Chapter One

Literature Review
CHAPTER ONE

LITERATURE REVIEW

1.1. Literature Review

In the fast pace changing world of business and environmental uncertainty, institutions realize its limitation of dealing with new challenges. Effective training is beneficial for the institutions in variety of methods, such as, it plays a vital role in building and maintaining capabilities, both on individual and institutional level, and thus participates in the process of institutional change\(^1\).

Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional work rotation of the employees. Furthermore, it indicates the institutions long-term commitment towards its employees and increases the worker’s motivational level. All these contributions lead to achieving competitive advantage and to an enhancement in workers performance and institutional productivity and Increase and develop the level of services\(^2\).

1.2. Training

1. The Impact of Employee Training and Development on Employee Productivity

Dr. Rashad Yazdanifard, 2013.

Training has become very important in the competitive market environment. Human capital differentiates a great institute from a good one. Institutes investing in effective training and development for human resource tend to achieve both short and long term benefits.

This study presents a literature review on the significant of training and development on employee efficiency. Employees tends to become absolute, and therefore making the need to adapt to the learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for institutes to achieve optimum returns from their investment and increase level of services, there is imperative need to effectively manage training and development programs.

However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of institute’s workforce.
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2. Impact of Training and Development on Organizational Performance:
Muhammad Zain ul Islam & Abdul Basit Javed, 2015

The Employee Strategic T&D in the institutes as exemplify by telecom sector has been the focal point of this study. The finding of the study revealed the situation of training and development (T&D) in Pakistan and showed that majority of the employees satisfied with the strategic T&D of the institute. There are very few institutes which fulfilled the demand with reference to the requirements of strategic T&D.

This leads towards widening the gaps between the required skills and the attained skills of the employees. These circumstances are disturbing the balance of better performance of HRM and development via T&D. Therefore, to fulfill this gap companies are giving attention on the training and implementing a high level roadmap for strategic T&D.

3. “Impact of Training on Employees Performance”
Uzma Hafeez, 2015

Employees are major assets of every institute; the accomplishment of the industry depends on its employee performance. Therefore, upper management knows the significance of expense in training for the institute’s goals to advantage of improving employee performance and also places them to get the challenges of the today’s competitive business environment.

This research also aims to see the “Impact of Training on Employee Performance in Pharmaceutical Industry in Karachi Pakistan”, in which Training consider as independent whereas dependent variable ‘Employee Performance’ having its Performance areas i.e.; demonstrating team work, communication skill, customer service, interpersonal relationship and reduced absenteeism and its Developments areas i.e.; job-satisfaction, employee motivation, new technologies, efficiencies in process and innovation in works strategies. The paper presents a summary of the literature on the value and the level and quality of services.

4. Training Strategy and its Effect on Employees’ Performance in Jordanian Industrial Public Share-Holding Companies
Moh Tayseer & Prof Tahseen Tarawneh, 2008

The aim of this study is to examine the application of Jordanian shareholding industrial firms for the activities that have a relation in a good strategy for training an it's impact on employee’ performance. The population of the study consists of all the
Jordanian shareholding industrial firms registered in the Amman Financial Market. A random sample consists of 50% of the total population (40 firms) is selected. The unit of analysis is the managers in these companies or their representatives. A total of Two hundred questionnaires were distributed. Study has access:

1. There is a positive statistical significant correlation between the application of Jordanian industrial public share-holding firms of the stages of training process from a strategic perspective and the workers’ performance and the level of services.

2. Also, there is a relationship between the degree of training diversity programs provided in these firms and the employee’ performance.

3. There is a positive statistical significant correlation between the senior management adoption of a training strategy and the employee’ performance level. As well as there is a positive relationship between the usage of modern technology as a base for the application of the training strategy programs in these firms and the employee’ performance.

4. The results of this study showed that there are some obstacles facing these firms when adopting an effective training strategy; the most important of these are: the weakness of organizational culture, the shortage of highly qualified trainers and rigidity of laws and regulations and less understanding the importance of the service provided.

Finally, the study recommends that the shareholding industrial firms (the senior managers) should pay more attention to adopt clear training strategies inspired from the firms overall strategy, as well as the need for diversification of training programs for its members, the use of different training methods and also the need to focus on the use of modern technology as a base for the application of training programs in order to improve its employees’ performance and improve the level and quality of services.

5. Impact of Training on Employee Performance: A Study of Retail Banking Sector in India

Zahid H. Bhat, 2013

The aim of this study is to examine the application of Jordanian shareholding industrial Companies for the activities that have a relation in a good strategy for training an it's impact on workers’ performance. The population of the study consists
of all the Jordanian shareholding industrial Companies registered in the Amman Financial Market. A random sample consists of 50% of the total population (40 Companies) is selected. The unit of analysis is the managers in these companies.

A total of 200 hundred questionnaires were distributed. And the Study has access:

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6. The Impact of Employees Training On the Job Performance in Education Sector of Pakistan

Training and development are continuous process in improving the caliber of employees.

Anam Amin, Rashid Saeed, 2013

It is an attempt to improve their current and future performance but the institutes should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behavior of employees in a direction to achieve the institutes goals.

A training program is an effort by the employer to provide opportunities for the employees to acquire job interrelated skills, attitudes and information and increase the standing the services important.

In order to meet the ever-growing needs of education the sector has to become dynamic and updated in modern scenario and also to take up this sector to the heights of international excellence requires best combination of new technology and skillful and talented manpower In this research paper an attempt is made to learn that training and development exist in education sector and their impact to generate efficiency of employees to cater to the need of their cost and the level and quality of services.

7. Study By (Neelam Taher & Israr Khan, 2012) Entitled: The Impact of Training and Development on Employees Performance and Productivity (A case study of United Bank Limited Peshawar City, KPK, Pakistan) This paper main objective was to investigate whether training and development has impact on employees’ performance and productivity.

Neelam Taher & Israr Khan, 2012

This paper is quantitative in nature. Data for the paper have been collected through primary source that are from questionnaires surveys. The data have been checked through statistical software to find the impact of training and development on employees’ performance and productivity and the level of services. There were two variable Training and Development (Independent) and workers’ performance and productivity (Dependent). 80 questionnaires were distributed for data collection. Descriptive statistic tools SPSS were applied on the questionnaire to see the reliability and consistency. The goal was to see whether Training and Development has an effectiveness on workers Performance and Productivity and the level of services. Frequency
distribution was used to see the individual result of the study. Relevant literatures were also studied about topics related to this study. Recommendation and conclusion form the last part of this paper for Productivity and the services level.

8. The Effect of Training on Employee Performance

Dr. Amir Elnaga & Amen Imran, 2013

Worker is a blood stream in any business.

The accomplishment or disaster of the company depends on its workers performance. Hence, top management realized the importance of investing in training and development for the sake of improving workers performance and the quality of services.

This conceptual paper aimed at studying the impact of training on workers performance and to provide suggestion as to how company can improve its workers 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 and improved the services.

Further the paper goes on to analyses and understand the theoretical framework and models related to workers development through training and development programs, and its impact on workers 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 workers 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 and increase the quality and level of services.

The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and workers performance. Hence, there is a need for conducting an empirical study in future to test the proposition discussed in the study. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the workers performance and ultimately concludes along with recommendation to give directions for future study by applying different level of analysis on exploring the impact of training practices on workers performance and the level of services.

Aidah Nassazi, 2013

Workers are major assets of any organization.

The active role they play towards affirms success cannot be underestimated. As a result, equipping these unique assets through impact training becomes imperative in order to maximize the work performance.

Also position them to take on the challenges of the today’s competitive works climate. Although extensive research has been conducted in the area of Human Research Management, the same cannot be said on workers training especially as it concerns developing countries. The purpose of this study was to evaluate the impact of training on workers performance, using the telecommunication industry in Uganda as case study.

In order to understand the study four goals were developed and these focused particularly on identifying the training programs’ existing in the industry, the objective of the training offered, the ways employed and finally the impact of training and development on workers performance.

The study was based on three case studies of the biggest telecommunication companies operating in Uganda. A qualitative research approach of the data collection was adopted using a questionnaire comprising of eighty one questions distributed to hundred and twenty respondents.

Based on this sample the results obtained indicate that training have a clear effect on the performance of workers and increase the services level. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic are major assets of any institute.

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A qualitative research approach of the data collection was adopted using a questionnaire comprising of eighteen questions distributed to One hundred and twenty respondents. Based on this sample the results obtained indicate that training have a clear impact on the performance of workers. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic.

10. The Impact of Employees Training On the Job Performance in Education Sector of Pakistan Training and development are continuous process in improving the caliber of employee

Anam Amin, Rashid Saeed, Mr. Rab Nawaz Lodhi, Mizna, Simra, 2013

It is an attempt to improve their current and future performance but the institute should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behavior of workers in a direction to achieve the institutes goals. A training program is an effort by the workers to provide opportunities for the workers to acquire job interrelated skills, attitudes and information.

In order to meet the ever-growing needs of education the sector has to become dynamic and updated in modern scenario and also to take up this sector to the heights of international excellence requires best combination of new technology and skillful and talented manpower In this study paper an attempt is made to learn that training and development exist in education sector and their effects to generate efficiency of workers to cater to the need of their customers and the quality and level of the services.

11. Training and its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University

Maaly Mefleh Mohammed Omer Eid AlMomany, 2015

The objective of this study is to examine the attitudes of administrative leaders and administrative workers concerning the training courses provided, as well as the effects of training on workers job performance at Yarmulke University in Jordan.
The study is carried at a Malaysian small and medium enterprise (SME). Findings indicated that training courses are related to the training needs and issues of the workers to a medium degree, and that there are several conditions which determine selecting eligible workers for training. Results indicated also that there is relationship between impact training and workers’ job performance and the level of services. Based on the results of the thesis, several recommendations were provided. Key terms: Training, Performance of workers.

12. The Impact of Training and Development on Job Performance.

(A Case Study of the Judicial Service of Ghana)

Joseph Kennedy, 2009

The Judicial Service of Ghana as a Public Service Institution is the organ responsible for the day to day administration of the Courts and Tribunals of the land and the judges. To achieve the above function of the Judicial Service of Ghana, part of its budgetary allocation has been earmarked solely for training of judges, magistrates and judicial staff to enhance their capacity to perform their duties effectively and efficiently so as to achieve the vision and mission statements of the Service from the level and quality. To this impact, the judicial training institute which has the mandate to promote effective training of judges, magistrates and judicial staff, has over the years conducted and continue to provide training to judges for level services, magistrates and judicial staff to build their capacity to perform their functions effectively and the quality of services. Notwithstanding the huge investment in training by the Judicial Service of Ghana, the service level and quality is confronted with a lot of challenges in achieving its vision and mission statements.

These challenges include delays in the processing of court cases and the need to constantly upgrade the skills of judicial staff, judges and magistrates to cope with new trends in efficient justice delivery. This thesis seeks to evaluate the efficient of the huge investment made in training on work performance of judicial staff. The researcher used both primary and secondary sources of for the conduct the study. The study findings revealed that the training conducted by the Judicial Service of Ghana for its workers were very negligible.

The study further recommends that the frequency of Training provided by the Judicial Service of Ghana should be improved to ensure that more workers have access to Training and Development. Again, Training and Development offered by the Judicial
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Service quality and level of Ghana should ensure a better understanding of the Mission and Vision statement of the Judicial Service of Ghana so that, workers can identify themselves with the institute values in the discharge of the duties.

13. The Influence of Training on Employee’s Performance, Organizational Commitment, and Quality of Medical Services at Jordanian Private Hospitals

Salah M. Diab1 & Musa T, 2014

The purpose of this thesis is to test the Influence of Training on The workers Performance and The Quality of Medical Services on Jordanian Private Hospitals. The data of this study were collected through a three hundred and eighty questionnaire distributed for all types of work in the Jordanian private hospitals. Greenback constancy coefficients reached 79%, Percentages, means, standard deviation, ANOVA, and, multiple regressions analysis were used to test the study hypotheses, the results indicate that there’s a strong relationship between the training component in general and the independent variables (application the stages of training process, training programs diversity, and used modern technology in training programs and the services quality).

There is a variation influence of the training component on the Performance of employee, quality of medical services, and institutes commitment. And the most influential on is the quality and level of medical services, the lowest influential one is the institutes commitments, and there’s no influence of the used modern technology in training programs as one of the training component on the institutes commitments.

On the light of the thesis results the following recommendations may be submitted augment an appropriate regulatory climate, annual training plan, for the process of training and providing appropriate incentives for the trainees, increased the budget allocated for training, in the Jordanian private hospitals, give employee opportunity to choose the training programs, and rationalized administrative decisions regarding the training programs and increase the quality of services.


