employee can make plans to acquire the needed knowledge and skills. A career is a sequence of related work experiences and activities, aimed at personal and organizational goals, through which a person passes during his or her lifetime, that are partly under the control of the individual and partly under the control of others.

4.2.1. The Procedures of Training in Libya

Step 1

The first step is to structure the training and development of support associates with training. Offer training opportunities to those who fail performance appraisals. Encourage employees to develop their professional skills by offering courses at work. Create executive leadership development programs to allow learning new skills necessary to take on



management responsibilities. Conduct awareness sessions about new policies and procedures as well as to ensure compliance to local, state and federal regulations.

Step 2

The second step is to locate the resources to help employees develop the skills they need to perform better. The American Society for Training and Development provides resources for developing and delivering training to global audiences.

Step 3

Develop customized training courses for the employees. Cover specific details about business. Courses in communication, customer service, diversity, ethics, quality and safety typically allow people to function more effectively on the job. Focus on a particular topic such as cultural intelligence for a month at a time. Schedule related activities to promote awareness. Develop templates, job aids, demonstrations and simulations to support employees in working in a consistent manner across your company. Establishing a good image both within the company and with customers and business partners depends on a well-trained workforce (Hoppers, V, 2008).

Step 4

Provide access to training courses through a Learning Management System (administrative software) so students can register and access training materials any time they need them. Ensure employees create an annual development plan to establish development objectives and focus learning on activities that align to your company's strategic goals. Get executive sponsorship for any training initiative you establish so that you can procure the necessary funding and budget allocation required.

Step 5

Evaluate training and development programs to ensure they are meeting employee and company needs. Training and development opportunities typically lead to increased job satisfaction and motivation. Employee efficiencies result in operational cost savings and increased capacity, resulting in company financial gains. Learning new technologies and

techniques for getting work done also improves operational metrics. Training activities can also increase employee retention rates (Hoppers, V, 2008).

4.2.2. The Career Path Training

Career Path is a new personalized web portal which provides staff with career development, management and planning tools. Initially, Career Path will be used for online registration for a range of staff training and development activities. Other features of Career Path that will be rolled out progressively include: the ability to add all types of development activities and create an integrated performance and development plan; objective setting; online compliance training and induction (Hoppers, V, 2008).

4.2.3. The Career Development

The Career Development is comprehensive plan to prepare the Libyan workforce for the future and maintain a competitive advantage for Libya.

- **For employers** – The plan aims to enhance quality and productivity by helping their workers acquire industry-relevant skills and stay ahead of industry developments.
- **For all Libyans** – The plan will form the fundamentals of a lifelong learning system to help workers find their niches, seize opportunities in new growth areas and remain relevant and employable. After the report the Libyan government will enable its workers, including rank-and-file workers and professionals, managers, executives and technicians to remain employable with new and better skills.

4.3. The Local Expertise and International

Expertise is generally considered to be a characteristic of a person, who is called an expert. Expertise is defined as problem-solving knowledge that enables a person to perform some set of tasks effectively and efficiently.

4.3.1. Capacity of Local Trainers

As technology advances manufacturing industry local trainers helping companies improve business performance and product. Growing a Manufacturing business today is not easy.

The Manufacturing sector in Libya has the most contributors of the economic growth. The industry, which is fragmented overall, is made up of numerous segments that are concentrated. The success and profitability of a Manufacturing company depends on

engineering expertise, efficient production, effective sales and marketing. Large companies have economies of scale in purchasing and marketing. Small companies can compete effectively by specializing in niche products and markets. Right now, perhaps more than ever before, Manufacturing companies need to find new ways to improve their business performance and revenue growth. What worked in the past, does not work today. Its need to implement new strategies, tactics and proven best practices to meet or exceed your business performance goals through local trainers.

4.3.2. Need for International Expertise

Globalization and the liberalization of trade and investment in emerging markets have drawn more companies and new industries into international business and Libya is no exception. Many service industries that had been minor participants in global business, especially telecommunications, energy, and other infrastructure industries, are now aggressively expanding. And many more small firms are finding that they are able to participate in the global economy. These trends suggest growing demand for international expertise, but also that new kinds of international know-how may be needed. Economies have become far more integrated during the last decade, and this trend promises to continue. Global competition is pervasive, affecting industries and firms that never before were concerned with international markets or competition. Global and regional trade pacts have linked economies and made it more feasible for companies to approach international business with a set of globally similar products and approaches, at the same time, world. Style business education has spread around the globe. These trends suggest on the one hand a growing need for international expertise as global markets expand. They also suggest the need for people who can work across borders to transfer best practices among different national affiliates. Multinational teams will become more common, and more people will travel internationally. Many managers must be ready to work internationally. On the other hand, there may be less need for expatriates to be sent abroad on long-term assignments (Hill CE and Lent RW, 2006).

4.4. The Support of Libyan Government in Training

One of the main focuses of the past few years in Libya has been what government can do to boost employment and start the economy moving. There are many schemes: tax credits to hire people (employers would hire anyway if they had work for them); energy initiatives that

get mired in battles with various interest groups; labor regulations in place of failed legislation; stimulus funding for public sector workers; and the list goes on. However, due to lack of proper training these schemes falls often. While there was much discussion in Libya on how to help with training the future workforce, huge money was spent on those “attracting” this sector. The future workforce, or for that matter the present workforce, faces many challenges, particularly in manufacturing and in the parts and service industries. In manufacturing, the trends in productivity over the past 30 years are quite not impressive. Automation, lean processes and supply-chain efficiencies have collectively boosted manufacturing output at a rate that is staggering around the world but unfortunately was that all good with Libya, while labor content has remained relatively flat. Direct labor has been replaced by robotics, new technologies for fastening and highly automated processes in most part of Europe (Ellis et al, 2005).

4.5 The Problem of Training and Development in the Ministry Of Industry in Benghazi

1. **Resistance by Employers and Employees:** Many employers resist training as they think that it increases cost of manpower as trade unions demand for employee based plans, more facilities and benefits including training and development. Further, employers feel that training is not necessary as candidates are/will be available throughout the year because of unemployment cases in third world countries like here in Libya. Trade unions and employees also resist training as they view that it increases the work load of employees and prepares programme for securing the human resources mostly from outside.
2. **Uncertainties:** Uncertainties are quite prominent in training due to absenteeism, seasonal employment, labor turnover, changing technologies, market conditions making training less reliable.
3. **Inadequacies of Information System:** Information system regarding training has not yet fully been developed due to industries giving low status to personnel department and less importance given to training. Further the reliable data and information about the economy, other industries, labor market, trends in training are not available in Libya.
4. **Lack of strong monitoring in terms of firms performance and imposing training and** another factor that determine firm performance because managers talk a lot about employee performance. There's constant pressure to achieve performance targets, to

reach higher performance levels, and to ensure that people's work supports and furthers the organization's goals. Performance management is the process used to manage this performance. The key question asked is, "How well is an employee applying his or her current skills, and to what extent is he or she achieving the outcomes desired? The answer has traditionally been found in the performance evaluation process, where managers look for hard data to tell how well an employee has performed his or her duties. What is often missing from this evaluation, however, is the part about making sure that the employee is doing the right thing. After all, people may have a very hard-working and dedicated team member, but if he or she is not working on things that advance the organization's purpose

5. The number of young people receiving structured industry training was fairly low in Libya. The main reason behind this was thought to be that employers preferred to offer industry training to workers who had been employed for several years and proved their reliability, rather than take the risk of training younger people. It was also hypothesized that industry training might not provide sufficient support for young people engaged in work based training. At the time there was a strong public perception that apprenticeships were no longer available, perhaps in part due to the use of the term 'trainee' and in part due to the reduction in apprenticeships for young people, particularly school leavers.

4.6 The Steps to Provided Solution for Training and Development Problem in the Ministry Of Industry in Benghazi

Skills Strategy: The refreshed skills strategy makes clear the government's commitment to skills and training to help address Libya's skills needs and improve economic performance.

The strategy has four priority themes: empowering Libya's people, supporting Libya's employers, simplifying the skills system, and strengthening partnerships (Ellis et al, 2005).

Career Information Advice and Guidance: Careers services contribute to increasing sustainable economic growth and to delivering high levels of employment in Libya is needed.

Effective Skills Use: Making better use of skills is about creating a workforce full of confident, motivated and relevantly skilled people who are aware of the skills they possess and know how to best use them. These individuals need workplaces that provide them with





meaningful and appropriate encouragement, opportunity and support to use their skills effectively.

National Training Programmes: The National Training Programmes currently is need comprise a suite of programmes aimed at helping individuals to get into work and to develop in work by developing their job skills. All involve work-based training or placements as well as support from training providers.

4.7 Steps to Maximize Training Success

Build on what works – Local as well as national providers and employers with a track record in delivering core components of Traineeships (work placements, work skills training and mentoring) should be involved in designing and developing the Traineeship programme.

Start early – Research has shown that young people would benefit from access to the world of work before embarking on a traineeship to be successful, as well as high quality advice at school. For those that are disaffected, the Traineeship programme needs to encourage providers to prepare and motivate young people at 14 to 16 years so that they do not move further away from the job market.

Work placements are key – Placements that provide an authentic experience of the world of work should be the core component of Traineeships.

Training needs to be personalized and relevant – Traineeships should leave trainees with skills that are in demand by employers in the local labor market. Any training needs to be personalized to the young person's needs and learning style, and introduced at a pace and quantity in line with the young person's development as an employee.

Transparent and accessible funding model – Funding should be directly accessible to all providers, including successful small, local providers in the voluntary sector, and reflect the level of quality needed to deliver the programme successfully.

No financial barriers for young people – The Traineeship model will not work if there is no allowance paid to the young trainee. There should be a government contribution towards the young people's training allowance – but not all the costs. We believe there is merit in



exploring a model whereby the training allowance paid to each young person is a funding split between government and business (Hill CE and Lent RW, 2006).

4.8 The Contribution of Training and Development for the Benghazi Industrial Growth and Social Development.

The contribution of training and development include improved organizational performance , profitability, effectiveness, productivity, operating revenue per employee as well as other outcomes that relate directly, reduced costs, improved quality and quantity) or indirectly, employee turnover, national and organization's reputation, social capital to performance, thus, putting more effort by the ministry of industry in Benghazi Libya hopefully can achieve their vision and mission enhance the Libyan labor skill and knowledge by implementing successful training and development program and the various positive impact can be found in the Benghazi region as follow:

1. Economy of Libya depends primarily upon revenues from the industries especially petroleum sector, which contributes practically all export earnings and over half of GDP. These oil production due to relatively higher skill man power and a small population have given Libya the highest nominal per capita GDP in Africa. Technical and Vocational Skills Development cuts across all levels of education and training systems. It is the embodiment of life-long learning which is the key to keeping pace with a constantly changing global job market and rapid technological advancements.
2. Training is widely recognized as the gateway to economic security and opportunity- particularly for industries, for example petroleum industry do very well in its national economic growth due to the attention paid for it staff training. And this has lead to somewhat poverty alleviation of the Libyan People.
3. The relationships between unemployment, is it temporary or chronic phenomena in Libya? The statement can explain in term of unemployment and it happen when quantity of labor supplied exceeds the quantity of labor demanded, because there is a fundamental mismatch between the number of people who want to work and the number of jobs that are available. The unemployed workers may lack the skills

needed for the jobs, so therefore from the literature of this report we can understand that for Libya the phenomena is temporary because when the training is given a priority there will be there will counter balance.

