

## Impact of Training on Employees Performance in the Ministry of Social Development

*\*Musa A. Alsaudi, Hamdan H. Alonaizat, Lafi S. Almkhareez*

### ABSTRACT

The aim of the study is to investigate the impact of training on employees' performance at the Ministry of Social Development from the perspective of the ministry members and managers. In order to achieve the purpose of the study, a mixed method (Quantitative and Qualitative) had been adopted. In order to detect whether if there is a statistically significant correlation between performance and the training programs at the Ministry of Social Development, then the researchers used the descriptive analytical approach through the development of an instrument of a study showing the impact of training on the performance of the employees in the Ministry of Social Development. The instrument include included the (25) paragraph that had been checked for validity and reliability, (43) questionnaires were distributed to members of the study sample, for deep analysis interviews were conducted. The results of the study show that the presence of significant correlation between planning, effectiveness and quality of training programs at the Ministry of Social Development. The study recommends the deployment of a culture of planning and the support of strategic management at the Ministry of Social Development to develop expressive ambitious plans for its vision to achieve its mission as a facilitator between everyone to work as one team, which will be reflected positively on the quality of training programs offered by the Ministry of Social Development.

**Keywords:** Ministry of Social Development, Performance, Planning, Training.

### INTRODUCTION

Social workers deal with some of the most vulnerable people in society at times of greatest stress, and they need to be properly equipped for such challenging task. Social workers need to demonstrate their command of skills and knowledge, and their capability to convey a service that creates opportunities for society.

Human resources are the very important and the main recourse in any organization; investing in employee has become a major concern for many organizations in order to retain their skills and experience as well as meet employee demands to keep them satisfied and loyal to their work. The employees' value has become a major resource that measures the wealth of the company

through staff training. Training has become the main tool to keep up with the fast advancing technology as well as market competition. Whether on a public level or in private sectors, investment in training needs to be given a high priority, furthermore, the ability to use scientific methodologies to measure training success is also required in order to improve the advantages and deal with the weaknesses, Khan (2012) demonstrated a model showing that organization that have good training programs for employees was able to enhance the performance of employees.

Many researchers explored the role of training and its impact on performance, Halawani (2006) explained the relation between training and development by the discussing of the role of training and its effect on achieving the intended goals. Raja et al (2011) found that training has a positive effect on organizational performance. Many employees forgot what they learned after a period of time, mainly due to the lack of application (Tarawneh, 2002). Agha and Khalaf Allah (1986) approached the effect of training on employees from an analytical perspective; the study concluded that

---

\* Department of Administrative Sciences, Amman University College for Financial and Administrative Sciences, Al-Balqaa Applied University (1,3), Department of I.T, Faculty of Management, Al-Balqaa Applied University, Jordan (2). Received on 08/05/2014 and Accepted for Publication on 24/06/2015.

the training works to refine the efficiency of the performance of employees as well as increase the professional relationship between the trainee and the training leads in the program.

Amir and Imran (2013) expressed that the training programs is the stimulant that workers needs to develop their capabilities and performance; that consequently improves the organization productivity. Qaryouti (2008) demonstrated the importance of training for both employees as well as management to help to create a common language between them when applying what is learned in the training in real life.

#### **Problem:**

The current training system at the Ministry of Social Development suffers from many problems. Many employees are not able to apply performance measures to their work, in addition to the lack of willingness to be active in the community. Therefore, it was necessary to develop training programs by professional experts and trainers that are able to apply the methods of new management to improve performance, in order to be able to achieve their objectives.

Therefore, many institutions in the Jordanian government started to design new methods tools to measure the outputs of training. The goal here is not only measuring the level and scope of the services provided but also a better quality.

#### **Hypotheses:**

In light of subject at hand and its problem, the study tries to achieve its objectives by testing the following hypotheses:

The First Hypothesis (H1): There is a statistically significant correlation between performance and the training programs, at the Ministry of Social Development, at a 5% level significance.