Joyce Koryo Hogarh, 2012

This thesis, sought to determine the impact of training on employee performance using SIC Insurance firm Limited as a case study. The amount, and quality and level of training carried out varies from institute to institute due to factors such as the
degree of external change and also the extent to which the institute supports the idea of internal job development. Simple random sampling was used to select staff for the thesis. A questionnaire was used to collect primary data from workers of SIC Insurance institute Limited.

A personal interview was held with the human resource manager as well as the training manager of SIC Insurance institute Limited. The thesis assessed the training process of SIC Insurance institute Limited and whether it has improved the performance of workers. The results showed that SIC Insurance institute Limited has both on-the-work and off-the-work training programs and workers are well informed about training and development programs in the institute.

Every worker, no matter their educational background or level within the institute had benefited from a training program. However, the findings revealed that training practices and ways at SIC Insurance institute Limited are not handled systematically and comprehensively.

For the institute to be able to meet the challenges of change as well as productivity, there is the need to introduce other forms of training and development that can equally equip workers to perform better. It was recommended among other things, that the ways involved in training be dully followed to equip workers to perform better on the work. The institute is also advised to ensure that training program is evaluated to ensure its compatibility with changes within the insurance industry and the level and quality of services.

15. Effect of Employees Training on Organizational Performance on Soft Drinks Bottling Companies in Enugu State, Nigeria.

Ndibe, Beatrice Chinomnso, 2014

The thesis focused on the impact of employee training on institute’s performance. The process and procedure of identifying workers skill gap in most institutes pose a big challenge to the Human Resource Department (Human Resource Development). Workers training are based on various reasons which could be detrimental to the overall goals of the institute. The HRD ensure that sending an workers on training will translate to increase in productivity. Thus, adequate consideration should be taken by the HRD when selecting a candidate for training. The ability to manage and work around the challenges faced when carrying out this Human Resource function will ensure a better training goals that will impact the productivity of the workers and the institute.
Since the impact of these factors brings with it some negative implications and consequences of low productivity, high rate of workers turnover and high cost; this study therefore was aimed at identifying the impacts of workers training on institutes performance with special emphasis on the process and procedure of selecting workers for training. Pursuant to this, some goals were formulated by the researcher and these were to ascertain the extent to which unsystematic approach of workers training impact institutes productivity; to determine the extent of impact of training design on workers’ productivity; to ascertain the extent to which training delivery style impacts workers’ productivity; to determine the relationship between workers perceptions of training and institutes productivity; and to determine the extent to which workers training impacts institutes performance.

In pursuit of the objectives, a survey research was carried out in Enugu State, Nigeria. The population used for the thesis was 694 workers of Nigerian Bottling institute and 7UP Bottling institute. Sample size was determined using Yamane (1964) formula. A sample size of 254 was drawn. The thesis made use of data from primary and secondary sources which were collected using questionnaire administered to the 254 workers of the selected institutes. Personnel records and annual reports of the selected institutes were used for secondary data.

The data analyses was carried out using the Statistical Package for the Social Sciences (SPSS), while the person product moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the thesis.

Findings from the thesis reveal that the extent to which unsystematic approach of workers training affected institutes productivity was high. This was statistically supported by the one-sample test at 0.05 (Zc = 8.246 < Zt = 0.000). Again, the extent of impact of training design on workers' productivity was high. The one-sample test (Zc = 0.679 < Zt = 0.730; α= 0.05) confirms this assertion. The extent to which training delivery style affected workers productivity was high as attested to by the result of one-sample test (Zc = 0.681 < Zt = 0.762; α= 0.05).

Similarly, there was a very strong positive relationship between workers perception of training and institutes performance. This is confirmed with the Pearson Correlation.
coefficient value of 0.948 at 0.05 level of significance. The extent to which workers training alone affected institutes performance was low, however, when other variables like training design, training delivery style were considered, its impact became significant. This is confirmed by the one-sample test at 0.05 ($Z_c = 0.705 > Z_t = 0.665$).

Based on the finding, the thesis concludes that if the right workers are sent on training through the systematic training procedure of identifying and selecting workers for training, there would be a significant improvement on the institute’s performance.

Finally, it is recommended that a mechanism should be augmented for proper assessment and evaluation of workers performance after training as this will ensure that only workers who require training are sent on training and developing the services level.

16. Impact of Training on Employee Performance (Banking Sector Karachi)

Rida Athar Faiza Maqbool Shah

Rida Athar Faiza Maqbool Shah, 2015

The purpose of this study is to determine factors that impact training in banks of Karachi and how they impact workers performance. The thesis observe that how training needs establish, how effective the training ways of banks and their influence of workers performance. Literature review revealed that training is one of the key element that help workers to gain knowledge and confer motivation ad satisfaction. Training enhance skills and abilities of workers. Through training workers learn teamwork and integrity. On the other hand, it also contributes positively towards development of workers performance along with other factors. The research conclusively finds that training impacts the performance of workers in banks of Karachi.

This is indicating by the training framework which is designed to achieve institute strategic goals. Data was collected from Banks of Karachi. Random sampling technique is used by researcher to gather responses from a hundred workers through questionnaire. Analysis is done by regression and correlation technique. The findings of study have shown that the factors of training have positive effect on workers performance of banks of Karachi.
1.3. Performance

17. Impact of Employee Satisfaction on Success of Organization: Relation between Customer Experience and Employee Satisfaction

Afshan Nasee, Sadia Ejaz & Prof. Khusro P, 2011

Workers satisfaction is considered weighty when it comes to define organizational success. Workers satisfaction is central concern particularly in the service industry and the quality. Need to enhance workers satisfaction is critical because it is a key to business success of any institutes. In the present milieu, workers satisfaction has come under limelight due to stiff competition where institutes are trying to carve competitive advantage through the human factor.

The goal of this thesis is to observe the relationship between workers satisfaction and customer satisfaction and to examine the effects of both on institute success.

This thesis scrutinizes the impacts of different factors of institute which affects the workers satisfaction. This is a cohort thesis in which qualitative research methodology was used. The data was collected through self-administrated questionnaire which contains multiple choice questions and open-ended questions.

Results of the principal component analysis (PCA) based on correlation matrix revealed a great deal of workers satisfaction among surveyed cohorts where customers also had expressed satisfaction with existing level and quality services. Mainly environmental cleanliness, quality food and room quality services has played vital role in creating contentment and subsequent satisfaction among customers. From workers perspective, conducive working atmosphere coupled with incentives like salary and frequent trainings focused the workers to work with dedication to uplift the institute which is reflected clearly by the satisfaction level of customers. Our study confirms indirect relation between institute success and workers satisfaction which was mediated by customers.