4. There is little denying the fact that investing in human capital is one of the most effective means of reducing poverty and encouraging sustainable development. Yet, women in developing countries especially Libya usually receive less education than men. More so, women in general enjoy far less employment opportunities than men the world over, so there need for the ministry to work on this aspect as well. the historical role and contribution of the Libyan women in culture and to the various sectors of the economy, the requirements for advancement and constraints to greater developments has called for attention to acts as fast possible for Libyan government to strategize empowering them.

5. Training, including formal education, public awareness and industrial training should be -Training is critical for promoting sustainable development and improving the capacity of the people to address environment and development issues. While basic education provides the underpinning for any environmental and development education, the latter needs to be incorporated as an essential part of learning. Both formal and non-formal training are indispensable to changing people's attitudes so that they have the capacity to assess and address their sustainable development concerns through ministry of industry Benghazi.

6. Equipping the workforce with the skills required for the jobs of today and those of tomorrow is a strategic concern in the national growth and international labor and development outlooks of Libya as a national. Together, Benghazi ministry of industry and international labor have pledged to support robust training strategies to meet the challenges of fostering strong, sustainable and balanced growth in each country and globally. The increasing knowledge and skill demands of Libyan government, the interconnectedness of key public problems and the expectations of customers and stakeholders requires ever-increasing levels of effectiveness and performance across the civil service. Developing a strategic approach to increases staff motivation and commitment, which in turn leads to enhanced productivity is highly needed in Libya.





Analysis: The Population; total in Libya was last reported at 64-227-72 in 2011, according to a World Bank report published in 2012. From table 4.1 we can see that nearly 20% of the population is either public staff or private staff. From the data obtained between 2004 to 2011, the employment rate considerably okay. However, the training in the public sector is considerably low compared to the private sector. Less than 10% of the public staffs are trained but in the private sector almost 40% are trained personnel.



Figure 4.2 Libya Population as of 2012

The Population; female (% of total) in Libya was last reported at 49.63% in 2011, according to a World Bank report published in 2012. Female population is the percentage of the population that is female. Population is based on the de facto definition of population. This page includes a historical data chart, news and forecasts for Population; female (% of total) in Libya.



Table 4.1: Public and private staffs in Libya, 2004-2011

Libyan staffs	2004	2005	2006	2007	2008	2009	2010	2011
Public staffs	400000	404000	405200	408000	408500	408500	500000	500000
Private staff	150000	150000	155000	155000	160000	160000	172000	1700000
Trained Public staffs	30000	30000	32000	32100	33000	33200	33300	33300
Trained private staffs	62000	63000	63200	63200	64000	65000	67000	67000

Source: Libya. Bureau of Economic Analysis electronic database

Table 4.2: Exports, Imports and Trade Balance in Libya

Year	Total Exports	Total Imports	Trade Balance
	Million(\$)	Billion(\$)	Billion(\$)
2004	481.25	399.63	81.62
2005	536.23	432.87	103.36
2006	588.97	478.15	111.09
2007	604.30	502.04	102.26
2008	663.01	519.80	143.21
2009	552.51	434.67	117.85
2010	638.82	528.83	109.99
2011	694.55	574.23	120.32

Source: International Monetary Fund - 2011 World Economic

Libyan economic vulnerabilities stepped up significantly from early 1997 through the period following the onset of the crisis in mid-2011, as market confidence increasingly diminished along with the rest of the region. Large portfolio outflows took place, and equity and property values declined substantially, the Libyan dinar (LYD) came under tremendous pressure. However, it took good sharp with implementation of proper training, since the GDP is second only to Egypt compared within the sub African northern region as shown in the table 4.3.

Table 4.3: Inward FDI Flows by Country

	2007	2008	2009	2010	2011	Growth rate (2010 - 2011)
Burundi	0.5	3.2	0.3	0.8	3.4	337.7
Comoros	7.7	4.6	13.8	3.9	6.8	73.0
Congo DR	1,808.0	1,726.8	-243.2	2,742.3	1,686.9	-38.5
Djibouti	195.4	228.9	99.6	36.3	78.7	116.9
Egypt	11,578.1	9,494.6	6,711.6	6,385.6	-482.7	-107.6
Eritrea	-0.1	-0.2	0.0	55.6	18.5	-66.7
Ethiopia	215.2	107.0	226.9	285.7	619.0	116.6
Kenya	631.5	85.1	139.9	184.3	330.3	79.2
Libya	3,850.0	3,180.0	3,310.0	1,909.0	0.0	-100.0
Madagascar	321.3	499.7	525.9	344.2	438.9	27.5
Malawi	124.4	195.4	49.1	97.0	92.4	-4.8
Mauritius	339.1	382.9	247.8	437.7	263.2	-39.9
Rwanda	82.3	103.4	118.7	42.3	106.2	150.9
Seychelles	126.5	129.8	118.4	159.8	144.7	-9.5
Sudan	2,436.3	2,600.5	2,662.1	2,894.4	2,691.7	-7.0
Swaziland	37.4	105.7	65.6	133.5	92.2	-30.9

Source: Comesa and Unctad Report 2012

Libya among number of COMESA countries has implemented FDI surveys. These surveys have provided a basis for the estimation of intra COMESA and intra African FDI flows due to industrial training. The years reported in Table 4.3 represent the national surveys conducted between the time period starting in 2007 and ending in 2011. In order to assess the size of intra-regional FDI inflows, Table 4.3 presents period averages of FDI for the years that each reporting country reported FDI source data. Egypt's average FDI inflows from the

COMESA region amounted to US\$51.77 million during this time frame. The majority of the FDI received by Egypt was contributed by Libya because there was an instability during this period, especially prior to 2011. Inflows into Egypt from Libya in 2011 fell by 96% when compared to the previous year of 2010. COMESA originating FDI into Egypt was 100 percent of all African originating inflows over the years 2007 and 2011. Results from the Kenya 2010 Foreign Investment Survey indicate that South Africa was the largest African investor in Kenya followed by Tanzania, Mauritius and Uganda and elsewhere it was reported the mentioned countries have effective tool for training through their industries.

Average COMESA originating inflows into Uganda amounted to US\$70.94 million between 2007 and 2009.

The identification of the influences of training and development for the rate structure and character of industry or economic growth, the objective achievement explained in term productivity point of view because productivity is a relationship between outputs and inputs. It rises when an increase in output occurs with a less than proportionate increase in inputs, or when the same output is produced with fewer inputs” Productivity can also be considered in monetary terms as shown in fig.4.4. If the price received for an output rises with no increase in the cost of inputs, this is also seen as an increase in productivity hence this shows the training is influence development rate.

The training contribute to enhancing domestic living quality and poverty alleviation, from the fig. 4.3 and 4.4 is clearly indicated that training increase productivity and productivity growth can raise incomes and reduce poverty in a virtuous circle. Productivity growth reduces production costs and increases returns on investments, some of which turn into income for business owners and investors and some of which are turned into higher wages. Prices may go down, consumption and employment grow and people move out of poverty. The virtuous circle is also fed through the investment side of the economy when some productivity gains.

The understanding relationships between unemployment are it temporary or chronic phenomena in Libya households with unemployed workers are adversely affected by joblessness in many ways. For workers who have been displaced through no fault of their own specifically, who lost or left a job because their plant or company closed or moved due to the recent crisis and insecurity or because there was insufficient work for them to do or because their position or shift was abolished the drop in earnings associated with losing a job during a recession may persist for many years and this could a chronic, even when these workers eventually find a new job. Older workers and those with long tenure in their previous



job are especially vulnerable because new jobs for those workers typically pay less and offer less potential for earnings growth. Other types of unemployed workers—for example, people entering the labor market for the first time (typically after completing school) are also adversely affected by a weak economy and in experience in such cases training to self-employed will a temporary solution. People who start their career in times of high unemployment tend to have persistently lower earnings than their counterparts who begin seeking work under better economic circumstances.

Are reinvested by a firm into product and process innovations, plant and equipment improvements and measures to expand into new markets, which spurs further output growth and productivity.

Table 4.4 Showing Foreign Direct Investment Inflows of GDP

	2007	2008	2009	2010	2011
Burundi	0.0	0.2	0.0	0.0	0.1
Comoros	1.6	0.9	2.6	0.7	1.1
Congo DR	18.0	14.9	-2.2	20.9	10.8
Djibouti	23.0	23.3	9.5	3.2	6.3
Egypt	8.9	3.8	3.6	2.9	-0.2
Eritrea	0.0	0.0	0.0	2.6	0.7
Ethiopia	1.1	0.4	0.7	1.0	2.0
Kenya	2.2	0.3	0.4	0.6	0.9
Libya	5.6	3.3	3.3	2.4	0.0
Madagascar	4.4	3.3	6.1	3.9	4.4
Malawi	3.4	4.6	1.0	1.8	1.6
Mauritius	4.4	4.0	2.8	4.5	2.3
Rwanda	2.2	2.2	2.3	0.8	1.7
Seychelles	12.2	13.5	14.1	16.6	14.3
Sudan	5.4	4.8	3.1	4.4	4.2
Swaziland	1.3	3.7	2.2	3.6	2.3
Uganda	6.6	3.0	3.3	3.2	4.7
Zambia	11.5	6.4	3.4	10.7	10.3
Zimbabwe	1.3	1.2	1.6	2.2	4.2

Source: COMESA AND UNCTAD report 2012

Zambia's FDI inflows from COMESA amounted to US\$68.52 million between 2007 and 2010 mostly from Libya followed by Mauritius. Average FDI inflows into Madagascar amounted to US\$49.86 million between 2007 and 2010, mainly from Mauritius. FDI inflows into Malawi from COMESA and South Africa were worth US\$19.7 million and US\$20 million respectively in 2010. Tanzania contributed US\$10 million in Malawian FDI inflows

in the same period. COMESA accounted for US\$ 76.43 million FDI inflows into Rwanda for the period 2010. Average inflows into Swaziland between 2007 and 2010 were in the region of US\$46.30 million all sourced from South Africa.

The women job is an effective means of reducing poverty and encouraging sustainable development. There is little denying the fact that investing in human capital is one of the most effective means of reducing poverty and encouraging sustainable development. Yet, women in developing countries usually receive less education than men. More so, women in Libya generally enjoy far less employment opportunities than men the world over. This problem could solve by introducing special program that will allow the women get access to education and participate in national development and keep social norm that encourage value but avoiding free mixing. There are several social and economic indicators to support this point and since from table 4.2 we can see that the women population is almost 50%.

From the table 4.3 and 4.4, the contemporary training elements that responsible promote industrial training the establishment of a sound or harmonious industrial relations system is a central theme for governments, employers, workers and their representatives, in their endeavors to achieve economic and social development. Several changes on the international scene presently exert a major influence on how industrial relations needs to be viewed clear example are Congo Dr. The internationalization of business, intense competition and rapid changes in technology, products and markets has increased the need for economies and enterprises to remain or become competitive. These trends have in turn necessitated a greater reliance than before on workers' skills, productivity and cooperation in achieving competitiveness.

