



Enhancing the Effectiveness of Employee Training Programs in the HR Departments of Small Enterprises in the UAE: A Focus on Cultural Sector

By

Dr. Basma Walid Hazem Kashmola

Assistant Professor of Business Administration

Sharkah Heritage Institute - United Arab Emirates

heritage.basma@sih.gov.ae

Journal of Business Research

Faculty of Commerce -Zagazig University

Volume 47 - Issue 2 April 2025

link: <https://zcom.journals.ekb.eg/>

Abstract

The research aims to find methods which maximize employee training program results for HR departments operating in small cultural enterprises across the UAE. Research data was collected through quantitative methods from 200 UAE employees who perform their duties in different cultural establishments including museums and art galleries and heritage locations. The research analyzes vital determinants of training program success through HR training practices with blended learning and mentorship and coaching along with training content relevancy and training adaptability to multicultural personnel. A Structural Equation Modeling (SEM) analysis with Smart PLS examines how training program features impact employee performance alongside job satisfaction and workplace retention specifically in the UAE cultural industry. This research implements advanced statistical methodologies to establish meaningful directions for small UAE enterprises regarding optimizing their employee training methods. The analytical findings highlight three essential components of training effectiveness including customized education methods together with culturally appropriate teaching techniques alongside technological resources in knowledge acquisition. The research provides evidence-based guidance to help small UAE cultural organizations enhance their HR training strategies to prepare employees for the modern cultural environment of the country.

Keywords: *Employee Training, HR Departments, Small Enterprises, Cultural Sector, UAE Workforce.*

Introduction

Employee training programs play pivotal role to improve the skills and productivity of the workers across all industries. In small enterprises in the cultural sector of the UAE, especially, effective training is even more necessary given the limited resources and the diverse workforce (Al-Kassem, 2014). Growth in the cultural sector in the UAE, including museums, galleries, and heritage sites, is rapid, yet small enterprises find it difficult to develop and roll out effective training programs. Specifically, understanding the particular needs of employees from different cultural backgrounds; incorporating relevant content; and keeping employees engaged in a sector that is both traditional and modern (Sarı, 2009). Therefore, it is essential to explore how HR department of these organizations can enhance training programs to increase employee performance, motivation, and retention which ultimately lead to the success of the enterprise.

The purpose of this research is to investigate the approaches which can improve the effectiveness of employee training programs within the HR departments of small enterprises of the cultural sector of UAE. The study employ a quantitative analysis in order to identify the key factors that influence the training outcomes, such as, the alignment of training with the organizational goals, the cultural relevance of the training content, and the ways that training is delivered. The study surveys from different cultural organizations in the UAE to investigate how small enterprises can enhance their training initiatives based on evidence to better serve the diverse workforce. This research add to the development of more efficient and tailored HR practices for the UAE's cultural sector, leading to a skilled, knowledgeable and motivated workforce.

Literature Review

HR Training Practices and the Effectiveness of Employee Training Programs

Small enterprises mainly rely on Human Resources training practices to achieve successful execution of their employee training programs. Research in science shows that properly designed HR training systems lead to higher organizational goal alignment and better training program quality. The cultural sector of UAE needs these business practices because its growth shows no signs of slowing down. Small companies in sectors of arts and heritage perform their employees with higher efficiency through bespoke training which helps staff members meet individual goals that exceed organizational targets according to (Ahmed et al., 2020). The achievement of desired training outcomes in productive learning environments depends on HR training practices that correspond with business targets.

The implementation of HR training practices produces several positive results that impact both employee motivation and engagement and retention which further increases value in training program achievements. Small organizations within the United Arab Emirates that spend money on human resources training achieve better employee satisfaction results according to research by (Alam, 2022). This, in turn, leads to improved skill acquisition and knowledge transfer. The UAE cultural staff demonstrates peak performance through personalized training and defined career advancement plans that constitute the focus of human resources practices. Proper alignment of HR training practices produces effective employee training that advantages small enterprises within

this sector. Based on the above discussion. Following hypothesis was developed.

The necessary competencies for employees depend on effective HR training practices in small enterprises for the development of their long-term career paths (Dubey *et al.*, 2024)). The employees who work in the UAE cultural sector need special training to understand various artistic expressions and cultural heritage preservation practices. Companies can develop proficient trainees through HR training by integrating mentorship alongside coaching programs. Combining face-to-face instruction with digital learning approaches under blended learning creates an engaging interaction which helps recipients validate their gained knowledge more effectively.

The success of workforce training relies heavily on how strongly Human Resources practices solve the requirements of employees from multiple backgrounds. The UAE's cultural enterprises accept workers from diverse origins so they require training materials which connect to individuals from different ethnic traditions and cultural backgrounds (Alzoubi *et al.*, 2024). Such training methods boost employee engagement while creating an inclusive workplace environment which makes employees feel appreciated by the organization.

The success rate of employee training programs heavily depends on their integration of technological resources. Technology enables employees to acquire uniform training regardless of their work hours and improves learning flexibility. By uniting traditional knowledge-sharing methods with

contemporary technological tools small cultural enterprises throughout the UAE can develop optimal human resource training systems.

H1: HR Training Practices and the Effectiveness of Employee Training Programs in Small Enterprises in the UAE Cultural Sector

HR Training Practices and Onboard Training

Small enterprises need onboard training as an essential human resource training practice because their available resources typically remain limited. The onboarding programs created by (Cuéllar-Molina et al., 2019) employing particular HR methods boost employee role adaptation which leads to reduced turnover and improved job satisfaction. As part of dedicated onboarding training for the UAE cultural sector the practices fulfill industry requirements and maintain respect for cultural heritage standards of the workforce (Sraidi Najla & El Gharbaoui Bouteïna, 2023). Standard onboarding procedures implemented by HR help staff members learn about organizational values and operational procedures that leads to enhanced work performance during their first few weeks (Shoaib et al., 2021).