The Second Hypothesis (H2): There is a statistically significant effect of the training programs, at the Ministry of Social Development, on employees' performance at a 5% level of significance.

The Third Hypothesis (H3): There is a statistically significant effect of personal variables on performance, at the Ministry of Social Development, at a 5% level of significance.

#### **Objective of the Study:**

The aim of this study is to identify the impact of

training on the performance at the Ministry of Social Development from the point of view of employees, and detect whether there are, statistically significant, differences due to the personal variables (sex, qualification, years of experience, Job Title), and also to offer recommendations to improve performance at the Ministry of Social Development.

#### **The Importance of the Study:**

Study derives its importance from the following points:

1. The importance of the surveyed variables (Training, Performance), which play a key role in the Ministry of Social Development excellence.
2. The application of a field study on the vital sector (Ministry of Social Development).
3. Giving feedback to the personnel responsible of tanning and performance evaluation at the Ministry of Social Development in order to improve the level of performance and quality assurance, and raise the efficiency of services provided.

#### **Theoretical Framework:**

The study focuses on the importance of good training preparation in order to maximize the performance in the Ministry of Social Development. There have been many studies that covered the performance and training; in what follows we explained the relationship between the two variables of training and performance:

#### **Employees Performance:**

Training is closely associated with improving the performance of employees (Nelson et al, 2012). Organizational performance is dependent on the performance of employees (Najeeb, 2013); Favara (2009) explain that performance of the employees is the level to which an employee has completed his or her job. Performance is related to the output of the work, quality, and timeliness of the work; the attendance of the employees is one of the performance indicators.

Kinicki and Kreitner (2007) defined the performance of the employee as "Higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets", which means that performance is an emotional situation that the employees prefer it in their work, which is a situation any organization tries to gain to leverage the overall organizational performance. Any employee in any organization will not attain the organizational goals

without performing their work in the requested manner, to attain the requested manner the employee must be have the proper training that allow them to perform their work and gaining the organizational goals.

Jones and George (1997) explained that successful organizations need efficient administration, which has the authority to influence their subordinate to involve the employees in organizational performance.

Aguinis and Kraiger (2009) stressed and explain that the organizational performance is operationally demonstrated by effectiveness, which is translated by employees involvement, human resources indicators and quality.

Elnaga and Imran (2013) confirmed that the training programs are essential for the development of the organization's employees. Effective training programs are considered the main factor for enhanced performance. Training can enhance the attitude of employee and organizational competency, training can also shallow the gap between the required and desired performance.

Training needs adapt to solve any problem in the organizational performance, which can be reassured by proper training programs. Many methods of overcoming shortages in employee performance on job; and training is considered the main one, above all training develops competency, skills, and ability to improve employee performance and consequently the organizational productivity.

### **Employees Training:**

Training plays the significant part in organizational development, by activating the performance and then increasing the productivity of the organization (Nelson et al, 2012). Training positively affects employee's performance through generating benefits the employees, the organization, and any related stakeholder; the workers performance is developed by the development of skills, knowledge, abilities, behavior and competencies (Evans, 1999).

Onyango and Wanyoike (2014) explain the benefits of training as it improves morale of employees, job security and job satisfaction, training increases the performance level of the organizations. The quality of the process of training must be improved to result by giving better performance of the employees (Farooq & Khan, 2011).

There are many definition for training that are linked to the performance, McClelland (2002) stated that "Training is a process of building up confidence of

employees at workplace in terms of better performance", according to Bramley (2003) "Training is a process which is planned to facilitate learning so that people can become more effective in carrying out aspects of their work."

Training is a systematic process, Pilbeam and Corbridge (2002) explained the four major stages of the training process:

- Identifying Training Needs
- Plan and Design Training
- Delivering Training
- Evaluating Training Outcomes.