The relationship between training system and international labor and if we observed figure 4.3 we can understand that Libya solely depend on local student champions where only rely on armature student to be trained and absorbed into industries and to address the problems caused by the widespread less industrialization in Libya, brought to international prominence the need for international cooperation in setting labor standards. The reasons articulated for cooperation were both benevolent and economic. Cooperation was necessary to eradicate poverty and injustice, not just to protect workers, but to prevent social unrest these conditions could engender. Furthermore, these problems must be addressed at the international level, because each nation acting individually would be at a competitive disadvantage if it imposed higher standards unilaterally.



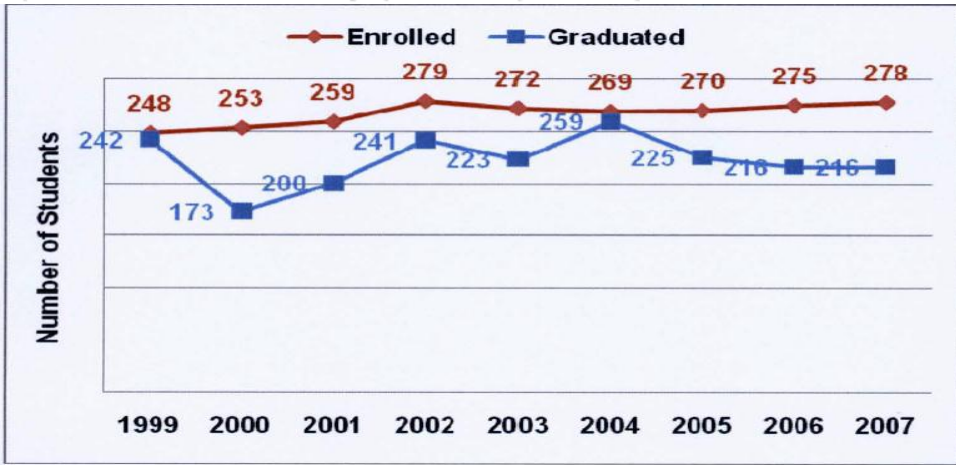


Figure 4.3 Total numbers of enrolled and graduate students between 1999 and 2007

Source: (Ibtihal Yuseif, 2010)

Figure 4.3 shows the overall number of students and graduates of the PTIO between 1999 and 2007. These statistics indicate that the number of students dropped from 2000 to 2005 by an average of 26 students, in comparison to 1999. However, in 2006 and 2007, the number of students showed a gradual increase (by an average of 25 students). This rise in PTOI intake is mainly associated with the oil industries' need for specialist technicians. In addition, as indicated in Figure 2.4, oil production also increased at the beginning of the new millennium. The oil industries in Libya are therefore expanding to cope with demand. Individual student distributions according to the type of field they specializing due to the training. This demonstrated the relation between training and national growth

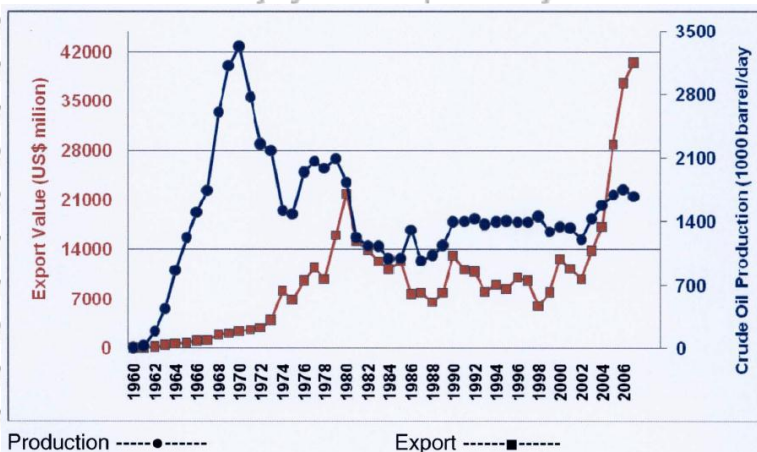


Figure 4.4. Crude oil production and value of exports for 1960-2007 in Libya

Source: (Ibtihal Yuseif, 2010)





