

Training Strategy and Its Impact on the Performance of Employees

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Abstract

The present study aims to highlight the importance of training strategy and its impact on the performance of employees at the Al-Balqa Applied University, and to identify the most prominent training programs that provided to the employees. As well as it seeks to know to what extent the senior management are commitment to the adoption of training strategy and the use of modern technology as the basis for the application of training programs at the university. To achieve the objectives of the study, hypotheses of the study were formulated, questionnaire was designed and distributed to all relevant levels of management at the University, the data were analysis by using SPSS software. The findings of the study indicated that there is higher-level of awareness regard to the diversity of training programs at the university. The findings also showed a positive correlation between the commitment of senior management and the adoption of training strategy and employees' level of performance at the university. In addition, it showed there is statistically significant positive correlation between the use of modern technology as the basis for the application of training strategy and employees' level of performance at the university. The study recommended that the university should concern with providing the necessary financial and material resources for the training process as well as the need to support the senior management at the University of the foundations of modern technology in training to ensure that the employees will get the advantage of the latest training programs and assessment of employees' performance after taking a training courses.

Keywords: training strategy, employees' performance, university training

1. Introduction

The human element is considered as one of the important elements that the success and survival of business organizations is underpinned. Moreover, human element is the essence of all the organization's activities, it is an important source, especially if it characterizes by the quality of skill and knowledge, abilities and capabilities that fit with the nature of the assigned work. It is known that the environment today is changing and not stable, therefore, it reflects in the business organizations which require reconsideration of structure of the skills and knowledge of human resources and develop their performance. The organization is required to develop human resources skills and knowledge or add new knowledge and behaviours adequate with the new functional requirements in addition to its activities in the field of selection and appointment, guidance and follow-up of human resources at training (AlHiti, 2010).

2. Problem of the Study

The lack of qualified, trained and capable human resources to cope with all the changes and challenges in the external environment will weaken the ability of organizations to compete globally and regionally. Therefore, there is urgent need to look at training from a strategic perspective to design and implement training programs to achieve the strategic objectives of the organization. The problem of the study lies in attempting to answer the following general question. To what extent does Balqa Applied University apply activities that are related to the existence of clear strategy for training and its impact on the performance level of their employees?

3. Questions of the Study

1. Is there a relationship between the quality of the training programs and the level of performance of employees at the university?
2. Is there a relationship between the commitment of senior management and the adoption of training strategy and the level of performance of employees at the university?
3. Is there a relationship between the use of modern technology as the basis for the application of training strategy and the level of performance of employees at the university?

4. The Importance of the Study

The importance of this study lies in focusing on important of training that affects the university's competitive. Hence the training is a long-term investment through the development of skills and knowledge among employees which, leads to the improvement of their performance, increase their loyalty, achieve the university goals and increase its competitiveness regionally and internationally.

Moreover, the importance of this study lies in training strategy which indicates directly on the performance of employees, affects them and also leads to the development of methods and principles and skills of

administrative leadership for managers to make rational decisions. These decisions will reflect positively on the university's performance and maintain its position among other universities. The importance of this study also it may contribute to assist decision makers in the Balqa Applied University to benefit from the results and find out what has been applied and what is required to be applied. Hence, the adoption of training strategy is a key step in determining the future vision for the management of human resources, thus it is contributing to the improvement of performance levels of employees and contribute to the achieving the competitive advantage of this university. In addition, the importance of this study lies in contributing in providing interested officials with the needed information and the most important obstacles that face the adoption of a strategic approach in the practice of training activities and finding appropriate mechanisms for the successful solutions in applying this approach in order to raise the performance of employees at Balqa Applied University.

5. Objectives of the Study

1. To identify the most prominent training programs that provides for employees in Balqa Applied University.
2. To know to what extent senior management is committed and supported the adoption strategic training in Balqa Applied University.
3. To identify to what extent Balqa Applied University is adopting the modern technology as the basis for the application of strategic training programs.

6. Literature Review

Al-Obeidi, (2013) conducted a study to explore the impact of creative direction and training strategy on the performance of employees in Kuwait oil company. The findings of the study indicated that there is correlation between the elements of the creative approach and elements of the training strategy on the performance of employees in the Kuwait oil company with high level of. The findings also showed that there is impact of elements of the creative approach on the development of the performance of employees in the Kuwait oil company. Furthermore, it showed the impact of training strategy in developing the performance of employees in the Kuwait oil company.

Al-Qathi, (2012), conducted a study to identify the strategic relationship practices of human resource management on the performance of private universities in Jordan. The findings indicated that there was a statistically significant effect of the strategic practices of human resource management on the performance of employees in private universities in Jordan. In addition, there was a statistically significant effect of recruitment, training, development and participation of employees on the performance of private universities in Jordan. Moreover, there was no statistically significant effect of the compensation systems on the performance of private universities in Jordan.

