

The Impact of Training on the Performance and Behavior of Employees in the Greater Irbid Municipality - Jordan (Field Study on the Greater Irbid Municipality - Jordan)

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Summary

This study aimed to identify the training in the Greater Irbid Municipality and its relationship to the performance and behavior of employees, to achieve the objectives of the study the descriptive analytical method was followed; questionnaire was developed, and to ensure its stability and credibility, a sample of (600) people were randomly selected which is around (18%) of the study population; after the recovery of the questionnaires (81) questionnaires were found unfit for our statistical analysis, and the remaining (519) questionnaire were used to conduct the study. The most important result found in the study was that the in-service training has a significant impact in improving the job performance of the employees and the trainee efficiency and proficiency, as well as the study showed that the vast majority of the employees are willing to continue their current work.

Keywords: training, job performance, Greater Irbid Municipality

Introduction

Knowledge available to the organization gives a competitive advantage over other organizations, and as a result, successful organizations are those organizations that attract, select and develop individual employees who can lead these organizations; and that successful organizations are organizations that care about their customers and their needs and desires, and take advantage of the different techniques available in the environment surrounding. So the main challenge for organizations today is to ensure the availability of skilled talented individuals, and train and develop their skills. The Interest of public and private organizations in training has been increasing as one of the best ways in which the link between the physical factors of production and between individuals and employees of the institution is ensured, in which the goals of the organization are achieved in most possible effectively and efficiently way.

Training has become an essential tool for all the institutions who want to improve their productivity. Public and private institutions spend a lot of effort, money and time, devote a large part of their budgets for training workers during service in order to develop the performance, enhance affiliation and job stability among workers and develop their creativity. This interest in training has been crystallized in public institutions by those who are interested in this filed by identifying variables, challenges and implications of attention to training, and because of the limited studies that have looked at the relationship between training and the performance and behavior of employees in public institutions, researchers have found the need to study the effects of training on the performance and behavior of employees in Greater Irbid Municipality..

The Problem of the Study

Training is one of the most important means by which organization depends on in order to achieve its goals through the harmonization of job requirements and the capabilities and skills of individuals in order to improve performance and increase productivity at the lowest possible cost; training aims primarily to develop the capacities of individuals and to acquire new skills and knowledge and changing attitudes, the development of their behavior; as the lack of qualified human resources and trained personals and not capable of dealing with all the changes and challenges in the external environment will weaken the ability of organizations to provide products whether commodity or service. From here training should be considered to be looked upon as a strategic perspective, so that the design and implementation of training programs to achieve the organization's goals. The problem of the study lies in the attempt to answer the main following question: Is there is an impact of training on the performance and behavior of the employees in the Greater Irbid Municipality?

The Importance of the Study

The importances of this study are as follows:

1. Focus on a very important topic that affects the ability of municipalities to achieve their goals through training, through which the development and improvement of skills of employees which shall positively affect the performance and achieve the goals.
2. Focus on the strategic dimension of the function of training in government organizations.
3. Contribute to help public sector organizations in general to take advantage of the results and find out what is in place to have and what requires to apply, where to build a strategy for training is a key step in determining the future vision for the management of human resources and thus contribute to improving the performance levels of employees and to ensure the provision of better services to citizens.

The Objectives of the Study

This study aimed to identify the impact of training on the performance and behavior of employees in the Greater Irbid Municipality, also aimed to:

1. Know the extent of the impact of the training courses among workers in the Greater Irbid Municipality as a key element of human development.
2. Know the extent of changes in their job prospects.
3. Know the extent of senior management commitment and support for the adoption and training strategy.
4. Show the extent of adoption of training programs based on the actual needs of the workers as a basis for the implementation of training programs.
5. Enrich local and Arab library with the necessary information on the impact of the adoption of an effective strategy for training and its importance in improving the performance of employees in organizations in general.

The Limits of the Study

Generality of this study depends on several factors, as follows:

1. Objectivity limits: The study is limited to the impact of training on the performance and behavior of employees in the Greater Irbid Municipality.
2. Human limits: The study is limited to a random sample of workers in the Greater Irbid Municipality.
3. Spatial limits: This study applied in Jordan Irbid Governorate.
4. Time limits: This study applied in 2014.

The Study Variables

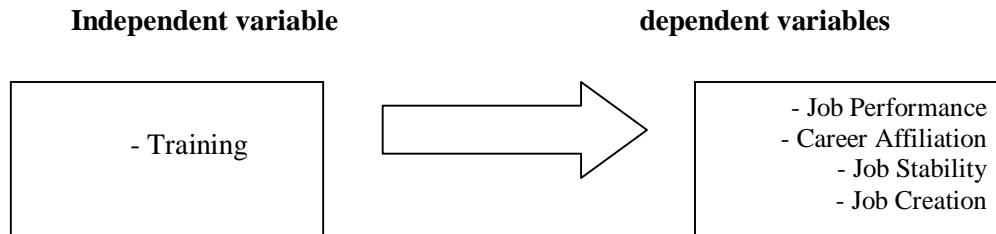
The study divided the variables in terms of their nature into two types:

1. Independent variables include:
 - Training.
2. The dependent variables: include:
 - Job performance.
 - Career affiliation.
 - Job stability.

- Job creation

The study Sample:

The following figure represents the relationship between the variables of the study:



Hypotheses

Through the study of the objectives the following assumptions were formulated:

The main hypothesis of the study: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the performance and behavior of staff; this is subdivided into the following sub-hypotheses:

1. The First sub-hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the performance.
2. The Second sub-hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the job affiliation.
3. The Third sup-hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the job stability.
4. The Fourth hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the creativity of the staff.

The Concept of Training

A number of researchers and writers in the field of administration undertook to define the concept of training from different angles, but all agreed in its role in raising the efficiency of employees and the organization as a whole, where Hassan sees that the training "is a logical development of skills and experience and the actions of individuals to become good to cope with the various stages of their careers and improve it" (Hassan: 1972: 130) Abdul Baqi defines training as "planned activity designed to provide individuals with a range of information and skills that will lead to increase performance of individuals rates at work" (Abdul Baqi: 2000: 69); Majzoub sees that training is "a process aims at developing the capabilities of the employee to enable him do the work assigned to him now or to be assigned to him in the future at most adequacy and effectiveness" (Majzoub: 2002: 334).

Al-Hiti defines training as "action or activity of human resource management activities, which works on reporting the needs of individuals at various organizational levels for development and rehabilitation, in the light of the strengths and weaknesses in their performance and behavior points through labor" (al-Hiti: 2004: 89), From here we can say that the majority of the researchers involved in the definition of training in terms of its role to provide individuals certain skills lead to increase rates of performance of individuals and contributes to the improvement and development of the methods of work within the organization process. Therefore, the following definition of training could be drawn as that organized and continues process that the organization seeks to give the individuals working knowledge or skills or capabilities or ideas necessary that does not exist in them and shall lead to improve their performance, and thus, improve the performance of the organization as a whole, or its is the organized procedure through which the behavior of the employee could be changed in order to increase and improve their efficiency and performance.

The Importance of Training

The training process cannot create human conscious, but it is a golden opportunity for individuals to move from their current level to the top level; training derives its importance from the many benefits that we get out of it. Qaryouti refers in his study about the Japanese experience "Attention to train personnel and rehabilitation constantly not only keeps Human element as the most important element in resources, but also qualified man compensates the lack of resources as the Japanese experience". Here lies the importance of investing in the education of citizens and workers and training them and rehabilitate them qualitatively. Qualified and trained worker more productive than non-qualified.

Here we should emphasize on behavioral training in order to positively influence the behavior of employees to translate the positive social values to the behavioral patterns at work and get rid of the negative values prevailing "(Qaryouti: 1996: 91-92). Saleh and Salem see that training gains its importance in terms of the following: "

1. Training is a recipe of modern organizations that are keen to keep up with every change in the technological and administrative areas; without developed manpower able to accommodate the changes will not be able to achieve the organization's goals.
2. Where that training improves the abilities of the individual and develops his skill, therefore, contributes directly to improving the economic and social level of the individual and increases the degree of career sincerity.
3. Almost all employees in the organization need for training, it is not limited to one employee than the other; new employee needs training to ensure perfectness in the new job assigned to him, old employee needs it to increase his skill and manage his work better "(Saleh Salem: 2003: 132), and is to say that training of paramount importance in modern management as an inevitable result of the organizations in response to changes in the internal and external environment for the organization, and of paramount importance for individuals as well as for private and public organizations; in addition to the different communities; its considered as a long-term investment for the institutions that looking for continuity and growth.

The Training Objectives

Training in the world of modern communities and institutions is considered as a tool for development and growth that if properly invested and employed will be able to achieve efficiency, competence, performance and production. Many research results have shown that training is a key role in the growth of culture and civilization in general, its importance as a basis for each learning, development and growth of human race, and then the progress of society and structure, Jaman has pointed out a number of objectives that training programs seek to achieve, including"

- Prepare staff sufficiently to enable them accomplish their jobs effectively.
- Increase each individual's information about his job and their relationship to other functions.
- Prepare staff sufficiently to accomplish a variety of functions in different fields.
- Prepare staff to receive higher positions and greater responsibilities "(Jaman: 1969: 394).

