

An Empirical Study on Training and Development as Tool to Operational Excellence in Dubai Electricity and Water Authority

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Abstract

Training is mandatory and part of the HR department in every organization. Training shapes employee's personal and professional behavior. Dubai electricity and water authority is a utility company in the UAE that offers services to the consumers. Operational excellence is DEWA's key concept to succeed in their business and customer service. Dewa's objectives are aligned to meet customer demand and employee happiness with excellent service. The training department of Dewa is working hard to meet the objective by giving continuous training to their employees to develop their skills in behavior and professionally to meet operational excellence. Dewa has proven their operational excellence and sustaining with evidence in the utility sector worldwide. The achievement of operational excellence was through continuous training to their staff in various aspects and development activities in their personal and professional outcomes.

Keywords: Operational Excellence, Training and Development, Staff Training, Employee Performance

Introduction

The Dubai Electricity and Water Authority (DEWA) is a public utility that was established on 1 January 1992 in the Emirate of Dubai in UAE. The objective of the state-run utility is to provide uninterrupted consistent power and water supply to residents and establishments of Dubai. The work force of DEWA has surpassed 12,000 marks during January 2024 inclusive of Emiratis and multinational personnel across the world. DEWA is the second largest public sector organization in the UAE and this utility serves more than one million customers with electricity and above 90,000 customers with water supply in the emirate of Dubai.

DEWA, the Utility Company is providing state of the art services 24/ 7 to their customers. Dubai is a model state for work culture and etiquette and quality of service and customer happiness. Customer service is the prime focus of Dubai organizations and DEWA pioneering always. As DEWA is a service provider, their motto is customer satisfaction and they ensure it at every stage of service. The DEWA is a multiple division of organizations like electricity generation, supply to the grids and providing service to the customers, billing and customer services including, engineering, networking, field operation division and inspection etc. Similarly, for water supply they start working on desalination plants, pumping, storage and providing connection, billing and customer services.

The work force of DEWA has a grading system for designation of employees starting from One through 17 as highest. Includes, top management, middle management, engineers, office staff, field operation division personnel,

technicians, and housekeeping. They have a strong HR department headed by an eminent Emirati Director to support the mission and vision of DEWA aligned with the vision of Dubai and UAE. The HR department is functioning not only to provide the personnel to the company but pay attention towards the employee's welfare. DEWA has customized policies for employee happiness and welfare of employees and family.

Training and Development

Training and Development in Human Resource Management is the procedure of obtaining awareness, expertise, and approach that helps to improve employees' job performance and empowers prospect career growth. DEWA has a separate operation team with more than 30 employees as training and development division and their yearlong responsibility is to identify the training needs for employees under various schemes, sections, divisions, nationality, languages etc. As per HR policy of DEWA every employee has to undergo at least two training programs every year. Ideology of training is to develop professionalism and work etiquette among employees and to create a positive work culture.

Operational Excellence

Training the staff to acquire specific understanding that is necessary to do work in a professional way is called becoming expertise. Training will be arranged not only technical and service but in the managerial aspect too to meet the functionality of the organization to be more efficient and to increase the customer happiness index. Employee's happiness is also a part of organizational culture and the training will support the same by freeing them from the monotonous work environment. A training program is not just to improve the employee's skill set but also to refresh and rejuvenate their operational feasibility to ensure operational excellence. Operations division is the largest and hardest part of every organization and responsible for the entire success of organization and service. Hence, Operational excellence is mandatory to ensure the organization's name and fame through customer satisfaction. At this juncture employee's involvement plays a vital role in operational

excellence and training makes them perfect day by day and finetune their efficacy. The efficiency of employees with happiness is the backbone of operational excellence of every organization and the HR team plays the role of providing the same at the right time.

