



**QUALITY HUMAN RESOURCE TRAINING AND THE STRATEGY OF GETTING THE QUALITY
CERTIFICATE ISO 9001
A STUDY CASE FOR THE MINISTRY OF LABOR (THE MINISTRY OF THE HUMAN RESOURCES AND
CITIZEN FOR NOW) IN THE UNITED ARAB EMIRATES.**

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The Research Summary

The quality is the main base for work in most governmental locality in UAE country for the best, so the researcher has put the problem of Strategic weakness adoptions for the scientific training and the weakness of the f the adoption of the senior management for getting the quality of management ISO 2008/9001, in the Ministry of Labor -now is The Ministry of the Human Resources and Citizen-the results of the questionnaire distributed were as the following:

Axis	Statements No.	Reliability Coefficient
Getting the certificate of the standards specs of ISO9001	10	0.9322
The desire of the High Management	15	0.8460
Group Work teams	10	0.8620
The Strategic Goals	19	0.9501
The Whole Performance	54	0.9616

Therefore, it was proved the opposite of the hypotheses as the following:

- 1- There is a connected demoralized relation shows the statistical significance between the human resource training and the get the certificate of the standard specs ISO 2008/9001.
- 2- There is a connected demoralized relation shows statistical significance between the Strategic plan and obtain the certificate of the standard specs ISO 2008/9001.
- 3- There is a connected demoralized relation shows statistical significance between the management work proficiency and the proceedings of getting the certificate of the standard specs ISO 2008/9001.

The research confirmed that there is a desire among the senior management to adopt the training strategies to get the certificate of the standard specs IZO 9001. certificate of the standard specs IZO 2008/9001. The most important recommendations which the researcher put that it should study for the existence of the possibilities of human resources in this ministry and the available training needs for all management levels.

Introduction

Quality has become such standard certificate ISO 9001 specifications which is specially for the services in the field of a challenge from many other challenges of this age, it needs foundations and standards to be uplean to get them for quality. The human resource is the source and the base of the management progress, because the progress of retirement, entitlement, and initialization of the suitable circumstances for its innovations depending on the senior management, so the training is one of the most important ways for better more employees' performance and create innovate creativity of inspiration inside their souls.

Under the current commercial, industrial and services of globalization waves which compete the private sector to the public sector and open boarders and transfer to the economics' market inside new systems frame around the international level which contributed in creating fast changing competition atmosphere, and it becomes necessary to highlight quality signposts of the introduced services, specially that the beneficial from the services is becomes more awareness about what kind of service is gave. The governmental agencies have become face various modernizations around the activities which it introduces, by the methods of performance and the customer's satisfaction of their services.

There is a management proverb says that "It does not progress become obsolete", the meaning of that speech is that the improvement is the of necessity life and that is not easy to achieve it. So that makes the management in any economic entity finds itself in front of situations and management problems require to introduce a new submission and more over the necessity of draws policies and the suitable strategies for each position and the knowledge of the weakness points then turn them into the strengths points for development facing.



The study includes the following points:

1. Mentions the good training quality for the human source as in general concept and how much to take the benefits of this training procedure.
2. Mentions the strategy concept around the level of business unit sand the concept of the IZO9001/2008 unit and the inquiries for getting the certificate of specs standards.
3. Accomplishes -in this study- the data analysis and testes the research hypothesis, that's in the form of statistical descriptive results .The research is ended with the results and recommendations.
- 4.

The Study Methodology:

The problem of the Research: it is in the weakness of the strategic adaption for the practical training and the weakness of the senior Administration for the quality management strategy IZO 9001/2008 that is specially for the services administration in the organizations of the governmental business as it is considered as a main administration which orients the steps of quality in the Ministry of Labor of the United Arab Emirates.

The Importance of the Study:

It gives topical glance around the available position which the country United Arab Emirates lives in it, and specially the ministry of working that because it is located in a country of consistently seeks to develop human capabilities in a way its staff to keep pace with the development requirements of the era.

The Aims of the Study: The study aims to:

1. Study the possibilities of the development of human resources in government departments especially the Ministry of Labor in a way which make them to obtain the certificate standard ISO 2008/9001.
2. Correct mistakes, switch the proceedings and clarify the tasks in the way for reaching to get the concept of quality in a scientific method.
3. To clarify the level of management development taking place in the United Arab Emirates in the quality field.

The hypotheses of the Study

1. There is no connected demoralized relation shows the statistically significance between the human resource training and the getting the certificate of the standard specs ISO 2008/9001.
2. There is no connected demoralized relation shows statistical significance between the Strategic plan and obtain the certificate of the standard specs ISO 2008/9001.
3. There is no connected demoralized relation shows statistical significance between the management work proficiency and the proceedings of getting the certificate of the standard specs ISO 2008/9001.

The limits of the Study

Placing Limits: The Ministry of Labor in the United Arab Emirates.

Human limits: the half amount of all number of workers(theMinistry of Human Resources and Resettlement for now) in the United Arab Emirates of Dubai / Abu Dhabi.

Society and the Sample of the Study

The study population from of the employees of the Labor Ministry (Ministry of Human Resources is currently resettlement now)) in the United Arab of Emirates (Emiratis of Abu Dhabi / Dubai). The number of the employees amounted to replace the emirates of this study as the following:

Emirati Name	research community	No. of sample	Percentage
Abu Dhabi	202	101	%50
Dubai	267	134	%50
Totaling	469	235	%50

This table of reality to the the statistical printed from the Ministry of Labor.

So the totaling retrieved was clarifiedin the following table:

Totaling of distributed sheets	Number of retrieved sheets	retrieved Percentage	lost Percentage
235	174	%74	%26



The Methods of statistical curing

The data was analyzed by using SPSS system and depended on Likert Desystem, the five degrees are clarifying as the following table:

Opinion	Very much Degree	LargeDegree	Moderately Degree	Little Degree	Very Little Degree
Degree	5	4	3	2	1

The most important statistical methods that are used:

- Frequencies and the percentages to describe the sample’s properties.
- The arithmetic mean and the standard deviation for each paragraph in the centerpiece, and the mean of all centerpieces.
- Then using the Pearson correlation coefficient to test the stability of the study.

Firstly the quality and the training of human resources; the responsibilities, methods, and the needs of the application:

Before speaking about the concept of training, it should be necessary to speak about the concept of quality; the concepts of quality:

1. For individuals, it means:
 - Convincing with the work.
 - Encouragement to do the work in proper acceptable and a good way.
 - Cooperation within the team members.
 - Awareness and self-control.
 - Commitment and pledge to fulfill the requirements.
2. for the Administration the quality means:
 - A clear vision for all administrations and departments.
 - Good working relationships.
 - Modeling.
 - Trams’ loyalty.
- 1- For the customer, it means :
 - Getting the commodity and service in high quality.
 - Suitable price.
 - In suitable time.
 - In a good way.

Therefore, the researcher finds that the quality is in excellent service or in excellent commodity of our needs and expectations, and that these expectations are showed the usage and selling price. Without any doubt the quality management needs many training depending on skills developing in futurist form, the purpose of the training is to riddance from the old habits, and get new habits contributes in introducing special commodity and service.

For making the importance of the quality and management, the senior management should have skills and information, so this category needs training skills in a wider scale than the other rest of the employment categories.

Secondlythe Training Concept

Training takes a great importance among the administrative activities, which aim, to continuous improvement and betterment.

Definitions of Training

Most specialists think,“The training and development contain all the learning experiences which the employers have provided to change behavior which lead to achieve the foundation’s purposes and aims”.

Training also defines as “the expression of those activities that help the workers to increase their performance, this definition appears the current and the future work through increasing their skills or develop their knowledge”.(Ahmed SaqrAshoor 1997).

Training also defines as (the trying to change the individuals’ behavior by making them sue different ways and methods in their working performance, in different way as they have followed before training).

Ali Assalamy defines the Training as “ The continues activity to providethe individual with the skills, experiences, and the attitudes which makes him able to do a work to increase his production and for his foundation where he works., or transfer



new knowledge, skills and behavior to improve the proficiency of the individual perform specific tasks in the foundation where he is working". FAO organization

From the point of view of the researcher the training is the development of the employees' skills individually or as a group and make them acquiring the ability to interact with their assigned works perfectly and acquiring experiences that they need it in the future in a manner directly or indirectly, in order to achieve the proficiency and effectiveness of the work.

Thirdly the importance of the training for human resources

After clarifying the concept of the training, the importance of the human resources appears. The aim of training is to strengthen the human resources commitment with the organization's message and develop their personality and improve it. The effective training is a human resources investment, it returns with many benefits for the organization and the employee in a short or long term. It is a learning process that can contribute in the solve problems skills, develop employee's thinking and analytical capabilities, increase the increase to deal with colleague, bosses' and public dealing skills, so that's mean increases the employees' abilities for the adaption with organizational, social and technological changes, works perfection, minimize errors and reduce the control and supervision of staff operations to pursue their business and thus to reduce costs and acquire the skills that qualify them for upgrading higher jobs, get positions hegemonic with higher responsibility, increasing the morality spirits inside them, increase their feeling of satisfying, and achieve the stabilizing in the organization by stopping the employees' leaving so at the end all that reflects on the organization's performance and bettered its services in general. (the Arabic Forum for the Development)

Therefore the training courses for the employees of the Ministry of Labor should contain:

- 1- The quality management concept and its dimensions and developments.
- 2- The nature of the quality management.
- 3- Philosophies Pioneers of the quality management.
- 4- The basic concepts of the quality management.
- 5- Principles of the quality management.
- 6- Intellectual premises of the quality management.
- 7- Requirements for the quality's application, stages and timings.

