

Training Programs and their effect on the employees Performance at King Hussain Bin Talal Development Area at Al - Mafraq Governate in Jordan

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DOI: 10.6007/IJAREMS/v6-i1/2711 URL: <http://dx.doi.org/10.6007/IJAREMS/v6-i1/2711>

ABSTRACT

The study aimed to identify the training programs and their impact on the employees' performance of industrial companies in the Mafraq development area, the study population comprised all Jordanian employees in the industrial sector in the development area in Mafraq totaling 520 employees.

Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate mounted (230) who got training programs during their work, because the study population is small in number, the researchers considered all the employees.176 questionnaires returned usable for statistics.

To achieve the objectives of the study, the researchers designed a questionnaires which was distributed to Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate mounted (230), who got training programs during their work, because the study population is small in number, the researchers considered all the employees, after reviewing the questionnaires found (176) valid questionnaires for statistical analysis. Then, the researchers conduct statistical analysis by (SPSS version 21).

The researchers found that industrial companies have an average interest in training programs, they also found a statistical significant impact of the training needs determination and training process evaluation on the employees' performance, and no statistical significant impact for the training programs design on employees' performance.

Finally, the researchers recommend decision makers and managers of the industrial companies to increase interest in the training programs to raise the morale of employees, and benefit from their higher performance.

Keywords: Training Programs, Employees' Performance, Industrial Sector, Development Area. Jordan

1. Introduction

The world is witnessing at the moment many changes in all areas of economic, political, technological, social, and cultural, which made business organizations face many challenges during the practicing of their work, and their various activities, paid to search for tools and mechanisms that enable them to cope with these innovative and creative changes, training is the mechanism that must be adopted to ensure that these organizations abreast of changes that appear in the external environment, and achieve a head start in facing these changes through change and adjustment in their structures, or in goods and services, or in the technology used, or in the behavior of employees (Halkos & Bousinakis, 2012).

Training is one of the most important tools that organizations rely on to achieve their goals, through the alignment between job requirements and the capabilities and skills of individuals in order to improve performance, and increase productivity at the lowest cost possible. The training aims to develop the capacities of individuals, to acquire new skills and knowledge, change attitudes, behavior, and development, public and private organizations interested in training as one of the best ways they can link the material and production factors between the enterprise personnel, in shape that ensures the organization's goals as effectively and efficiently as possible, training has become an essential tool depends upon all organizations that want to improve their productivity (Neo et al., 2011a).

Training programs offered for workers in industry and information sectors to improve skills they need to protect themselves from making mistakes, and thus make what is called the efficiency and service quality (Al-Hawary & Ismael, 2010; Al-Hawary & Al-Menhaly, 2016), but employees have to receive adequate training programs about which company will work with, and comply with occupational safety and effective formal training grounds. Here the role of the company or organization itself must secure all types of information and present it to them during the training period, in addition to that training programs have to be in a good way for everyone's participation in decision making processes, and to take timely action, and the training programs have to develop employees to include all activities and manufacturing operations, including (delivery, Assembly, packaging). Giving employees the opportunity to assimilation with supervisory responsibilities, and receive training on time management, conflict resolution, discipline, and the interview procedures and reviewing job performance (Stark, 2014).

Presently training became an investment in human capital, and is one of the most basic ways to configure suitable human resources able to do their work perfectly (Al-Hawary & Nusair, 2017). Perhaps the organizations exercise a key role in the development of Jordanian society, and its development and economic growth, and this requires the introducing of technology, and the use of modern and sophisticated methods, which have the need to involve employees in these organizations with ongoing training programs to meet the constant changes in the light of globalization through effective training plan to improve performance for different

functions and develop their processes continuously and paying attention to human resources and training to achieve goals and recognize their employees (Al-Hawary & Aldaihani ,2016;Al-Zboun, 2015).

The study addressed its importance from choosing the topic which plays a big role in influencing organizations ' ability to compete and survive which is concerned with training and development of employees. Training may be considered as a long-term investment in human resources, that will enable them to acquire skills and abilities that help them to cope with the changes caused by organizations as a response to external environment variables. The role of training is not only to make these resources capable of coping with the changes, but it does refine experiences, knowledge and information, and skills that make workers are doing driving change within their own organizations and enabling them to compete. Achieving efficiency in the organizations no longer depend solely on its physical, technical, financial or human, but is determined primarily by their ability to maximize resources and different possibilities, and of human resources, in particular through training programs for their employees, hence this study is to determine the impact of training programs on the performance of employees and their behavior.