The aim of any training program is to leverage the performance of the organization. Establishing the objective of the training program based on the training needs is the cornerstone of the training process; planning and design is, in consequences, based on the needs of the specific social work. Training delivery is a procedural stage that can be outsourced in the case of the Ministry of Social Development. The evaluation of the training programs is an internal issue which does not get enough attention by decision makers at the Ministry of Social Development.

The main conjunction between the systematic training cycle that explained by Pilbeam and Corbridge (2002) seems to be the training process in the Ministry of Social Development.

USAID (2010) mentioned that the Ministry of Social Development did not have a plan for training, but do training at many departments; therefore, the internal training process has to be harmonized with the external training that the Ministry of Social Development provide for the citizens for the training to be more to be more effective in meeting the changing demand for skills in the labor market.

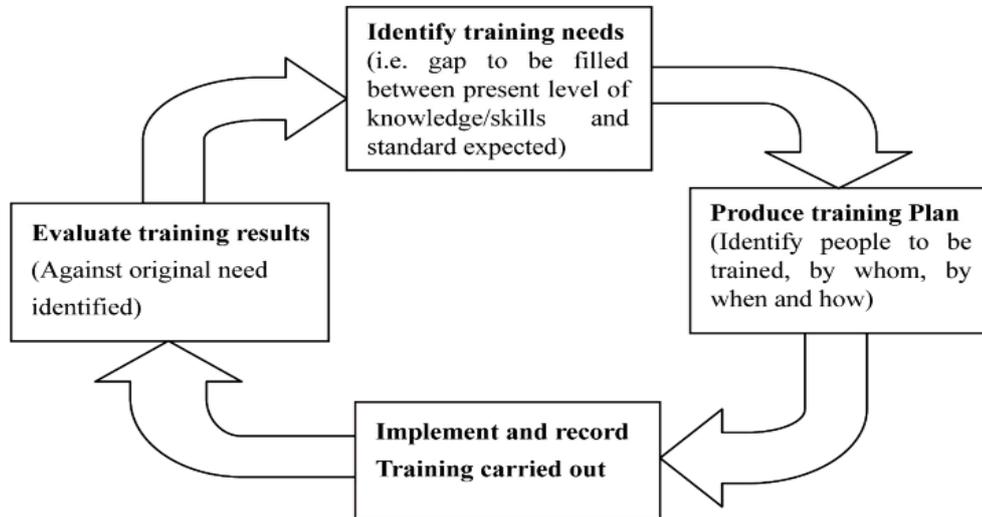
### **Relationship between Employees Performance and Training:**

Nelson et al (2012) explained that there is a relationship between training and the organizational performance. Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employees' knowledge, skills, ability, competencies and behavior (Benedicta and Appiah, 2010). For organizations believing continuous progress in the employees' performance, to achieve the desired performance the organization must arrange the training

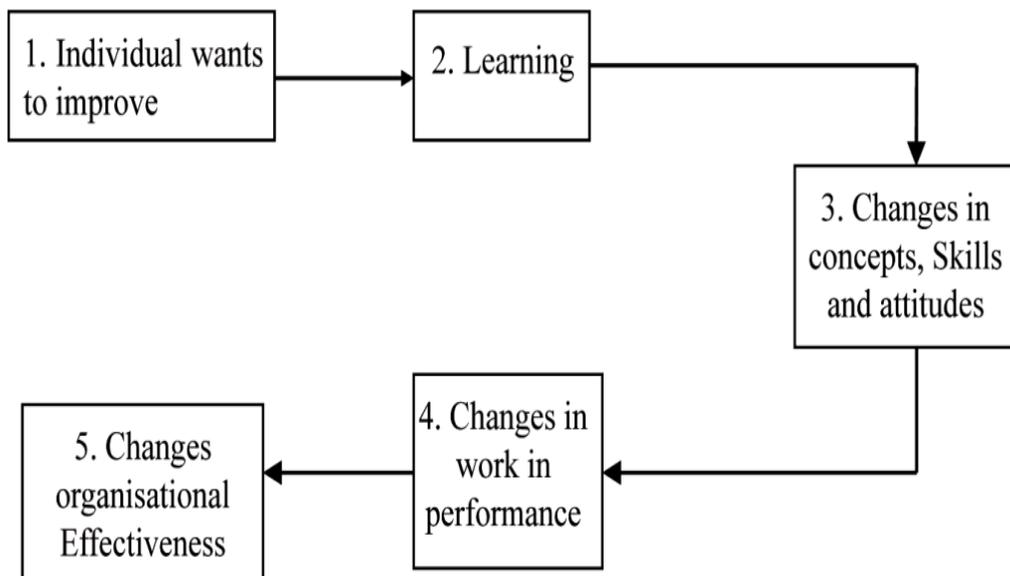
programs to polish the employees’ abilities and develop their competencies that are required at the organization (Jie and Roger, 2005).

