


**THE IMPACT OF TRAINING ON IMPROVING EMPLOYEE PERFORMANCE: A CASE STUDY ON EMPLOYEES IN THE DIRECTORATE OF EDUCATION OF MA'AN DISTRICT**

Essam Deep Al Khawaldeh<sup>A</sup>



ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 26 June 2023</p> <p><b>Accepted</b> 22 September 2023</p>	<p><b>Purpose:</b> The aim of this study is to determine the impact of training on improving the performance of workers in Maan's Directorate of Education.</p>
<p><b>Keywords:</b></p> <p>Training; Employee Performance; Directorate of Education; Ma'an District.</p>	<p><b>Theoretical framework:</b> This study will focus on finding a cognitive dimension that contributes to clarifying the concept of training and its dimensions (type of training, training period, trainers) and its impact on the job performance of employees.</p>
	<p><b>Design/Methodology/Approach:</b> The descriptive analytical approach was used in the study. The study sample included 34 male and female employees; 40% of the study population. The data was collected using a questionnaire designed by the researcher after its validity and reliability have been tested. The questionnaire contained (27) items distributed across the following dimensions: training quality (7) items, training duration (6) items, trainers (7) items, and performance (7) items.</p> <p><b>Findings:</b> The results of the simple regression analysis revealed that overall training has a moderate effect on improving worker performance. Furthermore, the results of the multiple regression analysis revealed that there is a statistically significant effect in improving worker job performance due to the trainers' dimension, but no effect in improving performance through the other two dimensions (quality training, duration of training). The results also revealed that there were no statistically significant differences in the responses of the study sample based on gender.</p> <p><b>Research, Practical &amp; Social implications:</b> The study helps the directorate of education of Ma'an District to understand the impact of training on improving employee performance. It will also help the employees realize the effect of training on their performance.</p> <p><b>Originality/Value:</b> The value of the study is represented in being the first study to be applied on the employees of Ma'an District. Therefore, it is a contribution to the Human Resource/Training Department to understand the impact of training on improving employee performance.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i10.3520">https://doi.org/10.26668/businessreview/2023.v8i10.3520</a></p>

**O IMPACTO DA FORMAÇÃO NA MELHORIA DO DESEMPENHO DOS TRABALHADORES: UM ESTUDO DE CASO SOBRE OS TRABALHADORES NA DIREÇÃO DE EDUCAÇÃO DO DISTRITO DE MA'AN**

**RESUMO**

**Objetivo:** O objetivo deste estudo é determinar o impacto da formação na melhoria do desempenho dos trabalhadores na Direção de Educação do Homem.

**Enquadramento teórico:** Este estudo irá centrar-se em encontrar uma dimensão cognitiva que contribua para clarificar o conceito de formação e as suas dimensões (tipo de formação, período de formação, formadores) e o seu impacto no desempenho profissional dos trabalhadores.

<sup>A</sup> Master of Arts in Public Administration. Lecturer. Department of Administrative and Financial Sciences, Al-Balqa' Applied University. Al-Salt, Jordan. E-mail: [essamdeep@bau.edu.jo](mailto:essamdeep@bau.edu.jo)  
Orcid: <https://orcid.org/0000-0002-0627-8439>

**Projeto/Metodologia/Abordagem:** A abordagem analítica descritiva foi utilizada no estudo. A amostra do estudo incluiu 34 empregados do sexo masculino e feminino; 40% da população do estudo. Os dados foram coletados por meio de questionário elaborado pelo pesquisador após testes de validade e confiabilidade. O questionário continha (27) itens distribuídos nas seguintes dimensões: itens de qualidade de treinamento (7), itens de duração de treinamento (6), itens de instrutores (7) e itens de desempenho (7).

**Constatações:** Os resultados da análise de regressão simples revelaram que o treinamento geral tem um efeito moderado na melhoria do desempenho do trabalhador. Além disso, os resultados da análise de regressão múltipla revelaram que existe um efeito estatisticamente significativo na melhoria do desempenho do trabalho dos trabalhadores devido à dimensão dos formadores, mas não tem qualquer efeito na melhoria do desempenho através das outras duas dimensões (formação de qualidade, duração da formação). Os resultados também revelaram que não houve diferenças estatisticamente significativas nas respostas da amostra do estudo com base no sexo.

**Investigação, Implicações práticas e Sociais:** o estudo ajuda a direção de educação do distrito de Ma'an a compreender o impacto da formação na melhoria do desempenho dos trabalhadores. Também ajudará os funcionários a perceber o efeito do treinamento em seu desempenho.

**Originalidade/Valor:** O valor do estudo é representado por ser o primeiro estudo a ser aplicado aos funcionários do distrito de Ma'an. Portanto, é uma contribuição para o Departamento de Recursos Humanos/Treinamento compreender o impacto do treinamento na melhoria do desempenho dos funcionários.