Small businesses in UAE establish a clear connection between human resources practices and successful onboarding training because they need specialized labor for their operations. The implementation of onboarding programs constitutes an essential HR practice that leads to enhanced employee engagement alongside faster new hire integration as described by (Lee et al., 2018). Managers use these practices to develop training requirements for employees alongside generating educational content that matches individual learning styles. The UAE cultural sector employees who combine certain job

competencies with professional role self-confidence obtain needed abilities and initial work assurance that leads to training success (Cherian et al., 2021). The research advances from the preceding analysis to develop this hypothesis (Alzoubi et al., 2024; Chang et al., 2024).

H1a: HR Training Practices and Onboard Training

HR Training Practices and Compliance Training

Organizational compliance training becomes a useful foundation for employee development programs through HR practices. To meet legal requirements of the cultural heritage sector employees, need compliance training which teaches them standard protocols. The research by (Alam, 2022) indicates that compliance-focused HR training supports small companies without specialized compliance departments. The adoption of effective compliance training by organizations through their human resources practices enables employees to better comprehend legal mandates and industrial standards and simultaneously reduces legal vulnerabilities and enhances corporate stability (Ahmed et al., 2020).

The cultural sector of the UAE depends on HR practices that deliver compliance training to produce staff members who both understand cultural protection and obey industry regulations. (Votto et al., 2021) argues that organizations implementing continuous compliance training through their HR practices enable staff members to understand multiple regulations and ethical standards and safety protocols and intellectual property rules. The UAE's cultural enterprises benefit from training programs which simultaneously enhance employee abilities and fulfill regulatory and legal standards to

achieve business success. Based on the previous discussion, the hypothesis presented was developed.

Hong Kong companies exclusively rely on compliance training so their staff member can understand and apply legal and ethical principles and industry standards. The implementation of organized compliance training by HR departments helps employees follow safety regulations as well as intellectual property rules and cultural protection laws especially within the cultural context of the UAE. A complete training program should implement three learning approaches through face-to-face workshops combined with online materials and case study examinations to strengthen workforce compliance awareness (Talal & Alzoubi, 2020).

The HR training should include scenario-based teaching which allows employees to experience realistic compliance situations in practice (Alomari et al., 2023). The approach leads to improved memory of legal contents which results in better ability for staff members to handle compliance matters when they perform their daily duties. Small enterprises prevent financial and reputational risks by providing regular training sessions which keep employees informed about developing legal standards and relevant industry regulations (Ouafky & Alzoubi, 2019).

A properly designed compliance training scheme must establish ethical accountability as a permanent aspect throughout the organization. The development of precise guidelines from HR departments enables establishments of ethical standards as well as confidentiality rules combined with conflict of interest standards (Nuseir *et al.*, 2024). The organization

shows commitment to integrity and accountability by enabling employee engagement in ethical dilemma and decision-making framework talks which creates a forward-thinking approach to compliance activities.

Small cultural sector businesses in the UAE can use artificial intelligence platforms and game-based education and virtual compliance exam systems to create training programs that are both accessible and enjoyable (Anaam *et al.*, 2023). The combination of these tools enables staff members to study at their individual timelines and transmits uniform compliance knowledge throughout the organization.

Human Resources professionals should educate employees about compliance training by demonstrating that it serves to preserve the integrity and sustainability of cultural heritage sector operations. Every employee must grasp how compliance affects their regular tasks as well as the organization's future achievements. Organizations attain a workforce compliance with legal standards as well as cultural heritage standards and business ethics through the implementation of effective HR training practices.

The HR department should introduce mentorship programs to help senior workers train new hires about industry regulations boost compliance training results. The experience-based teaching method enables compliance training to become operational in actual workplace environments. The HR department can establish instruments to measure training program success through competency evaluations paired with quizzes which help detect training gaps for improvement.

Collaborating compliance training methods with HR management systems enhances the total performance of employee learning programs throughout the UAE cultural industry. Small businesses that develop well-informed employees with ethical standards continue to reduce operational risks and optimize work processes which culminates in sustainable development for the cultural economic sector of the UAE.

H1b: HR Training Practices and Compliance Training

HR Training Practices and Leadership Development

The training of human resources for small enterprises should focus on leadership development to establish quality management teams. The cultural sector of the UAE needs leadership skills that combine creative team guidance with cultural heritage preservation so human resource practices directly influence leadership development (John Kasem & Anwar Al-Gasaymeh, 2022). The UAE-based small enterprises obtain favorable outcomes because their human resource approaches emphasize developing leadership competencies among their employees according to (Li et al., 2024). The HR systems deliver mentorship programs along with structured leadership training programs which build employee confidence and cultural project management capabilities.

Organizations that base their leadership training approaches on human resources practices achieve significant impacts on business performance throughout small enterprises. Small cultural businesses operating in the UAE show increased productivity and employee engagement when they participate in leadership development programs according to (Alam, 2022). Leaders

trained by HR practices gain operational capabilities and creative abilities because of which they perform better in coordinating tasks and decision-making processes. The cultural sector requires capable leadership to maintain worker effectiveness during evolving circumstances and protect cultural resources while facilitating innovation. Following the analysis above, the hypothesis outlined was developed.

The implementation of defined HR training methods helps employees develop leadership capabilities for operational effectiveness (Abu-Rumman *et al.*, 2024). Due to its combination of traditional heritage preservation with modern innovation creative businesses within the cultural sector need exceptional leadership development. Small companies achieve substantial advantages by implementing leadership programs matching their HR training needs because they produce adaptable teams who perform well in business obstacles. The integration of mentorship programs with on-the-job training along with teaching strategic decision capabilities in HR leadership development implementations makes the employee transition to management roles more manageable (Haitham, M. A., & Gouher, 2024).

The UAE cultural industry requires a detailed method to develop leadership abilities because of specific challenges which it experiences. Professional development training for human resource personnel requires the adoption of digital solutions and contemporary project management strategies that strengthen cultural leadership excellence (Alomari *et al.*, 2023). Business success becomes more achievable when HR-driven mentorship programs provide structured leadership training to employees. This makes them capable

of better decisions that optimize resource use. Leadership training in Human Resources practices strives to improve three main competencies – technical knowledge and expertise with the addition of essential soft skills including communication abilities and emotional intelligence and teamwork principles which both benefit the management needs of small UAE businesses.