CHAPTER V CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The report, which was aimed at to identify importance of contemporary training in promotin industrial training development in the Ministry of Industry in BENGHAZI Libya. The training development procedures at the ministry can therefore not be described as conforming to standard practices. However, the relevance and effectiveness of the methods used can be success in equipping trainees with the intended skills for work indicates that indeed training can impact on the productivity. The Ministry faced some challenges of inadequate budgetary allocations, lack of facilities and logistics in implementing its training policy, However, there is no reason why the ministry should not re-strategize, re-plan and implement a sustainable training and development policy and programmes capable of enhancing its human resource. The findings of the report indicate that, in the current world of industry, training and development has been identified as a strategic tool for competitive positioning. It is therefore very important that the institutions are taking strategic decisions on aggressively (in the short term), systematically (in the long term) and comprehensively developing their human assets in order to remain in business. In today's world of work, where employees have attained higher educational levels and have varied options in terms of job opportunities. The management of the Ministry of Industry in BENGHAZI Libya therefore need to come to the realization that the mission and vision and desire to contribute to te that developing human resource at least provide some level of guarantee in improving productivity and the development of Libya will only be achieved by being more committed to training and development and making strategic investments in the human capital in order to enhance the competency of the staff for efficient, effective and improved customs service delivery.

The recognition of the benefits of training activities for society has led many countries around the world to adopt national policies to encourage the design and delivery of training programs at the national level. The goal of these policies is to improve a nation's human capital, which in turn is related to greater economic prosperity. Hence, this report has identified various roles of training to national development including women and The present report suggests that these benefits range from individual and team performance to the economic prosperity of a nation. To understand these benefits of training, we adopted a multilevel, multidisciplinary, and global perspective. We also included a discussion of how to maximize the benefits of training. These factors include paying attention to needs assessment and pertaining states of trainees (e.g., trainee motivation), training design and delivery (e.g., advantages of using error training), training evaluation (e.g. documenting training success differently depending on the stakeholder in question), and transfer of training (i.e., the importance of interpersonal factors).

5.2. Recommendation

The following recommendations are made based on the report study

5.2.1 There is the need for the management of Ministry of Industry to institute measures to ensure that all staff were made aware of and had adequate knowledge of its training and development policy. All must be used to disseminate the policy to all staff. At best the training and development policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings.

5.2.2 The management of Ministry of Industry should as a matter of urgency ensure the total implementation of the training and development policy to enhance the job skills of the staff for improved performance.

5.2.3 Budgetary allocations for training should be increased so that training programmes could be successfully implemented to enhance the capabilities of staff towards improving customs services through an efficient and effective workforce.

5.2.4 A systematic training programme based on the functional activities and the career progression of each staff could be planned to meet the training and career development



needs of staffs. This will ensure that throughout the working life of a staff at Ministry of Industry and Libya in general, their training and development needs will be planned in

advance and implemented to enhance their capabilities to provide quality custom services.

The individual training plan of the staff should, however, be reviewed and updated y. The management of Ministry of Industry should improve staff participation in training and development activities. It is recommended that the management should involve other staff members in decisions on their training and development.

5.2.5 Ministry of Industry should improve the facilities and logistics at its training school to provide a congenial atmosphere for training programmes. The training school should be fitted with the state of the art ICT facilities that befit the status of industries and their staffs.

5.2.6 Since Ministry of Industry is running a tight training budget, it should consider adopting an ICT-based training programme for some of it training modules so that it can save money on residential training whilst giving staff the advantage of flexibility of time, space and convenience to be trained. This may, however, come at a cost in terms of the need to acquire more computers (both desktop and laptops) for staff).

5.2.7 Management of Ministry of Industry should improve its training policies to include reward or compensation for staff who undertake self-advancement to enhance their skills and improve their performance in order to maintain such staff and reduce attrition



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