In conclusion, it seems reasonable to believe that understanding of workers role is extremely important as it appears key factor in the success of modern institute amplifying workers devotion, business outcomes can be improved, productivity can be enhanced, commitment can get intensified and attrition rate can take a dip.

There is a cause-and-impact relationship between the customer satisfaction and workers satisfaction. It is unfeasible to uphold customer loyalty without workers
loyalty. Customer service eventually depends on the community who provide that service with good quality and high level. For that matter, workers loyalty and volunteerism are required especially for those workers who serve on front lines. Loyalty, devotion and volunteerism cannot be enforced on people. It can only be done by providing them encouraging and satisfying work environment and good services.

18. The Impact of Performance Management System on Employee performance

Zhang Ying Ying, 2012

The aim of this thesis is to define performance management system, workers performance and workers performance measurement, and also analyze the relationship between performance management system with workers performance. The 2004 WERS data was analyzed in order to test the impact of performance management system on workers performance by using a package STATA for windows. The Kruskal-Wallis test and ordered legit regression were used to test the relationship and the results show the activities: continuous communication within institutes and personnel development effect significantly and positively on workers performance.

However, the results show that the performance management system has a positive but insignificant relationship with workers performance.

19. What is the Impact of Improved Health to Organizational Performance?

KyungKeun Yu & Seung Cheon Bang, 2013

A significant and growing body of evidence shows a link between workers’ health, lost job time and productivity. As healthcare issues garner greater attention from senior management, however—because of both rising healthcare costs and recent healthcare reform legislation—many workers are turning to a broader question: What is the effect of improved health on my firms performance? This report will analyze the relationship and deliver practices from firms which have highly effective health and productivity management program.

20. The Impact of Communication on Workers’ Performance in Selected Organizations in Lagos State, Nigeria

Asamu Festus Femi, 2014

In today’s world, communication is an important component of organization activity. Because the global world has become widespread, most organizations need to meet
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their needs with a lower resource moral through communication. This study examines the significant relationship between communication and workers’ performance in some selected organizations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents.

The result of this study reveals that a relationship exists between effective communication and workers’ performance, productivity and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance and the level of services.


Esra Nemli Çalışkan, 2014

In changing competitive environment, human resources are one important source of competitive advantage. Human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are institute specific. Strategic human resource management concerns with the creation of a linkage between the overall strategic goals of business and the human resource strategy and implementation. The published study generally reports positive statistical relationships between the greater adoption of Human Resource practices and business performance.

The causal linkage between Human Resource and organizational performance will enable the Human Resource managers to design programs that will bring forth better operational results to attain higher organizational performance and high level and quality of services.

In this study, after emphasizing that the human resources are an important source of competitive advantage, strategic human resource management is defined. Through specific examples from academic study regarding the effect of strategic human resource management practices on institutes performance, the conclusion is that the method an institutes manages its human resources has a significant relationship with the institutes performance.

22. The Employees – The Most Important Asset in the Organizations

Iveta Gabčanová, 2011

Highly-motivated and loyal employees represent the basis of competitive institute. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the products’ quality or rendered a quality services, and higher number of innovations.
Satisfied workers form positive reference to the worker and thus increase its attractiveness for potential work seekers and strengthen its competitive position in the market. Management of the institute does not often know opinions of own workers and underestimates dependence between satisfaction of workers and total successfulness of the institute in the market.

The article brings the results of the workers’ survey in the field of human resources management in the financial sector, factors of the satisfactions which can significantly influence the motivation of the workers and identify problem areas in the human resources management in the institute of the financial sector. The survey affirms that the orientation of the personal policy, i.e. management of the career, working conditions, and environment is a problem area in the human resources management in the researched institute. Based upon experience implementation of personal policy should be done step by step and successful achievement can last a few years.

Before implementation management should clearly define why we are here, what is our goal and how we intend to attain defined target. Simultaneously executives should not underestimate workers’ opinion on one hand and take into consideration current external environment which can influence human resources management on the other hand and increase the level and quality of services.

**23. The Role of Motivation on Employee Performance in the Public Sector: A Case Study of the University for Development Studies- WA Campus**

**Nchorbuno Dominic Abonam, 2011**

Motivation is crucial for institutes to function; without motivation workers will not put up their best and the institute’s performance would be less efficient. The situation is even more serious in developing countries where working conditions are unattractive. It is in view of this that this thesis was conducted to assess the role of motivation on workers performance in the public sector: a case study of the University for Development thesis-WA Campus.

The case-study approach was adopted for the thesis with both qualitative and quantitative techniques such as stratified sampling and accidental sampling techniques were employed. Key informant interviews and questionnaires were the ways of data collection for the thesis and SPSS software was used to analyze data collected from the field. The thesis access that, motivation packages for the workers of UDS WA Campus were inadequate. This was evident in the non-availability of residential accommodation and transport for workers.
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Though senior members enjoy professional allowance, book and thesis allowance, off-campus allowance and entertainment allowance they complain they were insufficient. Free medical care was the only motivation for senior and junior workers. Monetary rewards and a conducive working environment were the preferred form of motivation for staff. The impacts of poor motivation on work performance on the campus were absenteeism, low output and high labor turnover.

Therefore, recommends that management should liaise with GETFUND to build residential accommodation for workers and end of year awards to motivate workers and improve the level of services.

   Solomon Markos, 2010

Workers engagement is a vast construct that touches almost all sections of human resource management facets we know hitherto. If every section of human resources is not addressed in appropriate manner, workers fail to fully engage themselves in their work in the response to such kind of mismanagement. The construct workers engagement is built on the accession of earlier concepts like work satisfaction, workers commitment and institutes citizenship behavior. Though it is related to and encompasses these concepts, workers engagement is broader in scope.

Workers engagement is stronger predictor of positive institute’s performance clearly showing the two-way relationship between worker and workers compared to the three earlier constructs: work satisfaction, workers commitment and institutes citizenship behavior. Engaged workers are emotionally attached to their company and highly involved in their work with a great enthusiasm for the success of their worker, going extra mile beyond the employment contractual agreement.

25. Employee Performance: What Causes Great Work?
   Dr. Trent Kaufman & D. Joshua Christensen, 2015

In this study, we seek to understand what institutes can do to cause workers to produce Great Work, what institutes currently do to motivate workers, and how effective each is at causing workers to produce Great job. We divide this study into two sections. In the first half of this study, we discuss the study objectives.
Following the study objectives we provide detailed steps to the qualitative and quantitative methodology we employed, the categorization of our respondents, and the basic characteristics of our sample. In the second half of this study, we explain the findings of our study. We used four different analyses, or approaches, to draw conclusions to our goals. We provide detail and context to each of the four analyses we conducted, and provide an interpretation of the results of each of those analyses and increase the level of the services.

26. Factors Affecting Employee Performance

Tran Thach Thao & Chiou-shu J. Hwang, 2015

Most of institutes are fully aware of the importance of workers performance, increasing workers performance or to find out the methods through which high level of workers performance can be achieved is becoming one of the decisive factors for any institute success.

Management’s mission is to get people together to accomplish corporate aims and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the workers’ motivational level, creativity, work satisfaction and comfort workplace environment, etc…

The study aimed to identify and measure the level of factors affecting the effectiveness of the work performance of the workers working at Petro Vietnam Engineering Consultancy J.S.C; through identifying the variables include leadership, institutes culture, working environment, motivation and training.

This thesis is quantitative in nature and aimed to find out the relationship between above mentioned variables and workers’ performance in oil and gas industry of Vietnam focusing Petro Vietnam Engineering Consultancy J.S.C (PVE) as a sample based on 650 workers.

These will be analyzed by applying multiple regression analysis using SPSS software because there are five independent variables and their impacts have to be seen on the performance of the workers which is the sole dependent variable.

For this goals data was collected from PVE with the study sample consisted of 650 workers working at PVE, where questionnaires designed by the researcher were used to analyze the factors affecting worker performance. The goals of this thesis are to
investigate existing literature and theory in order to initially construct a conceptual framework of factors affecting work performance. The conclusion of the these revealed in a specific case and researcher concluded that among five above-mentioned independent variables, there are three factors including leadership, motivation and training have direct impacts toward workers performance at the case company – PVE.

27. Effects of Training on Employee Performance

Aidah Nassaz, 2013

Workers are major assets of any institutions. The active role they play towards an institutions success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the work performance. Also position them to take on the challenges of the today’s competitive business climate. Although extensive author has been conducted in the area of Human Research Management, the same cannot be said on worker training especially as it concerns developing countries. The purpose of this study was to evaluate the impacts of training on worker performance, using the telecommunication industry in Uganda as case study.

In order to understand the these goals, four aims were developed and these focused particularly on identifying the training programs’ existing in the industry, the objective of the training offered, the ways employed and finally the impacts of training and development on workers performance. These were based on three case studies of the biggest telecommunication companies operating in Uganda. A qualitative study approach of the data collection was adopted using a questionnaire comprising of eighteen questions distributed to 120 respondents.

Based on this sample the results obtained indicate that training have a clear effect on the performance of workers. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic companies.

28. The Practical Model of Employee Performance Evaluation

Milan Fekete, 2014

There are many scholarly articles in the literature sources that refer to the workers performance evaluation topic. Many scholars, for example, describe relationship between workers’ work satisfaction, or motivation, and their performance.
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Others deal with the performance evaluation of the whole institutes where they include tangible and intangible metrics. However, only few of them provide with such an worker performance evaluation model that could be practically applied in the institutes as a reference.

The main goal of this study is to explain one such practical model in the form of a standard document procedure which can serve as an example to follow it in the institutes of different kinds. The model incorporates workers performance and compensation policy and is based on the five questions that represent the guiding principles, as well.

The practical workers performance evaluation model and standard procedure will be explained based on the information and experience from a middle-sized industrial institute located in the Slovak republic.

29. Measurement of Employees' Performance: A State Bank Application

   Halim Kazan, 2013

The goal of this study is to measure the performance of the workers who work in the service facilities.

With a survey, 500 qualified observations from the universe of 20 000 was conducted. Statistical analyses techniques were used. Salary, worker relations, work satisfaction, promotion and title haven’t effects on worker performance. It has determined that organizational belonging and motivation have an effect on worker performance. According to this, one unit change in organizational belonging and motivation gives rise to 0.556 unit rise in workers performance. Budget hasn’t effect statistically on employee performance. Administration has a statistically impact on workers performance.

On the one hand, one unit change in administrative view gives rise to 0.140 unit rise in workers performance. Physical working environment has an effect on worker performance. On the other hand, one unit change in physical working environment gives rise to 0.158 unit fall in workers performance.

This paper is limited to one state bank under investigation; therefore further thesis needs to be extended to other private and state banks. Executives could use the results of the study to resolve practical dilemmas by giving priority to the areas of measuring performance of the workers who work in the service facilities. While the study shows salary, worker relationship, work satisfaction, promotion and title haven’t effect on worker performance but organizational belonging and motivation have an effect on worker performance and increase the level of the services.
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30. Employee Performance Evaluation by AHP: A Case Study
   Rafikul Islam, 2005

Workers performance evaluation is designed to assess each individual’s contribution to the institute. The performance of individuals against institutional aims determines whether the institute meets its objectives. The basic goals of performance evaluations are two-fold: firstly to reward workers for meeting institutional goals and secondly to identify which goals are not met and to develop action plans to ensure they are achieved in future.

The present study uses analytic hierarchy process (AHP) to evaluate workers performances based upon the criteria: quantity/quality of the job, planning/institute, initiative/commitment, teamwork/cooperation, communication and external factors and to increase the level of the services.

Each of these criteria has been divided into three sub criteria. Two hundred and ninety-four employees of Inter System Maintenance Services, Bhd. is evaluated on these sub criteria. Overall ranking of the workers has been obtained using the absolute measurement procedure of AHP.

31. Workplace Performance, Worker Commitment and Loyalty
   Sarah Brown & Robert McNabb Cardiff, 2011

Using matched worker-works level data drawn from the 2004 UK Workplace and worker Relations Survey; we explore the determinants of a measure of employee commitment and loyalty (CLI) and whether CLI influences workplace performance.

Factors influencing worker commitment and loyalty include age and gender, whilst workplace level characteristics of importance include human resource practices. With respect to the impacts of workers commitment and loyalty upon the workplace, higher CLI is associated with enhanced workplace performance.

Our findings that workplace human resources influence CLI suggest that workers may be able to exert some influence over the commitment and loyalty of its workforce, which, in turn, may impact workplace performance.

32. Performance Measurement and Organizational Effectiveness: Bridging the Gap
   Sarah Brown & Robert McNabb Cardiff, 2003

The goal of this study is to bridge the gap between the institutional effectiveness (OE) models developed in the field of institutional theory and the performance measurement models presented within the management accounting literature.
The specific evolution of these two complementary streams of study stemming from two different fields of study are reconciled and integrated by analyzing their convergences and divergences.