The Benefits of Training and Development

Many organizations have begun to re-examine their training programs for the purpose of achieving competitive advantages through the so-called high-seniority training, under this concept, a link between the results or training programs output and strategic objectives of the organization by focusing on the quality of training programs compared to the cost must be compatible with the organization's strategy and lead to competitive advantages of meeting the needs of the customers of the products and services of quality desired.

Angelo and Ricky have pointed out many benefits to the organization uses the training strategy in it:"

1. Improve the profitability of the organization.
2. Improve the knowledge and skills to work at all levels of the organization.
3. Improve the morale of employees.
4. Helps workers identify organizational goals.
5. Improve the quality and quantity of production.
6. Cost analysis in technical and administrative areas
7. Improve suitable climate for growth and communication between workers in the development of the organization.
8. Reduce accidents and work-related injuries "(Angelo, Ricky: 2001: 268)

We can say that training have many benefit for any organization and employees alike, where effective training programs provide the following benefits to the organization:

- increase productivity and organizational performance, since that providing workers the skills and knowledge necessary to perform their jobs help them to perform tasks efficiently and reduce wasted time and material resources used in production.
- contributes to the creation of positive attitude among workers toward work and organization.
- lead to clarify the general policy of the organization, and thereby, increase the performance of employees by their knowledge of what the organization needs from them to achieve its goals.

- lead to rationalization of administrative decisions and the development of methods and principles and administrative leadership skills.
- helps to renew and update the information in accordance with the different variables in the environment.
- contribute to building an effective base for communications and internal consulting, and thus, lead to the development of methods of interaction between employees and management.

Training provides other benefits for employees such as:

1. Help workers improve their understanding of the organization and clarify their roles in it.
2. Assist them in solving their problems at work.
3. Develop the personnel and increase motivation toward performance and creates opportunities for growth and development among workers.
4. Help in reducing the stress caused by lack of knowledge or skills.
5. Contributes to skill development of self-management and welfare of employees.

The Previous Studies

To create a more accurate picture on the subject of the study, the researchers tried to get on previous studies on the subject of training and supply the most relevant studies, which are as follows:

Firstly: Arab Studies.

The purpose of the study (Shraa' and Tarawneh, 2011) was to see how the application of the Jordanian industrial corporations for activities that are related to the existence of a clear strategy for training and its impact on the performance of its staff level, the study found several results, most notably: The degree of implementation of the Jordanian industrial companies of all activities related to the stages of the process and training of represented in (identifying the training needs, and designing, implementing and evaluation of training programs) were high and this shows the interest of these companies in having a clear strategy for training in their companies, and that industrial companies are using modern technology as the basis for the application of the training strategy programs was too weak, as it focused on the use of traditional methods as a basis in the training process with a high degree and this negatively affects the trainees as the modern means help to deliver training material better.

The study of (Thabt, 2011) aimed to recognize the importance role played by human resources in non-governmental organizations operating in the Gaza Strip and its role in bringing about the desired changes from the point of view of the managers of these organizations, the study sample consisted of all working managers in (22) organization in the Gaza Strip. One of the most important results shown by this study was that, the need for staff training and improvement of their skills, and the need to focus on several sources to evaluate the performance of employees, and also showed that changing plans must be translated into realistic action plans with responsibilities, and the need for clarity in the organizational structure, job descriptions, and powerful enterprise-wide communication systems, since this will eventually lead to the success of the changing process. The Study (Awawda, 2010) as it seeks to identify the causes of failures that occur in most institutions in the recruitment process and the role training can play in the development of the performance of employees; the aim of this study was to:

- Identify the level of the impact of the training strategy on staff performance and productivity and the development of al-Bayt University.
- Identify the level of the impact of the training constraints on both the performance and productivity of employees and the development of al-Bayt University. The study found several results, including:

There is a positive relationship between training and productivity and that training effectively affects the productivity. The Study (Mobarka, 2004) aims to study the effect of agricultural training to improve the performance of workers in the agriculture sector. The importance of this study was to identify the importance of agricultural training; the study found several results indicated the benefit from the training and the existence of a positive relationship between the presence of the training courses and the improvement of the performance of the trainees.

Secondly: Foreign Studies.

The purpose of (Staples, 2009) study was to discover the relationship between the reactions of individuals working towards the training process on one hand, and the level of loyalty towards the process of organizational changes, learning and volunteering behavior that they may show while making the needed changes in the organization on the other hand, the study relied on collecting data on a sample of (1091) employees working in four sections working in the health sector in the United States organizations, One of the findings of this study, was that, there is a statistically significant relationship between the reactions of individuals working towards the training process and the level of loyalty of voluntary behavior that may they show during the process of organizational changes, and that the reaction of workers toward training was one of the key indicators that can be inferred on the loyalty level , supportive and behavior shown on individuals. The aim of the study of (Bo hansson,2006) was to examine what determines the training of staff from the perspective of companies, and to what extent the investment in training to improve performance of the company; the study was on a sample of (500) private company operating in twenty-six countries, and the most important findings of the study was that: the most important factors that could play a role in determining the training reserves were related to the company's management and by specific and strict factors, and that the single most important factor in determining the extent of the need to invest in training factor is profitability rate that can be achieved for the organization; the study pointed out there should be a focus in the future on the study and analysis of the impact of turnover on the quality of the work presented in the training companies.

The Study Methodology

The researchers relied on the descriptive approach and the use of secondary data available in theoretical study, as well as the study relied on a field study by a questionnaire to gather preliminary data on the subject of the impact of training on the performance and behavior of employees in the Greater Irbid Municipality.

The Quality of Data***Secondary and Primary Data***

Been relying on all available references related to the subject, whether from books or specialized scientific journals. With respect to the primary data was a survey of the research community through a questionnaire applied to a representative sample.

Society and the Study Sample

The study population consists of employees in the administrative and technical area in the Greater Irbid Municipality, whether working in the municipal center or of the municipality's area which is of (3291), of which (600) people were selected randomly, which is around (18%) of the study population, as a sample of the study, and after the recovery of the questionnaires, (81) were found invalid for statistical analysis, and therefore, the study sample consisted of (519) employees in the Greater Irbid Municipality. As table 1: shows the distribution of respondents depending on personal variables.

Table 1: Distribution of Respondents Depending on Personal Variables

| Percentage | Frequency | Level | Variable |
|-------------------|------------------|----------------------------|--|
| 69.9 | 363 | Male | Gender |
| 30.1 | 156 | Female | |
| 100 | 519 | Total | |
| 24.1 | 125 | Unmarried | Marital Status |
| 74.6 | 387 | Married | |
| - | - | Widowed | |
| 1.3 | 7 | Divorced | |
| 100 | 519 | Total | |
| 12.5 | 65 | 20 - 30 | Age |
| 42.8 | 222 | 31 - 40 | |
| 32.4 | 168 | 41 - 50 | |
| 10.8 | 56 | 51 - 60 | |
| 1.5 | 8 | 61 and above | |
| 100 | 519 | Total | |
| 2.9 | 15 | Under high school | Qualification |
| 21.8 | 113 | High school | |
| 33.5 | 174 | Diploma | |
| 32.0 | 166 | Bachelor | |
| 9.8 | 51 | Higher education | |
| 100 | 519 | Total | |
| 0.38 | 2 | Assistant to the president | Current Position |
| 0.96 | 5 | Advisor | |
| 3.85 | 20 | Director of Department | |
| 9.66 | 50 | Head Section | |
| 19.26 | 100 | Technician | |
| 33.14 | 172 | Administrative | |
| 15.41 | 80 | Assistant Administrative | |
| 17.34 | 90 | Assistant Technician | |
| 100 | 519 | Total | |
| 11.9 | 62 | Less than 5 years | Number of years of experience at current position |
| 35.1 | 182 | 6 - 10 | |
| 19.8 | 103 | 11 – 15 | |
| 16.8 | 87 | 16 – 20 | |
| 16.4 | 85 | Over 20 | |
| 100 | 519 | Total | |
| 58.6 | 304 | Less than 4 | Number of training courses during you job |
| 29.1 | 151 | 4 - 8 | |
| 5.4 | 28 | 9 – 13 | |
| 6.9 | 36 | 14 and above | |
| 100 | 519 | Total | |
| 67.1 | 348 | Less than 2 | Number of courses in the field of your job |
| 18.9 | 98 | 3 – 5 | |
| 8.3 | 43 | 6 – 8 | |
| 5.8 | 30 | 9 and above | |
| 100 | 519 | Total | |

Source: Researchers.

Table 1. Shows that:

1. The percentage of males in the sample was (69.9%), while the percentage of females was (30.1%).
2. The highest percentage distribution of respondents according to the marital status variable was (74.6%) married, while it reached the lowest percentage (1.3%) divorced.
3. The highest percentage distribution of respondents according to the age variable (42.8%) was at the group of age (31-40 years), while it reached the lowest percentage (1.5%) was at the group of age (61 years and above).
4. The highest percentage distribution of respondents depending on qualification variable was (33.5%) diploma, while it reached the lowest percentage at (2.9%) under high school.
5. The highest percentage distribution of respondents according to the Current Position variable was (33.14%) at the managing level, while it reached the lowest percentage at (0.38%) as Assistant to the President.
6. The highest percentage distribution of respondents according to experience, in term of years, variable in the current job was (35.1%) for the experience (6-10 years), while it reached the lowest percentage (11.9%) for the experience (less than 5 years).
7. The highest percentage distribution of respondents according to the total number of courses that participated in during the service variable was (58.6%) less than 4 courses while it reached the lowest percentage (5.4%) of 9-13 courses.
8. The highest percentage distribution of respondents according to number of courses in the area of specialization variable was (67.1%) less than 2 courses, while it reached the lowest percentage at (5.8%) of 9 courses and above.

Methods of Data Collection

1. Primary data:

It consisted of a questionnaire, which is distributed to five hundred and nineteen employees.

2. Secondary data:

The secondary data consisted of books and periodicals that are related to the subject, data were collected using questionnaires to measure the impact of training on the performance and behavior of employees in the Greater Irbid Municipality which has been designed depending on the Likert Quintet Model, which allows the participant the right to express his opinion from a list of responses from Strongly Agree to Strongly Disagree, consisted of 32 questions divided on aspects of four parts designed in order to reach an honest response from the participants to express the impact of training on the performance and behavior of the employees in the Greater Irbid Municipality.

Tool Stability and Application Stability:

To ensure the stability of skills list, the application stability has been verified through the distribution of the study tool exploratory sample of 20 employees from outside the study sample twice within a gap of two weeks, and extracted Pearson Correlation Coefficient between their degrees on both times, where all correlation coefficients between the two applications for study skills and the tool as a whole, function values were statistically, this shows the stability of the study application. Chronbach alpha equation was applied on all the paragraphs' dimensions of the study, as shown in Table 2, which shows the reliability coefficients and Pearson correlation coefficient of the dimensions of the study and the tool as a whole. As can be seen from the table that the stability of the dimensions of the study coefficients ranged between (0.86-0.90), All are high and acceptable values for the purposes of the application as well; as most studies have indicated that the rate of acceptance of reliability coefficient is (0.60) (Amir & Sonderpandian, 2002).

Table (2): Reliability Coefficient (Chronbach's alpha) and Pearson Correlation Coefficient study tool

| Pearson correlation coefficient | Chronbach's alpha | Part |
|---------------------------------|-------------------|---|
| 0.97 | 0.90 | The impact of training on job performance |
| 0.87 | 0.86 | The impact of training on job affiliation |
| 0.88 | 0.87 | The impact of training on job stability |
| 0.89 | 0.88 | The impact of training on job creation |
| 0.90* | 0.88 | Whole Application |

*Statistically significant at the significance level (= α 0.05).

• Source: Researchers.

Analysis Methods

The researchers used the following statistical methods:

1. Reliability Coefficient (Chronbach's alpha) Equation: To check the stability of the tool.
2. Pearson Correlation Coefficient: To check the stability of the application.
3. Averages and Standard deviations: To get to know the respondents' answers at all the paragraphs of the study tool.
4. One Sample T-test: To validate the hypotheses of the study.

Hypotheses Test

This section includes a display test hypotheses of the study, which aimed to identify the "impact of training on the performance and behavior of employees in the Greater Irbid Municipality." The following are the results:

- Firstly, the results relating to the first hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the job performance.

To answer this arithmetic mean and standard deviations were extracted for the answers of the study sample from all the paragraphs of part one of the questionnaire, "the impact of training on job performance outcome", as well as the One Sample T-test was used on this part as a whole. As seen in tables (3+4):

Table (3): Arithmetic Mean and Standard Deviations of the paragraphs of the part, "the impact of training on job performance outcome" arranged in descending order (n = 519)

| Evaluation Degree | Standard deviation | Arithmetic Mean | Paragraph | Serial number | Rank |
|-------------------|--------------------|-----------------|--|---------------|------|
| High | 0.99 | 3.87 | Improve the quality of work performance | 1 | 4 |
| High | 0.99 | 3.84 | Reduction of efforts at work | 2 | 1 |
| High | 0.89 | 3.76 | Increase performance rate | 3 | 6 |
| High | 0.96 | 3.76 | Improve personal job performance | 4 | 8 |
| Medium | 0.96 | 3.66 | Reduction the time of the work | 5 | 2 |
| Medium | 1.04 | 3.64 | Risk reduction | 6 | 3 |
| Medium | 1.02 | 3.61 | Cost reduction | 7 | 5 |
| Medium | 1.02 | 3.56 | Maintain participation in training courses | 8 | 7 |
| Medium | 0.95 | 3.55 | Improved job performance of employees under your presidency | 9 | 9 |
| High | 0.81 | 3.70 | The Part of " The impact of training on job performance" as a whole | | |

