

Corporate Training in Morocco: Enhancing Workforce Skills

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Abstract

This study investigates the impact of corporate training on workforce skill development in Morocco, taking into account the unique characteristics of the Moroccan labor market, such as cultural diversity and diverse skill requirements. It delves into the training practices employed by Moroccan companies and assesses the effectiveness of these programs in enhancing employee skills. The findings highlight the varied approaches adopted by Moroccan firms, which blend traditional and technological methods of training. The study places particular emphasis on the development of both technical and soft skills, recognizing their crucial role in professional success. The evaluation of the training programs reveals a generally positive impact on improving employee skills, especially in communication and technical areas, leading to a notable increase in individual productivity. Moreover, the study identifies several challenges faced by Moroccan companies, such as pinpointing specific skill needs and dealing with limited financial resources. To address these challenges, the study suggests establishing partnerships with training institutions and public-private entities to bolster their corporate training efforts. In addition, the research underscores the importance of continuous learning and adaptation in the rapidly changing job market. It explores how Moroccan companies are integrating modern training techniques, such as e-learning and virtual reality, to keep up with global standards. The study also highlights the role of government policies and support in facilitating effective corporate training programs. Furthermore, the study discusses the need for tailored training programs that cater to the specific needs of different industries within Morocco, ensuring that training is relevant and impactful. It emphasizes the significance of feedback mechanisms in training programs to continually improve and adapt to the evolving needs of the workforce.

Keywords: Corporate training, Training, Skill development, Competence, Evaluation, Continuous learning, E-learning, Virtual reality.

1. Introduction

Morocco, as a developing nation, has embarked on a path of rapid economic growth and diversification of its industrial sectors over the past decades. This economic transformation has been propelled by structural reforms, infrastructure investments, and investment-friendly policies [1]. However, this rapid evolution poses a significant challenge: the availability of a highly skilled and competent workforce to support the country's continued growth [2].

Skill development has become a critical strategic issue for Morocco as it plays a pivotal role in the ability of Moroccan companies to innovate, improve productivity, and maintain competitiveness in the global market [3]. Moroccan companies are under increasing pressure to adapt to the changing demands of the global economy, evolving technologies, and heightened competition. In this context, in-company training emerges as an essential tool for the development of the Moroccan workforce's skills [4].

This study focuses on the central role that in-company training plays in acquiring and enhancing employee skills in Morocco. It examines various facets of this process, from the training programs implemented by companies to government policies aimed at promoting professional training. The main objective is to assess the effectiveness of these initiatives in terms of skill development, operational efficiency of companies, and impact on the national economy [5].

In this context, this research aims to provide substantial insights into how in-company training in Morocco contributes to skill development while identifying the obstacles and opportunities that arise along this path. Through a rigorous methodology combining empirical data, quantitative analyses, and in-depth interviews with key sector stakeholders, this study aspires to contribute to the formulation of practical recommendations for improving corporate training policies and enhancing Morocco's competitiveness on the international stage [6].

In sum, this article positions itself as an in-depth exploration of the vital role of in-company training in skill development in Morocco, while highlighting the challenges and opportunities faced by Moroccan companies in creating a skilled and adaptable workforce for the future [7].

2. Problem Statement

How can corporate training programs in Morocco be optimized to adapt to the specific needs of the Moroccan labor market, considering the challenges of cultural diversity and digital transformation, while ensuring rigorous evaluation of their impact on individual skill development and overall company competitiveness?

3. In-Company Training

In-company training is a systematic and planned process aimed at developing the skills, knowledge, abilities, and behaviors of employees within an organization. Its purpose is to improve individual and collective performance by equipping employees with the necessary skills to perform their tasks effectively and contribute to organizational goals [8]. It can be defined as a continuous and planned process through which employees acquire specific skills, knowledge, and competencies necessary for their role within the organization. It aims to enhance individual and collective performance by strengthening employees' skills and helping them adapt to changes in the professional environment [9]. In-company training can take various forms, including structured training programs, workshops, mentoring sessions, and online training [10].