As a response to theoretical and practical pressures, the evolution of OE models reflects a construct perspective, while the evolution of performance measurement models mirrors a process perspective.

Performance measurement models have moved from a cybernetic view whereby performance measurement was based mainly on financial measures and considered as a component of the planning and control cycle to a holistic view based on multiple nonfinancial measures where performance measurement acts as an independent process included in a broader set of activities.

This study contributes to the performance measurement literature by establishing the origins of the performance measurement models and by shedding light on unexplored fertile areas of future studies.

33. A Study of Impact on Performance Appraisal on Employee’s Engagement in an Organization

Dr. A Selvarasu Ph.D, 2003

Performance appraisal is one of the most important human resource management practices as it yields critical decisions integral to various human resource actions and outcomes. The aims of this study are to explore the relationship between perceptions of performance appraisal fairness and workers engagement in the jobs institutes’ context. In this rapid-cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance, while reducing costs related to hiring and retention in highly competitive talent markets and good services.

The work climate and work characteristics have a differential effect on employee engagement. Both work and institutes resources (performance feedback, autonomy, development opportunities, task variety, welfare, and support from line manager, colleagues and senior management) are linked to positive workers engagement of all types, and might therefore be useful tools for enhancing engagement. Equally, a
relatively high level of pressure to produce has a positive impact on workers behaviors. But while most executives see a clear need to improve workers engagement, many have yet to develop tangible methods to measure and tackle this purpose.

However, a growing group of best-in-class institutes say they are gaining for its competitive advantage through establishing metrics and practices to effectively quantify and improve the effect of their engagement initiatives on overall business performance.

The survey access that many institutes find it challenging to measure engagement and tie its effects to financial results: fewer than 50 percent of institutes said that they are effectively measuring workers engagement against business performance metrics like customer satisfaction or increased market share.

A significant gap appeared between the views of executive managers and middle managers in this study. Top executives seemed much more optimistic about the levels of workers engagement in their institutes, making them seem out of touch with middle management’s sense of their front line employees’ engagement.

The study is to getting Connection towards engagement to the business performance requires considerable effort and top management focus to a large degree, with enormous opportunity available to utilize for better function of institutes and give good quality of services

34. Approaches of Performance Evaluation in Organizations

Majid Ghanbari Shahraji , Mostafa Rashidipanah ,Reza Soltaninasanb ,,2012

The aim of performance evaluation is a process whereby workers in certain intervals and formally is examined. The main goal of the performance evaluation is that Information should be collecting about the forces working in institutes and available to managers so they can adopt the necessary decisions in order to improve the quantity and quality of workers. Performance effectiveness evaluation of human resources is an issue that has been encouraged think of many managers to it.

They are often sought approaches or practical solutions through which they can improve their workers' performance and provide fields of growth and excellence and increase their competitive advantage.
The effectiveness of performance evaluation depends on to factors such as knowledge and understanding of management to ways and models of performance evaluation, their mutual support from program of performance evaluation, worker participation in evaluation programs, objectively and fairly evaluation of worker performance, practical plan for improving performance and eliminating stressors in evaluation.

Thus in this study investigate the concept of performance evaluation, necessity, objectives, process and models related to it.

35. Effects of Training on Employee Performance

Evidence from Uganda

Aidah Nassazi, 2013

Workers are major assets of any institute. The active role they play towards a institute success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the work performance. Also position them to take on the challenges of the today’s competitive business climate.

Although extensive study has been conducted in the area of Human Research Management, the same cannot be said on worker training especially as it concerns developing countries. The purpose of this study was to evaluate the impacts of training on workers performance, using the telecommunication industry in Uganda as case study. In order to understand the thesis goal, four aims were developed and these focused particularly on identifying the training programs’ existing in the industry, the goal of the training offered, the ways employed and finally the impacts of training and development on workers performance.

The thesis was based on three case studies of the biggest telecommunication institutes operating in Uganda. A qualitative study approach of the data collection was adopted using a questionnaire comprising of eighteen questions distributed to 120 respondents. Based on this sample the results obtained indicate that training have a clear impact on the performance of workers. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic company’s.
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1.4. Municipalities

36. Impact of Management Information Systems to Improve Performance in Municipalities in North of Jordan

Fawzi Hasan Altaany, 2013

This thesis aims to know the impact of management information systems in improving performance in municipalities in north of Jordan. During the review of science contribution on this study, the study model and hypothesis has been formulated and a questionnaire designed to collect primary data.

The thesis sample consists of hundred workers member in municipalities in north of Jordan, its used statistical analysis (SPSS) such as ( Chi-square tests and Spearman correlation tests, the arithmetic mean and standard deviation) to prove the hypothesis, the analysis and explain of conclogens displayed that a positive relations, statistically significant between transaction processing system, management information systems, decision support systems and developing the performance of municipalities in northern Jordan. The thesis concluded a set of recommendations that will developing the performance and support systems in municipalities north of Jordan.

Keywords: Impact; Management Information Systems; Improve Performance; Municipalities; North of Jordan

37. The impact of the delegation of authority on employees' performance at great Irbid municipality: case study

Hamdan Rasheed Al-Janmal, Akif Lutfi Khasawneh, 2015

This thesis goals to know the impact of management information systems in improving performance in municipalities in north of Jordan. During the review of science contribution on this study, the study model and hypothesis has been formulated and a questionnaire designed to collect primary data. The study sample consists of hundred workers member in municipalities in north of Jordan, its used statistical analysis (SPSS) such as ( Chi-square tests and Spearman correlation tests, the arithmetic mean and standard deviation) to develop the hypothesis, the analysis and explain of conclusions displayed that a positive relations, statistically significant between transaction processing system, management information systems, decision support systems and developing the performance of municipalities in northern Jordan.
The thesis concluded a set of recommendations that will improve the performance and support systems in municipalities north of Jordan.

38. Effect of Application of E-Government on the Staff Performance in the Greater Amman Municipality

Suzan Darwazeh, Diana Khraisat, 2016

These thesis goals to identify effect of application of e-government with its dimensions (cost reduction, Human Resource efficiency, transparency, and service quality) on the work performance with its dimensions (task completion, work loyalty and workers compliance) in the Greater Amman Municipality. The thesis uses the descriptive analytical way (theoretical and field), two hundred and forty five questionnaires were distributed to all administrative workers in the Municipality. The thesis shows a number of conclusions; the most important of which are that there is an evident impact of application of e-government on the workers performance, compliance of workers with regulations and instructions, and the transactions are characterized by accuracy and quality unlike the situation in the past. The thesis recommends that it is necessary to increase incentives so that workers loyalty gets greater, and that it is important to make ongoing improvement to maintain the present distinct performance level.


