THE IMPACT OF TRAINING IN RAISING THE EFFICIENCY OF THE PERFORMANCE OF EMPLOYEES
(A FIELD STUDY ON THE MUNICIPALITIES OF SOUTH JORDAN)

ABSTRACT

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ABSTRACT

Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance.

This study is aimed at studying the effect of training on employee's performance and to provide suggestion as to how firms can improve its employee's performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce.

Further the thesis goes on to analyze and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program.

The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting an empirical research in future to test the proposition discussed in the study.

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market. To develop the desired knowledge, skills and abilities of the workers, to perform well on the work, requires effective training programs that may also impact workers motivation and commitment. In order to prepare their employees to do their work as desired, institution provides training as to optimize their worker’s potential.

Most of the institutes, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, developing the workers performance through superior level of motivation and commitment. When a worker recognizes their institution
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interest in them through offering training programs, they in turn apply their best efforts to achieve Institutions goals, and show high performance on work.

Workers are the most valuable asset of every institution as they can make or break an institutions reputation and can adversely impacts profitability and level of service delivery. Workers often are responsible for the great bulk of necessary job to be done as well as customer satisfaction and the quality of products and events.

Training is a necessity in the workplace. Without proper training workers, both new and old entrants, are unable to receive the latest information and development in the field and thus improve the skills required to accomplish their tasks at their maximum potential. Workers who undergo proper training tend to keep up their works longer than those who do not. It enable them to shoulder greater responsibilities and perform duties diligently. Workers training refer to programs that provide employees with information of new skills and professional development opportunities.

The institutions aimed at gaining the competitive advantage realized the importance of training in developing the workers performance. Past studies provided the evidence regarding the positive impact of training programs on both workers and institutional performance. On one hand previous job in the field proved that effective training programs leads to superior return on investment while the other studies mentioned the positive role of training in attaining the supreme levels of workers retention.

Due to fast pace global and technological development the institutions are now facing new changes as well as challenges. Technological advancements have molded the need of capabilities and competencies required to perform a particular tasks. Thus, to cope with these challenges, more developed and effective training programs are required by all institutions.

Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time. Managers are trying their level best to improve the workers capabilities, ultimately creating good working environment within the institution. For the sake of capacity building managers are involved in developing the effective training programs for their workers to equip them with the desired knowledge, skills and abilities to achieve institutional aims. The sustained endeavour by the top management not only developed the workers performance but also creates positive image of the institution worldwide.
Effective training programs help workers to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular work and to void on the work errors and mistakes.

Amongst the important function of human resource management, one of the crucial functions is workers development through proper training and development programs. Workers improvement refers to the capacity and capability building on workers, and thus as of whole institute, to meet the standard performance level. More the developed workers, more they are satisfied with their work, hence increasing the institutions productivity and profitability and level of service delivery.

In spite of the large number of studies on the relations between training and workers performance, there appears to be a gap, concerning the study of impact of training on workers performance. The purpose of this thesis is to close this gap by deeply investigating this phenomenon through the relevant literature, shedding more light into the relations of training effectiveness, and superior workers performance and providing suggestions to the institutions as how they can make best use of training programs to make their workers perform well on work.

The thesis is divided into five chapters, including one Introductory chapter. The first chapter has emphasized the importance of training in raising the efficiency of Employees and provided a detail description of the Research problems; how training impact on the employee's performance, Research objectives, importance of the study, hypothesis, study approach, methodology of studying the problem and arriving at conclusion as well as study variables. This chapter also include the sample study and method of data collection, which combines the descriptive and field studies, to analyze the importance of Training on the efficiency of Employees in Municipalities with special reference to the Municipalities of South Jordan. The researcher provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performances.

The thesis highlights the critical review on the topic under consideration to better understand the phenomenon as to how effective training leads to superior workers performance and higher institutional returns and provide a checklist for improving workers performance through designing effective training programs.
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Research objectives

Through the relevant review of different thesis, reports, periodicals and books, on the topic under consideration, following objectives could be drawn:

- To investigate and importance and the meaning of training.
- To identify the significance of workers performance.
- To explore the relations between and workers performance and Training.
- To develop guideline for assessing the workers performance.

The importance of the study:

Training is one of the main factors to the development process with all of its aspects. Training has a large care. It is obvious in the business institutes in the improved industrial institutes that worked hard to invest money in training field. This is to raise the efficiency of workers and improve their skills and knowledge. The Importance of training is obvious in design training programs through creating and choosing the suitable training methods. It aims to achieve training objectives in order to join the huge developments in all competitive sectors.

The importance of the study in the following points:

- Raising the workers' level act in Municipalities, especially in South Jordan is one of the reasons of service efficiency to achieve the goals of that municipality.
- Recognizing the elements of the training programs in Municipalities, especially in South Jordan helps in design and applies these programs.
- Raising the level of municipal services in Jordan and the strong competition leads to search of factors to achieve a higher level of gratification through raising quality and level of services factors to achieve a higher level of gratification through raising quality and level of the services.
- The importance of this thesis comes from rarity of former studies of these subjects, especially in the local range.
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Study Hypotheses:

1. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the objectives of the training programs and the degree of competence of the municipal workers in southern Jordan.

2. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the methods and ways that used in the training programs and the raising of efficiency level of employees in Municipalities in South Jordan.

3. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the duration of the training programs and the raising of efficiency level of employees in Municipalities in South Jordan.

4. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between choosing the training and the raising of efficiency level of employees in Municipalities in South Jordan.

5. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the training plans of courses and the raising of efficiency level of employees in Municipalities in South Jordan.

Study approach

This thesis followed the analytical and descriptive approach. It used the questionnaire as a tool to collect the information that will be distributed to employee (sample of study). Also, it used the office survey of the most important related studies, thesis foreign and Arabic books, which are covered the theoretical aspect.

Study Methodology

Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design that has chosen for the current study is the survey research. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables.

The survey research of knowledge at its best can provide every valuable data. It involves a careful design and execution of each of the components of the research process. The researcher designed a survey instrument that was administrated to the research sample. The purpose of the survey instrument was to collect data about the
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attitudes and opinions of training in raising the efficiency, Performance of Employees: A Study of Independent Public Institutions in Jordan (Municipalities).

Study sample:
The sample of this thesis consists of the workers who works in management of workers affairs and management department and financial department in the following Municipalities in South Jordan: (Municipality of Karak, Ma'an Municipality, Tafila municipality, municipality of Moab, municipality of Sheehan, municipality of Aqaba The first class municipalities in southern Jordan the number of workers in the administrative section of the Finance Department in these municipalities is approximately 350 workers, and took 35% percentage of the number of workers equivalent to 120 questionnaires.

The Methods of data collection:
The main data was collected from a field study’s that bases on a questionnaire that fit with the objectives of the thesis. Also, the questionnaire was distributed to workers in Municipalities in South Jordan who are members in vocational and administrative training programs.

Study variables:
The research concentrated on studying variables of evaluation training programs in Municipalities in South Jordan. This is from workers points of view.

The variables are:

The independent variables:

1. The targets of training programs
2. Used ways and methods
3. The period of training programs
4. Choosing the trainer
5. The training plan of training programs

Dependent variables:

Raising of efficiency level of employees in Municipalities in South Jordan.
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Statistical methods used in study:

The thesis based on the descriptive and analytical approach. It is taken from the field study that base on a questionnaire that fit with the objectives of study. It is consists of two groups of questions. The first group is about demographic features of study sample.

The second one is about the primary variables. There are the statistical methods that used in the thesis:

1. Frequencies and percentages of the demographic features in order to know the features of study sample.
2. Arithmetic averages and standard deviations of the answers of study's sample individuals on the questionnaire's paragraphs.
3. The simple decline test to test study's hypothesis.

Scope and Limitations of the thesis:

The thesis is limited on the elements of human resource management, particularly in the area of training and improvement. This thesis was carried out in Municipalities in South Jordan. There are 6 Municipalities from First Class municipalities. Thirty five percent of workers administrative departments from Municipalities It means that questionnaires equal 120.

Researchers Suggestions and views:

Based on the collection and analysis of results of thesis, reports, periodicals and books related to the topic of thesis the researchers found that managers does not recognize about the importance of training and its impact on workers performance or they believe that training increases the company cost.

In an effort to correct the problem, management will decide that what these poor performers need is training. But unless poor performance is caused by a real lack of knowledge or skill, training will have little or no impact on the problem. So, how do you know when training is the remedy?

The researcher devised guidelines suitable for all municipalities to assess the workers performance. These guidelines are designed to determine the true cause(s) of the performance problem, and, in turn, how best to correct it.
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The second chapter provides theoretical description of the concept of Training and its impact on the performance of the employees. It begins from the realization of the need to effectively administer the impact of training on workers performance. Training is a systematic process to enhance workers skill, knowledge and competency, necessary to perform effectively on the work. It assume greater importance because it not only raise the efficiency of the employees but also increase organizational loyalty and reduce the possibility of functional rotation. The training aims to raise the efficiency of management, performance and human resources in a way that leads to achieving the goals with the least resources and more efficiency and the advancement of institutions, especially the municipalities being institutions in direct contact with the citizen and its services and progress leads to better and faster service delivery which leads to increase in the type of service and advancement in the country as a whole and develop methods of training and methods leading to the development of management in these institutions.

It discusses the variables of the study, dependent as well as independent. It carry out an analysis that the objective of training and development is to augment learning organizations which ensure that employees through value addition can effectively perform their jobs, gains competitive advantage and seek self-growth: this measurable performance resulting from good training and development, shall enhance organization development.

It is a process transferring information and knowledge to employers. It is equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of management of people.

Overall, training effect’s institutional competitiveness, revenue and performance. Unfortunately, the majority of governmental, private institutes and international institutes are not recognizing the importance of training to increase their workers’ productivity and when the economy slows or when profits decline, many institutes seeks cuts in their training budgets.

This will lead to high work turnover then increase the cost to hire new workers which low down the Institutions and special municipalities under study profitability and provide an excellent level and quality of Services. Past studies proved a positive link between training and workers performance, as training brings benefits for the workers
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along with for the institutions by positively impacting workers performance through the enhancement of workers competencies and behavior institutions that focuses on shareholders and customer satisfaction realized the importance of investing in training, and thus recognizes the worth of workers.

Chapter third gives a detailed description of organizational structure and functions of the Municipalities in Jordan. The Jordan decentralizing policies were originally driven by His Majesty's vision expressed in a speech of January 26, 2006 which asserted that public policies should be developed through a "bottom-up" process rather than imposed from the top order. This initial vision clearly focused on Regions, a concept that was later reviewed in the light of a speech given by His Majesty in November 2010, which promised to parliament a draft law on decentralization. This was an ambitious goal given the fact that the present organizational structure of the State is extremely centralized, with some qualifications regarding municipalities, and that Governorates were so far simply regional “antennae” and executives of central powers mainly focusing on security issues under the Ministry of Interior, with little experience in socio-economic planning and development, and certainly with no traditional links to the “grassroots” - a local electorate or locally elected bodies at the municipal level. Activating such a system by giving citizens “a larger role … in building their future and determining the development priorities for their Governorates” remains the key challenge of Jordan’s decentralization policies. A sincere “bottom up” approach would dramatically alter the nature of public decision making and the incentives for setting policy priorities. Unfortunately what is known about the planned restructuring of the State is not what is commonly understood as decentralization with the objective of giving sub-national authorities greater self-rule in political decision making (“a larger role for the people”), of enhancing the accountability of their officials, of some managerial and financial autonomy, of achieving greater efficiency in managing local budget, and of linking of public decision-making to political control by an electorate instead of higher-level authorities. There are little indications that the Government of Jordan is willing to relax central control in a process called “decentralization”, or to concede greater self-government, including financial autonomy. This is why some observers prefer to speak of a “de-concentration” of powers, but even this is a misnomer for the new policy. A de-concentration of powers exists already under the present arrangements.
within line ministries operating through regional directors. Municipalities are considered to be private association in Jordan and they do not form part of central government. As such they possess some elements of self-rule through elected officials. According to the actual Municipal Law of 2007 (Law No 14) municipalities are considered local service providers (e.g. garbage collection). They are not seen as local public entities with broader local responsibilities. However they possess the right to levy and collect a limited range of local taxes and fees, which explains their “quasi-public” nature. Municipalities are subject to supervision by the Ministry of Municipal Affairs (MoMA). This ministry, and not the Ministry of Finance, which is inactive in decentralization, also supervises the municipalities’ financial affairs, mainly through the Cities and villages development banks (CVDB) which is under its control. Municipalities are governed by an elected mayor (at present appointed technical or interim), and the local “jurisdiction” is confined to a local council whose members are also elected. It was said that the control through the local council is weak given the strong legal position of the mayor who enjoys executive powers and is effectively the head of the elected body and of the appointed official body. The mayor is supported by a local administration whose Head is an employed city manager, at least for very few of class-A municipalities. Similar to the situation at the Governorate level, municipalities also enjoy support by an Local Delivery Unit which is to coordinate central sector policies at the municipal level. However the members of these Local Delivery Units are on the payroll of the municipality, not of a central ministry. Municipal responsibilities are also severely limited and confined to the delivery of certain local services. Casual empiricism suggests that not all municipalities are able to deliver all of the services stipulated in the law. Moreover a financial analysis reveals serious problems in the municipal sector as a whole that have to be addressed before discussing a possible extension of their role in the process of decentralization. However these problems will have to be solved anyway although their relevance may be negligible from a macroeconomic point of view given the small size of the municipal sector. Yet indeed: the analysis reveals serious distortions in the incentive structure that could also be relevant also for other layers and sectors of the public purse. In the case of municipalities, the role of the municipal council ought to be strengthened relative to the position of the mayor (and possibly the city manager). Casual empiricism suggests that some mayors are able to pursue highly idiosyncratic policy goals and extended patronage by intimidating (or at best:
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deactivating) local councils under the present law. There are no rewards for citizens-oriented action of local officials. Criticism is typically penalized. Local democracy can only function if elected councils can exercise effective control.

The Southern Jordan region is the source of the natural resources of Phosphate and Potash, but it does not serve this sector, namely the Municipalities, which are poor municipalities, especially the municipalities of southern Jordan. The Syrian refugee influx is draining already limited national resources and has further put great burden on its slugging economy. The Ministry for Municipal Affairs said in a statement that the Ministry was unable to cope with the Syrian refugee impact on various Municipal services. The United Nations has estimated the cost of hosting Syrian refugees in Jordan for 2013-2014 at $ 5.3 billion (3.9 billion Euros). In 2013 International aid amounted to only $ 777 million or just 39% of the total cost. "International assistance is not moving quickly enough to help Jordan shoulder the burden of the Syrian crisis," His Majesty King Abdullah II said in a speech to Parliament recently. Although the concentration of refugees are in the northern periphery but the burden of keeping the refugees has drained the allocation of funds to the Southern part of the Municipalities as well, affecting services, resources, and infrastructure with sometimes destabilizing effects on the livelihood and natural environment.

The fourth chapter provides the measurement, calculation and analysis of the scientific research questionnaire, which was used by the simple analysis method, conducted in the sample Municipalities of southern Jordan, seven in numbers, which are municipalities of the first category. This chapter described the methodology of the current study used, the study population and sample, study tools and data collections, the validity of the Questionnaire and reliability analysis that was applied, have been clearly stated. The study used primary data collected by the main researcher, the data were collected from employees in the five municipalities, the researcher distributed (120) questionnaire for the Institutions, a total of (120) employees from different levels were participated, (120) were returned, and no one questionnaires were excluded from the analysis. So the questionnaires that valid for analysis were (120) questionnaire and the response rate was (100%). Because of careful distribution of the researcher and that all members of the sample are friends and colleagues working for the researcher in the administrative and financial departments in the municipalities of the first category in southern Jordan. Population and sample, study tools and data collection, methodology of the study are clearly stated.
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collections, the validity of the Questionnaire and reliability analysis that was applied been clearly stated. Finally, discussion of statistical treatment used in the analysis of the collected data are addressed.

The following Municipalities of the South Jordan were selected as the sample for study.

- Municipality of Karak
- Municipality of Maan
- Municipality of Tafila
- Municipality of Moab
- Municipality of Sheehan
- Municipality of Aqaba (free economic zone)

The results of the study and its recommendations were stated in Chapter five.

Results:

1. The results showed there is significant correlation between The targets of the training programs and the raising of efficiency level of employees in Municipalities in South Jordan.

2. The results showed there is positive significant correlation between the methods and ways that used in the training programs and the raising of efficiency level of employees in Municipalities in South Jordan.

3. The study results demonstrate that there are appositive significant correlation between the duration of the training programs and the raising of efficiency level of employees in Municipalities in South Jordan.

4. Results showed there is appositive significant correlation between choosing of the training and raising of efficiency level of employees in Municipalities in South Jordan.

5. The results showed that the there is appositive significant correlation between the training courses plans of and raising of efficiency level of employees in Municipalities in South Jordan.
The recommendations Researcher has made are:

1. Provide more attention and support from senior management to adopt clear plans for training esteeming from the general municipality strategy.

2. Diversification of training methods, In addition to the method of lectures and training courses, it is necessary to add new methods like discussion case study, committees and conferences ,because of their impact on improving the employees performance .

3. It's necessary to provide financial and material resources for the training process and consider it as a strategic priority.

4. What inquired from respondent organization are adopted modern technology means as a basis for implementation of training programs because of its positively impacts on the training process, which consequently affects the improvement of employees performance.

5. Conduct more similar scientific studies on other organizations to benefiting from their findings and recommendations.