Literature Review

Literature depicts diversified suggestions about training and development of employees based on the organization. In addition, various institutions are providing ideas, on job training, workshops and seminars and they have training modules to run some academies. The private independent intuitions are providing training for HR personnel and extended services through arraigning experts. Anyhow, training and development is an essential practice the human resource department has to conduct for the benefit of organizations. Furthermore, T&D constitute a significant cost of investment in the budget of the organization every year. T&D helps the establishments to achieve significant advantages, adapt with innovations, international concerns, and the consistent performance of operations management of the organization through employee efficiency (Beydoun and Saleh). Training development is the decisive part of the Human resource department and offering the same in a customized manner is more challenging. In general T&D improves the efficiency of employees and supports organizational excellence, but it plays a vital role in decision making and results positively in risk management and increases the critical thinking ability of employees in all levels (Naji and Abdulrahman; Nassazi). Training and development is a mandatory part in every span of period across the nation for disaster management and plays an equally important role in risk management in all sectors (AL-Rawahi; Isaac). Experience is a great teacher, but very expensive is the key statement for disaster and risk management. Prevention is the key to success are the ideology behind training and development or any organization.

A case study conducted on training and development as a tool for organizational performance revealed that out of five variables used three variables namely the organization's commitment to train their workforce, the frequency of adequate

training programs and thirdly rewarding the best employee for their performances yielded highly positive correlation. In addition, the motivation of employees is highly significant in training and development (Gunu and Oni). Training and development is essential in the utility sector as they are meeting a lot of customers in public every day, to hold the important aspect of employees performance, organizational excellence, to improve employees behavior, attitude, knowledge, skills and especially courteousness. For every organization, Training and development is used as a self-assessment tool to check their organizational excellence and will be used as bench marking maneuvers. T&D helps to evaluate their performance and gives comparative results of the previous (Abdelgadir and Mohammad). A hypothetical study on impact of training and development and employee's psychological empowerment and how it arbitrates employee's and organizational performance also gives a significant result on psychological empowerment (Lakshmi and Hymavathi).

Operational Excellence is nothing but a set of ideologies, implantation and follow-ups that nurture the continuous development of an organization, whereas organizational agility implies the capability to familiarize with changes and make them as opportunities to improve competitive advantage. Both characteristics are combined and understood as organization culture. While talking about the organization, culture training and development is playing the role of bridging the gap between quality and adaptability. Various case studies have confirmed the same impact of T&D to reach organizational excellence (Carvalho et al.). On the contrary, an online survey among a large group of the employees from human resources and other departments stated that the failure of not-organizing proper training and no developmental issues joining with unfamiliar and unskilled labor employability negatively impacted the sustainability and operational excellence initiatives (Antony et al.). Training and development plays an important role in quality management and system improvement in organizational productivity resulting in organizational excellence that proved through an empirical study (Oommen and Vinayagam).

Conventionally Training and development of employees of any organization has four phases as training needs to meet the objectives and goals of the organization, training program design, conducting training program and evaluation/follow-ups. The evaluation part becomes more important to understand the success of the training program and to learn the outcome of the same. The better ways of evaluation of training programs includes feedback, questionnaires, training analysis, performance analysis and further developmental plans (Kar). Development is concerned with the follow ups and outcome of a training program and it is associated with the long-term career growth of employees. Acquiring knowledge beyond the need of a current job and preparing them for future career growth is generally understood as development. Development activities include job shadowing, mentoring, attending conferences, or pursuing further education.

Training turns out to be a joint action by experts and employees heading to transfer the efficacy, knowledge, information, know-how, skills, and attitudes, subsequently permitting an proficient outcome from the staff on the work (Lerner). Training and development will influence the participants that their supervisors care for, and they will be satisfied, comforted, and dedicated to further enhancing organizations in achieving organizational goals and objectives leading to organizational Excellence (Khan et al.). Especially in the utility sector such training and development activities impacts high morale of the personnel and results significantly in decision making skills. A peculiar literature states that not only growth and evolution but the service customer satisfaction are usually the aims and goals of utility organizations (Goldberg). In addition, innovation is fundamental for any utility to update their service efficiency from time to time in the market because utility innovative organizations are more open and submissive to new conditions and dissimilarities due to serviceability (Naranjo-Valencia et al.). Utility companies serve for the human relations and that is evaluated by human resources in the organizations. The critical factor in any organization is the human element; humans make the job done, and the organizations' goals and objective met (Onday).