**Palavras-chave:** Formação, Desempenho dos Funcionários, Direção de Educação, Distrito de Ma'an.

## EL IMPACTO DE LA CAPACITACIÓN EN LA MEJORA DEL DESEMPEÑO DE LOS EMPLEADOS: UN ESTUDIO DE CASO SOBRE LOS EMPLEADOS EN LA DIRECCIÓN DE EDUCACIÓN DEL DISTRITO DE MA'AN

### RESUMEN

**Objetivo:** El objetivo de este estudio es determinar el impacto de la capacitación en la mejora del desempeño de los trabajadores de la Dirección de Educación de Ma'an.

**Marco teórico:** Este estudio se centrará en encontrar una dimensión cognitiva que contribuya a clarificar el concepto de formación y sus dimensiones (tipo de formación, periodo de formación, formadores) y su impacto en el rendimiento laboral de los empleados.

**Diseño/Metodología/Enfoque:** Se utilizó el enfoque analítico descriptivo. La muestra de estudio incluyó a 34 hombres y mujeres empleados; 40% de la población de estudio. Los datos fueron recolectados utilizando un cuestionario diseñado por el investigador después de que su validez y confiabilidad hayan sido probadas. El cuestionario contenía (27) elementos distribuidos en las siguientes dimensiones: calidad de la formación (7) elementos, duración de la formación (6) elementos, formadores (7) elementos y rendimiento (7) elementos.

**Hallazgos:** Los resultados del análisis de regresión simple revelaron que la capacitación general tiene un efecto moderado en la mejora del desempeño de los trabajadores. Además, los resultados del análisis de regresión múltiple revelaron que existe un efecto estadísticamente significativo en la mejora del rendimiento laboral de los trabajadores debido a la dimensión de los formadores, pero no en la mejora del rendimiento a través de las otras dos dimensiones (formación de calidad, duración de la formación). Los resultados también revelaron que no había diferencias estadísticamente significativas en las respuestas de la muestra del estudio en función del sexo.

**Investigación, Implicaciones prácticas y Sociales:** El estudio ayuda a la dirección de educación del distrito de Ma'an a comprender el impacto de la capacitación en la mejora del desempeño de los empleados. También ayudará a los empleados a darse cuenta del efecto de la capacitación en su desempeño.

**Originalidad/Valor:** El valor del estudio se representa en ser el primer estudio que se aplica a los empleados del distrito de Ma'an. Por lo tanto, es una contribución al Departamento de Recursos Humanos/Capacitación para comprender el impacto de la capacitación en la mejora del desempeño de los empleados.

**Palabras clave:** Capacitación, Desempeño de los Empleados, Dirección de Educación, Distrito de Ma'an.

### INTRODUCTION

Organizations rely on various productive resources to achieve their goals and fulfill their mission. In this respect, human resources are the most important of these resources. Therefore, it is through the human element that the various production resources are combined and the

product is provided; goods or service. This contributes to the development of the communities in which organizations are located. Given the importance of the role played by the human element, this has led the organization's management to pay attention to the factors that enable this element to accomplish their duties and job tasks efficiently and effectively. This requires the development of strategic plans that lead to the implementation of the objectives of the organization and increase its competitiveness. Such plans include taking care of human resources and training them so that they have the knowledge and skills to adapt to rapid environmental changes (Maher, 2005).

Training is one of the basic keys to developing and improving the human element. This is achieved by providing the human resource with information and knowledge, developing his capabilities and skills, and changing his attitudes and convictions in order to raise the level of efficiency, increase production, and achieve his own and functional goals to the highest levels of quality, speed and economy (Musae'dah, 2008). In this respect, training has recently received great attention from the management of private and public establishments, as it is considered the main element for bringing about development and change that the establishment seeks to reach. It enables workers to carry out their work efficiently and effectively, while incurring costs that may be large. However, the returns that can be reaped from the success of training and development programs often exceed what is spent on them.

Therefore, effective training and development is an investment in the human resources of the organization with immediate and long-term returns (Bhat, 2014), especially if we know that some organizations spend approximately (10%) of their total budget on training activity in order to develop skills and knowledge and modernize work methods (Al-Hiti, 2017). In this connection, the Directorate of Education in Ma'an District, and through its endeavor to develop workers and enable them to provide quality services, which is one of the basic goals that it seeks to achieve as a public sector institution, shows its need to pay attention to training activity. In this study, we try to shed light on the quality of the training programs held by the Directorate, the period of training, and the awareness of the trainers who are responsible for implementing these programs from the point of view of the employees.

Significantly, the training of workers is one of the modern administrative concerns that have recently occupied the thoughts of researchers and scholars. This is because of their belief in the returns that can be achieved for the organization if it adopts the training function and considers it one of its strategic plans related to development. Through the researcher's observation of the low level of services provided in some government institutions, the need for

their employees to join training programs was revealed in order to improve their performance. The lack of trained human resources can constitute an obstacle to the organization in reaching its goals. In this regard, several organizations are making great efforts and spending huge amounts of money in preparing, planning, and implementing training programs with the aim of raising the efficiency of workers and improving their performance in a way that leads to raising the level of services provided by them.

Mia et al. (2009) indicated the role of training programs in enhancing cooperation between workers and providing them with opportunities to exchange knowledge and information. In the same context, Al-Shammari et al. (2017) confirmed that the training programs in which faculty members participated greatly contributed to raising the performance level of teachers and also contributed to developing their administrative side. Abbas (2018) also recommended the need to develop a training plan that takes into account the practical and scientific steps applied in organizations and to choose appropriate training times. It also recommended the adoption of scientific standards and models used globally to evaluate the results of training.

Therefore, the improvement that occurs in the performance of employees through training programs can compensate for the effort and money spent on preparation, planning and implementation of training programs held by the organization, especially if the organization's management chooses training programs appropriate to the nature of work in it, chooses experienced and qualified trainers, and determines the training period that is consistent with the content of the training program. The current study highlights the training programs prepared and implemented by the Directorate of Education for Ma'an District as a model for other Jordanian government institutions and departments. This is done by examining the type of training programs provided by the Directorate and making sure that the Directorate determines the appropriate training period for the content of the program, and selects qualified trainers. Therefore, the problem of the study is represented in the following main question: Is there an effect of training in improving the performance of employees in the Directorate of Ma'an Education?

The following sub-questions are raised:

1. Is there a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of training in its three dimensions (training quality, duration of training, and trainers) on improving the job performance of workers in Ma'an Education Directorate?

2. Are there statistically significant differences in the effect of training in improving the job performance of workers in Ma'an Education Directorate due to the gender variable?
3. Are there statistically significant differences in the effect of training on improving the job performance of workers in the Directorate of Ma'an Education due to the variables of (educational qualification, job title, years of experience, age group, number of courses)?

Therefore, this study sought to achieve the following objectives:

1. To identify the effect of training on improving the job performance of workers in the Directorate of Education in Ma'an.
2. To find out if there are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) for the effect of training on improving the job performance of workers in Ma'an Education Directorate due to the variables of (gender, educational qualification, job title, years of experience, age group, number of training courses).

Based on the above listed questions and objectives, it is obvious that the importance of this study emanates from the importance of training human resources and the benefits that accrue to the organization from the success of the training programs that it implements. The point is that this study seeks to find a cognitive dimension that contributes to clarifying the concept of training and its dimensions (type of training, training period, trainers) and its impact on the job performance of employees. Its importance is also evident through its endeavor to motivate researchers to conduct more studies related to training and its impact on performance using new dimensions. Furthermore, the applied importance of the study lies in presenting results and recommendations to the Directorate of Education in Ma'an regarding training programs and their impact on the performance of employees. This is done by presenting new ideas that enable workers to improve their performance and develop their skills.

Generally, training is defined as a process that aims to provide the trainees with the expertise and skills they need to perform their work better, to prepare them for higher positions, or to improve their abilities to face problems challenging the institution in which they work (Al-Sharaa, 2014). Significantly, there is a great similarity between training and development, as each of them includes the acquisition of skills and capabilities (Al-Jubouri, 2023) and training has recently become a critical theme in personnel organizational environments in Public Sector (Mohamad & Abd Rahman, 2023). In this respect, evaluating the effectiveness of training and validating the current training structure in an organization recently gained attraction in the market (Sivathanu & Radhika, 2023). Significantly, the implementation of

training does not only increase general knowledge but also adds special skills that were not previously possessed. Thus, the training results can increase their work productivity (Hariyono, et al., 2023).

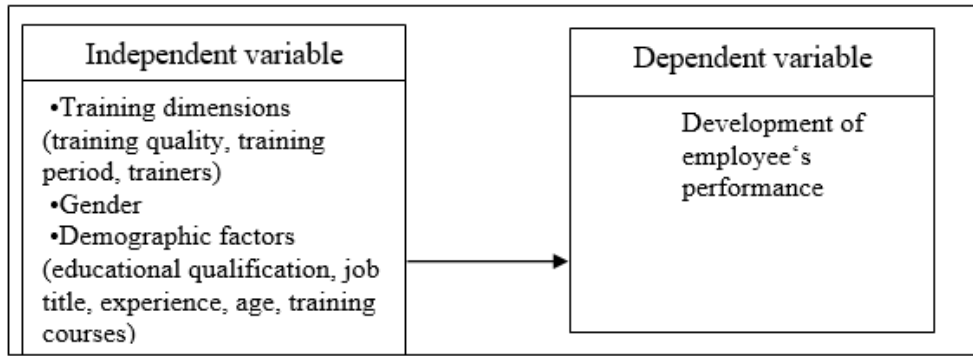
Another important concept in this regard is represented in the quality of the training programs denotes the development that occurs in the skills, capabilities and knowledge of the workers, which leads to mastery of their work and improves their performance (Al-Sahn and Mustafa, 2006). In this study, it is measured by the degree of response of the study sample to the items of the quality of training programs in the study tool. On the other hand, training period is the duration of training and it depends on the type of training programs, the objectives it includes, the contents, and the location of the training (Kafi, 2014). Here, it is measured by the degree of response of the study sample to the paragraphs of the training period in the study tool.

An important pillar of training is represented in the trainers who are the individuals who implement the training program. In order for the training to achieve its objectives, it is necessary to provide qualified trainers with experience and knowledge of training methods and techniques, and they have the ability to deliver information to the trainees (Al-Kubaisi, 2010). In this study, it is measured by the degree of response of the study sample to the trainers' items in the study tool. In this respect, it is urging to highlight the concept of employee performance which refers to a set of behaviors, activities and duties performed by the employee. They are related to the nature of the employee's work and his organization. It can be judged through performance measures (Ashour, 1998). The performance of employees is very important to be maximized, so that it is beneficial for the company (Basir, et al., 2023). Good employee performance from each individual will not be separated from several factors that influence it (Tahir, et al., 2023). In this respect, some studies have focused on the employee's experience as a way to achieve greater performance. The point is that through employee experience, Human Resources Divisions are now focusing to recognize and improve this complete journey experience to have greater Employee Performance (Harlianto & Rudi, 2023). Other studies have focused on incentives and concluded that the absence of suitable incentives may negatively affect the hardworking employee's performance (Abdelhay, et al., 2023).

In this study, it is measured by the degree of response of the study sample to the employee performance items in the study tool.



Figure 1: Study model



Source: Prepared by the researcher

## LITERATURE REVIEW

Despite the difference in the definitions of training, all definitions agreed on the outlines of the concept of training and its role in providing workers with knowledge, information and skills that raise their efficiency at work and in a way that benefits workers by increasing their capabilities at work and achieving the goals of the organization efficiently and effectively. Therefore, training has been defined as a complex concept consisting of several elements. Therefore, it means a change for the better or a development in the individual's information, abilities, skills and ideas with the aim of preparing him well to meet the requirements of current jobs and developing his technical and mental skills to meet future needs (Kafi, 2014).

Training is also defined as a work or activity of human resources management that works to determine the need of individuals working at various organizational levels for development and qualification in light of the strengths and weaknesses in their performance and behavior during work (Al-Hiti, 2017). It can be said that training is an activity designed to transfer knowledge, develop thought, and develop work patterns for working individuals in order to enable them to change their actual level of performance to reach the required level of performance.

Human resources are the base of every organization. It is also the main supplier of the organization. In this respect, human capital is the difference between a good company and a great company (Bhat, 2014). The importance of the training activity is due to the benefits that can be achieved through it, whether for the organization or for its employees. This requires good preparation and planning for the scheduled training program, as training benefits individual workers, small groups, organizations, and society (Dora et al., 2015).

Ben Antara (2010) refers to the importance of training in increasing productivity by carrying out tasks efficiently and reducing time and production materials, and contributes to creating positive attitudes among workers towards work and the organization. It also leads to

the rationalization of administrative decisions and the development of leadership skills and helps in updating information in line with environmental variables, and works to develop human resources by enrolling them in training programs, improving their performance, mastering work, shortening the time and effort required to complete it, and increasing the capabilities of workers in dealing with the problems they face. In addition, the training raises their morale and leads to increased confidence in themselves and their abilities. This would raise their morale, gain positive attitudes towards the organization and management, strengthen the relationship between them and the management and help them get promoted.

The efficiency of any facility depends directly on the quality of the training programs applied in it. Therefore, training is required for all employees in the facility, since new employees need a certain amount of training before they take up work. Beside, the old workers need to develop their skills from time to time (Al-Sahn and Mustafa, 2006). In order for the training program to achieve its objectives and to be able to judge its level of quality, it must include certain characteristics. This includes providing qualified trainers, scientific training material, training techniques (audio, visual and programmatic) in addition to a training environment that motivates workers to go to training programs with desire and enthusiasm. It is very important to provide the appropriate place for training equipped with the necessary means and tools that help the success of training programs (Al-Kubaisi, 2010).

One of the things that contribute to the success of training programs is the training period. The period of training depends on the type of training program, the objectives, the contents, and the location of the training. It can extend to a few weeks or to a whole year (Kafi, 2014).

The training period is determined so that it is sufficient to provide the trainees with the knowledge and skills necessary to raise their level of performance, and to be appropriate to the workers' social conditions, which would help them commit to completing the training course while they are in a good psychological and mental condition (Abbas, 2018).

The selection process for the trainers must be done very carefully and through specific selection criteria that include their experience, knowledge and competence in managing the training programmes. This requires the management of the organization to enroll the trainers in training courses that provide them with new skills and capabilities that keep pace with the development of the means and technology related to the training activity (Al-Hiti, 2017).

The training includes several methods, and the management of the organization must choose the method appropriate to the nature of the work. It is capable of providing the trainees



with the skills and knowledge that enable them to carry out their job duties efficiently and competently. The cost of the method must also be taken into account to suit the organization's financial capabilities, the content of the training program, the nature of the trainees' work, the training budget, and other considerations. These methods include on-the-job training, lectures, case studies, managerial games, role-playing, and brainstorming (Hammoud & Kharshah, 2007).

Job performance focuses on the employee performing the tasks and duties of the job he occupies efficiently and competently in a way that satisfies his superiors at work, satisfies customers, and contributes to achieving the goals of the organization. There are many opinions of researchers about the concept of job performance, as it is defined as the net effect of the individual's efforts that begin with capabilities and awareness of the role or tasks. Thus, it indicates the degree of achievement and completion of the tasks that make up the individual's job (Sultan, 2004). It is also defined as the extent to which workers perform the jobs assigned to them, the extent to which they achieve the required levels of productivity, and the extent to which they are able to advance and take advantage of opportunities for promotion and wage increases (Hassan & Sultan, 2011).

Previous studies dealt with the impact of training and its relationship to the performance of employees. In this regard, Mia et al. (2009) showed the impact of training on improving the performance of workers in the educational sector, and showed the role of training programs in enhancing cooperation between workers and providing them with opportunities to exchange knowledge and information. Al-Qarala (2014) confirmed that there is a positive impact of applying the training strategy on the performance of human resources in the Jordan Meteorological Department. In addition, Busaidy & Abdulrahman (2017) indicated that there is a positive role for applying the strategy of training programs and the Omani Ministry of Information, and there are statistically significant differences between the factors of success of training in human resource development and the variable of gender, educational qualification. The differences were in favor of males. No differences were observed in the years of experience variable.

Samar et al. (2016) stated that there is a significant positive impact of the effectiveness of training on the skills and productivity of workers in hotel establishments and the reduction of costs associated with them. Amyan (2016) also indicated that there is a positive impact of training in its dimensions (training programmes, training tools and methods, trainers) in improving the performance of civil defense workers. Furthermore, Al-Shammari et al. (2017)

confirmed that the training programs in which faculty members participated in the University of Hail contributed greatly to raising the performance level of teachers and also contributed to developing their administrative side. Abbas (2018) confirmed the existence of a positive relationship between identifying training needs, duration of training, training content, and the performance of employees at the Syrian University.

Al-Harbi (2018) also conducted a study that showed that there are statistical differences for the impact of training courses on improving the teaching performance of art education teachers due to the variable of years of experience in favor of the (15) year category, and the variable of academic qualification in favor of the (technical diploma) category, while there are no statistical differences due to the variable of training courses. Jaradat and Al-Ibrahim (2018) conducted another study that confirmed that there are statistically significant differences in the effectiveness of training programs for children's teachers according to the variable of years of experience and job title in the combined fields. It also showed that there are statistically significant differences according to the variable of academic qualification and training courses in the field of competencies that the course contributes to acquiring, in favor of the (Bachelor's) category. Chhy (2019) indicated that there is a positive impact of training and development on the performance of employees in the educational sector for training and development.

The training has also increased the skills of new employees and increased productivity. We note in another study conducted by Soma (2019) that there is a high relative importance for employee training. The study also showed the local keenness to coordinate training programs for employees within the plans that led to improving the creative capabilities of employees in Khartoum locality. Alawaid & Abdul Muthaliff (2019) showed that the extent of the effectiveness of the training was for all fields with a medium degree, while the axis of training methods got a high rating. Besides, the training place and employee performance got a medium rating, and the axis of choosing trainers and training material got a poor rating.

Suhail (2020) confirmed that there are no statistical differences for training in the development of professional performance in the special education community according to the variables of gender, years of experience, and educational qualification. On the other hand, Radia and Bouzida (2021) indicated that there is an effect between training programs and employee performance, and that good motivation would raise the job performance levels of the Algerian insurance company. In another study carried out by Kuruppu et al. (2021), there is a positive effect of training on the performance of workers and the existence of a positive effect of the

content of training on the performance of training workers in the garment industry sector of an organization in Sri Lanka.

Alsama & Abunar (2021) confirmed that there is a positive relationship between the training method, the training period, the selection of trainers and the productivity of workers in private companies in Saudi Arabia. Nakacwa et al. (2022) showed a positive effect of training on the performance of workers in the Uganda Wildlife Authority.

## DATA AND METHODOLOGY

This study followed the analytical descriptive approach, and data was collected through the responses of the study sample, by tabulating the responses on the study tool (questionnaire) that was designed by the researcher.

The study population included all employees working in the Directorate of Education in Ma'an District; (85) male and female employees. The study was carried out on the basis of comprehensive enumeration due to the small size of the population. Besides, the study tool was distributed to the sample, as (38) copies were distributed. The number of non-retrieved questionnaires is (3). After sorting, one copy was excluded because it was not valid for statistical analysis because some questions were not answered. Thus, the final study sample consisted of (34) individuals. Table (1) shows the distribution of the study sample according to demographic variables.

Table 1: The Distribution of the Study Sample According to the Variables of (Gender, Educational Qualification, Job Title, Years of Experience, Age Group, Number of Training Courses)

Variable	Variable level	No.	Total
Gender	Male	23	34
	Female	11	
Qualification	Intermediate diploma	7	34
	BA	10	
	High diploma	14	
	Master's	3	
	Ph.D.	0	
Job title	Director general	8	34
	Manager	0	
	Head of department	1	
	Division chief	0	
	Technician	0	
	Clerk	25	
Experience	1-5	3	34
	6-10	2	
	11-15	14	
	16-20	7	
	21 or more	8	
Age	Less than 30	2	34
	30-40	14	

	41-50	12	
	50 or more	6	
Training courses	Less than 5 courses	19	34
	5-10	10	
	More than 10	5	

Source: Prepared by the researcher

The researcher prepared a study tool in the form of a questionnaire. In its final form, it included three dimensions, the first dimension: the quality of training, which included (7) items, the second dimension: the training period, and it included (6) items, the third dimension: the trainers, and it included (7) items. Thus, the tool in its final form included (20) items. It also included the last part on measuring the extent of performance improvement as a result of training, and it included (7) items. Each item of the tool was given a weight according to the five-point Likert scale to estimate the impact of training on performance improvement, so that the rating was given to strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1).

The validity of the tool is tested through the following:

A- Face validity: To ensure the face validity of the study tool, it was presented in its initial form to a number of specialized arbitrators and university professors specialized in the College of Educational Sciences and the College of Business Administration, professionals in the fields of business administration, curricula, teaching, educational administration, public administration, measurement and evaluation, and their number is (10) arbitrators. The purpose of this is to ensure the accuracy of the information and the integrity of the linguistic formulation, and the degree of suitability for the purposes of the study. The required editions were made in accordance with the remarks unanimously approved by the majority of the arbitrators, to express their opinions on the items' belonging to the dimensions, their clarity, and the soundness of the linguistic formulation. After retrieving the questionnaire copies, the researcher tabulated the observations made by the arbitrators. Based on their suggestions, some items were reformulated. The researcher relied on the approval of (80%) of the arbitrators, and no item was deleted. Thus, the study tool included (30) items in its final form.

B- The structural validity: To test the indications of the validity of the construction of the questionnaire, it was distributed to an exploratory sample consisting of (30) individuals from the employees of the Ma'an Education Directorate, and from outside the study sample. Correlation coefficients were calculated between each item with the

total score on the one hand, and with the total score of the field to which it belongs, and they were all statistically significant. Table (2) shows the results of the correlation matrix. The results of the correlation matrix showed that all correlation coefficients were of acceptable and statistically significant degrees, and therefore none of these items were deleted.

Table (2): The Correlation of the Items with the Field to Which they Belong and the Total Score

Item No.	With the Field	With the Total Score	Item No.	With the Field	With the Total Score
1	**0.76	**0.68	15	**0.83	**0.78
2	**0.76	**0.75	16	**0.90	**0.61
3	**0.62	**0.72	17	**0.88	**0.82
4	**0.74	**0.56	18	**0.94	**0.85
5	**0.77	**0.63	19	**0.90	**0.80
6	**0.56	**0.40	20	**0.80	**0.63
7	**0.58	**0.45	Items related to performance		
8	**0.43	**0.38	21	**0.67	
9	**0.62	**0.42	22	**0.83	
10	**0.77	**0.71	23	**0.78	
11	**0.82	**0.68	24	**0.87	
12	**0.81	**0.69	25	**0.83	
13	**0.72	**0.74	26	**0.68	
14	**0.80	**0.71	27	**0.90	

\*\* $\alpha \leq 0.01$

Source: Prepared by the researcher

After testing the tool and structuring its final form, the researcher made sure of its reliability. This is done by applying it to the survey sample twice, with a time interval of two weeks. The Pearson correlation coefficient was calculated using the test-retest method. The reliability (internal consistency) was also calculated using (Cronbach alpha). The overall reliability was (0.95), and the overall reliability coefficient was (0.91). These values were considered acceptable for the purposes of this study. Table (3) shows this.

Table (3): Cronbach's Internal Consistency Coefficient Alpha and Repetition Stability for the Dimensions and the Tool as a Whole

Dimension	Reliability of Re-Test	Cronbach Alpha
Type of training	0.82	0.81
Duration of training	0.83	0.79
Trainers	0.92	0.94
<b>Total</b>	<b>0.91</b>	<b>0.95</b>
The performance development section	0.90	0.90

Source: Prepared by the researcher

Approval was taken from Ma'an's Director General of Education to conduct the study on the employees of the Directorate. The consent of the sample members was also taken to fill

out the questionnaires that will be distributed to them. The study was conducted during the first semester of the academic year (2022/2023).

## RESULTS AND DISCUSSION

### Results

**The First Question:** Is there a statistically significant effect of training on improving the job performance of workers in Ma'an Education Directorate? The correlation coefficient between training with its three dimensions (quality of training, duration of training, trainers) and improving job performance recorded a value of (0.694). It was moderately and statistically significant at ( $\alpha \leq 0.01$ ). The results of the simple regression analysis to test the effect of training as a whole on improving the performance of employees are shown in the table below which shows that the value of (BETA) was (0.140), and the value of (T) was (5.453). This is statistically significant at ( $\alpha \leq 0.05$ ). These results indicate that there is an effect of training in improving the job performance of workers in Ma'an Education Directorate in general, and to a moderate degree.

Table (4): The Results of a Simple Regression Analysis to test the Effect of Training as a Whole on Improving the Performance of Employees

Dimensions of Independent Variable	B	Standard Error	BETA	T-Value	Sig. Level
Training as a whole in its three dimensions	0.761	0.140	0.694	5.453	*0.000

Source: Prepared by the researcher

It is clear from the results in Table (4), and from the (Beta) coefficients, and t-test that the sub-variable related to the trainers had an impact on improving the performance of workers in terms of (Beta) coefficients for these variables. Besides, the value of (BETA) was equal to 0.571, and in terms of the increase in the calculated t- values from their tabular values was at the level of significance ( $\alpha \leq 0.05$ ). Its value was 3.329, and the results in the above table showed that there was no statistically significant effect of the two dimensions (quality of training and duration of training) on the dependent variable (improving employee performance).

Table (5): The Results of the Multiple Regression Analysis to Test the Effect of Training on Improving the Performance of Workers

Dimensions of the Independent Variable	B	Standard Error	BETA	T-Value	Sig. Level
Type of training	0.334	0.192	0.324	1.737	0.093
Duration of training	-0.136	0.211	-0.118	-0.635	0.530
Trainers	0.452	0.136	0.571	3.329	0.002*

Source: Prepared by the researcher



Thus, we can say that there is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for training in improving the job performance of workers in the Ma'an Education Directorate through the dimension of trainers. There was no effect of training on improving the job performance of employees in Ma'an Education Directorate through two dimensions (quality of training and duration of training) from the point of view of employees in Ma'an Education Directorate.

To determine the importance of each independent variable separately in the mathematical model, which represents the effect of training in its three dimensions (training quality, training duration, and trainers) in improving the performance of workers, a Stepwise Multiple Regression analysis was performed. Table (5) shows the results of the analysis.

Table (6): Results of a Stepwise Multiple Regression Analysis to Predict Improvement in Performance Through Training Dimensions

The Order of the Dimensions of the Independent Variable in the Prediction Equation	R <sup>2</sup>	T-Value	Sig. Level
Trainers	0.71	0.50	0.000*

Source: Prepared by the researcher

It is clear from Table (5) that the trainers dimension was the only dimension that got the first rank and was included in the regression equation, as it explained (71%) of the variation in the dependent variable. On the other hand, the dimensions (quality of training, duration of training) were not included in the regression equation.

**The Second Question:** Are there statistically significant differences in the effect of training in improving the job performance of workers in the Directorate of Ma'an Education due to the gender variable?

Table (7): Results of the T-Test to Examine the Differences between the Averages of the Respondents' Responses According to the Variable of (Gender)

Variable	Gender	No.	Mean	Standard Deviation	T-Value	Freedom Degree	Sig. Level
Gender	Male	23	3.70	0.62	0.163	32	0.869
	Female	11	3.73	0.66			

Source: Prepared by the researcher

The results in Table (6) show that the t-value of the differences between the arithmetic means of the effect of training in its three dimensions (training quality, training duration, and trainers) in improving the performance of workers is (0.163), with a significance level of (0.869), and it is not statistically significant at the level of Significance ( $\alpha \leq 0.05$ ). This means that there are no differences between the responses of the study sample due to the gender

variable. Thus, both genders confirm that the effect of training in improving performance was recorded in a medium degree.

**The Third Question:** Are there statistically significant differences in the effect of training on improving the job performance of workers in the Directorate of Ma'an Education due to the variables of (educational qualification, job title, years of experience, age group, number of courses)?

Table (8): Analysis of Variance for the Effect of the Study Variables on the Sample Responses to the Tool as a Whole

Source of Variance	Sum of Squares	(DF)	Mean of Squares	F-Value	Sig. Level
Qualification	1.173	3	0.391	0.776	0.523
Job title	0.724	2	0.362	0.718	0.501
Years of experience	0.415	4	0.104	0.206	0.932
Age	0.452	3	0.151	0.299	0.826
Training courses	0.073	3	0.024	0.048	0.985
Error	9.075	18	0.504		
Total	480.701	34			

Source: Prepared by the researcher

The results of Table (7) show that there are no statistically significant differences at ( $\alpha \leq 0.05$ ) for the effect of training in improving the performance of workers due to the variables of the study (educational qualification, job title, years of experience, age, number of training courses). The value of (F) was respectively (0.776, 0.718, 0.206, 0.299, 0.048), and at the level of significance (0.523, 0.501, 0.932, 0.826, 0.985). This means that there are no differences between the responses of the study sample due to the study variables (educational qualification, job title, years of experience, age). Thus, all members of the study sample, regardless of their educational qualifications, job levels, and ages, in addition to the number of training courses they took, confirm that the impact of training on improving performance was moderate.

## DISCUSSION

**Discussing the Results of the First Question:** The results of the study showed that there is a moderate effect of training in its three dimensions (training quality, training period, trainers) implemented by the Directorate of Education in Ma'an in improving the performance of workers. This result is consistent with the result of (Mia et al., 2009), which showed that there is an indication of the impact of training on improving the performance of workers. It also agrees with the results of (Al-Qarala, 2014), which showed that there is an impact of training on the performance of human resources. It is also consistent with (Nakacwa & et al, 2022) and

(Kuruppu & et al, 2021). It also agrees with (Chhy, 2019), as these studies showed a positive effect of training on the performance and productivity of workers.

The results of this study differ with (Samar et al., 2016), which showed that there is a significant impact of effective training on the skills and productivity of workers and the reduction of costs associated with them. However, the results do not agree with the results of (Soma, 2019), the results of which showed that there is a high relative importance of training workers in raising their capabilities. Besides, the results showed that there is an average effect of the dimensions (quality of training, period of training) on the performance of workers in Ma'an Education Directorate. This result is consistent with the result of (Abbas, 2018), which showed a positive relationship between identifying training needs, training duration, training content, and employee performance. It agrees with the results of (Razia and Bouzaida, 2021), which showed an effect between training programs and employee performance, and the result of (Alsama&Abunar, 2021), which showed that there is a positive relationship between the training method, the training period, and the choice of trainers with the productivity of the workers. But it differs with the results of (Masoud and Al-Zayyat, 2012), which showed that the type and duration of training were the most influential dimensions on the performance of workers. It also differs with the results of (Alawaid & Abdul Muthaliff, 2019), which showed that there is a weak effect of the axis of choosing trainers and the training material on the performance of workers. With regard to the third dimension (trainers), this study showed a significant impact of the trainers dimension on improving the performance of workers in Ma'an Education Directorate. This result is consistent with the result of (Amyan, 2016), which indicated that there is a positive effect of the distance of trainers on the performance of workers. However, the result differs with the result of (Alawaid & Abdul Muthaliff 2019), which showed that there is a weak effect on the axis of choosing trainers and the training material. This indicates that there is an interest given by the Directorate of Education in Ma'an to the trainers who implement the training programs in terms of their possession of the necessary knowledge and skill to deliver knowledge and information to the trainees. As for the dimensions of the quality and period of training, the researcher attributes their lack of application at a high level in the Directorate of Education in Ma'an to the quality of the training programs held by the Directorate. It is not commensurate with the nature of the jobs and the specified training period may not be sufficient for the training program to achieve its objectives. This period may not be suitable for their social circumstances.

**Discussing the Results of the Second Question:** The results of this study showed that there were no differences between the responses of the study sample due to the gender variable. Thus, both genders confirm that the effect of training in improving performance was moderate. This result is consistent with the results of (Suhail, 2020), which showed that there were no differences between the answers of the two sexes on the impact of training on improving performance. But it differs with the results of Busaidy & Abdulrahman, 2017), (Massoud and Al-Zayyat, 2012), which indicated that there were differences in the responses of the study sample members due to the gender variable. This indicates that workers of both genders in the Directorate of Education in Ma'an hold similar educational qualifications and job levels and have joined the same training programmes. Therefore, the results did not show significant differences in the effect of training on improving the performance of workers.

**Discussion of the Results of the Third Question:** The results of this study showed that there were no statistically significant differences for the effect of training in improving the job performance of workers in the Ma'an Education Directorate due to the variables (educational qualification, job title, years of experience, age group, number of training courses). This result, related to the educational qualification variable, is consistent with the result of (Suhail, 2020) and (Al-Harbi, 2018), which indicated that there were no significant differences in the effect of training in improving performance due to the educational qualification variable. However, the results of this study differed with the results of Busaidy & Abdulrahman (2017) and (Jaradat & Al-Ibrahim, 2018), which showed that there were differences between the trainees' answers due to the educational qualification variable. With regard to the variable of years of experience, the results of this study agreed with the study of (Jaradat and Al-Ibrahim, 2018), (Suhail, 2020) and (Busaidy&abdulrhman, 2017) Which showed that there are no differences in the effect of training in improving performance due to the variable years of experience. This result differed with (Al-Harbi, 2018) and (Jaradat & Al-Ibrahim, 2018), which showed that there are significant differences in the responses of the sample members to this dimension. Besides, the results of this study agreed with (Jaradat and Al-Ibrahim, 2018) regarding the job title variable. It also agreed with regard to the dimension of the training courses with (Al-Harbi, 2018). This indicates that the workers in Ma'an Education Directorate hold similar educational qualifications and have joined similar training courses and have similar job level. Therefore, we find that there are no statistically significant differences in the responses of the study sample.

## CONCLUSION

It was found that there is a moderate effect of training in general on developing and improving the performance of the employees in the Directorate of Education in Ma'an District, through the responses of the employees. The study concluded that there is a positive effect of the distance of trainers in improving the performance of employees, which indicates that the Directorate selects, appoints and qualifies skillful trainers. Moreover, the results do not show a significant effect of the two dimensions (training period and quality of training) in improving the performance of employees in Ma'an Education Directorate. Furthermore, there were no differences in the answers of male and female employees due to the gender variable. Thus, the following points are recommended:

1. There is a need to develop the training programs held by the Directorate to keep pace with the changes associated with them.
2. There is a need for good planning to determine the training needs through an objective assessment of the performance of the employees, which enables the identification of weaknesses in their performance, and in a way that helps the management in selecting the appropriate training programs.
3. It is necessary to link training courses to the applied side of the work in order to achieve the desired objectives of the training process.
4. The participation of employees with the administration in selecting the training programs that they need and see fit to develop their performance is of utmost importance.
5. Attention should be paid to setting suitable dates for holding training programs so that they do not affect the workflow, and also to determine a suitable period for the training course that is appropriate to the content of the training program and the social conditions of the workers.
6. There is a need to provide modern technical tools and devices that help trainers achieve the objectives of training programmes.
7. The researcher recommends conducting future studies related to the impact of training in improving performance using different variables and samples.

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