Employee performance is a linear function in training

(Asim, 2013). Karim et al (2012) explain the process to develop employee’s performance and effectiveness through training, this individual training model is depicted in figure 2 below.



**Figure 1**  
**The systematic training cycle (Pilbeam & Corbridge, 2002)**



**Figure 2**  
**Individual training model (Karim et al, 2012)**

There are many factors that affect performance, include employee skills, working environment, and rewards. All these contribute to performance, the importance of on the job training on performance should not be neglected (Jagero et al, 2012).

Swaret et al (2005) mentioned that the effective

training must adopt to the real needs of the organization; skills, knowledge, and experiences are the cornerstones that any organization must look after to achieve the desired performance.

**Method and Procedures:**

**Instrument of the Study:**

The researchers developed a questionnaire as a tool to collect data to measure the opinion of Ministry of Social Development employees. In (11) paragraphs the questionnaire measured the independent variable (training) and in (14) paragraph measured the dependent variable (performance). A Likert scale of five levels (5, 4, 3, 2, 1) was used to determine the weights of the paragraphs devoted to a measure (totally agree, agree, agree somewhat, do not I agree, do not completely agree).

Open-ended questions were developed, based on the literature, to conduct deep analysis of the relationship between employees' performance and training. The study tried to answer the following questions which are derived from the literature:

1. What is the relationship between performance and the training programs at the Ministry of Social Development?
2. What is the effect of the training programs on employee's performance at the Ministry of Social Development?
3. What are the effects of personal variables on performance, at a significant level, at the Ministry of Social Development?

#### **Veracity of the Instrument:**

To verify the veracity of the tool used developed to measure the targeted variables, the researchers consulted an initial group of arbitrators to ascertain the extent of suitability and neutrality of the paragraphs to the fields and make sure that drafting language meets standards and quality of these aspects.

#### **The Reliability of the Instrument:**

Reliability of the instrument was verified by the Cronbach's Alpha statistic which ensures the internal consistency of the variables based on the answers of the surveyed respondents, table (1) illustrates the value of reliability coefficient.

The Cronbach's alpha values in Table (1) indicates that the reliability coefficients for subjects of study were high, indicating the robustness and consistency of the survey paragraphs to measure training and performance.

#### **The Study Population and Sample:**

The population of the study was defined by the Ministry of Social Development, and the study sample included the senior management and the employees that expressed motivation to fill the

questionnaire. Then self-administered interviews were carried out to make sure that every questionnaire was filled seriously, the non-completed and not properly answered questionnaires were discarded before analysis.

#### **Hypotheses Test:**

The first hypothesis (H1): There is a statistically significant correlation between performance and the training programs at a significance level of 5% at the Ministry of Social Development.

To test the first hypothesis, the researchers used the Pearson Test of correlation, the value of the coefficient was (0.712), a coefficient was statistically significant at 0.05 level of significance, leading us to accept the hypothesis which states: There is a statistically significant correlation between performance and the training programs at a significance level of 5% at the Ministry of Social Development.