The importance of the quality and its benefits for the individual and the organization:

The common mistakes which that accompany the application (FareedZain Aldeen2002)

Depending on the decision of the Council of Ministers No.(5) for the year 1990 on the organizational structure of the Ministry of Labor in accordance with the subject No.(35), (36), and (76) that clarifies the training responsibility conducted according to the following sections:

- The Vocational Training Department.
- The Coordinating and Pursuing Department.
- The Administrative Development Unit.
- And the Vacations Department.

All of these Departments are working in perfect harmony for every one of its functions and its responsibilities in order to achieve effective support for staff.

The Training according to the number of the trainees.

The training is divided into:

- 1- Individual Training.
- 2- Groups Training.

The Training according to the place of training is divided into:

- 1- On-site training.
- 2- Off-site Training..

The Training according to the aim is divided into:

- 1- Regular Aims: it helps the organization to continue with the demanded averages of the proficiency.
- 2- The problem solving aims: it discovers definite problems which the organization complains, analyzes them, and designs training programs in order to solve and cure them.
- 3- The innovative aims: to realize abnormal and innovation results to increase the performance's level in the organization towards the fields and horizons that are never reached before.

The training according to the execution time is divided into:

- 1- The pre- service training: is the preparatory training in the last years of studying and before get the work.
- 2- The -in-service training: is the training after doing the work. (EbraheemAlkhamees 2010)



Secondly the Strategies for Obtaining certification standards ISO 9001

a- The concept of strategic management:

Management Strategy is a set of decisions and management systems which define a organization's vision and mission in the long term according to its competitive advantages, which it tries to execute it by study, follow-up and evaluation of the opportunities and environmental threats and its relationship with the systematic strengths and weaknesses and achieve the balance between the interests of the parties different Stakeholders.

The Strategic Management is known as the main full-scale and frame that defines how the organization achieve its objectives and purposes through regulating the fullness of their advantages and minimize the suffering of the disadvantages it has got. The Strategic Management is a distinct management style which looks at the whole organization as a entirety Overview Comprehensive in an attempt to maximize the competitive advantage which allow for the excellence in the market and the occupies a strongest competitive position, that will happened through:

- 1- Concentrate on the "taking Strategic Decisions " which deals with the features of the self-organization, the surrounding circumstances, at present and anticipate future developments and preparing for them.
- 2- Investing the available chances of the organization in the surrounding atmosphere and greatening the organization's abilities to achieve a stronger competitive position in the face of current and potential competitors.
- 3- Avoid what is surrounds around the organization such as the risks and the threats as a result of the changes in the surrounded circumstances, the effects of the conflicting forces in the organization's activities fields and the politics, economics, technical, the cultural constant and renewable developments.
- 4- Employing the resources and available potentials of the organization and investing the resources of power and advantages.
- 5- Handling the obstacles and weakness of the organization and reducing its negativity relics on the operations and activities .(the Arabic Forum for Human Resources Management <http://www.hrdiscussion.com/hr17504.html>)

The strategic consists of the following items:

- 1- Mission
- 2- Vision
- 3- Goals & Objectives
- 4- Values
- 5- Standards

The Strategic Planning: it is determined the management objectives and the available potentials to apply them, collects the possibilities to face the challenges and threats that may be found and to exploit all the opportunities to achieve the current and future goals and objectives.

From the point of view of the researcher; the governmental agency should have a strategic vision and futurity aims; it should plan for its excellence future and makes its services reach to the perfect level not only at the locally level but also on the international level, so from here we will see that the strategic planning is a competitive advantage and it bases on the excellence humancadre.

The excellence Strategic for Porter:

Porter distinct strategy to give the ministry the competitive advantage Porter has introduced three strategies:

- 1- The Cost Leadership Strategy : it aims to achieve lower cost compared with the competitors.
- 2- The Excellence Strategy: it depends on introducing excellent products in a different way from other competitors so the customers find it as a unique and distinct.
- 3- The Concentration Strategy: it means to concentrate on one limited sector in the market or a specific segment of customers and service a high degree of proficiency and effectiveness strategy.
- 4- The Complementarity Strategy: it is a forth Strategy has not referred to by Michael Porter (lower cost and discrimination). It is in between the two Strategies of the costly leadership and the discrimination together.

