

## The Impact of the Functional Training on the Performance of the Employees in Jordanian Organizations (An Applied Study).

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### *Abstract*

*Importance of the present study stems from the role played by training aspect in improving performance of the employees and the products as well at the subjected organizations. This present study focuses on the impact of training on improving the performance of the employees of Jordanian Money Exchange companies. So, approach will help the employees to achieve quality in work and productions. The study was applied on (175) employees who work in Money Exchange companies in governate of Irbid. The survey has been conducted and distributed directly to the employees. It was retrieved to extract the data and information and was consisted of four hypothesizes including the impact of planning on the performance of the employees at the companies, the impact of training on performance of the employees, the impact of training on developing the skills of the employees and the impact of training on quality of the product.*

**Keywords:** *Training, Employee, Performance, Organization, Jordan.*

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### **Introduction**

The present study aims at recognizing the importance of training and its impact on improving the performance of the employees in Jordanian money exchange companies. As well as, to know the extent of the convictions of the managers of the company and the extent of adopting the concept of training process. Also, the quality of the appropriate training programs provided, the level of these programs to improve the performance of the employees in the company, the extent of efficiency to achieve the desired objectives, and the satisfaction of employees at the level of training provided to them.

### **Significance of the Study**

This present study stems its importance as it is considered the first study applied on the employees in that subjected organizations. Also, the training process plays a role acquiring the necessary knowledge, skills and competencies necessary for carrying out specific tasks to achieve the objectives of the organization. In addition, this study gives the employees a chance to gain skills in which they will be more effective and active than before. Directive training can be defined as determine the level of the employee in environment simulates the practical one in which the employee will work. So, training is in priority level in all different organizations and work frames that are interested in the employees and seek for improving their skills and approaches.

## Problem of the Study

Training is one of the most significant tools that increases the abilities and skills of the employees at the organization. It is the main element that leads for the organization being successful because the human resource is the basic factor in which the organization will be developed.

The present answers the following questions:

1. What is the impact and importance of training programs on the morale of the employees and the level of their performance in the companies surveyed?
2. What is the impact of training on the quality of the products provided by the organization?
3. What is the impact of the training on developing the skills of the employees in the company?

## Hypothesizes of the Study

1. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of planning on improving performance of the employees.
2. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on performance of the employees,
3. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on developing the skills of the employees
4. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on quality of the product.

## Methodology of the Study

The statistical descriptive analytical approach was utilized to reach the aim of the study and to prove it's hypothesized. This kind of approaches uses two kinds of studies. One is the theoretical and the other is practical field study. Theoretical was used for collecting the theoretical and scientific studies including books, researches, studies and literature reviews in which training and its impact on the performance of the employees was its main subject. The other is practical field study includes the sample of the study consisting of the employees of high and middle management who work in money exchange companies in governate of Irbid.

## Population of the Study

The present study has been applied on the employees of money exchange companies in govern ate of Irbid. It consisted of (600) employees and managers.

## Sample of the Study

A random sample reaching (175) employees has been selected. It is consisted of the employees who work in middle, high, and executive managements in money exchange companies in govern of Irbid.

## Data Analysis Methods

The data was analyzed according to some statistical methods appropriate with the study including SPSS, in which the method of regression method and multi-meter were used to measure the impact of many independent variables represented by training programs. In addition to, Pearson link method was used to measure the strength and direction of the relationship between each variable of the independent variables, with each variable of the dependent variables. Kai Square method was performed to determine the

statistically significant relationship between different variables of study, as well as other methods, that are appropriate with the study such as calculating relative weights and frequencies.

### **Survey Stability**

A plenty number of qualified and professors from different Jordanian University examined the stability of the survey. They were ten (10) and specialized in business administration. In the light of this approach, the researcher has modified the paragraphs and articles in a way to achieve the most accurate and understood paragraphs.

## **Terminology and Definitions**

### **Training**

The organized and planned efforts exerted to supply the trainees with modern skills, approaches and experiments to improve their performance efficiency (AL-Taany, 2010).