The second hypothesis (H2): There is a statistically significant effect of training programs on employees' performance at the level of significance of 5% at the Ministry of Social Development.

To test the hypothesis the ANOVA test was used, results depicted in tables (2).

In table (2) we observe a statistically significant F-statistic at the level of significance is less than (0.05), leading us to accept the hypothesis that: There is a statistically significant effects of the training programs on employees performance at 5% level of significance at the Ministry of Social Development.

The Third Hypothesis (H3): There is a statistically significant effect of personal variables on performance at a 5% level of significance at the Ministry of Social Development.

To test the third hypothesis a regression analysis was used, result for the regression output are presented in and table (3) below.

Table (3) shows that training has a significant effect on the performance and shows that by the value of F-statistics amounting (254.195) is significant at the 0.05, the results also show that 50% of the variations occurring in performance is a result of training.

Accordingly, we accept the third hypothesis, which states: There is a statistically significant effect of personal variables on performance at a 5% level significantly at the Ministry of Social Development.

**Interviews Questions:**

Self-administered interviews had been conducted in the last quarter of 2014. The enthusiastic management at the Ministry of Social Development encouraged the qualitative data collection from the senior managements that directly involved in the training process.

**Interviews Questions****1. What is the relationship between performance and the training programs at the Ministry of Social Development?**

The interviews' revealed that there out many factors that training was the most important element for increasing performance at the Ministry of Social Development.

The managers explained that training increased competence at the levels of employees and general organization Training tries to bridge the gap between desired objectives or standards and actual performance.

**2. What is the effect of the training programs on employee's performance at the Ministry of Social Development?**

In the Ministry of Social Development, the training is not only an attracting attention, but in addition, it is an essential performance necessity because of the nature of at the task of the Ministry of Social Development.

Some managers and training chiefs pointed out some factors that may affect the performance, including employment environment, employee knowledge and skills, and inspiration.

These factors directly or indirectly affect the performance; on the other hand, the significance of them on performance must not be neglected. Many managers and training chiefs emphasized that it is hard to achieve the desired level of performance without training.

**3. What are the effects of personal variables on performance, at a significant level, at the Ministry of Social Development?**

Personal variables play a very important role in social work. Many managers try to emphasize on a focal point: "Our work is from human and to human".

Social work depends on the personal characteristics of the employee. That means that the personality of the employee play a major role in performing his or her job, which reflected on his general performance and to which extent his or her performance is harmonized with the desired performance for the Ministry of Social Development.

Social work in Jordan faces many difficulties; suffering from lack of financial investment in the social development is the most important factor that prohibits the progress in many social projects that Jordanian government tries to fulfill by coordination with the international institutions. Training for the citizens is the starting point for the Ministry of Social Development to have better effect in the Jordanian society, this training is a very big deal when the same trainer is in need for special training to deal with citizens and conduct his regular work.

**Table (1)**  
**Cronbach's alpha coefficients to test the reliability of the study instruments**

Dimension	Cronbach's Alpha Coefficient
Training	0.81
Performance	0.83

**Table (2)**  
**ANOVA Results for the second hypothesis**

	Sum of Squares	df	Mean Squares	F	Significant
<b>Between Groups</b>	6.506	2	2.301	5.189	*0.006
<b>Within Groups</b>	131.879	41	0.432		
<b>Total</b>	138.385	43			

**Table (3)**  
**Regression Analysis to test Third Hypothesis**

	<b>B</b>	<b>T</b>
<b>Performance</b>	0.042	14.878
<b>F</b>	254.195	
<b>R<sup>2</sup></b>	0.5	
<b>Sig.</b>	0.000*	

**Results:**

Based on the analysis of data, the study concluded the following results:

1. The study showed a statistically significant correlation between the training and the performance in Ministry of Social Development, where the value of Pearson's correlation coefficient (0.712) was significant at 5%.
2. There is a statistically significant effect of the training programs on employees performance at the Ministry of Social Development at 5% level of significance.
3. There is a statistically significant effect of personal variables on performance at the Ministry of Social Development at a 5% level of significance.