(Beardwell et al.) strongly proposed that scientific developments and organizational performance have steadily led some companies to recognition that success relies on the skills and abilities of their workforce, thus a need for considerable and continuous investment in training and development as well as employee happiness. The benefits of the training are identified as high morale, low-cost production, change management and availability of quality workforce. According to Kenney & Reid, well planned training and organizing professionally resulted employee's involvement intended to achieve the learning objectives of improved work efficiency. When training meets its outcome, the performance is assured.

DEWA Training Programs

DEWA offers a variety of training programs for their workforces throughout the year. Programs are customized according to the need for individual departments, nature of job and designation. Attending at least two training programs every year is mandatory for all employees. Programs are designed from on-job training, work-life balance skills, nontechnical, personality developments, change management, managerial attitude, technical developments, new schemes or developments and emergency management. If needed they deploy engineers, managers, technicians for necessary off-shore training programs including Global Leadership Development Program (GLDP). DEWA has an employee grading system starting from one through 17 the highest grade with multinational, multi-linguistic and multi-cultural employees and they arrange programs in a customized manner.

Though employee is a common word it has a variety of grades, specialization, work style, culture, nationality, language, qualification and designation etc. A big task is scheduled, planned, organized well and the feedback is received from the attendees and also from the supervisors/ line managers inclusive of the post training developments in work culture that are updated in every individual's portfolio by the HR department. Annual performance evaluation includes the results of training programs attended and development of every employee's performance.

Research Objective

The objectives of this study include how training and development lead DEWA to achieve Organizational excellence. The training develops employees to be more professional and service oriented and courteous to meet the requirement of organization and customer that results positively to organizational excellence. This study is to determine the relationship between employees' training and development and organizational performance in the utility (i.e.) DEWA.

Material and Methods

Training and development are part of human resource operations for every business unit. The new joiners are always put on training based on their education and work stations. Our study does not include new joiners training program but concentrates only on the employees who have completed at least one year of service in DEWA. This study was done bi-folded as qualitative primary data collection from employees of DEWA after obtaining official concern from the HR department, and a discussion with the HR training and development team along with the HR manager. Secondly, a qualitative and secondary data analysis survey from the HR training and development team about the post training sessions and follow ups.

Simple random sampling method is used to collect data from the workforce of DEWA. Due to limitations of the organization, we were able to collect questionnaire responses from 210 employees only. The sample size is quite a good number to do analysis. The data collected only from regular employees of DEWA and the outsourcing personnel are excluded in this survey. Participants are from all category employees of DEWA up to the designation grades of eleven only.

Data Presentation and Analysis

Primary data was collected from 210 participants for this study through an online email link directly from the first-hand employees of DEWA. The data involves only questionnaires, to get the response and to investigate the objectives of this study: how training and development supported organizational excellence. The questions are made very short and

clear and will take less than 10 minutes for the participants. The outcomes are presented below. Dewa Statistics values are obtained from the HR department.

Table 1 Respondents' Gender Composition

Gender	Frequency	%	DEWA Statistics (per HR)
Male	187	89%	84%
Female	23	11%	16%
Total	210	100%	100%

In the Utility sector DEWA, there are 84% male employees and 16% female employees. The respondents are almost 89% male and 11 % female employees.

Table 2 Age Brackets

Age (in years)	Frequency	%
18-25	74	35.2%
26-30	55	26.2%
31-40	43	20.5%
41-50	26	12.4%
51-60	12	5.7%
Total	210	100%

In DEWA, most of the employees are under the age of less than 50 per record and the respondents are almost 88% under the age of 50. The descriptive statistics compared to DEWA statistics are tabulated below.

Descriptive	Age	Approx. Age	DEWA Statistics
Mean	30.98	31	38
Median	28.32	29	39
Mode	22.99	23	36
S.D	9.96	10	9

The R^2 value ($R^2=0.9961$) confirms that the distribution of data is good enough to study and the trend line fits well.