### **Training Programs**

It is the content of the orientation that plays an important role in rehabilitating and improving the skills of the new employees at the financial sector. Also, increasing their knowledge of various aspects of banking work, which facilitates the process of their involvement in their institutions and raise their efficiency and their applied intellectual productivity based on the most modern training methods and tools which are compatible with the nature of banking and financial sector.

### **Skills**

It is a human activity seeks for supply the trainees the newest methods and approaches to give them the chance to lead the organization for the required aims and objectives.

### **Training Competencies**

Leading figures who are interested in training one employee or a group of employees. They work to accomplish the highest levels of performance through adopting most modern scientific methods and training programs to achieve the correct objectives of training. So, the trainer is a key element in the training process, and success means for the employees and the organization at the same time.

### **Individual Performance**

It is the net influence clearly appearing when the employees exert more efforts to achieve the aims and the objective in one situation.

### **Experience**

It is defined as accumulated years of work field. It has been shown with the academic studies that there is no accurate description for what is meant by experience in addition, there is not any specific measurement or tool can be used to define it.

However, experience is acquired term depends on the employee who has ability to improve from himself or herself because experience is not able to be measured by years of work.

## Performance Evaluation

A systematic and periodic process to evaluate the professional and productive performance of the employee regarding certain criteria such as behavior, organizational citizenship, achievements and objectivity at work, the ability to improve areas of strength, and the strengthening of areas of vulnerability in the future.

## Literature Review

**Ayman, D. 2002, unpublished master thesis "Administrative Development and its impact on the development of career path" applied to the pharmaceutical sector in Egypt.**

The study reached to the following results:

- There is a relationship among administrative development, process of career promotion and job transfer processes that take place at the same time with administrative level between the administrative leaders, and the development of career succession plans in these companies.
- There is a lack of accurate and appropriate information for the administrative and career development. Also, failure from the companies to introduce training programs that let the managers recognizes significance of administrative development and the valuable chance of enhancement.
- Both of private and public sectors agree that administrative development contribute in increasing the practical and theoretical abilities. In addition, it acquires new job skills and methods that will able the employee to accomplish the work efficiently.

**Wael, S. 2007, Unpublished mater thesis: "Impact of orientation on improving quality of health services" field study on the hospital of education ministry in Syria**

The study reached for the following results:

- The training programs usually are not determined practically despite administration's awareness of the importance of this process.
- A Nemours number of trainees under supervision of one trainer will reflect negatively on quality of Orientation process.
- Quality of the training process reflects positively on quality of health services.

**Iman, Q. 2008, Unpublished Master Thesis: "Applying policy of Human Resource Management in raising the efficiency of employees' performance". State of incentives in the Commercial Bank of Syria.**

The study reached for the following results:

- There is a statistically significant among policies of human resources management and the efficiency of employee's performance.
- System of incentives in the commercial bank of Syria achieves the desired purposes.

**AL-Ghamdi, 2014, "The Role of Orientation in raising the efficiency of the employees in the public sector"**

The study examined the role of training in raising the efficiency of the performance of public sector employees - a case study at the Ministry of Social Affairs - the Ministry's Agency for Social Security in Al Baha. The problem of the study was that most of the government sectors meet a significant lack of training

for their employees, at certain administrative levels without others. The analytical method has been used to describe the phenomenon under study. The sample of the study was consisted of (40) surveys distributed to the branches of social security offices in Al Baha. The most important results were the approval of the members of the research sample on the role of training in increasing the efficiency of performance and their needs to develop their performance. The most important recommendations in the need to link promotions and external missions and some types of incentives and bonuses in the registry of staff members of the Ministry. The study also recommended granting financial incentives to trainees when they pass some types of training programs with excellence.