Source: Researchers

Table 3 shows that the arithmetic mean of the respondents' answers for this part of the impact of training on job performance ranged from (3.55- 3.87), where the highest was for paragraph (4) "improve the quality of work performance" highly evaluated, where the lowest was for paragraph (9) "improved job performance of employees under your presidency" medium evaluation; the arithmetic mean for whole this part was of (3.70) which is highly evaluated. Table .4 shows the results of the One Sample T-test on the part of "the impact of training on job performance outcome".

Table (4): One Sample T-test on the part of "the Impact of Training on job Performance Outcome" as a whole (n = 519)

| Result | Statistical Significant | T | Evaluation Degree | Standard Deviation | Arithmetic Mean | Hypothesis |
|----------------------------------|-------------------------|-------|-------------------|--------------------|-----------------|---|
| Accepted as in its positive form | 0.00 | 19.55 | High | 0.81 | 3.70 | The is no statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job performance |

Source: Researchers.

Table 4 shows that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job performance; the value (T) for this part as a whole amounted to (19.55), which is positive and statistically significant value at the significance level ($\alpha = 0.05$) and brand standard for grading quintet (3), reaching the value of the arithmetic mean of this part as a whole was (3.70), a value greater than the value of the standard mark, thus, accepting the hypothesis in its positive format.

- Secondly, the results relating for the second hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the job affiliation.

To answer this question, arithmetic mean and standard deviations for the answers of the sample of respondents were extracted at all the paragraphs of the part, "the impact of training on the job affiliation outcome", as well as, One Sample T-test on this part as a whole was applied; as seen in tables (5+6):

Table (5): Arithmetic mean and standard deviations of the paragraphs of the part, "the impact of training on job affiliation outcome" arranged in descending order (n = 519)

| Evaluation Degree | Standard deviation | Arithmetic Mean | Paragraph | Serial number | Rank |
|-------------------|--------------------|-----------------|--|---------------|------|
| High | 0.92 | 4.02 | eagerness to be an active member at your work | 1 | 3 |
| High | 0.81 | 3.98 | Respect for laws and regulations | 2 | 7 |
| High | 0.90 | 3.94 | Collaboration with colleagues | 3 | 5 |
| High | 1.04 | 3.83 | Readiness to give more efforts to your work | 4 | 1 |
| High | 1.03 | 3.80 | Proud of your work and who you work for | 5 | 2 |
| High | 1.04 | 3.80 | Modernize and develop of the current work systems | 6 | 8 |
| High | 0.92 | 3.79 | Maintain the reputation of the organization you work at | 7 | 6 |
| High | 1.06 | 3.74 | sense of the importance in continuous at your current job | 8 | 4 |
| High | 0.81 | 3.86 | The Part of " The impact of training on job affiliation" as a whole | | |

Source: Researchers.

Table. 5 shows that the arithmetic mean of the respondents answers at the paragraphs of the part "impact of training on the job affiliation" toll ranged from (3.74- 4.02), in a high degree evaluation for all the paragraphs where it was the highest at paragraph (3) "eagerness to be an active member at your work" and it was the lowest at paragraph (4)" sense of the importance in continuous at your current job"; the arithmetic mean for this part as a whole was (3.86) which is high evaluation. While table. 6 show the results of One Sample T-test application on the part of the impact of training outcome on job affiliation.

Table (6): One Sample T-test on the part of "the impact of training on job affiliation outcome" as a whole, (n = 519)

| Result | Statistical Significant | T | Evaluation Degree | Standard Deviation | Arithmetic Mean | Hypothesis |
|----------------------------------|-------------------------|-------|-------------------|--------------------|-----------------|---|
| Accepted as in its positive form | 0.00 | 24.34 | High | 0.81 | 3.86 | The is no statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job affiliation |

Source: Researchers.

Table. 6 shows that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job of affiliation; the value (T) of this part as a whole amounted to (24.34), which is positive and statistically significant at the level of the value of ($\alpha = 0.05$) and brand standard for grading Quintet (3), and where the value of the arithmetic mean of this part as a whole is (3.86), a value greater than the value of the standard mark, thus, accepting the hypothesis as in it positive format.

- Thirdly, the results relating to the third hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the job stability.

To answer this question, arithmetic mean and standard deviations for the answers of the sample of respondents were extracted at all the paragraphs of the part, "the impact of training on the job stability outcome", as well as, the One Sample T-test was applied on this part as a whole. As shown in tables (7+8):

Table (7): Arithmetic mean and standard deviations of the paragraphs of the part, "the impact of training on the job stability outcome" arranged in descending order (n = 519)

| Evaluation Degree | Standard deviation | Arithmetic Mean | Paragraph | Serial number | Rank |
|-------------------|--------------------|-----------------|---|---------------|------|
| High | 1.17 | 3.75 | methods of work and leadership in the institution is undeveloped | 1 | 6 |
| High | 1.03 | 3.72 | You should work in a higher position | 2 | 2 |
| High | 1.22 | 3.69 | Do you prefer to continue at your current job | 3 | 1 |
| Medium | 1.10 | 3.56 | Your talents and abilities are not recognized by your superiors | 4 | 3 |
| Medium | 1.16 | 3.46 | The availability of better jobs at other places | 5 | 5 |
| Medium | 1.12 | 3.30 | Lack of satisfaction from your current job | 6 | 7 |
| Medium | 1.09 | 3.11 | Increase the differences and contradictions between you and your colleagues | 7 | 8 |
| Medium | 1.02 | 2.97 | You were wrong in accepting your current job | 8 | 4 |
| Medium | 0.74 | 3.44 | The Part of " The impact of training on job stability" as a whole | | |

Source: Researchers.

Table. 7 shows that the arithmetic mean of the respondents answers at the paragraphs of the part "the impact of training on the job stability outcome" toll ranged from (2.97-3.75), where it was the highest at paragraph (6) "methods of work and leadership in the institution is undeveloped " and it was the lowest at paragraph (4)" I was wrong to accept the current job"; the arithmetic mean for this part as a whole was (3.44) which is moderately evaluation. While table. 8 show the results of One Sample T-test application on the part of the impact of training on the job stability.

Table (8): One Sample T-test on the part of "the impact of training on job stability outcome" as a whole, (n = 519)

| Result | Statistical Significant | T | Evaluation Degree | Standard Deviation | Arithmetic Mean | Hypothesis |
|----------------------------------|-------------------------|-------|-------------------|--------------------|-----------------|---|
| Accepted as in its positive form | 0.00 | 13.73 | High | 0.74 | 3.44 | The is no statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job stability |

Source: Researchers prepare

Table. 8 shows that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the impact of training on the job stability; the value (T) of this part as a whole amounted to (13.73), which is positive and statistically significant at the level of the value of ($\alpha = 0.05$) and brand standard for grading Quintet (3), and where the value of the arithmetic mean of this part as a whole is (3.44), a value greater than the value of the standard mark, thus, accepting the hypothesis as in it positive format.

- Fourthly, the results for the third hypothesis: No significant statistically effect is at the level of ($\alpha = 0.05$) for the outcome of training on the creativity of the staff.

To answer this question, arithmetic mean and standard deviations for the answers of the sample of respondents were extracted at all the paragraphs of the part, "the impact of training on the creativity of the staff", as well as, the One Sample T-test was applied on this part as a whole. As shown in tables (9+10):

Table (9): Arithmetic mean and standard deviations of the paragraphs of the part, "the impact of training on the creativity of the staff outcome" arranged in descending order

(n = 519).

| Evaluation Degree | Standard deviation | Arithmetic Mean | Paragraph | Serial number | Rank |
|-------------------|--------------------|-----------------|---|---------------|------|
| High | 0.94 | 3.68 | Improve the relationship between the organization and the local community | 1 | 5 |
| High | 1.12 | 3.67 | Improve your relationship between you and your colleagues | 2 | 2 |
| Medium | 0.97 | 3.66 | Develop and improve the means of production of the work | 3 | 4 |
| Medium | 1.02 | 3.65 | Provide suggestions to improve the production levels | 4 | 7 |
| Medium | 1.09 | 3.64 | Develop the means and ways of work | 5 | 3 |
| Medium | 1.14 | 3.62 | Improve your relationships with your superiors | 6 | 6 |
| Medium | 1.03 | 3.55 | rationalize spending in the resources used | 7 | 7 |
| Medium | 0.91 | 3.64 | The Part of " The impact of training on job creativity" as a whole | | |

Source: Researchers.

Table. 9 shows that the arithmetic mean of the respondents answers at the paragraphs of the part "the impact of training on the creativity of the stuff outcome" toll ranged from (3.55- 3.68), where it was the highest at paragraph (5) " Improve the relationship between the organization and the local community " and it was the lowest at paragraph (6)" rationalize spending in the resources used"; the arithmetic mean for this part as a whole was (3.64) which is moderately evaluation. While table. 10 show the results of One Sample T-test application on the part of the impact of training on the creativity of the stuff.

Table (10): One Sample T-test on the part of "the impact of training on the creativity of the stuff outcome" as a whole, (n = 519)

| Result | Statistical Significant | T | Evaluation Degree | Standard Deviation | Arithmetic Mean | Hypothesis |
|----------------------------------|-------------------------|-------|-------------------|--------------------|-----------------|--|
| Accepted as in its positive form | 0.00 | 16.07 | Medium | 0.91 | 3.64 | The is no statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on job creativity |

Source: Researchers.

Table. 10 shows that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the impact of training on the creativity of the stuff; the value (T) of this part as a whole amounted to (16.07), which is positive and statistically significant at the level of the value of ($\alpha = 0.05$) and brand standard for grading Quintet (3), and where the value of the arithmetic mean of this part as a whole is (3.64), a value greater than the value of the standard mark, thus, accepting the hypothesis as in it positive format. To test the main hypothesis the One Sample T-test was applied on the instrument as a whole; Table (11) shows that:

Table (11): results of a the One Sample T-test on the part of "the impact of training on the performance and behavior of staff" as a whole (n = 519)

| Result | Statistical Significant | T | Evaluation Degree | Standard Deviation | Arithmetic Mean | Hypothesis |
|----------------------------------|-------------------------|-------|-------------------|--------------------|-----------------|---|
| Accepted as in its positive form | 0.00 | 19.55 | High | 0.81 | 3.70 | The is no statistically significant impact at the significance level ($\alpha = 0.05$) for the outcome of training on the performance and behavior of staff |

Source: Researchers prepare

Table. 11 shows that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the impact of training on the performance and behavior of stuff; the value (T) of this part as a whole amounted to (21.81), which is positive and statistically significant at the level of the value of ($\alpha = 0.05$) and brand standard for grading Quintet (3), and where the value of the arithmetic mean of this part as a whole is (3.66), a value greater than the value of the standard mark, thus, accepting the hypothesis as in it positive format.

Conclusion: Results and Recommendations

The Study Results

A closer look at the results of the study presented, lead the researchers to several conclusions regarding the extent of the impact of training on the performance and behavior of employees in the Greater Irbid Municipality.

1. The results of this study indicate that in-service training has a significant impact in improving the job performance of employees, where there is an improvement in the quality of performance and there is a reduction in the effort, as well as to increase the rate of performance they have.
2. As the results indicated that maintaining participation in training courses contributes moderately to improve the functionality of the worker himself.
3. The results indicated that the contribution of training programs reduce the time to complete the work and reduce the cost of delivery and minimizing the risks are of moderate degree of acceptance among workers.
4. The results indicated that training during service has a positive impact on the trainee efficiency and proficiency of his work, which leads to hone his experiences in his current job and increase the loyalty, where findings suggest high trends of the trainees to be more effective in their work and more commitment and respectable for labor laws, and more collaboration with colleagues and they take pride in their job and where they work with.

5. As for the impact of training on the outcome of job stability the study has showed that the vast majority want to continue their current work.
6. The results indicated that the impact of training on the job stability to the presence of a high degree of evaluation of the trainees about the need to renew working methods and leadership in the organization, and that after the training they wish to be in a higher positions within the organization.
7. The results indicated that the impact of training on the outcome of the creativity of the staff leads to develop of creative energy in them and helps them to use the best tools necessary and the means available to them at work, which is reflected positively on the productivity increase.

Recommendations and Suggestions

1. Researchers recommend to the need to continue to adopt a training strategy within the institutions whether public or private.
2. Continuously involve staff in a variety of training courses and monitor the necessary budgets for that.
3. The need for the selection of trainees to participate in training courses.
4. Focus on the study of the training needs when defining and implementing training programs.
5. Training programs included in the municipal plan must suit with the work of trainees.
6. The need to identify the obstacles faced by workers when performing their duties, and access to the best ways to overcome them.
7. Training policy and its means must be in the line with the changes that may occur to the institution, as expansion of the work or the introduction of modern technology.
8. Follow-up staff who took these training programs to ascertain the extent of their application of what they have learned, to judge the training programs and their effectiveness and achieve the desired goal.
9. Finally, the researchers recommend continuing to conduct studies aiming to study and building plans include evaluating the performance of employees on the basis of scientific sound to make it easier for decision-makers to provide the necessary training programs.

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