The recognition of the importance of in-company training transcends business and human resource management domains, offering numerous advantages for both individuals and organizations, thus contributing to their market success.

In-company training plays an essential role in developing employee skills. It not only fosters individual growth but also contributes to the overall success of the company by allowing employees to acquire new skills and consolidate existing ones [11]. Enhancing employee skills through training leads to improved job performance, often resulting in increased productivity and more positive financial results for the

organization [12]. In a context of constant technological change, in-company training is vital for helping employees adapt to these evolutions, crucial for maintaining the company's market competitiveness [13]. Training programs also strengthen employee engagement and foster loyalty to the company, as trained individuals are generally more satisfied with their work and less likely to seek opportunities elsewhere [14]. Training promotes a culture of continuous learning within the organization, encouraging employees to continually seek skill and knowledge improvement, stimulating long-term innovation and progress [15]. In-company training ensures company compliance with regulations and standards, by educating employees about legal requirements, thus maintaining organizational conformity with the law [16]. In conclusion, in-company training is a strategic investment in business growth and sustainability in an ever-evolving commercial environment [17].

4. Relationship Between Training and Skill Development

In-company training and skill development are closely linked, as training is one of the primary means by which employee skills are developed and enhanced. Skill development can be defined as the continuous process by which individuals acquire new skills, improve existing ones, and develop knowledge and abilities to better perform their professional tasks [18]. The process includes identifying training needs, where the training begins with a skills needs assessment to identify existing gaps and determine the skills to be developed. Based on identified needs, training programs are designed, which can include training modules, workshops, online sessions, etc. Employees then follow training programs to acquire new knowledge and skills, including technical, leadership, and communication skills [19].

Skill development involves the application of acquired skills in daily work, where actual skill development occurs. It is an ongoing process, with employees continually seeking to improve existing skills and acquire new ones. Skills also develop in response to changes in the professional environment, including technological advancements, market requirements, and organizational needs. Ultimately, skill development enhances individual performance and consequently, the overall company performance [20].

5. Evolution of In-Company Training in Morocco

The evolution of in-company training in Morocco dates back to the initial professional training initiatives aimed at meeting labor market needs. The Office of Vocational Training and Labor Promotion (OFPPT) was established in 1974 to oversee vocational training in Morocco. Since then, it has played a vital role in implementing training programs tailored to market needs. OFPPT has developed a network of vocational training centers across the country, offering a variety of programs in various sectors. This expansion has made training more accessible to young Moroccans [21].

The adoption of information and communication technologies (ICT) marked a major step in the evolution of in-company training in Morocco. Online platforms, distance learning courses, and digital educational resources have been developed to meet training and learning needs, especially during the COVID-19 pandemic [5].

Furthermore, continuous training has become essential for Moroccan workers' professional development. Employers recognize the importance of continuous training to maintain employee and organizational competitiveness. Efforts have been made to standardize and certify training programs to ensure their quality and compliance with national and international standards. Professional associations and chambers of commerce actively promote in-company training by organizing training programs, seminars, and conferences [14].

These developments reflect the efforts to meet changing labor market needs and align training with industry requirements.

6. Role of Human Resources

Human resources (HR) play a crucial role in Moroccan companies, significantly contributing to employee management, skill development, and overall organizational success. Their responsibilities and impact include identifying personnel needs, drafting job descriptions, advertising job vacancies, and undertaking active recruitment actions to attract qualified candidates. Recruitment processes often include interviews, skill assessments, and reference checks [8]. HR manages all administrative documentation related to employees, including contracts, employee records, payroll issuance, leave management, and benefits administration [10].

HR identifies training needs, designs and implements skill development programs, which can be internal or in collaboration with external partners. They establish performance criteria and key indicators, organize performance evaluations, and collaborate with managers to develop individual development plans. HR also manages employee relations, conflict resolution, mediation, and promotes a positive work environment [11]. They develop and implement policies related to human resources, covering areas such as compensation, recruitment, professional development, diversity management, and personnel management. HR assists in managing changes within the company, facilitating employee transitions during reorganizations, mergers, or acquisitions [18].

7. Skill Development Models

The concept "Skill Development Models" generally refers to frameworks, strategies, and approaches used by organizations to enhance and strengthen employee skills. There are various types of training models used in Moroccan companies, each tailored to specific needs. These include classroom training, which is commonly used for technical and professional training, with institutions like OFPPT offering classroom programs [1]. On-the-job training is common in sectors like craftsmanship, industry, and agriculture, though often less structured [2]. Online training is growing in Morocco, with online schools, distance learning platforms, and e-learning programs [15]. Mentoring and coaching are increasingly recognized as effective means of skill development, with large companies implementing mentoring programs [3]. Management and leadership training are offered by institutions like ISCAE [4]. Technical training is essential in industry and craftsmanship, with partnerships between companies and technical schools [7].

8. Individual and Corporate Skill Development Models

The individual skill development model focuses on developing skills and knowledge at the individual level, assuming continuous learning through formal education, practical experience, self-training, and informal learning. Key components include continuous learning, self-assessment, training and development, and intrinsic motivation [6].

The corporate skill development model focuses on how companies manage and develop employee skills to achieve organizational goals. Key elements include identifying skill needs, planning training and development, evaluating skills, implementing skill management strategies, and encouraging motivation and engagement [9].

9. Factors Influencing Skill

Development Skill development in companies is influenced by internal and external factors. Understanding these factors is crucial for effective skill development strategies. Internal factors include organizational culture, leadership and management commitment, strategic planning, internal resources, and performance evaluation [12]. External factors include labor market trends, labor market competition, partnerships and networks, technological evolution, and economic pressures [16].

10. Training Impact Evaluation

Evaluating the impact of in-company training is essential for measuring program effectiveness and its contribution to organizational goals. The Kirkpatrick model, developed by Donald L. Kirkpatrick, proposes four levels of evaluation: reaction (participant satisfaction), learning (knowledge and skill acquisition), behavior (application of skills at work), and results (overall impact on company results) [19].

Return on investment (ROI) evaluation methods quantify financial benefits from training investments. Approaches include the Phillips method, which involves a five-step process to calculate ROI, the Kirkpatrick model, cost-benefit analysis, and avoidable costs calculation [20].

11. Training and Skill Development in Morocco

In-company training in Morocco considers the specificities of the labor market, national training policies, and challenges faced by Moroccan companies. Moroccan labor market specificities include cultural diversity, high unemployment rates, and a diverse economy, requiring training programs adapted to sector-specific needs [13]. National training policies involve the role of OFPPT in vocational training, the "Morocco Numeric 2020" strategy to strengthen digital skills, and continuous efforts to improve education quality and vocational training impact in-company training [21].

12. Results and Interpretation

Section 1: General Company Information:

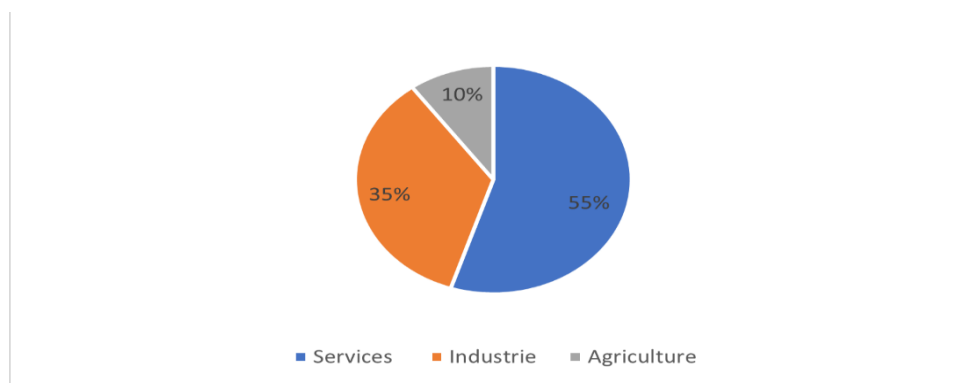


Figure 1: Distribution of participating sectors by region (Casablanca)

The diversity of participating sectors indicates the survey's representation of the Moroccan economy. The average company size of 250 employees provides insight into the scale of the companies involved.