**AL-Zamel, 2016 “The Impact of Training Strategy on Performance of The Employees at The Public Health Organizations”: An Applied Study at King Fahad Public Hospital, Jadah.**

The present study aims at identifying the training strategy implemented at King Fahad Public Hospital and its impact on the performance of the employees. To achieve the objectives of this present study, the analytical descriptive method has been applied. The survey was also used as a tool to collect the data and information in which analyzed statistically. Moreover, Method of random simple was chosen and was consisted of (333) from total number reached to (2794) employees including (doctor-nurse-pharmacist-professional-technical-administrator). The number of retrieved surveys was (176) forming percentage of answer reached to (52%). The study has reached many conclusions, the most important of which is the low efficiency of the trainers who carry out the training courses programs in transferring the information to the trainees and clarifying the benefit from them. This indicates that there is no positive relationship between the trainers and the performance of the employees. Also, the training courses established at King Fahd public Hospital in Jeddah do not serve all the working segments in the desired manner, indicating that there is no positive correlation between the diversity of programs and the performance of employees. That the time allocated for the courses is sufficient, and the information provided in it close to the reality of work, and this indicates the existence of a positive relationship between positive training curricula and performance of employees. Finally, the study concluded with many recommendations in the light of its conclusions. The most important of which is that the policy of selecting trainers should be reviewed by establishing criteria that must be met by the trainer. This can be done by asking the trainees about the missing qualities in the current trainers to achieve the desired goals. The trainee must be encouraged to attend the training courses physically and morally by providing facilitation methods for the trainee to attend the training courses. The continuous development of the level of technology used in the training process must be maintained.

**Ahmed, H. 2010, “Impact of training strategies on improving the human resource”**

The study aimed at identifying the impact of training strategies on improving human resource department in Ministry of electricity in Iraq. The researcher has made a measurement tool was consisted of (52) paragraphs in which each paragraph will have a scale as following (Always, often, rarely, none). The researcher distributed (60) surveys on all population of the study. The study reached for following result that there is no statically significant between training strategies and developing the human resource department in ministry of electricity in Iraq.

Mohammad. A (2013) The study aimed at identifying the training needs of the trainers in the educational training centers in Makkah Al-Mukarramah. Also, to reveal the significance of the statistical differences about the degrees of training needs and their fields which may be attributed to the scientific qualification, experience, training, job title, Training. The study used the descriptive approach in the current study. A survey was constructed consisting of (25) phrases that measure the training needs of the trainers. They are divided into seven areas including (identification of the training needs, the construction of the training courses in accordance with the modern trends, the modern training skills and methods, the design of the training program change in training and employ strategic planning in training plans, evaluate training and measure its impact in the field of education). The study has shown that the degree of training needs of

trainers in general is high. The field of employment of change management came first, followed by the field of employing modern training methods, then the use of strategic planning skills, then building the training course followed by the field of "identifying the needs of the trainees". Finally, the field of evaluation and measuring the impact of training at the last rank.

Dark& Heather, (2002) The study aimed at identifying one of the possible explanations regarding training obstacles which is repetition of the lack of assessment of educational and organizational needs to guide training. These assessments can play a crucial role in determining the required administrative support, setting objectives, selecting a group of trainees and analyzing the readiness of the staff at the institution for internal training. A comprehensive analysis of educational and organizational needs was undertaken. Six evaluation methods, administered for a sample of 72 staff and 20 clients, were used, questionnaires, interviews, direct observation and audit were used as research tools. The study found proposed decision for the educational and organizational needs for training the employees.

#### **Nawaf, S. "The Impact of cooperative and integrated training on developing the skills of training at public Authority for Applied Education and Training in Kuwait"**

The study aimed at submitting theoretical framework about orientation, identifying the strategies of training programs that include (cooperative training strategy and integrated training strategy). It explains also the training skills (communication, specialization, and the skill of using training methods and tools). The study found that there are statistically significant differences among the degrees of the trainers who attended the sessions by using strategy of integrated cooperative training. There were also statistically significant differences among the average score of the trainers who were trained using the cooperative training strategy in the orthodontic test, they were trained using the built-in training strategy, for the benefit of trainers who were trained using the built-in training strategy.

#### **Theoretical Framework**

Training is considered as one of the most significant factors of the organization. It is interested in training the human resource which is the main engine there. In addition, human resource of the organization must have skills and knowledge commensurate with the nature of the organization and its objectives. So, the outputs of training process must reflect positively on the organization and its employees in which they will be effective, able to achieve the aims, raise their attitude to the work and increase quality of the products. Training is process of earning knowledge, skills, and significant competencies for accomplishing a mission commensurate with nature work of the employees. Also, it is a term for replacing the trainees in an environment simulates the practical field of the organization. Training programs can be implemented inside the organization or in specialized once. So, these organizations spend high or large amounts to achieve the purposes of training process.

Training is defined as planned and directed efforts to give the employees ways for earning the skills related to their work, improving their performance, and achieving the objectives of the organization. Without doubt, the overall organizations seek for competitive advantage at the markets and the only way to achieve this aim is to train the employees. Therefore, the organization should continue to search for training needs and constantly train the employees. The researcher of the present study believes that training is process in which the employees earn new and advanced skills and abilities in the field of organization to achieve the objectives of the organization and the employees through increasing their performance and their efficiency.

Training has been defined as the organized experiences utilized to modify some information, skills and knowledge (Al-Hariri, 2012). It has been known that training approach is considered as a positive change for overall personality of the employee to be gained with professional skills, knowledge and experiment of the work in a way to develop and improve the field of the work, which means wherever there is an increase in the level of efficiency of the employee the adequacy of the organization will be increased by utilizing all

factors of time and effort as they both will be the basis in economic and developmental growth of the objective organization. Therefore, training process focuses on the weakness points of the employees in a way to be neglected.

It is planned efforts to supply the trainees with new and modern skills as well as experiments to make better changes in their performance (AL-Taanyy, 2010). Also, it is organized process uses most powerful tools to improve the skills of the employees (Maya & King, 2014).

The researcher believes that training process is a tool to develop the skills of the work and the performance of the employees by earning them new professional information commensurate with field of the work. Training and development are overlapping processes in that they aim to equip the employees with professional skills as well as impart knowledge related to their work to improve their performance. Both elements are complementary in the organization because they seek for making better changes with the employee's performance through providing him by training methods aiming at improving the performance and abilities. Competency in the training process is linked to several training elements, including the trainer, the trainee, the training program, the place of training, the appropriate time for training, the means used in the training process and the training content. Whenever these elements are identified and plotted within a specific plan, the training process is successful and achieves goals.

Training Is consisted of two parts as per (Maya & King, 2014):

**First Part:** Training is strategically process. So, the strategy is consisted of a group of planned and organized programs as well as developmental approaches aiming at developing the performance of the organization and the employees, teaching them all new methods to achieve the long-run objectives with minimum time and efforts. It is also strategy aims at creating an infrastructure of human skills needed by the organization in the present and future to raise its productivity and organizational effectiveness.

**Second Part:** training is continuous process consisted of two sections.

1. **Training:** It is planned work consisted of designed programs to educate the human resource sector with methods for increasing their present performance efficiently.
2. **Development:** It is planned work consisted of designed programs to educate the human resource sector with methods for increasing their performance and skills in the long run plans as well as adapting any developments or changes that occur in the environment and affect the activity of the organization. Hence, we see that training and development as organized strategies and process depends on learning.

**Objectives of training as mentioned by (AL-Hariri, 2012):**

1. Increasing the level of performance, efficiency, and products of the employees.
2. Training Human resource sector professionally in a way that empowers them to accomplish the specialized objectives.
3. Preparing the employees to perform work of a different nature and specifications than the current work.
4. Prepare new joiners to do their new work to the fullest.
5. Enable employees to practice the advanced methods and effectiveness required before moving to the stage of actual implementation.

**Training has a great impact on the employees and their performance (Marwan, 2016).**

1. It improves abilities of the employees to adopt all available resources. Hence, the employee who has not trained enough will waste a lot of efforts, time and resources to accomplish the objective of the organization.