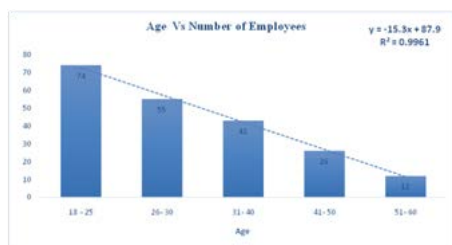


Table 3 Marital Status

Status	Frequency	%
Single	77	36.7%
Married	123	58.6%
Divorced	5	2.4%
Widowed	5	2.4%
Separated	0	0%
Total	210	100%

Mostly female employees out number males in single status.

Table 4 Rank / Grade

Grade	Frequency	%
1-5	54	25.7%
6-8	114	54.3%
9-10	37	17.6%
11-12	5	2.4%
Above 12	0	0%
Total	210	100%

Table 5 Educational Qualification of Employees

Educational Qualification	Frequency	%
Secondary	46	21.9%
Diploma	34	16.2%
Degree	105	50%
Master / Professional	23	11%
Doctorate	2	0.1%
Total	210	100%

Table 6 Period of Service in DEWA

Service Period (in years)	Frequency	%
1-5	62	29.5%
6-10	88	42%
11-15	46	22%
16-20	11	5.2%
>20	3	1.4%
Total	210	100%

Employees' retention rate is very high in DEWA as it is their legacy and the participants endorsed the same. The employee retention is a key driver for getting experts, moving faster towards goals and mandatory factors to sustain organizational excellence. Experienced employees are always better performers than highly educated new employees. Their organizational skills and problem-solving

ability, critical thinking are not just par and surpassed many times. Expertise is well experienced.

Descriptive	Years of Service	Rounded off	DEWA Statistics
Mean	8.35	8.4	10.5
Median	7.9432	8.0	11
Mode	7.1295	7.1	11
S.D	4.5909	4.6	6

The employee retention rate is higher in DEWA with average service in DEWA is around 10.5 years as per HR department. Higher retention rate assures expertise in the job and familiarity with the objectives and goals of the organizations. It is highly supportive for organizational excellence goals.

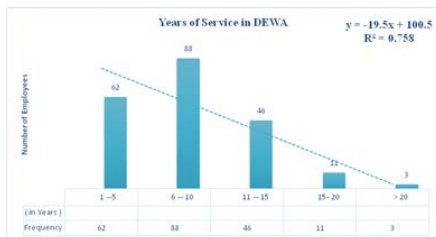


Table 7 Had any Training Previously (Last year)

Attended any Training so far	Frequency	%
Yes	210	100%
No	0	0%
Total	210	100%

Attending at least two training programs every year is mandatory for all employees of DEWA.

Table 8 Training Selection Process

Type of Training Selection	Frequency
New Joiners	210
Supervisors' Recommendation	118
Compulsory for all employees	210
Upon - employee request	28
Performance appraisal	21
Don't know	10

DEWA has a policy of above said all types of selection process for employees. All new joiners will undergo a compulsory training process. Upon completion of one year service at DEWA, after careful analysis of their annual performance appraisal, second year onwards the training needs and priority will be customized. Hence For the above question all

participants were given equal opportunity to answer all options to understand. Only 5% of employees are unaware of the purpose and need of the training program. Remaining is aware of the need, and purpose as well as the varieties of training programs.

Table 9 Frequency of Training Attended

Training	Frequency	%
Quarterly	5	2.4%
Half Yearly	77	36.7%
Once a Year	112	53.3%
Two Years Once	6	2.9%
No Specific Schedule	10	4.9%
Total	210	100%

Frequency of training programs attended by individuals differ person to person based on their job nature and grade and need for the training. Similarly, the period of training too. Few employees are given exemption from compulsory training due to personal and professional reasons.