In this we know when we should increase the spending and when we reduce it for reaching to the competitive advantage which is described as an acceptable in the internal and outer environment of the ministry.

b- The Concept of ISO9001 Quality Certificate and the requirement to obtain it:

The quality system is a global united system of the quality standards, it is agreed to be international to be universally agreed to be an international document to ensure the quality of management.



The quality system is a system of achieve and checkfor what works is done are applying with the procedures and the politics that they typed and accrediting, so any aspirant governmental ministry specially the Ministry of Labor which is seeking to apply this system.

What is the meaning of ISO?

It is the International Standards Organization, it is an international organization which consists of international members from 130 country, by one member from each country. It was established in 1947. The aim of established it was to work on the development of standards and missions around the world. Also to simplify and facilitate the exchanging services and products services around the world, cooperation in the scientific, technical, and economic fields. It is resulted from that the ISO missions and international agreements, it is published and issued it as an international standards unit.

The meaning of the word ISO and abbreviation of the term of the International Institute for Standardization and is derived from the Greek word "ISOS" which means equivalent, now ISO is used to signify the Organization for Standardization name. The aim for agreeing on one label is to get out from what is called the technical obstacles and the most of the industrial terms are in need to unify the commercial standards around the world and that was the basic for creation of the ISO, then this system entered to the services organizations which are becoming a competitors to get the ISO.

Measurements are documented agreements, contains the technical qualities or curriculum(dictions) which are be using as a basic data (guidelines) or specific definitions to be sure about the materials, products, stages, and services and the range of it fits to the primary objective..

The international Standards Organization ISO is that which puts the general guide for the quality of performing measures which is consists of branches/sectors :

ISO 9000- 9001- 9002- 9003- 9004

- ISO 9000 - 9004 \cong guiding directories
- ISO 9003 \cong system for checking and testing
- ISO 9001 \cong systematic designed for organizations which one of its activities are designing, developing, producing, operating and servicing.
- ISO 9002 \cong systematic designed for organizations which one of its activities are producing, operating and servicing.

It was published the environmental standard for the quality of 14,000 in 1997. It was the it contains of obliges the best international quality standards.

The features obtain ISO 14000 certification in the company's or establishment's ability to increase in achieving export requirements abroad, especially the European Common Market countries.

(Arab searcher's location, and KhudairKadm 2000).

Definition of quality ISO 9001 Certificate Class 8002:

Quality certificate ISO 9001: 2008 is an international specification confirms obtained for a given entity that meets the needs of its customers as it ensures the entity's commitment to the best international standards of quality. It has been proven that the Quality Management System 9001 has a good design for this ministry is trying to work hard to get these specifications and through the foregoing of the study was the development of staff training strategies.

The process of implementation provides benefits to business organizations, the following:

- Support the customers' satisfaction.
- Harmonize and improve the internal processes.
- Reduce the risks which involving betrayal of customers' expectations.
- Awareness of the quality on the part of workers.
- Description and Documentation of the business entity's commitment to quality.
- Reaches to new markets.
- Reduce the costs.

Basic concepts of the quality certificate ISO 9001: 2008:

Quality certificate ISO 9001: 2008 is the General Specification for global quality management system which contains standards for the coordinated activities to direct and control the foundation in terms of quality. ISO standards are based on eight key concepts through which to ensure that the foundation is the quality of inputs, processes and outputs to effectively manage.



These basic concepts are

- a. Focus on the customer's satisfaction.
- b. The presence of the effective leadership.
- c. the involvement and cooperation of the staff by working groups.
- d. Management the activities as processes.
- e. Operations Management as a system.
- f. A mechanism for the continuous development.
- g. Build decisions in accordance with the facts and the future strategies.
- h. Achieve the mutual benefit. (Ajitchhof forum)

It can address five key terms depending on their importance in the correct use of standards at the international level.

1. The Political Quality:
The concerns and trends in the overall quality of the Ministry of Labour, and also has to be formally approved by senior management .
2. The Management Quality:
It is the management function in the identification and implementation of the quality policy.
The achieving of the desired quality for the Department of Labor requires the commitment and participation of all members of the institution, while the responsibility for quality management at the senior management is limited.
Management Quality includes strategic planning and the allocation of resources and the regular activities for the quality such as quality planning, operation and evaluation.
3. The System Quality:
It must have a comprehensive quality system to the extent that it needs to achieve the quality goals. And through the strategies which set by the ministry.
4. The Quality:
The Control Quality contains the methods and operational activities which aims to monitor the process and get rid of the reasons of unconvincing performance in the relevant stages in the quality cycle for the effective economic results.
5. The Assurance Quality:
To get the appropriate effective quality, and to ensure the process of quality, it needs continues evaluation of the elements that reflect the appropriate design and specifications required for applications, in addition to modifying the production, installation and inspection operations. It may be required to give confidence to provide the proof.