2. It conveys the skills of the employees, develops the quality of the products and services of the clients. So, this will be reflecting positively on the level of the organization as well as the financial level of the employees.
3. Training sessions enable the employees to know each other, and to establish strong relations among them in a way they will be able to work as one team. Hence, all problems and differences will be overcome.
4. It enables the employees to accomplish their tasks with minimum time and efforts. It also prepares them psychologically to achieve the future work and long run plans. Therefore, training mainly improves the level of the employee in a way to meet all expected Probabilities during the work time.
5. It achieves the objectives of the organization and spreads the best reputation because the good staff is the base of work.
6. It increases positive and effective communication between the management and the employees so that it will create best environment. Training effectively contributes to increasing employee satisfaction with management and increasing management satisfaction with employees, which positively affects all parties.
7. It improves the concern departments to improve the future plans and avoid the past mistake. So, efficiency and performance will be developed.

#### **Training Methods (AL-Ghamdi, 2013)**

1. Training programs is implemented from the expertise employees to the new joiners and employees who need assistance.
2. Training programs through mobility among different jobs considered as following method implemented by the management in order to give the employees new experience and skills to accomplish particular tasks and goals of the organization.
3. Training through sessions and lectures is one of the ways followed. It minimizes the time of discussing the information among the employees.
4. Training through seminars is considered as participation from a team of trainees and specialized trainers for discussing and explaining the matters and problems through finding out and exchanging solutions.
5. Training through reincarnation is a simulation process carried out by the trainees through executing particular activities to activate their feelings and discover their abilities and their performance of the work.
6. Training through field visit is considered as process to connect what the trainee learned theoretically with what is learned practically.
7. Training is program accomplished through distributing the problem on groups of trainees in which every group will submit a solution for the problem. Hence, the solutions of overall will be introduced and discussed among them.
8. Training through the workshops includes more than one method. It uses method of lectures and discussion. Hence, the training workshop generally earns knowledge, skills and significant directions in a way to discover the practical experience. So, the duration of each workshop extends between three days to few weeks.

#### **Training Strategies (AL-Hariri, 2012)**

1. Strategy of assigning tasks and duties for the employees for what to be implemented in the future not accordance with senior management requesting in a way to increase efficiency and develop the skills of the employees. As well as this strategy recognizes them to know the weakness.
2. Strategy of equipping the employee's modern science and significant thoughts to implement the tasks. Hence, it trains them to use new and modern methods at these organizations.
3. Strategy of training the employees to increase their practical and logical experience efficiently.

4. Strategy of structuring specialized policies of training programs to train the employees and encourage them to join these sessions.
5. Strategy of constructing training programs in the field of public information, administration, finance, economic and politics.
6. Strategy of implementing the theoretical programs to be practically implemented to discover the problems and to find out solutions.

#### Types of Training (Hamod & Karsha, 2007)

**Organizational Training:** it includes following types

1. **Professional training:** this type of training gains the employees a particular skill in which he will be able to improve his job for better way and he will be able to know new knowledge about the work.
2. **Administrative training:** it is related to the employees who work in managerial jobs including executive and middle managements. As well as managers who are targeted to prepare them for senior leadership positions.
3. **Supervisory training:** its aim is training the supervisors to increase the value of their skills in field of supervision and dealing with the employees for reaching the level of satisfaction. It includes information on formal and informal organization, labor conflicts, and leadership patterns, decision-making.
4. **Specialized training:** its aim is increasing knowledge, development of specialized skills in a specific field of professional competencies that is closely related to a specific field of specialization of career or professional frameworks in order to acquire skills and specialized knowledge clearly defined according to the needs and requirements of the work.
5. **Trainers training:** it aims at training the trainers in order to be able to train all employees on the different programs in which extend to include all the aspects related to psychology, human relations and educational methods for the purpose of raising their competencies in dealing successfully with the individuals who will be trained later.

**Training according to time:** this kind of orientation is based on the duration time needed:

1. **Short- run Training:** It extends from one week to six weeks. During this training, a lot of intensive courses are hold. As well as, the trainers give a general and comprehensive idea about the training program without details. However, one of its lack is the trainers will not be able to cover the subject sufficiently.
2. **Long- run Training:** It extends for more than one year. One of its advantages is that the trainee gains comprehensive information about the training program.

**Training according to quality of the individuals,** it includes two types:

1. **Individuals training:** It is based on developing the individual skills and knowledge. Usually, it is interested in people who are promoted to administrative or higher technical positions.
2. **Grouped Training:** it is based on training a group of people on specialized and particular programs to develop their skills such as training in the use of machines, new equipment or a group of administrators are trained to use computers or modern techniques at work.

Training has a great impact on training the employees. It improves the skills of the employees to deal with available resources at the organization. Training gives methods to prove skills of the employees and helps the institution to complete its work, develop its products, improve its services to the customers and improve the performance of the institution completely. So, it means the success of the organization increase sales and profits, and achieving satisfaction of customers by looking to meet their needs and to achieve satisfaction in the level of products. In addition, the training periods help the trainees to increase their

acquaintance, strengthen the social relations among them, improve the psychological aspects of the trainees and make them work in the spirit of one team. The result will lead to the emergence of social relations to serve the interests of the organization and works to solve problems easily and easily. The employees for sure should accomplish his tasks and tasks with less time and less cost.

Training also helps to achieve the goals and objectives of the organization make good reputation about the organization, the well-trained staff will be working well, and the organization's upward trend is linked to the extent of positive communication between employees and management. This creates a successful working environment that is free of sensitivities that may arise between the workers and management. So, this is the appropriate work environment that motivates the employees to work, accomplish and carry out the tasks with a desire. It is necessary to refer to the evaluation process of the training which is very important in order to know and measure the effectiveness of the training and the training plan in full and to identify the strengths and weaknesses in the process. It also measures the extent to which training programs achieve their objectives and what are the successes in achieving the goals. The evaluation process also measures the efficiency of the trainers and the improvement in the performance of the trainees. It also measures the training costs and compares them with the results achieved after the training process. For new training programs and measures the relevance of the training process to the organization's strategy.

### Field Study and Analytical Analysis

This part is going to discuss the field study and analytical analysis of the Impact of the Functional Training on the Performance of the Employees in Jordanian Organizations as well as the hypothesizes and variables.

#### Demographic and Personal factors of Respondents

Table 1 shows that 57.71% of the sample is male and 42.29% female also it shows that 52.57% are employees have between 5- 10 years' experience, 35.43% their experience are less than 5 years and 12.00% are more than 10 years' experience. The table also shows that 83.43% are holding bachelor degree and 6.86% are holding diploma, 5.14% has only secondary level and 4.57% are holding post graduates.

Table (1): Frequency and percentages of personality variables of respondents

Variables		Frequencies	Percentage
Gender	Male	101	57.71
	Female	74	42.29
Experience	Less than 5 years	62	35.43
	From 5- 10 years' experience	92	52.57
	More than 10 years' experience	21	12.00
Qualification	Secondary	9	5.14
	Diploma	12	6.86
	Bachelor	146	83.43
	Post Graduate	8	4.57

1. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of planning on improving performance of the employees.

Table (2) shows that all paragraphs arithmetic mean is more than 3.00. Also, the level of significance showed less than 0.05 which means it is statistically significant. Paragraph (5) was in at the first level in which it measures training courses in increasing ability of the employees to solve the problems in a better way (4.32). Whereas paragraph (10) was in the last level in which it measures extent duration of the training program in terms of time and number of hours (3.47).

The total arithmetic mean was 4.00 and it is more than 3.00 and the level of significance was less than 0, 05. It is statistically significant. So, the first hypothesis is directly rejected. However, hypothesis showing that there is statically significant at  $(05.0 \geq \alpha)$  for the impact of planning on improving performance of the employees.