Table 10 No. of Days Attended the Training Program Last Year

No. of Days	Frequency	%
1 or 2 days	67	31.9%
3 to 5 days	112	53.3%
6 to 10 days	9	4.3%
More than 10 days	22	10.5%
Total	210	100%

The higher number of days training programs are customized according to the discretion of line managers, designations and previous year performance appraisal scores. A special training session will be longer based on new initiatives. On the average, all employees in DEWA from one to twelve will undergo at least three days training program compulsorily. Those who missed the training program during their assessment year their performance appraisal score will be affected and they have to undergo the missed program in the next year. Those who fail to attend any training program continuously for two years, their annual benefits will be withheld till they complete the necessary training program. DEWA updated their HR policy such that training and development is part of their performance appraisal to get their annual benefits.

Descriptive	Training prog.	DEWA Statistics
Mean	4.26	4.5
Median	3.5179	3.5
Mode	2.025	2.5
S.D	3.1981	3

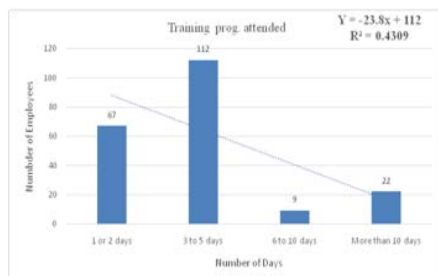


Table 11 What are the Methods of Facilitation at the Training you have Attended?

Types of Training	Frequency	%
Lecture / Presentation / Seminar	100	47.6%
Demonstration	20	9.5%
Discussions	18	8.6%
Workshop / Practical	72	34.3%
Total	210	100%

DEWA conducts a variety of training programs and various modes of programs based on the objectives. Programs are conducted in five languages including Arabic, English and Urdu.

Table 12 Positive Impact of Training on your Skill

Positive Impact of Training	Frequency	%
Yes	193	92%
No	17	8%
Total	210	100%

Efficiency of training output results 92% almost. Remaining 8% is due to lack of knowledge, exposure, interest and understanding because of language barriers. DEWA has separate follow up sessions for those that have negative impact.

Table 13 Quality of the Training Program Organized

Program	Frequency	%
Very Poor	2	1.0%
Poor	8	3.8%
Average	15	7.1%

Good	60	28.6%
Very Good	105	50.0%
Excellent	20	9.5%
Total	210	100%

More than 94% participants give a positive response about the quality of the programs. It is truly impactful.

Table 14 Trainer's Knowledge and Skill

Trainers Knowledge and Skill	Frequency	%
Very Poor	0	0.0%
Poor	0	0.0%
Average	15	7.1%
Good	60	28.6%
Very Good	107	51.0%
Excellent	28	13.3%
Total	210	100%

The success of the train program is in the hands of the facilitator. Trainers' knowledge, patience, delivery tools, methodology, language skills, audibility, mode of delivery etc. are playing an important role in the success of a training program. In this aspect, more than 93 % resulted in highly positive and no negative remarks about the trainers.

Table 15 Relevance of the Trainings with Nature of the Work

Relevance with work	Frequency	%
Not relevant at all	2	1.0%
Not relevant	6	2.9%
Not sure	12	5.7%
Effective	100	47.6%
Very Effective	90	42.9%
Total	210	100%

Table 16 Technical Support Provided was Good

Technical Support Provided	Frequency	%
Very Poor	0	0.0%
Poor	0	0.0%
Average	11	5.2%
Good	66	31.4%
Very Good	92	43.8%
Excellent	41	19.5%
Total	210	100%

All training programs are well designed to meet the objective(s) of the program and the target audience.

Table 17 Assessment Feedback of Training was given on time

Feedback given on time	Frequency	%
Yes	209	99.9%
No	1	0.1%
Total	210	100%

DEWA has a policy of collecting feedback and assessment from employees and from trainers at the end of every training program. Feedback plays a vital role in DEWA and HR will do necessary follow ups.

Table 18 Do you think Training has helped to improve your Job Performance?