Al-Samarrai, (2010) also conducted a study to identify the impact of training strategies (trainees and their desire to training, coaches, training curricula, managerial and supervisory services and their impact on the success of the training program) on the development of human resources (achievement of course objectives and transfer them to the training needs, motivation, desire for change) in the Ministry of Electricity in Iraq. The findings indicted that there was statistically significant relationship between the training strategies and development of human resources in the Ministry of Electricity in Iraq. In addition, the findings identified the most effective factors for the success of the training process from the standpoint of coaches is the attendance at training and raising the efficiency of the trainees by conducting educational seminars and training courses. The findings also showed that the most important problems facing trainers during the training process is the lack of practical application of the skills acquired by the trainee and this is agreed by most of the studies.

Al-Otaibi, (2010), conducted a study to identify the impact of the use of information technology on the performance of human resources at the Australian International Academy in Melbourne, and its impact on job performance. The study also aimed to recognize the human resources systems that currently used in educational institutions, and systems of electronic educational services due to their significant role in the trend towards the use of technology in human resource management, the study found that there was clearly vision in the sample study regard to importance of the use of information technology in human resources management, and their multiple benefits. In addition, the findings demonstrated the availability of infrastructure at the information technology centre in the academic and there were electronic educational services in the academy.

Al-Shra'a, (2008), investigated the extent of applying activities that are related to the existence of a clear strategy for training and its impact on the employees' level of performance in the Jordanian Public Shareholding Industrial Companies. The findings indicated that there was statistically significant positive correlation between the application of the stages of training process from a strategic perspective and the performance of its employees in the Jordanian Public Shareholding Industrial Companies, as well as the existence of such a relationship between the degree of diversity in training programs offered in these companies and the performance of its employees. In addition, the findings showed that there was statistically significant positive correlation between the extent of

adoption of the senior management of these companies to the training strategy and between the level of performance of its employees as well as the existence of this positive relationship between the use of modern technology as the basis for the application of the training strategy programs in these companies and the level of performance of its employees. Moreover, the findings indicated that there were some constraints faced by these companies when adopting an effective strategy for training such as lack of organizational culture and the lack of highly qualified coaches and the rigidity of the laws and regulations.

Erhim, (2002), conducted a study to identify the weaknesses in the training system as well as to identify training needs as fundamental and basic step of the training process. It also aimed to identify the most important problems that hinder the progress of the training process. The findings indicated that there was a comprehensive strategic plan for each of the management levels that are relevant to the strategy of the company in the surveyed companies. In addition, there were no long-term training plans in companies where the majority of the plans were annual. Moreover, there was lack of understanding of the great recognition of the importance of training programs to achieve the company's goals. Finally, there was special regulations for job descriptions and job evaluation in some companies as well as there was a relative weakness in the coordination between these systems and between the processes of identification of training needs.

Abdelgadir & Elbadri, (2010) investigated the practices of training activities in the Polish Commercial Banks. The study found that many of the surveyed Polish Commercial Banks ignore the identification of training needs when planning process for its banking activities. In addition, findings showed the absence of the process of evaluating the results of the training programs and their impact on employees' level of performance.

Gasco, et al, (2004) conducted a study to identify the impact of the use of information technology on human resources management practices, especially the training strategy in the Spanish Telecommunications Company (Telefonica). The findings indicated that the use of information technology in training contributed significantly for improving the use of managers for their time, increasing the participation of the trainees, improving the evaluation of effectiveness of training programs systems as well as improve the quality of these software systems. In addition, the findings showed that this service company aimed to develop future training based on self e-learning for all staff and employees in this company.

7. Methodology

7.1 Population of the study

The population of the study consisted of employees in the main campus of Balqa Applied University from various administrative levels.

7.2 Instrument of the study

Questionnaire was designed in accord with the subject and objectives of the study. It was designed after access to literature and previous studies on the investigated area.

The questionnaire is consisted of two parts. First part contains personal variables such as demographics of the sample such as gender, administrative experience, and the position level. The second part consisted of four domains. First domain includes a set of questions related to the diversity of training programs. Second domain related to the extent of commitment and support of senior management for the strategy of training. Third domain is related to the level of adoption of use of modern technology as a basis to apply the training strategy in Balqa Applied University programs. Forth domain is related to the performance of employees at the university.

Five-Likert scale was used to specify the views of respondents with regard to the statements in the questionnaire. The questionnaire was handed to group of specialists in the same field to check its suitability for the purposes of the study. Their recommendations and suggestions were taken into consideration. (242) questionnaires were distributed to employees in Balqa Applied University in all administrative levels, and the number of retrieved questionnaires were (230) questionnaires. This indicated a high percentage of response (95%). The appropriate statistical methods of analysis were used, such as the arithmetic mean, standard deviation, correlation coefficient, and tests used in the SPSS statistical program.

7.3 Hypotheses of the study

The Null Hypothesis (H₀): There is no statistically significant difference in the diversity of the training programs and the level of performance of employees at the university.

The Null Hypothesis (H₀): There is no statistically significant difference in the commitment of senior management and the adoption of training strategy and the level of performance of employees at the university.

The Null Hypothesis (H₀): There is no statistically significant difference in the use of modern technology as the basis for the application of training strategy and the level of performance of employees at the university.

7.4 Variables of the study

Independent Variables

- Diversity of training programs.
- Commitment of senior management and its support for training strategy.
- The use of modern technology as the basis for the application of training strategy.