Table (2): arithmetic means, standard deviations, T values, and the level of significance shown

Section	Arithmetic mean	T value	Standard Deviation	Level of significant shown
The organization shall define training needs in a scientific manner	4.30	0.65	26.22	0.00
Training needs are identified in the light of the actual needs of the Organization	4.24	0.77	21.43	0.00
staff work together to improve staff performance	4.25	0.64	25.93	0.00
Training courses relate to the development and improvement of performance.	4.29	0.65	26.13	0.00
Training courses assist the employees to solve problems in a better way	4.32	0.70	24.83	0.00
The organization develops annual training plans linked to the Organization's strategy	3.86	1.05	10.85	0.00
The organization provides training facilities for trainees.	3.93	0.64	19.27	0.00
Trainers have the highest competence in the scientific and practical fields of orientation	3.90	0.63	18.96	0.00
Orientation has organizational and managerial aspects in terms of gradation in the training process	3.72	0.97	9.83	0.00
The duration of the training program is appropriate in terms of time and number of hours specified for it	3.47	1.14	5.51	0.00
Orientation provides the trainee new knowledge and skills in field of work	4.13	0.68	22.08	0.00
Courses of training reduce the boredom that accompanies the employees during the work time	3.58	1.20	6.43	0.00
The training method used achieves training objectives	4.11	0.55	26.59	0.00
Training reduces the problems that employees meet during work.	3.84	0.98	11.33	0.00
Performance evaluation in the organization continues during the training period	4.17	0.72	21.45	0.00
The organization continuously undergoes training courses	3.64	0.94	9.05	0.00
The organization links training objectives with the organization's objectives	4.17	0.69	22.46	0.00
Training is associated with the organization's strategy	4.13	0.86	17.45	0.00
Total	4.00	0.46	29.14	0.00

- There is no statistically significant at  $(\alpha \leq 0.05)$  for the impact of training on performance of the employees.

Table (3) shows that all paragraphs arithmetic mean is more than 3.00. Also, the level of significance showed less than 0.05 which means it is statistically significant. Paragraph (23) was in at the first level in which it measures the extent to which in-service training helps to gain positive attitudes towards work (4.32). Whereas paragraph (21) was in the last level in which it measures the extent of training helps staff in obtaining the upgrade faster (3.44).

The total arithmetic mean was 4.00 and it is more than 3.00 and the level of significance was less than 0, 05. It is statistically significant. So, the first hypothesis is directly rejected. However, hypothesis showing that there is statically significant at  $(05.0 \geq \alpha)$  for the impact of orientation on performance of the employees.

Table (3): arithmetic means, standard deviations, T values, and the level of significance shown

Section	Arithmetic mean	Standard deviation	T value	Level of significant shown
Selecting the training program is subject to the different capabilities of the employees	3.98	15.73	0.83	0.00
Diversity of training courses direct the employees for right paths.	4.05	20.98	0.66	0.00
Training helps employees get promoted faster.	3.44	5.47	1.06	0.00
Areas of training achieves the purposes of it.	3.66	11.39	0.77	0.00
Orientation assists to gain positive attitudes towards work	4.19	25.38	0.62	0.00
The organization provides modern training methods	3.98	17.98	0.72	0.00
The content of the training program is commensurate with my needs at work	3.92	15.98	0.76	0.00
Diversification of training methods encourages participation of the employees	3.91	16.48	0.73	0.00
The training programs in the organization are reviewed and the objectives achieved continuously	3.88	12.69	0.92	0.00
The Organization has the necessary equipment to provide high-quality training services	3.87	9.55	1.21	0.00
Total	3.89	22.93	0.51	0.00

- There is no statistically significant at  $(\alpha \leq 0.05)$  for the impact of training on developing the skills of the employees.

Table (4) shows that all paragraphs arithmetic mean is more than 3.00. Also, the level of significance showed less than 0.05 which means it is statistically significant.

Paragraph (29) was in at the first level in which it measures extent to which the training programs contribute to increasing the skills of the employees in the work (4.39). Whereas paragraph (34) was in the last level in which it measures extent to which training helps to improve employee behavior with their co-workers (3.92).

The total arithmetic mean was 4.00 and it is more than 3.00 and the level of significance was less than 0, 05. It is statistically significant. So, the first hypothesis is directly rejected. However, hypothesis showing that there is statically significant at  $(05.0 \geq \alpha)$  for the impact of orientation on performance of the employees.

Table (4): arithmetic means, standard deviations, T values, and the level of significance shown

Section	Arithmetic mean	Standard deviation	T value	Level of significant shown
Training programs increase my work skills	4.39	0.53	34.41	0.00
Training programs help me to improve my product	4.31	0.69	25.37	0.00
Training programs help me to use time to increase production process	4.02	0.77	17.68	0.00
Training reduced my mistakes at work	4.27	0.60	28.05	0.00
Training helps me easily to identify action steps	4.08	0.60	23.77	0.00
Training helps me to improve my behavior with my colleagues at work	3.92	0.95	12.82	0.00
Training increases confidence in myself and ability to work	4.25	0.70	23.69	0.00
My relationships with supervisors became high after attending training programs	4.10	0.94	15.60	0.00
Total	4.17	0.51	30.50	0.00

4. There is no statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on quality of the product.

Table (5) shows that all paragraphs arithmetic mean is more than 3.00. Also, the level of significance showed less than 0.05 which means it is statistically significant. Paragraph (40) was in at the first level in which it measures extent to which the product is competitive (4.39). Whereas paragraph (39) was in the last level in which it measures the extent to which product prices improved (3.71).

The total arithmetic mean was 4.00 and it is more than 3.00 and the level of significance was less than 0, 05. It is statistically significant. So, the first hypothesis is directly rejected. However, hypothesis showing that there is statically significant at ( $05.0 \geq \alpha$ ) for the impact of orientation on quality of the product.

Table (5): arithmetic means, standard deviations, T values, and the level of significance shown

Section	Arithmetic mean	Standard deviation	T value	Level of significant shown
The product after training conforms to specifications	3.88	0.73	15.97	0.00
The demand for the company's products has become more than before	3.83	0.75	14.69	0.00
Great improvement in product prices	3.71	0.76	12.36	0.00
The product has become more competitive	3.90	0.77	15.49	0.00
Total	3.83	0.68	16.11	0.00

### Conclusions of the Study included the following Results:

1. There is a statistically significant at ( $\alpha \leq 0.05$ ) for the impact of planning on improving performance of the employees .
2. There is a statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on performance of the employees ,
3. There is a statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on developing the skills of the employees
4. There is a statistically significant at ( $\alpha \leq 0.05$ ) for the impact of training on quality of the product.
5. The study was showing a lack of interest in modern training methods and focus on the traditional methods in providing training courses.

6. The study showed that the method of selecting trainees is not effective enough as there are no clear criteria for the selection of trainees and that the means and personal opinions role in the selection of trainees
7. The study showed that the process of evaluating the training process is very inefficient, which weakens the possibility of recognizing the benefits gained by the companies in return for implementing the training courses.

### Recommendations of the study

- 1) Planning process of training must be adopted by management level in which there are qualified trainers who are able to determine the requirements, selecting the appropriate programs and trainees able to achieve the objectives of the organizations.
- 2) The study recommended focusing on the process of determination of the training needs in accordance with work needs based on criteria followed by the employees. Also, the training programs must be effective, highly built and able to improve skills of the employees to develop their performance to achieve the aims of the organizations .
- 3) The present study recommends linking the training programs and organization needs that improves performance of the employees as well as to achieve high quality in work methods, products and productive efficiency.
- 4) The present study emphasizes that selecting the trainees should be under clear policies and criteria. In addition, the process of trainee's selection must be with interests of the organization, not based on patronage and moderation .
- 5) The study recommends focusing on designing training courses based on the modern training methods and find always ways to use it in the work process .
- 6) The study recommends for increasing the interest in evaluating the entire training process and linking it with the aims of the organization in which organization is seeking to achieve. Also, the evaluation process is a serious scientific process that focuses on specific elements related to the performance of employees to improve performance and achieve the goals of the organization.
- 7) The study recommends finding a database to activate the role of training management accordance with aims of the organization .
- 8) The study recommends the researchers to get interested in the subject of training and lunning studies because the training process has effective role in improving the performance of the employees as well as achieving quality of the product.

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