Training helped you to improve your Performance	Frequency	%
Yes	200	95.2%
No	10	4.8%
Total	210	100%

Training program results positively that it makes significant changes in their work culture, personality traits, professionalism, understanding the needs and even more dedication as employee engagement. Also, it gives a break from routine work to refresh their job and interpersonal familiarity. 95% of the participants have confirmed that the training program has improved their personal and professional work-life culture.

Table 19 Do you need further Training for Motivation

Need Further Training	Frequency	%
Yes	12	5.7%
No	198	94.3%
Total	210	100%

Most of the participants are satisfied with their regular training and very few requested additional training sessions for their technical discussion and clarification.

Table 20 Overall Quality of the Training Program

Overall Quality	Frequency	%
Very Poor	1	0.5%
Poor	2	1.0%
Average	8	3.8%
Good	46	21.9%
Very Good	104	49.5%
Excellent	49	23.3%
Total	210	100%

Overall quality of the training program in all aspects and expected outcome from the training program are statistically significant.

Secondary Data Analysis from the perspectives of HR personnel

First of all, DEWA has a separate academy to train young Emiratis in three major disciplines and upon completion of the course they will be given priority in DEWA employment. Post training evaluation and follow ups are an important task for the T&D division to assess if the objectives for the program are met and aligned with organizational excellence. In general, post training evaluation includes five important traits: effectiveness, comprehension, attractiveness, engagements and suggestions. The T & D division of DEWA follows a variety of feedback and assessment methods based on the training modules and job specialization. A dedicated special focus group is concentrating to evaluate the followings:

- Employee engagement
- Involvement during Training and post training
- New ideas, suggestions, initiatives from employees
- Fair feedback
- One-to-one interview, discussion
- Developmental activates personally and at department level
- Enthusiasm in further development for supervisor/manager/team Leader etc
- Eagerness of commitment and accepting new challenges
- Follow ups of job and training
- Objectives towards organizational excellence
- Self-motivation

The purpose of training and development is not only for the betterment of DEWA but also for the personality of the employees also. Personality traits and high morale are basic etiquette of DEWA. The HR department offered the following secondary data from the above said Training division's post evaluation:

Traits	%
Employee engagement	95.2%
Involvement during Training and post training	94.5%
New ideas, Suggestions, initiatives from employees	87%
Fair feedback	95%
One-to-one interview, discussion	78 %
Developmental activates personally and at department level	89%
Enthusiasm in further development Supervisor/manager/team Leader etc.	90%
Eagerness of commitment and accepting new challenges	94%
Follow ups of job and training	98%
Objectives towards organizational Excellence	99%
Self-Motivation	92%
Outcome based Overall Efficiency	95.6%

If there is no development in employees personal or behavioral and/ improved work efficiency then the training outcomes are understood as failed. The objectives are reached at 95 % efficiency overall through training.

Further recommendations from line managers, supervisors, managers for training programs are quite normal. Especially the technical and engineering workshop-based training will be recommended by the concerned department head and superiors. Few of the team members or employees will be deployed by the managers for specific training and some employees will be given repeated training based on their performance appraisal and post training developmental activities.

Apart from the HR department, the Line managers, head of the teaching department, take responsibility for organizational performance and employee's efficiency. Annual Appraisal is a key to measure every individual's skill, performance and efficacy and evaluating day to day activities are directly

monitored by line managers. Every individual's personal, professional behavioral efficacy and issues, task completion, time management, morales, etiquette and all other traits will directly be mentored by line managers. Hence, every line manager plays the role of assessor or evaluator along with the HR department. The manager's voice is highly significant in every department. For instance, the technical department manager recommends almost 70% of training programs for their team based on the technical aspect and the manager deployed almost 75 % of the employees on those training programs. A strong coordination between line managers and the HR department makes the T&D successful.

Manager's recommendation of trainings programs	% of Training programs recommended out of total number of programs	% of employees recommended from Team
Technical due to new initiatives	70 %	75%
Technological due to upgraded systems	82%	64%
Personal and professional training need based	68%	91%
Repeat the previous training due to under performance	1%	1%
Special training for professional improvement	0.3%	0.3%

Managers are authorized to recommend any special training to any of his/her team member(s) for further developmental activity. If someone missed the training program, the manager will recommend the same or similar training program within the assessment year. They can allow some employees to repeat the training programs due to lack of efficiency or poor performance or for better understanding, knowledge and exposure. If someone is continuously performing poorly and not able to cope-up or his/her inconsistency affects the department performance and/ organizational goals, managers recommend the

HR department to relieve the concerned employee from the job. Employees leaving DEWA due to poor performance is negligible and it is just 0.42% only. All 99.5% employees are aligned with the organizational goal through excellence.

DEWA recruits some psychologists for special counselling programs as part of training and as motivational and to be a mentor sometimes. Psychologists play a key role in training, counselling, evaluation and in some recruitment sessions and development activities of DEWA.

DEWA has conducted 22 training sessions during 2023-24 handled by Psychologist and individual counselling case study for 12 employees and resulted positively and shown improvement in

their personality and work-culture. The 22 group programs were, motivational, developmental, discussion forum and entertaining and engaging employees for developmental activities.

#	Female Psychologist	Male Psychologist	Total
Group Sessions	4	18	22
Individual Case Discussion	6	6	12

%	Female Psychologist	Male Psychologist	Total
Group Sessions	18.18%	72.73%	100%
Individual Case Discussion	50%	50%	100%

Language based Psychology Sessions

Language	Arabic	English	Hindi / Urdu	Tamil / Malayalam	Others	Total
Group session	05	10	03	03	01	22
Individual	06	04	01	01	00	12

Training sessions per Language

Language	Arabic	English	Hindi / Urdu	Tamil / Malayalam	Others	Total
Technical	24%	54%	11%	9%	2%	100%
Non-Technical	20%	50%	15%	10%	5%	100%

Limitations

DEWA is a public sector utility and data is highly confidential per policy of the organization. The secondary data from the HR department are open statistics from their end. The survey questionnaire link was shared with 600 employees randomly across all departments and grade of the employees from 1 to 11 only. Grade 12 onwards higher and executive personnel are exempted from this survey per policy of DEWA. 600 employees are just 5 % of the total workforce of DEWA and received only 220 responses and 10 of them were rejected due to insufficient quality of data. Finally, 210 responses were taken into consideration. Though DEWA has employees from all around the world, the question Nationality is avoided deliberately to prevent race bias.

Findings and Discussion

DEWA focusing on four main objectives, namely personal goal objectives, functional (operational)

objectives, organizational objectives to meet excellence and finally societal objectives for the customer satisfaction and eco-friendly environment and HR department has to comply with these four objectives:

- Our empirical study revealed results that training for the workforce has significant developments in their work proficiency. 95% efficiency rate in personal and professional work culture.
- Their organizational excellence is reached through continuous training and developmental activities.
- The internal customer service (employees welfare) and external customer service (consumers) are prominent factors of DEWA. Dewa leads with customer happiness index in the UAE and internally too.
- The training and development have nullified the operational problems and behavioral and personality issues resulted employee engagement and commitment

- Work efficiency and proficiency have increased significantly
- The rate consumer complaints have reduced to 0.5%

Conclusion

Training leads to significant benefits for individuals, organizations and society. Training will develop the quality lifestyle of individuals, team, society and the organizational proficiency ethically and eco-friendly. The lifestyle confirms the etiquette and morale of the profession and organizations. It also proves that the training and development worked as a tool to enhance the efficiency of the functionality in the organization towards excellence. The design, structure, schedule, sessions, training and evaluation techniques followed by DEWA proved their efficiency, professionalism, quality concerns and customer satisfaction in every aspect of their move. DEWA shows keen interest in conducting an empirical study on cross-cultural training and continual development activities. This study has evidenced that training and development has enhanced the efficiency of employees at all levels. Further, it shows strong positive relation and impact in organizational performance towards excellence.

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