**Training and Development: Its effects on job performance in the selected companies of UAE**

**Syed Najaf Ali Shah, MS**

**E-mail**: [snajafshah@yahoo.com](mailto:snajafshah@yahoo.com)

**Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Dubai campus, UAE**

**Naveed Ahmed Shaikh, PhD**

**E-mail**: [naveed@szabist.ac.ae](mailto:naveed@szabist.ac.ae)

**Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Dubai campus, UAE**

**Imtiaz Ahmed Pirzada**

**Email:** [**imtiazsain@yahoo.com**](mailto:imtiazsain@yahoo.com)

**University of Sindh Jamshoro**

**Abstract**

One can think that businesses were running without any training in ancient times. Technically, this is not the case. Whether formal or informal, training has always been there in business to carry on its processes. Gradually, it has acquired the shape that can be said a formal one. Firms have started realizing that training and development is a major source of gaining competitive advantage. Most human resource management researchers are of the view that Training and development has got that important role through which organizations can maximize their performances by maximizing performances of their employees.

Training and development programs are always there in some way or shape. It may be general or specific. It may be formal or informal and it may be provided by some neutral source or by employers. There is a list of training methods which are in practice in corporate world. For the sake of simplicity, some of them were taken in this study – namely – on-the-job training; mentorship and coaching; vestibule training; instructor-led classroom training; case studies and systematic job rotations and transfers.

Another aspect of this study is employee performance. Firm’s performance depends on its employees’ performance. Employee performance has many facets. It may be financial and non financial. It may be quantifiable and qualitative. Furthermore, employee performance contains a number of components in it. In this study, three qualitative components are considered – employee job commitment; employee work knowledge and employee job satisfaction – thinking that these are the main sources of employee performance enhancement.

**Keywords:** Training and Development, On-the-job Training, Mentorship, Simulator Training, Instructor-led Classroom Training, Case Studies, Systematic Job Rotations and Transfers, Employee Performance, Job Commitment, Job Satisfaction, Work Knowledge, UAE

JEL Classification Codes: M53, J28