Section 2: In-Company Training Program:

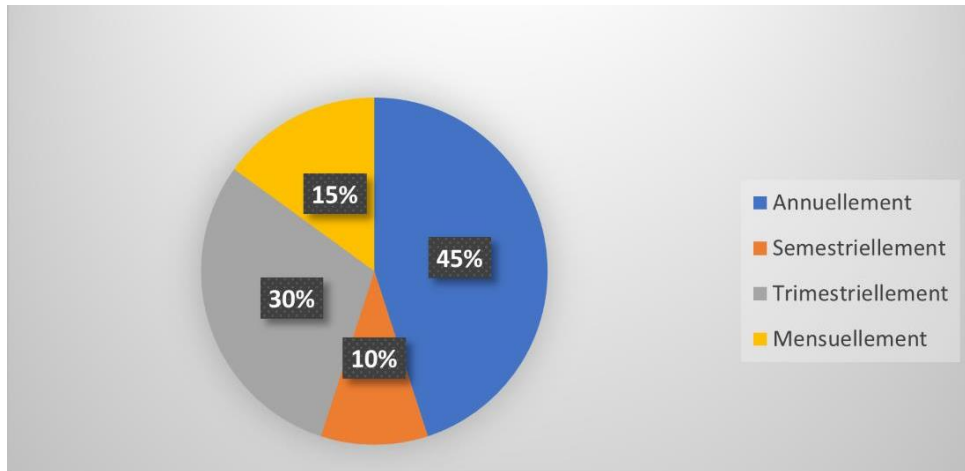


Figure 2: Frequency of corporate training programs.

The varying frequencies of annual, quarterly, and monthly training suggest different approaches. An average training duration of 20 hours indicates concise programs. The common use of classroom and online training methods shows a blend of traditional and technological approaches. The focus on technical and communication skills highlights their importance for professional success.

Section 3: Impact on Skill Development:

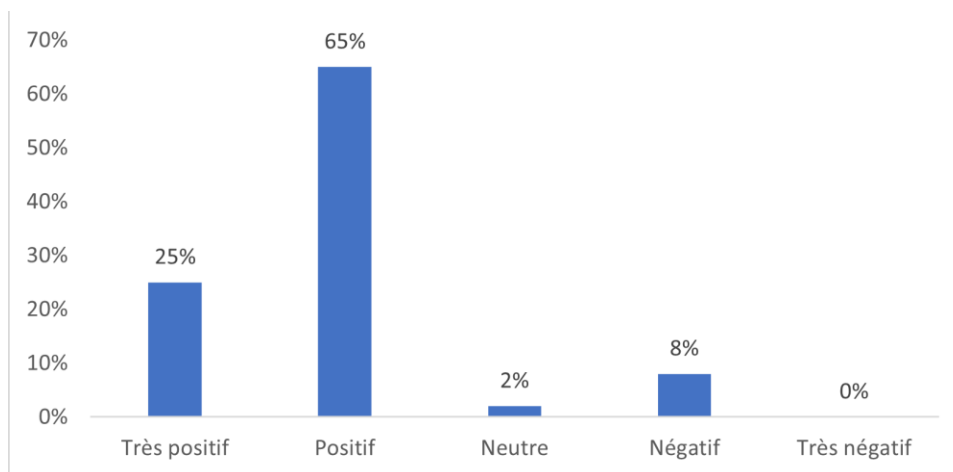


Figure 3: Impact on skills development.

A positive impact perception by 90% of companies suggests training benefits skill development. The improvement in communication and technical skills confirms training effectiveness. 75% of companies observed increased individual performance post-training, highlighting the positive productivity impact.