**Conclusions and Recommendations:**

The Study concludes that the training is related to performance, and follow-up implementation of the training programs within the Ministry of Social Development will encourage employee to do their best at work, which consequently will enhance the over all of the Ministry of the social Development.

The study recommends spreading the culture of training and support of senior management at the Ministry of Social Development to put the ambitious plans that represent its vision and to fulfill its mission as a participatory between everyone when developing and implementing the training programs, and not to keep these plans in locked office drawers. It's also possible to develop training programs according to the need of the different social services and at regional levels, and work on the revising them as an ongoing process.

**REFERENCES**

Afshan Sultana, SobiaIrum, Kamran Ahmed, Nasir Mehmood. (2012). "Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan", interdisciplinary journal of contemporary research in business, 4, (6).

Aguinis, H. Kraiger, K.. (2009). "Benefits of Training and Development for Individuals and Teams, Organizations, and Society", Annual Review of Psychology, Annu. Rev. Psychol., (60):451–74

Amir, Elnaga, Amen, Imran. (2013). The Effect of Training on Employee Performance European. Journal of Business and Management. 5. (4).

Asim, M. (2013). "Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan", International Journal of Scientific and Research Publications, 3. (9). ISSN 2250-3153.

Benedicta and April. (2010). "The impact of training on employee performance: A Case Study of HFC Bank (GHANA) Ltd".

Bramley, P. (2003). Evaluating Training (2nd ed.). CIPD UK.

Elnaga A. Imran, A. (2013). "The Effect of Training on Employee Performance". European Journal of Business and Management ISSN 2222-1905, 5. (4): 2013.

Evans, J. R. and Lindsay W. M. (1999). The Management and Control of Quality. 4th edition, Cincinnati Ohio: South-Westernllge College Publishing.

Farooq, F. Khan, M. (2011). "Impact of Training and Feedback on Employee Performance", Far East Journal of Psychology and Business, 5, (1).

Favara, L. F. (2009). Examining followership styles and their relationship with job satisfaction and performance. Unpublished doctoral dissertation, North central, University, Prescott Valley, Arizona.

George, J. M. and Jones, G. R.(1997). Organizational spontaneity in context. Human Performance, 10: 153–170.

Gouldner, A. W. (19600). The norm of reciprocity: A preliminary statement. American Sociological Review.

Jagero, N, Komba, H. and Mlingi, M. (2012). "Relationship between on the Job Training and Employee's