H1c: HR Training Practices and Leadership Development

HR Training Practices and External Factors

Small business operations use human resource training approaches with success that depends on economic patterns and market trends together with regulatory measures. The UAE economic changes highlight the necessity of flexible human resource practices for small businesses because cultural sectors have become essential economic diversification tools (Müller & Turner, 2010). Small enterprises require their HR training practices to adjust toward financial funding variations and consumer market adjustments to achieve meaningful and effective training (Crespo et al., 2022). Resource distribution patterns for employee development programs form based on external factors along with the training needs which external events determine (Alzoubi et al., 2022).

The combination of industry developments and regulatory standards delivers substantial effects on HR training needs within cultural settings when these requirements alter training demands because of governmental policies and industry standards (Vorobeva Victoria, 2022). HR training practices of the UAE cultural sector workforce maintain industry competitiveness by following emerging practices and technologies according to (Ahmed et al.,

2020). The agile nature of HR departments should actively identify industry-driven changes that need implementing within their training programs. New updates to HR training programs emerge to maintain regulatory compliance since both domestic and international frameworks need periodic change adjustments requiring HR practices to adapt because of external requirements. In light of the foregoing discussion, the subsequent hypothesis has been derived.

Small businesses that link their training protocols to external economic conditions together with regulatory demands can develop their team performance to secure extended organizational viability (El Khatib et al., 2023; Taleb et al., 2023; Bu et al., 2023).

The following research hypothesis stems from the earlier analysis.

H2: HR Training Practices and External Factors (Economic, Industry Trends, and Regulations)

External factors role in the relationship between HR training practices and effectiveness of training program

HR training practices in small enterprises achieve effectiveness based on external market challenges alongside economic conditions and industry standards along with regulatory expectations. The effectiveness of training program outcomes depends on how well training frameworks manage external elements in the training practice of Human Resources. Studies by (Lee et al., 2018) show that organizations succeed in producing outcomes which fulfill both organizational goals and market specifications when they integrate external factors into their human resources training practices. The evolution of economic markets requires HR practices to alter their training program

designs since skill requirements for the cultural sector transform (Alzoubi et al., 2021).

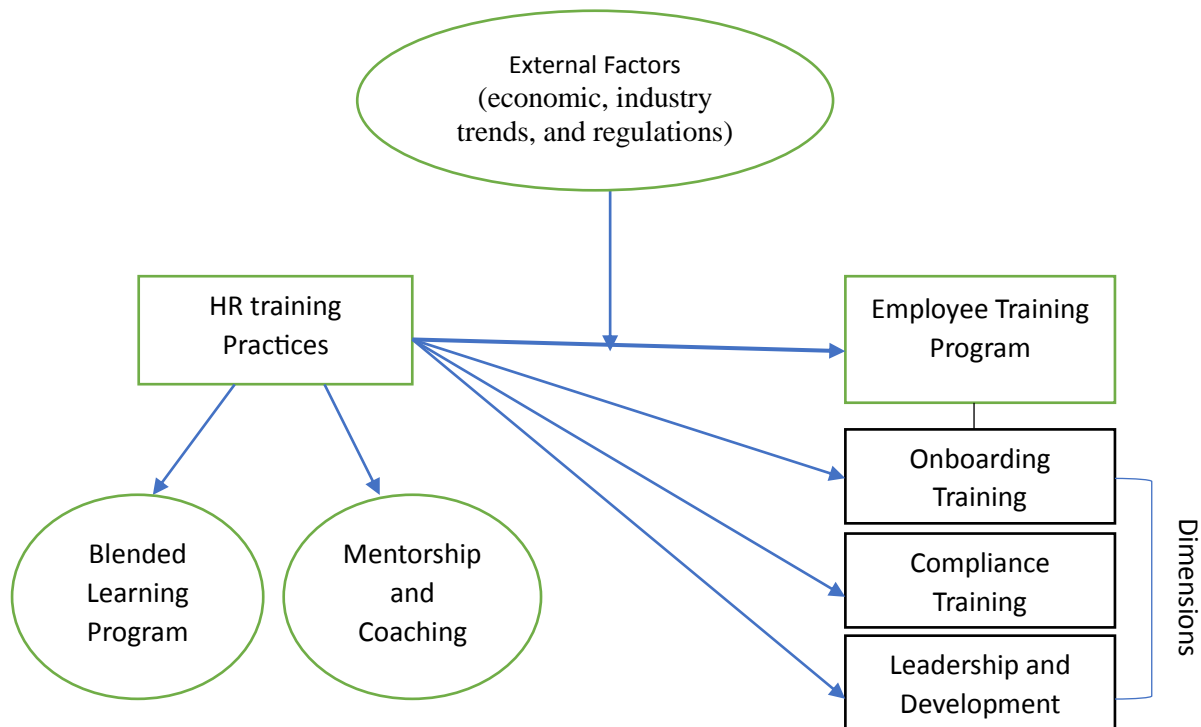
The moderation of external factors appears when they decide the right moment for training initiatives as well as how training content should relate to organizational aims. Weshah (2021) established through research that HR training practices encounter either positive or negative outcomes because of environmental factors (Mukhuty et al., 2022). The technological advancements experienced by the cultural industry push HR to reconstruct their training materials in order to develop essential skills necessary for workforce success. The implementation of new training modules by HR departments requires regulatory changes since this compliance mandate impacts the performance of their training initiatives (Alosani & Al-Dhaafri, 2023). The achievement of optimal results through employee development initiatives requires HR training practices to implement adaptable systems which react to external environmental conditions. The discussion above enables the presentation of the following hypothesis.

Training practices developed by HR departments affect their effectiveness based on industry trends and labor market changes and technological breakthroughs in the global business arena (Faheem & Alzoubi, 2019). The present digital era demands HR professionals to design training programs which reflect modern technology while teaching vital workplace abilities to their employees. Economic uncertainties along with financial crises limit access to training resources which forces HR departments to implement affordable adaptable learning models.

The previous discussion leads to the formation of the following hypothesis.

H3: External Factors Moderating the Relationship Between HR Training Practices and the Effectiveness of Training Programs

Research Model



H1: HR training practices have a positive effect on the effectiveness of employee training programs in small enterprises in the UAE cultural sector.