Ismail H. Ahmaro, 2014

These thesis goals to know the symptoms of weak financial control in Jordanian municipalities, and the role of regulations that cover the performance of the municipalities as a reason for these symptoms. To achieve this, the researcher analyzed the symptoms of weak financial control that appeared in the annual reports of the Accounting Bureau for the years 2009 to 2012, and associated these symptoms with the weaknesses in regulations that cause the symptoms. The researcher analyzed the articles of the Law and the Financial Bylaw of the Municipalities. The most important findings of the thesis include the existence of very weak compliance with financial laws and regulations, in addition to weak financial conditions of the municipalities. In addition, the Law of the Municipalities was access to be lacking and ambiguous in stating the authorities of the municipality mayor and the municipality manager, and that it gave additional executive and control authorities to the Minister of Municipality Affairs.
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The Financial By-Law of the Municipalities was access to contradict with the Law of the Municipalities in several areas, and was access lacking sufficient accounting principles that would enhance the financial control in the municipality. The thesis suggested a number of recommendations including the need to modify the Law of the Municipalities, and the need to replace the Financial By-Law of the Municipalities in order to implement a modern financial system with clear accounting, control, and institutional standards that apply local and international best practices. In addition, the thesis recommended the establishment of an internal control unit in the municipality.

40. The effectiveness of urban management in Jordanian municipalities Faculty of Business, Al-Balqa Applied University, Jordan

J. Alnsour, 2014

Jordan faces huge forced migration from multiple surrounding countries (including Palestinians and Syrian refugees). As this is accompanied by its limited natural resources such as water and energy, there is an urgent need for effective urban management. Assessment of the effectiveness of urban management can contribute to supporting the decision-making process, in addition to enhancing planning practices. To assess the effectiveness of urban management, six variables were taken into account, including technical competence, efficiency in the use of resources, financial viability, responsiveness to the needs of urban growth, sensitivity to the needs of the urban poor, and concern for environmental protection. A qualitative approach utilizing in-depth-interviews was employed as a method of data collection; these interviews were conducted with the mayors from a variety of municipalities in Jordan. Empirical findings have revealed that the level of urban management effectiveness is low, although effectiveness differs across municipalities and across cities, based on financial, technological, and human differences. Findings revealed that Jordanian municipalities meet several challenges in the six variables that were utilized to assess effectiveness of urban management. Several recommendations to develop planning practices are suggested in this study. These include institutional change, development of the performance of human resources, a reassessment of the funding allocated to municipalities from the public budget, institutionalization of the relations between citizens and municipalities, increasing the participation of citizens in the decision making process, the development of public–private partnership, the establishment of a center for environmental research and reassessment of the current laws for urban planning.

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41. Municipality councils and local media study on the right of access to information in Jordan

Basim Tweissi Al Hussein Bin Talal University, Jordan, 2013

The aims of this thesis is to shed light on the status of the right of access to information in the actions of municipality councils in Jordan, to identify the definite policy municipalities adopted to communicate with peoples, local media, and establishments in their geographical areas, and finally to find out if that policy is sufficiently transparent. The thesis goals to reach a comprehensive assessment of the state of awareness and the exercise of this right through the elected local government organizations which represent the first line of contact with local communities. The thesis addresses the study problem through a survey of practices in ninety three municipalities spread over four categories and examines their relationship with local media from the perspective of the right of access to information. By way of concluding, the thesis highlights the improvement of information systems in the municipalities and emphasizes the need to increase the capacity of municipal employees in dealing with media. The thesis moreover recommends that local journalists should be trained on the best practices in the right of access to information in the areas of municipalities job and media coverage for local communities should be developed and increase the level and quality of the services.

42. Amalgamation is a Solution in Jordan in Jordan Municipality

Fuad K. Malkawi, 2016

This study is about the current thinking in metropolitan governance in Jordan. In 1985, a number municipalities and village councils around Amman City were amalgamated to form what is known today as the Greater Amman Municipality. Since its inception, creating a metropolitan authority in Greater Amman was presented as a solution to a technical problem, the multiplicity of administrative units. Though, one cannot connect the assumed success of this new municipality to this process of amalgamation, it is often described as such. Accordingly, amalgamation is presented in Jordan as a solving to the problem of governance in metropolitan areas. Greater Amman became a model for good governance and steps toward implementing this model around other major cities were taken recently. This study presents the rhetoric that produced such results and argues that the idea of a unified metropolitan authority is rather a “practice” that preceded the existence of the problem and increase the quality of services.
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43. Service Delivery, Legitimacy, Stability and Social Cohesion in Jordan Municipality's: An Analytical Literature Review

Tamam Mango and Ahlam Shabaneh, 2016

The Department for International Development’s (DFID’s) objective in Jordan and Lebanon is to strengthen stability and social cohesion. For these goals, it is supporting two aid programs that purpose to enhance municipal services in municipalities that have been significantly affected by an influx of refugees. Within Jordan, DFID’s job supports a program led by the Ministry of Municipal Affairs in conjunction with the World Bank alongside other donors to increase the most refugee-affected northern municipalities with about $55 million of support for basic services over the year’s 2014 to 2016. Several working assumptions underlie the programs. The core of these is the belief that priority public services, such as waste management, water, education, health and basic infrastructure, are necessary for maintaining social stability at the local level. Within this, there are 3 main assumptions:

1. Community involvement in the planning of these services is important for people satisfaction with them.
2. Greater satisfaction with services can help reduce social tensions within and between different identity groups.
3. Satisfaction with services and developed dynamics within the community/increased social cohesion and stability are important for the degree of legitimacy local authorities have in the eyes of different social groups.

There is, however, limited evidence to support these assumptions, and one of the wider goals of the improvement Leadership Program study is to test them and to build the evidence base in this regard. The overall goal of the study project is to address the question of whether, and under what conditions, service delivery helps foster better stability, cohesion and legitimacy.