2. Theoretical framework and hypotheses development

2.1.1 Training

No longer a secret to change organizations, whether private or public, civilian or military, which put great challenges for organizations, managers, and workers to find ways to increase efficiency and effectiveness through optimal use of available resources, to ensure their survival, and continue to achieve its objectives (Al-Mutairi, 2003).

Training programs as mentioned by Al-Hamidi et al. (2014) as one of the ways that enable organizations to survive, and achieve its goals, a lot of organizations working to allocate a portion of its annual budget to spend on these programs, because they don't consider just the expenses and costs, it is a huge and optimize investment in human capital will return later to achieve organizational goals (Al-Hawary, 2015), and raise competitiveness, training has become a tool for human development and means, Since all workers need training, whatever their position, and the nature of their work, skills can be provided by the training programs before joining the apprentice training program, but it is notable, however, for the performance of individuals for their work after the course, which will find that there is a difference in their performance level from what it was before in this training course, so take the skills which reflected positively on their performance, outcomes and trends carried by workers (Al-Khaja, 2006).

The role of effective training to keep pace with changes in organizations, and to achieve its objectives by harmonizing job requirements, capabilities, and skills of individuals in order to improve performance, and increase productivity at the lowest possible cost, the training process is the restructuring of human resources by increasing their ability to use tools, modern means, acquire new skills and knowledge, change attitudes, and develop behaviors that enables them to perform their work as required (Abu Nasser, 2009).

The training became occupied vital role in today's organizations, becoming a mainstay, pivotal in human resource management, and the key to their success by helping them to achieve sustainable competitive advantage, ensure prosperity and continuity, we will handle in the next part of this important function of human resources management, through clarifying the concept of training, and the main phases of the process.

2.1.2 Training concept

Lot of researchers and writers in the field of management defined training, but all definition which were addressed as noted topic literature differ from each other so much, here are some definitions of training. Neo et al. (2011a) defined training process: 'as a planned conscious effort by organization to help acquire the knowledge, skills and abilities and behaviors related to work, with the aim to be applied during work. Assaf (2008) defined training as 'refinement and development of skills in the context of systematic and scientific'. Bernoti (2007) indicated that training is: 'certified educational activity practiced by the organization with the aim of improving the performance of the individual in the job he holds.

Training as defined by McCourt (2003) is: to promote and achieving learning through planned efforts directed in an organizational context, which add value to develop the individual personally, and achieve the objectives of the organization. Also training defined by Armstrong (2001) as, a development process which takes a formal shape and regulating behavior through learning that occurs as a result of learning and development and planned experience.

Building on previous definitions, the researchers define training as: a set of planned activities, aim at developing individual behaviors, attitudes, skills, and knowledge needed to improve the performance of their works, and to be able to cope with environmental changes efficiently and flexibly.

2.1.3 Stages of training process

Given the importance of training, and the huge amounts which spent by organizations to achieve its objectives, the organizations implementing the training process efficiently and effectively, bearing in mind that this process goes in sound and scientific method, according to an integrated and interrelated steps to ensure achievement of the objectives of the training process (Neo et al., 2011a). The training process is identified as determined by Abu Nasser (2009): identification and analysis of training needs, the design, implementation, and evaluate of training program, these stages are:

First stage: identification and analysis of training needs

Al-Taney (2013) defines training needs as: 'information, technical skills, capacity or the development of behavioral or modified due to changes, transfers, promotions, solve problems that may appear within the organization. Aghili (2005) referred that to identify training needs are: 'the gap between the current state of human resources efficiency on the one hand, and the level of competence required to access knowledge, skills, behaviors and attitudes on the other'. While Abu Nasser (2009) referred that the process of identifying training needs are: 'the process compared actual performance of the organization, desired performance to determine the size of the gap could be addressed through training.

Alsakarneh (2011) Confirmed that distinction must be made between the three key concepts are: training needs: which is a kind of need for improvement in human performance which can be met by structured training, identifying training needs, which is the required process to determine which training areas required to deal with such as: the organization's needs the needs of the job, individual needs, and training needs analysis, which meant screening process intended to determine the best ways to meet these needs.

Second stage: design training programs

After that training needs are identified, *design training programs* must be made which is considered as the substrate upon which training programs rely on, the responsible for training begins designing training programs, as that achieves the desired objectives, the process of designing training programs usually incorporating several procedures can count on setting training objectives, develop training curriculum, choosing the type of training, selection of trainers, trainees, the duration of the training program, training program, training costs, and choose training methods (Hassouna, 2007).

Third stage: implementing training programs

After you finish designing a training program, it should be translated into practice, so that whatever reached proficiency, and accuracy in identifying needs and designing training programs, it will not be effective unless implementation phase successfully established training objectives which were achieved (Al-Khatib, 2012).

Fourth stage: Evaluating training programs

It is the final stage of the training process, and at this stage it is measuring the efficiency of the training program, and its success in achieving its objectives, the evaluation process was conducted during the course to discover gaps, or distractions, and address them before it's too late, and to enhance the results achieved, the evaluation process is also after the course to verify implementation plan correctly (Al-Kubaisi, 2010).

2.2 Employees' performance

Human resource is the most important element for any organization wants to survive and prosper, organizations today need to be efficient and effective in management (Al-Hawary & Shdefat, 2016; Al-Hawary, 2011), human resource is one of those tools that make organizations achieve their objectives more efficiently and effectively and with the least possible cost and potential problems (Al-Hawary & Alajmi, 2017), the proper application of human resources management can contribute significantly to the human resources to optimum use, as well as human resources department prepares senior management with a scientific method would make services more attractive (Yilmaz, 2014).

Human resources play the main role in making strategic objectives, monitoring and analysis of the external environment, internal supervisory, and measuring efficiency, in addition they are involved in helping to increase productivity. This curriculum or heading within this framework is a strategic guide and the systematic use of human resources to gain competitive advantage for the organization in the face of other competitors in the market, on this basis many organizations announced that human resources distinct from its competitors, so that human resources have a special strategic value, with professional and technical capabilities,

thus seeking to attract and retain them, and made them continue as competitors with their counterparts in other organizations (Noor et al., 2010).

Performance is one of the concepts that have gained ample share of interest and research in management studies, because of the importance of the concept at the level of the individual, organization and overlapping influences that affect performance and diversity, performance is the means by which pay administration to work fresh and active, making the presidents attending the duties and responsibilities of their subordinates, and subordinates are paid for working effectively, and individual performance is the performance of the work in terms of quantity and expected quality of every employee in the Organization (Al-Hawary & Alajmi, 2017), these standards are the basis for performance evaluation. According to the theory of work performance, performance is the behavior and actions of the human element that affects the performance of the organization. This behavior is part of or outside the scope of obligations (Al-Rifai, 2014).

2.2.1 Performance concept

Hilal (1999) defined performance as 'a meaningful functional behavior does not appear as a result of strong pressures emanating from within the individual only, but as a result of the strong interaction and compatibility between the individual's internal and external forces surrounding it. While Al-Sheikh (2001) defined performance is a result of the outcome of the interaction between the three main parameters: individual motivation, climate or the working environment, the ability to do the job.

Performance can be defined ' administrative and technical process by which data collection and extraction of meta and quantitative information that indicates the levels of performance for employees to compare with their previous performance or the performance of the rest of the workers, or with the standards clarify what must be achieved (Al-Hawary et al., 2013; Al-Hawary, et al., 2011; Al-Hawary & Haddad, 2016). And through that it is assessing the level of competency and their effectiveness, and extent of improvement or decline that accompanies their work across a specific time period (Abdul Nabi, 2010). Abu Sweireh (2010) defines performance as 'an activity by the employees through the performance of the duties, functions and responsibilities, which must be done every job site. And optimal performance is doing the duties, tasks and responsibilities to the fullest.

Mohamed (2011) indicates that performance is the degree of completion and achieving goals and tasks configured for individual job, reflecting how to accomplish these tasks, or full individual job requirements. Robbins (2005) defines performance as the final result of the activity, and it's a set of the final results for all operations and activities of the organization. Miller (1990) finds that performance is synonymous with efficiency, a reflection of how the use of material and human resources, and exploited optimally, which makes it able to achieve their goals.

Researcher finds that the concept of performance includes other concepts besides the concept of efficiency and effectiveness, such as: turnover rates, accidents, absenteeism and delay since the good worker is that high productive, as well as contribute to play in reducing work-related problems at work, and few incidents like the order, so arguably performance

includes a set of variables in terms of performing work effectively and efficiently with a minimum of problems, obstacles, and negatives resulting from his conduct at work, the researcher finds that performance, is a Purposeful behavior by an individual to accomplish the work entrusted to him, depending on a number of external factors such as working environment, relationship with colleagues and superiors, appropriateness of the workplace, work stress and job satisfaction degree.

2.2.2 Performance dimensions

Tasks performance: behaviors that contribute to the fulfillment of the fundamental processes in the Organization, such as the direct production of goods or commodities, and each performance contributes directly or indirectly to the implementation of the organization's operations (Gibbs, 2004).

Situational performance: behaviors that indirectly contribute to convert and address the fundamental processes in the organization, and these behaviors contribute to the composition of the culture, and organizational climate. Performance here is not an additional role but depends on the circumstance of the processes (Kiyoshik, 2004).

Opposite performance: differs from the above, featuring with negative behavior at work as: late working hours or absences such behavior may include deviance, aggression, violence, revenge (Gibbs, 2004).

2.3 Training Programs and employees performance

Training and employees performance has been studied by many researchers, Al-Zboun (2015) has found a significant impact of training on employees performance, Saleh (2010) in his study of training process and its impact on performance, found that identification of training needs is the critical factor of performance success, the study of Badran (2009) about training programs of human resources and their effect on increasing employees of performance of business organizations, he has found a significant impact of training programs on employees performance, based on above the study hypotheses may be formulated as:

H1. Training programs directly influence employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate

More specifically:

H1a. Identification of training needs directly influence employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate.

H1b. Design training programs directly influence employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate.

H1c. Implementing training programs directly influence employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate.

H1d. Evaluating training programs directly influence employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate.

3. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Training programs on employees performance of King Hussain Bin Talal Development Area at Al - Mafraq Governate, where Training programs are the independent variable and are positively related to employees performance as the dependent variable.

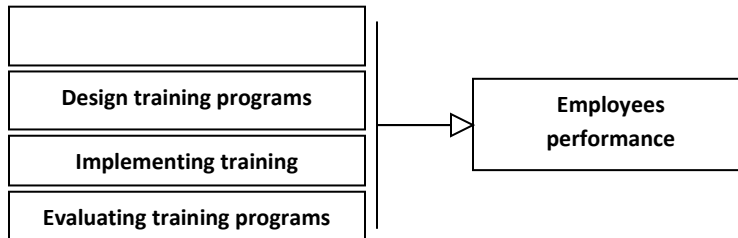


Figure 1. Theoretical Model

4. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (of Training programs AND employees performance).

4.1 Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Training programs consist of Identification of training needs, Design training programs, Implementing training programs, and Evaluating training programs were adapted from previous studies (Al-Rifai, 2014; Al-Zboun, 2015). Employees performance was adapted from previous studies (Al-Zboun, 2015).

4.2 Population

The study population consisted of the Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate mounted (230) who got training programs during their work, because the study population is small in number, the researchers considered all the employees.176 questionnaires returned usable for statistics. The unit of analysis of this study was Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate. The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from “strongly disagree (1) to “strongly agree (5) was used to measure the 30 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There was no right or wrong answers. After completion, the questionnaires

were checked and collected by the interviewer. Table (1) shows the characteristics of the sample.

Variable		Frequency	%
Age group	less than 30	44	25.0
	30- less than 40	83	47.2
	40- less than 50	31	17.6
	50 years and more	18	10.2
Gender	Male	96	54.5
	Female	80	45.5
Educational level	Secondary school	27	15.3
	Diploma	60	34.1
	Bachelor	79	44.9
	postgraduate	10	5.7

Table (1). Sample characteristics

4.3. Data Gathering

The research data was collected through the questionnaire. The questionnaire began with an introductory statement that asked respondents to administer their own responses, assured them of confidentiality, and so forth. This was followed by a request for demographic information and the measures. Data were collected through random questionnaires users. The study was based on the development and administration of a self-administered survey and conducted in Jordan.

4.4 Reliability and validity of the survey instrument

The survey instrument with 30 items was developed based on two variables Training programs as independent variables with four dimensions: Identification of training needs (ITN1-ITN5), Design training programs (DTP1-DTP5), Implementing training programs (ITP1-ITP5), and Evaluating training programs (ETP1-ETP5). Employees' performance as dependent variables with one dimensions (EP1-EP10).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Identification of training needs (ITN)			3.215	58.232	0.84
ITN1	0.38	0.63			

ITN2	0.59	0.55			
ITN3	0.66	0.58			
ITN4	0.71	0.76			
ITN5	0.64	0.62			
Design training programs (DTP)			3.973	68.222	0.86
DTP1	0.70	0.75			
DTP2	0.75	0.72			
DTP3	0.73	0.68			
DTP4	0.71	0.75			
DTP5	0.79	0.74			
Implementing training programs (ITP)			3.058	62.312	0.85
ITP1	0.86	0.71			
ITP2	0.85	0.75			
ITP3	0.85	0.70			
ITP4	0.86	0.76			
ITP5	0.86	0.67			
Evaluating training programs (ETP)			3.289	53.311	0.92
ETP1	0.58	0.77			
ETP2	0.75	0.56			
ETP3	0.64	0.68			
ETP4	0.73	0.76			
ETP5	0.70	0.61			

Table (2). Factor analysis of Training programs

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Employees' performance (EP)			2.957	55.687	0.91
EP1	0.56	0.59			
EP2	0.59	0.62			
EP3	0.57	0.61			
EP4	0.55	0.58			
EP5	0.56	0.57			
EP6	0.57	0.60			
EP7	0.54	0.56			
EP8	0.61	0.67			
EP9	0.58	0.63			

EP10	0.62	0.64			
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Table (3). Factor analysis of Employees' performance

Factor analysis and reliability analysis were used in order to determine the data reliability for the Training programs, and Employees' performance measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2) and Table (3). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (2) and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattell (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 30 items, loading under four factors of Training programs and one factor of Employees' performance.

5. Descriptive statistics analysis

Table (4) indicates that Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate evaluate Identification of training needs (with the highest mean scores, i.e. M = 3.79, SD=0.66) to be the most dominant of Training programs and evident to a considerable extent, followed by Design training programs (M= 3.69, SD=0.68), Evaluating training programs (M = 3.66, SD=0.91), and Implementing training programs (with the lowest mean scores M = 3.60, SD=0.75). With regard to the level of Employees' performance Jordanian employees of King Hussain Bin Talal Development Area at Al - Mafraq Governate is high with mean scores (i.e. M = 3.73).

Dimension	Mean	Standard deviation
Training programs	3.68	
Identification of training needs	3.79	0.66
Design training programs	3.69	0.68
Implementing training programs	3.60	0.75
Evaluating training programs	3.66	0.91
Employees' performance	3.73	

Table (4). Descriptive analysis of Training programs, and Employees' performance

6. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Training programs acts as the dependent variable and Employees' performance, as the independent variables. From the result as shown in Table (5), The regression model was statistically significant (F = 16.40; R2 = 0.28; P =.000). The R2 is 0.28, which means that 28.0 per cent of the variation in Employees'

performance can be explained by Training programs. The proposed model was adequate as the F-statistic = 16.40 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Training programs, and Employees' performance.

Table (5) also shows that Identification of training needs ($p < 0,05$; $\beta = 0.40$), Implementing training programs ($\beta = 0.49$, $p < 0.05$), and Evaluating training programs ($\beta = 0.26$, $p < 0.05$), had a significant and positive effect on Employees' performance. This provides evidence to support H1a, H1c and H1d. Design training programs ($p > 0,05$; $\beta = 0.12$) had a insignificant effect on Employees' performance. This provides evidence not to support H1b. Based on the β values, implementing training programs have the highest impact on Employees' performance followed by Identification of training needs.

Independent variables	Standardize d beta	t	Sig.	Tolerance	VIF
Identification of training needs	0.40	3.87	0.00	0.40	2.50
Design training programs	0.12	1.18	0.24	0.40	2.52
Implementing training programs	0.49	4.19	0.00	0.31	3.19
Evaluating training programs	0.26	2.35	0.02	0.35	2.83
Notes: R ² = 0.28; Adj. R ² = 0.26; Sig. F = 0.000; F-value = 16.40; dependent variable, Employees' performance; $p < 0.05$					

Table (5). Regression results between Training programs, and Employees' performance.

7. Discussion

- Researchers find that a measure of identifying training needs in accordance with required standards cope with the developments, in accordance with the organization's need for quality training, it could add value for employees in the organization in accordance with their needs, and aspirations may be through leadership which has vision, inspiration, and integrity, work on shaping the future and turning it into reality, works on sustainability of organization this is reflected on the department with flexibility and adaptability to changes and similar challenges, and speed responsiveness, to achieve and sustain outstanding results meet the needs of the organization and employees.
- With regard to training program design, researchers find that the design and implementation of the training program must be consistent with the objectives of the training program and program topics, and chose instructors and methods, form and type of training and how to train with the choice of optimal method, in accordance with the potential and the necessary hardware to achieve high level of performance for trainees and thus lead to add value for the benefit of employees of the organization, by understanding and anticipating their needs through providing leadership which has vision, inspiration, integrity and efficiency to their conviction of the importance and impact of training on the staff and the organization to achieve excellence in performance by adapting to changes and developments which surrounding the Organization and thus

produce impressive results on excellence and working on the organization by its strength and sustainability.

- With regard to training program implementation, researchers find that the implementation of the training program is to choose the best method of training for the success of the training process, taking into account some important things during the implementation of the training program, by providing all the resources, capabilities, equipment, supplies, and the necessary conditions to achieve higher levels of learning.
- With regard to training program evaluation, researchers find that training program evaluation is by comparing the previous results, which are identifying training needs, design and implementation of the training program with training results, which is adding value for the benefit of employees of the organization through leadership that has vision, integrity, and supervision of the training process in accordance with the studied plans and their ability to adapt to the variables and the results achieving outstanding results reflecting the success of the operational program in accordance with plans for the program and ensure its success.
- With regard to employees performance, researchers find that organization success depends on how well the management ability to understand information contained in evaluation reports, and its ability to analyze and use, this can detect the strengths of these reports, such as higher performing employee, his inclination to cooperate with his colleagues, and his respect for the opinions contained in the reports, as well as enable the management to identify strengths as decreasing the level of employee performance, and not his eagerness to evolve, and not to cooperate with his colleagues and his superiors.
- The results showed a statistically significant effect of training needs identification on employees performance level, and this result attributed to the growing interest in the training process by industrial companies, because of growing competition among them, since such companies sought to promote its strengths through personnel training, having qualified, and well trained employees can reduce labor turnover rates, and increase capacity of individuals on creativity, innovation, and thereby increase their ability to achieve excellence, and access its competitive advantage, which could be through human resources management practices used, which is the practice of training and development of employees according to scientific bases.
- The results showed a statistically significant effect of training programs design on employees performance level, and this result attributed to companies seeking to set up a qualified human resources to work with, amid growing competition among them as a natural consequence of increasing the numbers and the emergence of modern quality industries; requiring companies seeking to enhance their strengths through personnel training, having qualified, well trained employees and reduce turnover and increase the capacity of staff to creativity and innovation.
- The results showed a statistically significant effect of training process implementation on employee's performance level, and this result attributed to the organization awareness about the importance of playing role which is based on a representative presentation

almost improvised related to the subject of training, contributing to gain trainees a range of practical skills, training process evaluation through performance helps understand the traits and characteristics of staff to prepare their own training programs.

- The results showed a statistically significant effect of training process evaluation on employee's performance level, and this result because, the organizations often need their workers not exceed their official role, as the lack of senior management attention and not to encourage them to different functional position of informal task-oriented.

8. Recommendations

Based on the study results, the researchers recommend managers and decision makers to:

- 1- Industrial companies have to include the objectives of the training programs that are put in the company on certain performance standards, and measurable.
- 2- Take practicality within the organization the discussions, lectures in the courses.
- 3- The management of the organization has to distribute forms to the trainees to learn their views about the effectiveness of the training program after the completion of training.
- 4- To benefit from the experiences of competitors in the generation of ideas for new products.
- 5- Interest in identifying training needs when creating new posts.
- 6- The need to evaluate the trainee during the performance of work to stand over his mastery and the acquisition of skills and training information.

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