Section 4: Challenges and Opportunities

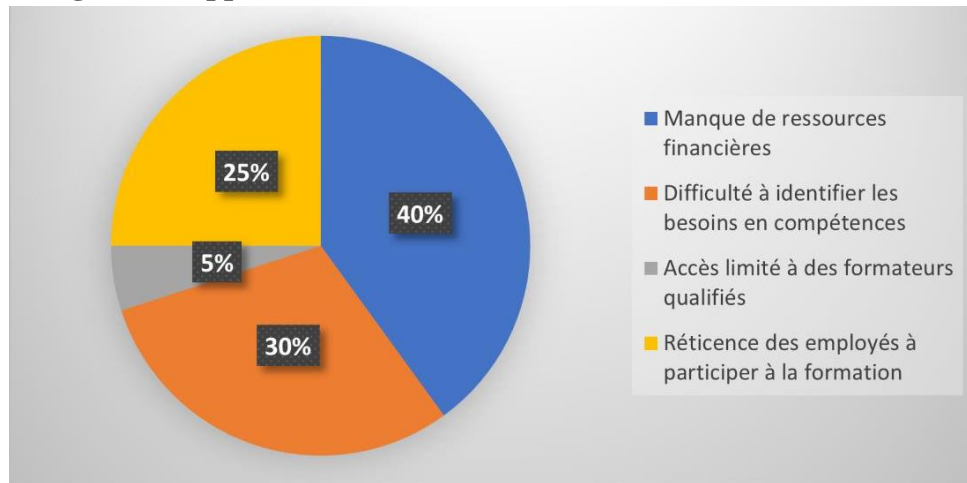


Figure 4: Challenges in skills development through corporate training in Morocco.

Challenges include identifying skill needs, financial constraints, and employee reluctance. Collaborations with educational institutions and public-private partners offer potential solutions.

13. Discussion

The findings of this study reveal that a significant majority of Moroccan companies (90%) perceive in-company training as having a positive or very positive impact on the development of their employees' skills. This strong endorsement underscores the recognition of training as a valuable investment, contributing not only to individual growth but also to the overall productivity and competitiveness of the organizations.

One of the key insights from this study is the emphasis placed by companies on both technical skills and soft skills. The dual focus highlights the comprehensive approach that Moroccan companies are adopting to address the multifaceted demands of the modern labor market. Technical skills are essential for the operational efficiency and technological adeptness of employees, while soft skills such as communication, teamwork, and problem-solving are crucial for fostering a collaborative and innovative workplace environment.

The study also highlights the diverse approaches companies take regarding the frequency, duration, and methods of training. The variation in annual, quarterly, and monthly training programs indicates a tailored approach to meeting specific organizational needs. An average training duration of 20 hours suggests that companies aim to provide concise yet impactful training sessions that maximize learning without significantly disrupting daily operations.

Furthermore, the integration of traditional and technological training methods, such as classroom sessions and online training, reflects an adaptive strategy to leverage the benefits of both approaches. Classroom training offers direct interaction and hands-on learning, while online training provides flexibility and accessibility, especially important in the context of the ongoing digital transformation and the need for continuous learning.

Despite the overall positive assessment, the study identifies several challenges that companies face in implementing effective training programs. These challenges include difficulties in accurately identifying skill needs, financial constraints, and employee reluctance to participate in training. Identifying skill needs requires a thorough understanding of current and future job requirements, which can be complex

in a rapidly evolving market. Financial constraints highlight the need for cost-effective training solutions, while employee reluctance suggests a need for strategies to increase engagement and motivation.

To address these challenges, the study suggests exploring partnerships with educational institutions and public-private collaborations. Such partnerships can provide additional resources, expertise, and financial support, making it feasible to offer high-quality training programs. These collaborations can also facilitate the alignment of training content with industry standards and emerging trends, ensuring that employees acquire relevant and up-to-date skills.

Moreover, the study emphasizes the importance of rigorous evaluation of training programs. Using models like Kirkpatrick's four levels of evaluation (reaction, learning, behavior, and results) and ROI methods can help organizations measure the effectiveness of training and its impact on organizational goals. This evaluation process not only validates the benefits of training but also provides insights for continuous improvement.