The foundation must try to achieve the following three objectives regarding quality:

- 1- The Foundation Should be achieve and maintain the quality of the product or service to achieve the customers' requirements on an ongoing basis.
- 2- The organization must be given the confidence to its customers that it has ability to achieve the required quality of the product or service and maintain them in cases of the contract may include the provision of display to prove it.

To get ISO certificate the benefits for applying ISO system:

- a. to full tuning of the processes in the foundation.
- b. Tounify work processes.
- c. To make all employees know the work procedures.
- d. To determine the powers and responsibilities of the members of the administration.
- e. Distribution of tasks.
- f. Toensure the procedures' applying.
- g. To obtain customers' satisfaction.
- h. To improve the quality of performance.

The most important ways in which the system ISO works:

1. Commitment and pledge to all members of the organization on the different employment levels.
2. Work as a teamwork.
3. The simplicity and clarity of procedures and policies and easily to beunderstood by members of the foundation.
4. Theknowledge of the members of the organization for their duties and responsibilities.

The ways to get ISO certificate:

- 1- Written the policies and theprocedures that we do for works in the ministry of the different levels.
- 2- Pursuance the works according to the procedures that we have written
- 3- Documentation of these procedures.
- 4- Review and audit procedures and evaluate them.



- 5- Improve the procedures in the case of receipt of any mistakes.
- 6- Permanent Commitment to Quality

The objectives of the ISO standard for the Ministry of Labour can be summarize as follows:

- A) To clarify the differences and links between the basic concepts of quality.
- B) Provide guidance for the selection and use of a series of standards for quality management systems that can be used for the internal quality of the management goals.

Notably, all the winning institutions that ISO 9001 certification in the world are subject to periodic monitoring by the donors to adopt, in order to ensure continuity of application of ISO standards and to ensure the continuous development of operations and it has to be planting the spirit of cooperation between workers and make sure of the Implementation through Nutrition feedback of what has been fulfillment.

The targets of the Quality System in the Ministry of Labour: one of the most important quality targets to obtain excellence in the production of the service that fruition full satisfaction to customers.

Third descriptive analysis to test hypotheses, findings and recommendations:

- a- The descriptive analysis of the sample's answers:

The descriptive analysis of the sample's answers for the paragraphs on the standard ISO 9001, it is specifications system is demonstrated by the result 0.41 on a large degree of acceptance and this indicates of the presence of sufficient awareness among the workers in the applying of the quality standards system and the existence of a desire to improve and develop.

- b- The test of the hypotheses: it proved the opposite of all the assumptions that have been written by the researcher and became explained below:
 - 1- There is a significant correlation statistically significant between the human resource training and get the certified standard ISO 9001/2008.
 - 2- There is a significant correlation statistically significant between the strategic plan and obtain the certificate standard ISO 9001/2008.
 - 3- There is a significant correlation statistically significant between the level of administrative work efficiency and the preoccupations to be certified standard ISO 9001/2008.

The Results

1. Training is one of the basic steps to get the certificate of standard ISO 9001/2008 thus on the party concerned to find out what courses they need to fulfill the requirements to obtain a certificate of standard ISO 9001/2008.
2. The efficiency of the administrative work of extreme importance in the process of achieving quality, so the training contributes effectively to achieving a high level of efficiency.
3. There is a need to put strategies to approach the ministry on them to reach the requirements to obtain a certificate of standard ISO 9001/2008.
4. The Strategic decisions are always from the upper management's methods, so it must follow a transparent approach in its declaration to remove any concerns in the workers' mind in the adoption of the policy of the quality.
5. The activation of quality management in the ministry in this study and research but it was no management mode for assurance and quality control as a management support for the quality management.

Recommendations

1. It Must be studied the possibilities of human resources in the ministry and the needs that are available for it at all administrative levels.
2. Ask for help from staff with expertise in the field of quality in addressing deficiencies to realize the quality.
3. Ask for help from a competent side with the standard specifications to achieve the requirements of the standard ISO 9001/2008.
4. The introduction of management for controlling and assurance quality suchas a supporting management for the quality management to achieve allrequirements of the standard ISO 9001/2008.

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