H1a: HR training practices have a positive effect on onboard training

H1b: HR training practices have a positive effect on compliance training

H1c: HR training practices have a positive effect on leadership and development

H2: HR training practices have a positive impact on external factors (economic, industry trends, and regulations).

H3: External factors (economic, industry trends, and regulations) moderate the relationship between HR training practices and the effectiveness of training programs.

Methodology

Research Design

This study uses a quantitative research method to examine the relationship between HR training practices and employee training program success in UAE cultural sector small businesses. The conceptual nature of this study investigates how Human Resources training methods affect different employee development areas like new employee orientation, regulatory requirements and managerial training. Historical analysis includes studying how HR training methods create effective training outcomes while accounting for economic elements and industry and regulatory elements which influence this outcome. Through causal effect analysis the study identifies the directions and degrees of these relationships.

Population and Sample

This research examines small enterprises operating in Abu Dhabi's UAE cultural sector. The research focused on these small businesses because they demonstrate specific obstacles when managing their employee training initiatives. The research was conducted using 200 participants who work in the selected small enterprises. The research chose a sample size that provided sufficient statistical power for analysis so researchers could draw dependable conclusions about human resources training approaches. The research

participants who joined the study occupied different organizational levels which together create a holistic understanding of human resource training techniques and their effects on professional advancement.

Questionnaire Development

The questionnaire was developed that assessed vital aspects regarding HR training practices together with employee training program effectiveness. The research divided into separate sections that studied HR training practices for onboarding and compliance and leadership development alongside external elements including economic conditions and industry trends and regulatory standards along with employee training program evaluation. The study used a 5-point Likert scale to develop the questionnaire so participants assessed different statements using response options from "Strongly Disagree" through "Strongly Agree." The standardized measurement provided by the Likert scale ensured both the reliability and validity of data obtained from assessing HR training practices. A preliminary test with several respondents validated both the clarity and reliability and question relevance of the survey questionnaire before wider distribution to the full sample.

Unit of Analysis

This study investigates individual employees in UAE cultural sector small enterprises as its primary research unit. Employee survey responses contain the vital information that allows researchers to investigate relationships between Human Resources training approaches and training program results. As the unit of analysis the study evaluates how external conditions like

economic environments, market standards and regulatory frameworks influence employee-rated HR training effectiveness.

Data Analysis and Techniques

The research data collected from the online survey underwent SmartPLS (Partial Least Squares Structural Equation Modeling) analysis to validate the proposed research hypotheses. The research used SmartPLS due to its ability to analyze complex models which feature various latent variables and multiple interconnecting relationships. The analysis conducts tests which combine reliability studies, validity evaluations and structural equation modeling (SEM) for hypothesis testing. These tests show how strongly and directly HR training practices influence employee training program effectiveness while revealing the influence of external elements.

Empirical Analysis

Demographic Data

Among the 200 participants 88.5% identified as male and 11.5% identified as female. Two hundred participants fell into the age group of 30-35 years. Most survey participants worked between ten and fifteen years in their field. Data shows a pervasive presence of human resources (HR) professionals among those who completed the survey. The distribution reveals important details about the work backgrounds and personal characteristics of survey participants.

Measurement Model Assessment

The evaluation of construct reliability and validity in research models depends heavily on model measurement assessment. Testing of both convergent and

discriminant validity makes up this assessment procedure. The assessment of convergent validity depends on two metrics: factor loadings must exceed 0.70 for each construct yet the Average Variance Extracted (AVE) must exceed 0.50 to demonstrate that the construct explains more than fifty percent of variance (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, 2017). The assessment of model measurements validates the accurate measurement and differentiation between constructs as a strong basis for subsequent structural model analysis.

Convergent Validity

Table 1 provides data on Average Variance Extracted (AVE) and Variance Inflation Factor (VIF) as well as Cronbach's Alpha (CA) measurements for various model constructs. The Average Variance Extracted (AVE) measurements span from 0.502 to 0.629 across all constructs. The accepted threshold for AVE stands at 0.50 or higher meaning the constructs successfully capture meaningful variations from their indicator variables. Three factors including HR Training Practices (0.622) and Employee Training Program (0.584) and Compliance Training (0.629) reach the criterion level which demonstrates sufficient convergent validity. The External Factor maintains an acceptable score of 0.502. Internal consistency measurements through Cronbach's Alpha (CA) values show a range between 0.844 and 0.986. All constructs demonstrate reliable measures because their values surpass 0.70 indicating sufficient accuracy. The diagnostic VIF analysis reveals values between 1.115 and 2.985. A VIF value under 5 is considered acceptable for

this model while all calculated values remain below 5 thus showing that multicollinearity does not affect the analysis.

Table 1: Average Variance Extracted, VIF, Cronbach's Alpha

Construct	Items	VIF	AVE	CA
HR Training Practices	H RTP1	2.552	0.622	0.971
	H RTP2	2.590		
	H RTP3	2.109		
	H RTP4	1.115		
	H RTP5	2.811		
Employee Training Program	ETP1	1.970	0.584	0.986
	ETP2	2.215		
	ETP3	2.985		
<i>Onboarding Training</i>	OT1	2.904	0.601	0.844
	OT2	2.371		
<i>Compliance Training</i>	CT1	2.510	0.629	0.862
	CT2	2.558		
	CT3	2.590		
<i>Leadership and Development</i>	LD1	2.001	0.548	0.910
	LD2	1.784		
	LD3	1.559		
External Factor	EF1	2.914	0.502	0.871
	EF2	1.290		
	EF3	2.581		
	EF4	2.611		
	EF5	2.368		

Table 2 presents the Heterotrait-Monotrait ratio (HTMT) results that evaluate discriminant validity. The assessment of discriminant validity through HTMT reveals support when values remain below 0.85. Research reveals that all construct pair HTMT ratios remain below the established 0.85 benchmark. The HTMT values in Table 2 demonstrate that HR Training Practices and Employee Training Program show a value of 0.541 while Onboarding Training and Compliance Training have a value of 0.448. The evaluated

values confirm that each construct stands independently from other elements within the model. The highest HTMT value of 0.722 between Compliance Training and External Factor remains below the 0.85 threshold while confirming discriminant validity throughout the model. The analysis through HTMT values indicates that every pair of constructs in this model maintains their individuality separate from other model constructs.

Table 2: Discriminant Validity (HTMT)

Construct	HR Trainin g Practic es	Employ ee Training Progra m	Onboardi ng Training	Complian ce Training	Leadership and Developme nt	Leadership and Developme nt
HR Training Practices						
Employee Training Program	0.541					
Onboardin g Training	0.448	0.661				
Complianc e Training	0.629	0.663	0.448			
Leadership and Developme nt	0.509	0.680	0.695	0.640		
External Factor	0.522	0.415	0.680	0.722	0.641	

Table 3 shows the hypothesis test results which include both path coefficients and t-values and p-values. The model shows positive path coefficients which exceed the critical value of 1.96 when using a significance level of 0.05. The

path coefficient of 0.125 and t-value of 3.115 and p-value of 0.001 reveal that H1 (HRTP→ETP) maintains significance according to our research. The analysis reveals that hypothesis tests H1a (HRTP→OT) H1b (HRTP→CT), H1c (HRTP→LD) and H2 (HRTP→EF) achieve statistical significance at p-values below 0.05. The linkage between HR Training Practices and Leadership and Development (0.457) emerges as the most influential path in the research design. Significant results emerged from the tests of the moderating effect hypothesis (H3) that External Factor affects the relationship between HRTP and ETP (p-value = 0.000, t-value = 3.105). The analysis demonstrates that outside forces strengthen the relationship between HR Training Practices and Employee Training Programs thus validating the complex nature of the model.

Table 3: Hypothesis Results

H	Path	B	t-value	p-value	Decision
H1	HRTP→ETP	0.125	3.115	0.001	Accepted
H1a	HRTP→OT	0.391	2.410	0.000	Accepted
H1b	HRTP→CT	0.584	2.995	0.001	Accepted
H1c	HRTP→LD	0.457	10.51	0.000	Accepted
H2	HRTP→EF	0.341	4.225	0.000	Accepted
Moderating Effect					
H3	HRTP*EF→ETP	0.350	3.105	0.000	Accepted

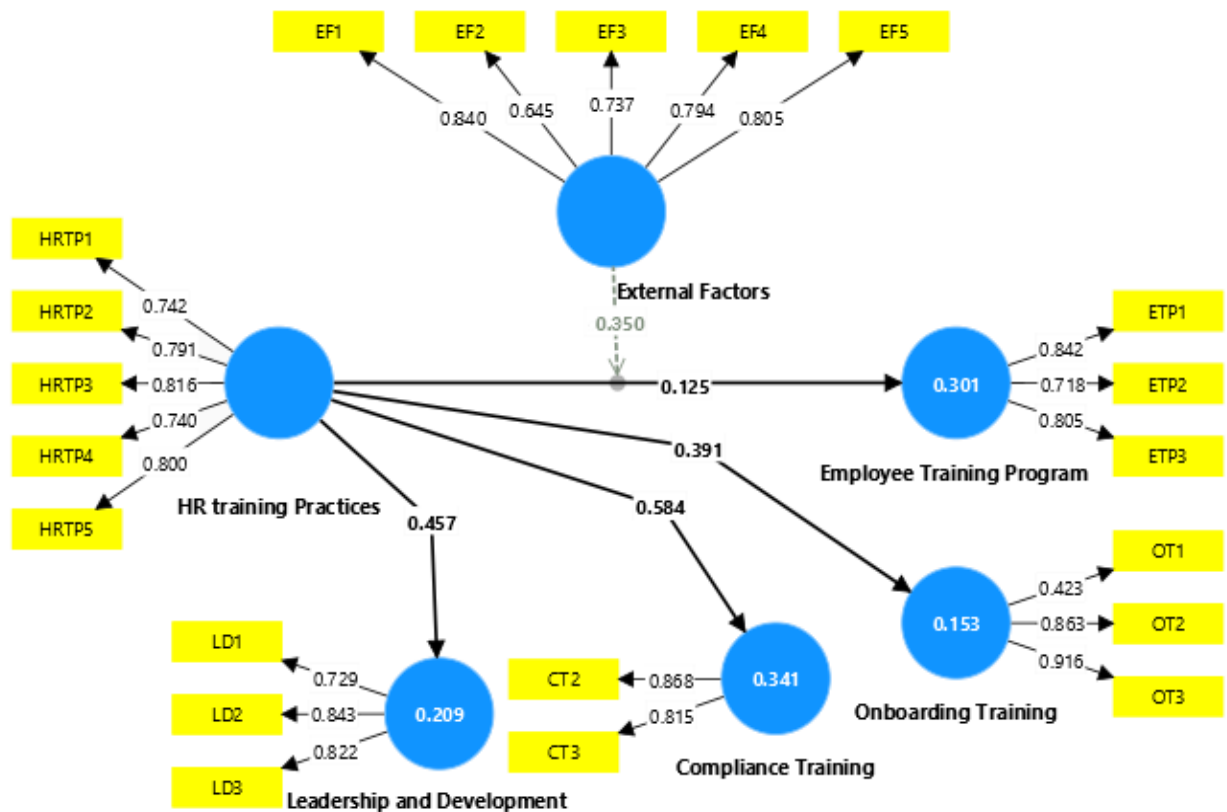


Figure 2: PLS-SEM

Figure 2 shows the structural model that depicts all significant relationships found between variables in this research. The statistical significance of all construct-to-construct paths indicates both the direction and intensity of these relationships. Data reveals that HR Training Practices (H RTP) lead to Employee Training Program (ETP) development with a positive relationship ($\beta = 0.125$; $p = 0.001$). A robust approach to HR Training Practices shows a strong positive impact on Onboarding Training (OT) ($\beta = 0.391$, $p = 0.000$) and Compliance Training (CT) ($\beta = 0.584$, $p = 0.001$) and Leadership and Development (LD) ($\beta = 0.457$, $p = 0.000$) programs within organizations. HR Training Practices create stronger positive effects on Employee Training

Program development when External Factor exists ($\beta = 0.350$, $p = 0.000$). The structural model explicitly demonstrates multiple significant positive connections which establish HR practices as essential levers for organizational training outcomes.

Discussion

This study confirms existing academic evidence which demonstrates that proper human resources training practices improve the total effectiveness of employee training programs. Companies that make HR training practices their organizational priority to achieve better employee performance results while employees take greater interest in training content. (Alnajdawi, S., Emeagwali, O. L., & Elrehail, 2017) confirmed through their research that structured Human Resource practices improve training outcomes for small enterprises which operate in specialized fields such as the cultural sector. This research provides statistical evidence which shows that targeted HR training programs for organizational purposes result in more effective employee development. Research findings from this study demonstrate that strategic human resource practices deliver higher training effectiveness which confirms prior scholarly conclusions.

The analysis presented in this study upholds previous academic work by showing that HR training practices create successful connections with onboard training initiatives. The data reveals that organizations using defined onboarding procedures managed by HR training protocols achieve better employee engagement while employees adapt faster to the organizational culture. According to Al-Kassem (2014) extensive onboarding initiations

produce reduced staff departures and enhanced early-stage work performance. The statistical data from this study confirms that robust human resource training practices lead small enterprise workers across the UAE cultural sector to better adapt their roles. The way HR develops onboarding programs determines how well initial training sessions will succeed.

This research establishes through statistical evidence that HR training practices significantly boost compliance training outcomes as previously validated in studies linking strong HR practices to better industry regulation compliance. Research data indicates that organizations which prioritize compliance-based HR training get better employee participation in following industry standards. According to Cuéllar-Molina et al. (2019) small enterprises experience less legal and non-compliance risks from HR training practices which are developed to focus on compliance. Statistical evidence from this study demonstrates how compliance-focused HR training practices produce knowledgeable and responsible employees in the UAE cultural sector where strict regulatory compliance sustains heritage preservation and industry specifications. The data indicates that compliance training must be included as a core component to create effective overall employee training programs.

Statistical analysis from this research demonstrates that HR training practices strongly influence leadership development which validates previous studies showing that HR plays a key role in leadership development within organizations. Organizations implementing leadership development programs through their HR practices achieve enhanced leadership abilities within their workforce which leads to improved organizational performance according to

study data. The results match Uribetxebarria et al. (2021) conclusions about HR practices which focus on leadership development improving small enterprises' team management and decision-making abilities. The present study confirms the necessity of HR involvement in leadership development because the UAE cultural sector demands skilled leadership to steer creative teams and safeguard cultural patrimony.

This research uses statistical data to underline how external economic conditions combined with industry standards and regulatory requirements significantly impact the success of HR training approaches. Organizations achieve superior training outcomes from their human resources programs by maintaining alignment with external industry influences. Research by (Shamout, M., Elayan, M., Rawashdeh, A., Al Kurdi, B., & Alshurideh, 2021) supports the discovery that adaptable HR training practices which follow economic changes and regulatory developments create superior employee performance alongside organizational flexibility. External economic changes and cultural policy developments in the UAE cultural sector require frequent modifications to HR programs because they directly affect organizational practices. The study's findings demonstrate how HR training practices which integrate external factors generate training outcomes that simultaneously maintain high relevance and impact thus validating the necessity of external influences to develop effective training programs.

Analysis results demonstrate external factors serve as substantial moderators between human resource training practices and their impact on employee education programs. The results indicate external aspects including economic

conditions together with industry patterns and regulatory changes substantially affect how HR training methods affect training results. The research of Van Beurden et al. (2022) supports these findings which demonstrate external factors that either increase or decrease the effectiveness of HR training programs. The research revealed that flexible HR training approaches that align with market dynamics and financial variables produce better results for employee achievements and training project results. Small enterprises operating in UAE's cultural industry need adaptable HR departments which demonstrate external change responsiveness to maintain relevant and effective training programs.

Conclusion

The research demonstrates how HR training practices substantially boost the success of employee training programs operated by small cultural businesses in the UAE. The research shows that HR training strategies which focus on onboarding new hires and compliance education along with leadership development significantly influence training program results. These research findings stress the necessity of modifying HR training methods to match external environmental factors such as economic climates and business trends and regulatory modifications since they affect training program outcomes. Studies show that the positive training effects demonstrate why small cultural enterprises must dedicate their HR departments to designing flexible training programs capable of meeting employee skill development requirements while responding appropriately to external environmental adjustments.

Practical Implications for Small Enterprises in the Cultural Sector

Practical findings from this research enable small cultural enterprises in the UAE to use human resources training strategies effectively for employee performance advancement and organizational success. Strategic implementation of formal onboarding systems by HR managers produces both higher levels of employee satisfaction and improved staff retention rates. The regular update of compliance training maintains employee awareness about regulatory changes and maintains their adherence to legal requirements. Business success depends on investments into leadership development programs because they create leaders who will innovate and effectively direct creative teams. Small businesses must develop their human resources training practices to respond to external factors so their programs stay effective and relevant for the constantly changing industry environment. Small cultural enterprises that connect their human resource practices to internal and external factors will increase their market position along with employee adaptability and skill levels.

References

- Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589–601. <https://doi.org/10.3233/HSM-201052>
- Al-Kassem, H. (2014). Determinants of employee's overall satisfaction toward training and development programs. *International Journal of Economics, Finance and Management*, 3(3), 129–135. <http://www.ejournalofbusiness.org>
- Alam, A. (2022). Impact of University's Human Resources Practices on Professors' Occupational Performance: Empirical Evidence from India's Higher Education Sector. In *Palgrave Studies in Democracy, Innovation and Entrepreneurship for Growth* (pp. 107–131). Springer. https://doi.org/10.1007/978-3-031-12217-0_6
- Alnajdawi, S., Emeagwali, O. L., & Elrehail, H. (2017). The Interplay among Green Human Resource Practices, Organization Citizenship Behavior for Environment and Sustainable Corporate Performance: Evidence from Jordan. *Journal of Environmental Accounting and Management*, 5(3), 169–182.
- Alosani, M., & Al-Dhaafri, H. (2023). Stimulating HRM practices through innovative culture: an empirical study on the UAE's government agencies. *International Journal of Quality and Service Sciences*, 15(2), 120–135. <https://doi.org/10.1108/IJQSS-09-2022-0092>
- Alzoubi, H. M., Alhamad, A., Alshurideh, M., Alomari, K., Al Kurdi, B., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human

- resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429–438. <https://doi.org/10.5267/j.ijdns.2021.12.011>
- Alzoubi, H. M., Kurdi, B. Al, Elrehail, H., Alshurideh, M., & Al-adaileh, R. (2021). *THE INTERPLAY AMONG HRM PRACTICES , JOB SATISFACTION AND INTENTION TO LEAVE : AN EMPIRICAL INVESTIGATION*. 24(August), 1–14.
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 45.
- Crespo, C. F., Crespo, N. F., & Curado, C. (2022). The effects of subsidiary's leadership and entrepreneurship on international marketing knowledge transfer and new product development. *International Business Review*, 31(2), 101928. <https://doi.org/https://doi.org/10.1016/j.ibusrev.2021.101928>
- Cuéllar-Molina, D., García-Cabrera, A. M., & Déniz-Déniz, M. de la C. (2019). Emotional intelligence of the HR decision-maker and high-performance HR practices in SMEs. *European Journal of Management and Business Economics*, 28(1), 52–89. <https://doi.org/10.1108/EJMBE-10-2017-0033>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Thousand Oaks. *Sage*, 165.
- John Kasem, & Anwar Al-Gasaymeh. (2022). a Cointegration Analysis for the

- Validity of Purchasing Power Parity: Evidence From Middle East Countries. *International Journal of Technology, Innovation and Management (IJTIM)*, 2(1), 1. <https://doi.org/10.54489/ijtim.v2i1.60>
- Lee, S. H., Leem, C. S., & Bae, D. J. (2018). The impact of technology capability, human resources, internationalization, market resources, and customer satisfaction on annual sales growth rates of Korean software firms. *Information Technology and Management*, 19(3), 171–184. <https://doi.org/10.1007/s10799-018-0287-2>
- Li, M., Fu, N., Chadwick, C., & Harney, B. (2024). Untangling human resource management and employee wellbeing relationships: Differentiating job resource HR practices from challenge demand HR practices. *Human Resource Management Journal*, 34(1), 214–235.
- Mukhuty, S., Upadhyay, A., & Rothwell, H. (2022). Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices. *Business Strategy and the Environment*, 31(5), 2068–2081.
- Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(5), 437–448. <https://doi.org/10.1016/j.ijproman.2009.09.003>
- Sarı, F. Ö. (2009). Effects of employee trainings on the occupational safety and health in accommodation sector. *Procedia - Social and Behavioral Sciences*, 1(1), 1865–1870. <https://doi.org/https://doi.org/10.1016/j.sbspro.2009.01.329>
- Shamout, M., Elayan, M., Rawashdeh, A., Al Kurdi, B., & Alshurideh, M. (2021). E-HRM practices and sustainable competitive advantage from HR practitioner's perspective: A mediated moderation analysis. *International*

- Journal of Data and Network Science*, 4(4), 1–14.
- Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business and Management*, 8(1), 1870798. <https://doi.org/10.1080/23311975.2020.1870798>
- Sraidi Najla, & El Gharbaoui Bouteïna. (2023). Emphasizing Organizational Resilience: Influence of Environmental Uncertainty and Stress Management on Project Management and Organizational Success. *International Journal of Technology, Innovation and Management (IJTIM)*, 3(2), 22–29. <https://doi.org/10.54489/ijtim.v3i2.302>
- Uribetxebarria, U., Garmendia, A., & Elorza, U. (2021). Does employee participation matter? An empirical study on the effects of participation on well-being and organizational performance. *Central European Journal of Operations Research*, 29(4), 1397–1425. <https://doi.org/10.1007/s10100-020-00704-7>
- Van Beurden, J., Van De Voorde, K., & Van Veldhoven, M. (2022). The employee perspective on HR practices: A systematic literature review, integration and outlook. *Strategic Human Resource Management and Organizational Effectiveness*, 135–169.
- Vorobeva Victoria. (2022). Impact of Process Visibility and Work Stress To Improve Service Quality: Empirical Evidence From Dubai Retail Industry. *International Journal of Technology, Innovation and Management (IJTIM)*, 2(1), 1. <https://doi.org/10.54489/ijtim.v2i1.59>
- Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial Intelligence in Tactical Human Resource Management: A Systematic

- Literature Review. *International Journal of Information Management Data Insights*, 1(2), 100047. <https://doi.org/10.1016/j.jjime.2021.100047>
- Weshah, S. (2021). Adopting Modern IT Systems Is Vital in Employing Accountants and Internal Auditors (Educational Perspective): A Case Study in Jordan Cement Company – Lafarge. *Jordan Journal of Business Administration*, 17(4), 555–565.
- Abu-Rumman, A., Al Kurdi, B., Al Shraah, A., Alshurideh, M. T., Alzoubi, H. M., & AlHamad, A. (2024). Impact of Blockchain Strategy and Information sharing on Digital Operations: empirical evidence from the UAE Banking Industry. In *Cyber Security Impact on Digitalization and Business Intelligence: Big Cyber Security for Information Management: Opportunities and Challenges* (pp. 475-493). Cham: Springer International Publishing.
- Alomari, G., Bani Doumi, F., Al-Kasasbeh, M., Rabee, I., & Alzoubi, H. (2023). The impact of E-learning on faculty members' performance: the mediating role of sustainable development at police science academy in Sharjah. *Jerash for Research and Studies Journal*, 24(2), 552-572.
- Alomari, G., Bani Doumi, F., Al-Kasasbeh, M., Rabee, I., & Alzoubi, H. (2023). The impact of E-learning on faculty members' performance: the mediating role of sustainable development at police science academy in Sharjah. *Jerash for Research and Studies Journal*, 24(2), 552-572.
- Alzoubi, A. A., Alhossani, A., & Alzoubi, H. M. (2024). Data Sharing with a Third-Party Within IoMT Environment: Challenges and Opportunities. *Technology Innovation for Business Intelligence and Analytics (TIBIA) Techniques and Practices for Business Intelligence Innovation*, 413-422.

- Alzoubi, H. M., Alshurideh, M. T., Nuseir, M. T., Al Kurdi, B., AlHamad, A., & Hamadneh, S. (2024). The Impact of Demand Forecasting on Effective Supply Chain with Mediating Role of Strategic Planning in the UAE Pharmaceutical Industry. In *Cyber Security Impact on Digitalization and Business Intelligence: Big Cyber Security for Information Management: Opportunities and Challenges* (pp. 561-581). Cham: Springer International Publishing.
- Anaam, E., Ghazal, T. M., Haw, S. C., Alzoubi, H. M., Alshurideh, M. T., & Al Mamun, A. (2023, February). Utilization of blockchain technology in human resource management. In *2023 IEEE 2nd International Conference on AI in Cybersecurity (ICAIC)* (pp. 1-5). IEEE.
- Bu, F., Mahmoud, H. A., Alzoubi, H. M., Ramazanovna, N. K., & Gao, Y. (2023). Do financial inclusion, natural resources and urbanization affect the sustainable environment in emerging economies. *Resources Policy*, 87, 104292.
- Chang, B. H., Alzoubi, H. M., Salman, A., Chang, A. G., Uddin, M. A., & Khan, J. A. (2024). The Nexus Between Energy Demand and Currency Valuation: Evidence from Selected OECD Countries. *Annals of Financial Economics*, 19(01), 2450002.
- Dubey, A. R., Joghee, S., & Alzoubi, H. M. (2024). Entrepreneurship and Technology Diversification: A Strategy or Desperation? FAM Case Study. In *Technology Innovation for Business Intelligence and Analytics (TIBIA) Techniques and Practices for Business Intelligence Innovation* (pp. 271-287). Cham: Springer Nature Switzerland.
- El Khatib, M., Alzoubi, H. M., Alshurideh, M., & Alzoubi, A. A. (2023). Project Quality Management in the United Arab Emirates Mining and

- Construction Sector: A Literature Review. *The Effect of Information Technology on Business and Marketing Intelligence Systems*, 1341-1353.
- Faheem, A., & Alzoubi, H. M. (2019). Does Vat (value added tax) impact UAE economy: The mediating role of consumer behavior. *International Journal of Economics and Financial Issues*, 9(5), 229-238.
- Haitham, M. A., & Gouher, A. (2024). Factors affecting attitude to use metaverse technology application. *International Journal of Data and Network Science*.
- Nuseir, M. T., Alshurideh, M. T., Alzoubi, H. M., Al Kurdi, B., Hamadneh, S., & AlHamad, A. (2024). Role of explainable artificial intelligence (EAI) in human resource management system (HRMS). In *Cyber security impact on digitalization and business intelligence: Big cyber security for information management: Opportunities and challenges* (pp. 249-263). Cham: Springer International Publishing.
- Ouafky, I., & Alzoubi, H. M. (2019). Impact of human resource strategies and practices on organizational performance. *Human Resource Information Systems*, 1(2), 11-18.
- Talal, N., & Alzoubi, H. M. (2020). The Impact Of Bonuses And Increments On Employees Retention. *Human Resources Information Systems*, 4(1), 15-30.
- Taleb, N., Al-Dmour, N. A., Issa, G. F., Abdellatif, T. M., Alzoubi, H. M., Alshurideh, M., & Salahat, M. (2023). Analysis of Issues Affecting IoT, AI, and Blockchain Convergence. In *The Effect of Information Technology on Business and Marketing Intelligence Systems* (pp. 2055-2066). Cham: Springer International Publishing.

الملخص:

يهدف البحث إلى إيجاد طرق لزيادة النتائج المرجوة من برامج تدريب الموظفين من قبل إدارات الموارد البشرية العاملة في المؤسسات الثقافية الصغيرة على مستوى الإمارات السبعة في دولة الإمارات العربية المتحدة. تم جمع البيانات البحثية من خلال الاستعانة بالأساليب الكمية لـ 200 عينة من الموظفين المواطنين لدولة الإمارات العربية المتحدة والذين يعملون في المؤسسات الثقافية المختلفة بما في ذلك المتاحف والمعارض الفنية والمواقع التراثية. تحلل الدراسة المحددات الحيوية لنجاح البرامج التدريبية من خلال ممارسات التدريبية للموارد البشرية باستخدام التعلم المدمج والإرشاد والتوجيه، بالإضافة إلى ملاءمة المحتوى التدريبي وقدرة التدريب على التكيف مع الخلفيات الثقافية المتعددة للموظفين. تتم دراسة نمذجة المعادلات المهيكلية (للمؤسسات الصغيرة والمتوسطة) ، باستخدام (هي أداة مفضلة للباحثين الذين يحتاجون إلى نمذجة معادلات هيكلية موثوقة وفعالة ، خاصة بالنسبة للنماذج المعقدة أو البيانات المعقدة) Smart PLS.

تفسر كيف تؤثر الميزة للبرامج التدريبية على أداء الموظفين جنباً إلى جنب مع الرضا الوظيفي وضمان الاستقرار في العمل على وجه التحديد في القطاع الثقافي يطبق هذا البحث منهجيات إحصائية متقدمة لتحديد اتجاهات لها أهمية ومغزى للمؤسسات الثقافية الصغيرة في دولة الإمارات العربية المتحدة.

كما تسلط الدراسة الضوء للنتائج التحليلية على ثلاثة مكونات أساسية تظهر فاعلية النظام التدريبي بما في ذلك أساليب التعليم المخصصة جنباً إلى جنب مع التقنيات والأساليب التعليمية والتدريبية الثقافية المناسبة مع الموارد التكنولوجية لاكتساب المعرفة. يوفر البحث إرشادات قائمة على الأدلة لمساعدة المؤسسات الثقافية الإماراتية الصغيرة على تعزيز استراتيجيات تدريب الموارد البشرية لإعداد الموظفين المناسبين للعمل في البيئة الثقافية الحديثة للدولة.

الكلمات المفتاحية : تدريب الموظفين من قبل إدارات الموارد البشرية ، المؤسسات الصغيرة، القطاع الثقافي ، بيئة العمل في دولة الإمارات العربية المتحدة.