Dependant Variables

- The performance of employees

8. Data Analysis & Testing Hypotheses

First Hypothesis

The Null Hypothesis (H0) of the study assumes that there is no statistically significant difference in the diversity of the training programs and the level of performance of employees at the university.

Statements (1-5) of the questionnaire are measuring the respond of the sample to the diversity of training programs in the university. The total mean (3.67) out of (5) and standard deviation (0.67) reflect their awareness of the importance of training programs, the degree of awareness is of high level of the importance of diversity training programs at the university, and it should be noted that this average is approaching the upper limits of the scale approved in the study.

To test the first hypothesis the data were analyzed via simple linear regression analysis.

Table (1) the impact of diversity of training programs on the performance of employees

<i>R</i>	<i>Adjusted R²</i>	<i>F</i>	Level of sig	Result of the hypothesis
0.409	0.168	45.911	0.000	Rejected

The effect is statistically significant at the level of ($\alpha \leq 0.05$)

Table (1) showed that the value of (F) is equal to (45.911) p-value (0.000) which is less than the specified value (0.05), which indicates a statistically significant relationship between diversity training programs from the perspective of the training strategy and the employees' level of performance at the university, and this supported by the explanatory value of R2, which is (0.168). This finding is consistent with the findings of the Al-Qathi. 2012.

Second Hypothesis

The Null Hypothesis (H0) of the study assumes that there is no statistically significant difference in the commitment of senior management and the adoption of training strategy and the level of performance of employees at the university.

Statements (6-10) of the questionnaire are measuring the commitment of senior management and their adoption of training strategy. The total mean (3.69) out of (5) and standard deviation (0.78) reflect their high level of commitment and adoption of training strategy at university.

To test the second hypothesis the data were analyzed via simple linear regression analysis.

Table (2) the impact of commitment of senior management on the employees' level of performance.

<i>R</i>	<i>Adjusted R²</i>	<i>F</i>	Level of sig	Result of the hypothesis
0.422	0.168	49.402	0.000	Rejected

The effect is statistically significant at the level of ($\alpha \leq 0.05$)

Table (2) showed that the value of (F) is equal to (49.402) p-value (0.000) which is less than the specified value (0.05), which indicates a statistically significant relationship between the commitment of senior management and the employees' level of performance at the university, and this supported by the explanatory value of R2, which is (0.168). This finding is consistent with the findings of the Al-Obaidi. 2013.

Third Hypothesis

The Null Hypothesis (H0) of the study assumes that there is no statistically significant difference in the use of modern technology as the basis for the application of training strategy and the level of performance of employees at the university

Statements (11-15) of the questionnaire are measuring the awareness of the use of modern technology as the basis for the application of training strategy at the university. The total mean (3.82) out of (5) and standard deviation (0.70) reflect their high level of awareness in using modern technology as the basis for the application of training strategy at university.

To test the second hypothesis the data were analyzed via simple linear regression analysis.

Table (3) the impact of using modern technology on the employees' level of performance.

<i>R</i>	<i>Adjusted R²</i>	<i>F</i>	Level of sig	Result of the hypothesis
0.609	0.370	134.118	0.000	Rejected

The effect is statistically significant at the level of ($\alpha \leq 0.05$)

Table (2) showed that the value of (F) is equal to (134.118) p-value (0.000) which is less than the specified value (0.05), which indicates a statistically significant relationship between the using modern technology and the employees' level of performance at the university, and this supported by the explanatory value of R2, which is

(0.168). This finding is consistent with the findings of the Al-Arabi. 2012.

Based on the foregoing; the third hypothesis is rejected and the alternative hypothesis is accepted which states that there is statistically significant difference ($\alpha \leq 0.5$) in the use of modern technology as the basis for the application of training strategy and employees' level of performance at the university.

9. Findings of the study

1. The finding of the study indicates that there is high level of awareness with regard to the importance of diversity of training programs at the university which reflects positively on the employees' level of performance, and on the development of their skills and experiences.
2. The finding of the study indicates that there is statistically significant positive correlation between the commitment of senior management and the adoption of training strategy and employees' level of performance at the university.
3. The finding of the study indicates that there is statistically significant positive correlation between diversity of training programs employees' level of performance at the university.
4. The finding of the study indicates that there is statistically significant positive correlation between the use of modern technology as the basis for the application of training strategy and employees' level of performance at the university.

10. Recommendations of the study

1. The study recommends that the university should diversify its methods of training, which provided to its employees and conducting a special training programs for managers.
2. The study recommends that the university should concern with providing the necessary financial and material resources for the training process and the necessity to consider the training essential building block and a strategic priority in every department at the university.
3. The need to support the senior management at the University of the foundations of modern technology in training to ensure that the employees will get the advantage of the latest training programs and thereby increase their efficiency.
4. The study recommend the need to assess the performance of employees after taking a training course in order to find the strengths and weaknesses of the employee and in the program if any.
5. There is need to conduct other similar studies focused on activating the role of training strategies to raise the efficiency of the employees in the universities.

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