- Performance in Courier Companies in Dar es Salaam, Tanzania", International Journal of Humanities and Social Science, 2, (22) [Special Issue – November 2012].
- Karim, M. Huda, H. and Khan, R. (2012). "Significance of Training and Post Training Evaluation for Employee Effectiveness: An Empirical Study on Sainsbury's Supermarket Ltd, UK, Canadian Center of Science and Education, International Journal of Business and Management; 7, (18). ISSN 1833-3850. E-ISSN 1833-8119.
- Khan, Muhammad Ikhlas. (2012). The Impact of Training and Motivation on Performance of Employees. Business Review, 7, Number 2, July - December 2012: 84-95. Available at SSRN:<http://ssrn.com/abstract=2206854>.
- Kinicki, A. and Kreitner, R. (2007). Organizational Behavior, McGraw-Hill, New York, NY.
- McClelland, S. D. (2002). "A Training Needs Assessment for the United Way of Dunn County Wisconsin". The Graduate School, University of Wisconsin-Stout, Menomonie, USA, Retrieved from <http://www2.uwstout.edu/content/lib/thesis/2002/2002mcclellands.pdf>.
- Najeeb, A. (2013). The Impact of Training and Information and Communication Technology on Employees Performance: An Empirical Study on Pharmaceutical Manufacturing Companies in Amman, Middle East University, Amman, Jordan.
- Nelson J. Hilary V. and Michael N. (2012). Relationship between on the Job Training and Employee's Performance in Courier Companies in Dar es Salaam, Tanzania, International Journal of Humanities and Social Science, 2, (22): [Special Issue – November 2012], [http://www.ijhssnet.com/journals/2.\(22\)\\_Special\\_Issue\\_November\\_2012/12.pdf](http://www.ijhssnet.com/journals/2.(22)_Special_Issue_November_2012/12.pdf).
- Onyango, J. and Wanyoike, D. (2014). "Effects Of Training On Employee Performance: A Survey of Health Workers In Siaya County, Kenya", European Journal of Material Sciences, 1, (1):11-15.
- Pilbeam, S., and Corbridge M. (2002). People Resourcing: HRM in practice (2nd ed.). UK: Financial times,prentice hall.
- Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan. (2011). Impact of Training and Development on Organizational Performance, Global Journal of Management and Business Research.
- Swart, J., Mann, C., Brown, S. and Price, A. (2005). Human Resource Development: Strategy and Tactics, Elsevier Butterworth-Heinemann Publications, Oxford.
- USAID. (2010). "Ngos and Cbos Efforts On Social Marketing, Outreach and Communication USAID/Jordan". Final Report on the Summary of the Survey Findings of NGOs/CBOs.

## أثر التدريب على أداء الموظفين في وزارة التنمية الاجتماعية

\* موسى السعودي، حمدان حسن العنيزات، لافي صالح المخازير

### ملخص

هدفت هذه الدراسة لمعرفة أثر التدريب على أداء الموظفين في وزارة التنمية الاجتماعية من وجهة نظر أعضاء الوزارة والمديرين، لتحقيق هذا الغرض من هذه الدراسة تم اعتماد الطريقة المختلطة (الكمية والنوعية). من أجل اكتشاف ما إذا كانت هناك علاقة ذات دلالة إحصائية بين الأداء والبرامج التدريبية عند مستوى الدلالة ( $P < 0.05$ ) في وزارة التنمية الاجتماعية، وبعد بيان العلاقة بين متغيرات الدراسة، استخدم الباحثون المنهج الوصفي التحليلي من خلال تطوير أداة للدراسة تبين تأثير واقع التدريب على أداء العاملين في وزارة التنمية الاجتماعية. وقد تم تطوير استبانة شملت (25) فقرة والتي تم التحقق من صحتها وموثوقيتها، حيث تم توزيع (43) منها على عينة الدراسة، و للتحليل الأعمق أجريت مقابلات مع المعنيين. لقد أظهرت نتائج الدراسة وجود علاقة ارتباط ذات دلالة إحصائية بين التخطيط وبرامج التدريب في وزارة التنمية الاجتماعية، وأوصت الدراسة بنشر ثقافة التخطيط دعماً للإدارة الاستراتيجية في وزارة التنمية الاجتماعية لوضع خطط طموحة معبرة عن رؤيتها لتحقيق رسالتها باعتبارها عملية تشاركية بين الجميع والعمل كفريق واحد من أجل تحقيق ذلك الأمر الذي انعكس إيجاباً على نوعية البرامج التدريبية التي تقدمها وزارة التنمية الاجتماعية.

الكلمات الدالة: وزارة التنمية الاجتماعية، الأداء، التخطيط، التدريب.

\* قسم إدارة الأعمال، كلية عمان الجامعية للعلوم المالية والإدارية، جامعة البلقاء التطبيقية (1،3). قسم نظم المعلومات الإدارية، كلية إدارة الأعمال، جامعة البلقاء التطبيقية، الأردن (2). تاريخ استلام البحث 2014/05/08، وتاريخ القبول 2015/06/24.