The diversity of sectors represented in the survey underscores the universal relevance of in-company training across different industries in Morocco. Each sector may have unique skill requirements, necessitating customized training programs. The focus on both technical and soft skills across various industries indicates a holistic approach to workforce development, addressing both immediate operational needs and long-term strategic goals.

The study also highlights the role of human resources (HR) in managing and facilitating training programs. HR departments are instrumental in identifying training needs, designing and implementing programs, and evaluating their effectiveness. Effective HR management ensures that training is aligned with organizational goals and that employees receive the support and resources needed for their professional development.

In conclusion, the findings of this study provide valuable insights into the current state and impact of in-company training in Morocco. The positive perception of training's impact on skill development, coupled with the recognition of its challenges, offers a balanced perspective. Moving forward, it is imperative for Moroccan companies to continue investing in training and exploring innovative solutions to overcome challenges. By fostering a culture of continuous learning and leveraging strategic partnerships, companies can enhance their workforce's skills, thereby improving productivity and competitiveness in the global market. This study serves as a foundation for further research and discussion on optimizing in-company training practices to support Morocco's economic development.

14. Conclusion

The survey on skill development through corporate training in Morocco has provided extensive and detailed insights into the current practices and challenges faced by Moroccan companies. The broad representation of various sectors in this survey underscores the widespread recognition of the importance of corporate training across the Moroccan economy. It highlights that companies, regardless of their industry, understand the necessity of enhancing their employees' skills to remain competitive in a rapidly changing market environment. The positive evaluation of the impact of training programs on skill development serves as a clear indicator of the value of these initiatives. The emphasis on technical and communication skills as primary areas for improvement aligns closely with the evolving needs of the modern labor market.

However, the survey also revealed several significant challenges, including a lack of financial resources, limited access to high-quality training programs, and employee reluctance to participate in training. Addressing these issues requires ongoing attention and innovative strategies. One effective approach could be forming partnerships with educational institutions and public-private collaborations, which can provide additional resources, expertise, and financial support to overcome these obstacles.

The survey found that companies are increasingly adopting flexible training methods, such as e-learning and blended learning approaches, which combine online and in-person training. These methods not only cater to the diverse needs of employees but also provide a more accessible and scalable solution for continuous skill development. For instance, e-learning platforms can offer a wide range of courses that employees can access at their convenience, making it easier to balance training with work responsibilities.

In addition to adopting flexible training methods, the survey highlights the importance of creating a supportive learning culture within organizations. This involves encouraging employees to take ownership of their learning and development, providing regular feedback and coaching, and recognizing and rewarding skill acquisition and application. Such a culture can significantly enhance employee engagement and motivation, leading to more effective training outcomes.

Furthermore, the survey underscores the need for rigorous evaluation of training programs to ensure their effectiveness and alignment with organizational goals. Implementing comprehensive evaluation models, such as Kirkpatrick's four levels of evaluation and ROI analysis, can help organizations measure the impact of training on employee performance and business outcomes. This data can inform future training investments and strategies, ensuring continuous improvement and relevance.

Looking ahead, it is imperative for Moroccan companies to sustain their investment in employee skill development. This investment is not just crucial for immediate operational efficiency but also for long-term growth and competitiveness in the global market. Companies should explore various funding opportunities, including government grants and subsidies, to support their training initiatives. Additionally, leveraging technology and innovation in training delivery can enhance the effectiveness and reach of these programs.

In conclusion, this survey provides a critical foundation for understanding the landscape of corporate training in Morocco. It highlights the successes and challenges of current skill development efforts and sets the stage for more in-depth discussions and concrete actions to further enhance corporate training practices. By continuing to invest in employee skill development, adopting flexible and innovative training approaches, and fostering a supportive learning culture, Moroccan companies can significantly contribute to the country's economic development and improve their own competitive position in the global market. This detailed conclusion emphasizes the multifaceted benefits of corporate training, acknowledges the challenges that need to be addressed, and underscores the importance of adopting flexible, innovative, and well-evaluated training approaches to meet the evolving needs of the Moroccan workforce.

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