This synthesis, conducted by Leading Point, seeks to explore what the existing evidence and study from the Jordanian context has to say about the relations between improved service delivery at the local level and social stability, cohesion and legitimacy. This literature review uses several widely debated concepts. For the goals of the thesis we adopt the following certain working definitions that refer more explicitly to documents developed by international donors or non-governmental institutes (NGOs) within Jordan.
44. The Role of Management Information Systems in the Effectiveness of Managerial Decision Making in Greater Irbid Municipality

Fatima Lahcen Yachou Ait Yassine, 2017

This thesis goals to highlight the reality of using management information systems in managerial decision making in greater Irbid Municipality and to explore its role in the effectiveness of managerial decision making. In order to verify the thesis hypotheses, t-test was used as well as some of the descriptive statistics tools such as arithmetic averages and standard deviation to measure the dispersion in the opinion of individuals of the sample of the thesis using the statistical package SPSS. The analysis of the thesis and the testing of its hypotheses have revealed a set of conclusions, most importantly the followings:

- Management information systems have a medium to high effectiveness role in greater Irbid municipality.
- Management information systems have a role in providing the required information to make managerial decision that their degree of convenience range from moderate to high.
- There is a relations between the uses of management information systems and the effectiveness of managerial decision making.
- Developing management information systems affects the effectiveness of managerial decision making.

45. Municipal Solid Waste Landfills in Jordan-Current Conditions and Prospective Future

Mohammad Aljaradin, 2010

Jordan has seen a large increase in citizens during the past 5 decades as a result of high population growth rate and forced migrations. Economic and cultural improvement has developed the standard of living and changed consumer habits in the community, concluding in an increase in the volume of Municipal solid waste (MSW) with time. World Bank visibility thesis (2004) showed that the rate of production of solid waste in Jordan was estimated annually of about 1.46 million ton, and is expected to reach 2.5 million ton by year 2015 with a generation of 0.9 kg/capita/day. This increasing in the amounts of MSW is not yet accompanied with the proper management practice in Landfilling resources. It poses negative impacts on the human
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health and environment. Throughout the country there are 24 landfills handling Municipal solid waste; one of the landfills is designed for sanitary landfilling but the others don’t have even the simplest needed requirements at present. In this job we discussed the general issues of the current situation of landfills, a recent literature on landfills has been reviewed, and data on the total amount of generation, future production and the composition are presented. The review of the legislation indicates there is a need for a new improved regulation to deal with landfills in a clear framework. Also the main obstacles which stand against improving this sector to sustainable levels in the coming future are identified. Suggestions and recommendations that should be taken in consideration for improving landfills are also presented.

46. The Aqaba Special Economic Zone, Jordan: A Case Study of Governance
Marwan A. Kardoosh, 2005

Following the passage of the Aqaba Special Economic Zone Law, No. 32 of the year 2000, the Aqaba Special Economic Zone (the ASEZ) began functioning in early 2001 and was formally established in May of the same year. Covering the Kingdom’s sole seaport of Aqaba and its environs, including Wade Rum, the zone is currently established on 375 sq. km of territory in the south of Jordan. The ASEZ currently has an estimated population of about 90,000.

A six-member Commission, headed by a Chief Commissioner, forms the board of the Aqaba Special Economic Zone Authority. Appointed by the Cabinet and reporting to the Prime Minister, the Commission has the task of running the ASEZ, and is vested with zoning, licensing, and other regulatory powers that distinguish it from the rest of Jordan. The ASEZ enjoys a special fiscal regime, which is much milder than that of the rest of Jordan:

- There are no customs duties on imports into the Zone.
- There is no social services tax, or annual land and building taxes on developed property.
- A 5 percent tax rate is applied on all net business income (in contrast with a 35 percent rate for other parts of the country), except that from banking, insurance and land transport activities.
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- A 7 percent sales tax is limited to the consumption of selected personal goods and hotel/restaurant services (as opposed to a 13 percent levy for other parts of the country).

- The ASEZA’s stated vision is to (1) make Aqaba a world-class business hub and leisure destination, enhancing the quality of life and prosperity of the regional community through sustainable improvement, and (2) to turn the city and its environs into a driving force for the economic growth of Jordan and the entire Middle East.

The ASEZA’s declared mission in translating this vision into reality is to:

- Develop the quality of life for all community members
- Augment, regulate and sustain a globally competitive investor-friendly environment
- Optimize the efficient utilization of entrusted resources in harmony with a master plan to internationally recognized best practices; and
- Effect a transparent and accountable corporate structure, governance, and culture that synergize the activities of the institute.

Though this case study of the ASEZ focuses on governance reform, the ASEZ is not exclusively or even mainly a governance-related initiative. Nevertheless, the project is a major one in the Jordanian context, and has necessary governance dimensions. This paper will therefore stress, as relevant, the implications of the ASEZ vis-à-vis key dimensions of governance including structure of government, political accountability, private sector environment, civil society voice and participation, and public sector management.

In the final analysis, no matter how tenuous or unintentional the links between the ASEZ and governance issues may be, the project has a very high profile, has been tried over several years, and even has some history in its formal inception phase and before. For the authorities, the ASEZ is therefore worthy of thesis. Hopefully, the present examination of the ASEZ will lead to further work that will analyze the project more deeply and further promote fruitful interaction between tolerates and policymakers to the benefit of society as a whole in Jordan and the rest of the MENA region.
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47. The Impact of Human Resource Management on Organizational Performance in the Greater Amman Municipality, Jordan

These thesis goals to examine the effect of Human Resource Management (HRM) practices on institutional performance in Jordan, based on the Greater Amman Municipality (GAM). A quantitative approach employing a cross-sectional survey was used to deal with study objectives. The overall conclusion is that institutional performance is influenced by HRM practices. Findings revealed that human resource planning is one of the most influential factors for institutional performance. Findings showed that several variables, including training and improvement, recruitment, selection and occupational health and safety have not enhanced institutional performance at GAM. These findings indicate that HRM practices should be reassessed and developed, in order to raise the level of institutional performance.

48. Measurement of resources allocation efficiency in the Jordanian municipalities (Case study: Greater Irbid municipality)

Jihad Abu Alsono,

The thesis goals at measuring the efficiency of allocating resources for the road sector in The Greater Irbid Municipality, located in the northern part of Jordan. This issue is of high necessary to both academics and professionals working in the planning fields. The thesis seeks to enrich the planning theories through an empirical case study by testing the weights assigned for resource allocation criteria conducted by the officials of the municipality. The Municipality’s seven districts were analyzed using 2005 data through assigning relative weight to each of the resource allocation criteria applied by the municipality. Based on the findings, the thesis makes some recommendations; among which are: Resource allocation should be based on standardized criteria and announced to local communities. In addition; the role of financial monitoring process should be enhanced while implementing the plans of municipalities through checking and validating the allocation of resources "criteria" versus the actual implementation.
REFERENCES:
