Introduction
INTRODUCTION

1.1. Introduction

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market\(^1\). 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 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.

Without proper training, Workers both new and current do not receive the information and improve the skill sets important for accomplishing their tasks at their maximum potential. Workers who undergo proper training tend to keep their works longer than those who do not. Training is a necessity in the workplace. Without it, Workers don't have an institutes grasp on their responsibilities or duties. Workers training refer to programs that provide employees with information new skills, or professional development opportunities.

The institutions aimed at gaining the competitive advantage realized the importance of training in developing the workers performance. Past study’s 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 study’s mentioned the positive role of training in attaining the supreme levels of workers retention\(^2\).
Introduction

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 help 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. This struggle by the top management not only developed the workers performance but also augments 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 an worker, 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.

1.2. Research Problem

This thesis 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. 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 leads 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 study’s proved a positive link between training and workers performance, as training brings benefits for the workers 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.

Keeping above discussion in mind, the significant function of this thesis is to answer the following study question:

1.3. Research Question

How training impact on the employees’ performance?

Moreover, to find the answer to the above mentioned study question, 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.

1.4. 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.
1.5. 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.

1.6. 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.

1.7. 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.

1.8. 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.

1.9. 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 Hasa, (the Office 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.

1.10. 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 attitudes and opinions of training in raising the efficiency, Performance of Employees: A Study of Independent Public Institutions in Jordan (Municipalities).
1.11. The ways of collection Data

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.

1.12. 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:

1.12.1. 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

1.12.2. Dependent variables

Raising of efficiency level of employees in Municipalities in South Jordan.

1.13. 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.
1.14. 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.

1.14.1. Scope of the Study

This study about the municipalities in South Jordan works and services and how can we increase the workers loyalty and increase the level and quality of services by training the stuff of this municipalities, the studies about municipalities specially South Jordan is too little and how increase the services and loyalty of the workers in this sector, in this study we measured how the training do it and how the training effect of the performance to increase the loyalty and quality of services in municipalities.

1.15. 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 access 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.
REFERENCES:


