



THE ROLE OF TRAINING IN IMPROVING EMPLOYEE PERFORMANCE: A SURVEY OF A SAMPLE OF EMPLOYEES AT UNIVERSITY OF MAYSAN

Haider Nasser Hammoud Hatem

College of Management and Business, Department of Business Administration, El-JINAN University, Lebanon, Email: haidernasser455@gmail.com

University Prof. Dr. Ramez Sami Tanbour

University Doctor Professor, College of Management and Business, Department of Business Administration, El-JINAN University, Lebanon, Email: ramez.tanbour@gmail.com

Article history:

Received: 10th January 2023
Accepted: 10th February 2023
Published: 20th March 2023

Abstract:

This study dealt with analysis of relationship and impact between training and improving performance of workers, which has become a vital and contemporary topics as interest in training has increased in present, and study provided a theoretical briefing on training and improving performance of workers. As for practical framework of study, an educational sector, University of Maysan, was selected as an area to conduct field side of study, where (100) was distributed to a group of administrative leaders at University of Maysan and its colleges, and after tabulation of data showed that number of valid questionnaires reached (78) a questionnaire was used as a main tool for collecting data from staff members of faculties of research university.

Study focused on role of application of training in improving performance of employees at University of Maysan and adopted a set of main and sub-hypotheses to solve this problem, and in order to achieve objectives of study and its hypotheses was formulated a hypothetical model that explains nature of relationship and impact between variables of study. Study concluded with a set of conclusions and recommendations reached through results of field study, most important of which is existence of a moral link between internal marketing procedures and performance of employees. At level of sub-variables, relationship between procedure of disseminating marketing information to employees in performance of workers is not moral. researcher reached through practical side of research for independent variable according to arithmetic mean that (Maysan University and its colleges) is primarily interested in modern technology, followed by an interest in design of training process.

Keywords: Training, employee performance

INTRODUCTION.

It is necessary to realize that concept of training is no longer a traditional concept that is defined by holding traditional training courses and issuing qualified certificates, but has become a strategic choice in system of investment and development of human resources. Human beings are no longer referred to as workers or employees but as human resources, and therefore are considered one of most important resources in building development, construction and enlightenment on basis of any nation, in determining human capabilities within framework of training is no longer a traditional seminar, but is a full investment in human wealth. Training therefore becomes central to truly inclusive development, whether in private sector, government sector, or NGO

sector.

Organizations in developing countries are called upon today to increase their attention to training events as an inevitable farewell entry point in face of challenges and globalization, to improve overall performance of their organizations, and to demand individuals who have been trained and rehabilitated. Fred attended a person who was able to bring added value to his organization, as added value would increase through individual.

performance improvement method is a means of objectively judging, improving and developing ability of individuals to perform, improve and develop their duties and responsibilities, to verify their conduct and behavior at work, as well as degree of improvement in way duties of job are performed, and finally to verify



their performance of work and ability to assume responsibility. Assumes additional duties and responsibilities to ensure continuity and effectiveness of organization at present as well as in future.

Because process of improving workers' performance is a complex one involving many forces and factors, officials, including supervisors, supervisors and individual officers from different agencies, must plan and follow logical steps in order to train to achieve its goal. To improve performance.

Thus, performance improvement function is one of most important functions to focus on in management of workforce in organization. management of any organization should pay attention to monitoring this performance on a continuous basis and try to control it through continuous evaluation of this performance until strengths are identified and then developed and developed.

Part One: Methodology of study

First, problem of study and its questions

Modern organizations seek to maintain and maintain their competitive capabilities in an era characterized by changing competitive environment, through possessing capabilities that try to be sustained, maintained and strengthened as much as possible, and need to support, promote and develop actual performance of their employees and work to introduce them into training development programs. To do so, need for these organizations to rely on an advanced strategy of training that provides revenues and benefits to employees of organizations, and here lies intellectual controversy in employing training that generates these goals in support of workers.

In turn, researcher identified a set of questions to be an introduction to main problem of study, namely:

(How to apply training in improving performance of employees at University of Maysan?) Which brings us to following questions:

1. Is there a clear perception in university looking for training and its modern components?
2. Do training components contribute to improving performance of staff at research university?
3. Is there a correlation and impact relationship between both training components and performance components of employees at research university and what kind of relationships are these?
4. Are there differences of moral significance due to special differences variables (gender, age, service, position, academic achievement)

SECOND, OBJECTIVES OF STUDY

current study attempts to achieve a number of objectives in light of problem in its cognitive and field aspects, as follows:

- 1- Framing a cognitive aspect that can be employed in training to improve employee performance.
- 2- Analyze philosophical contents of consensus and differences of views on variables of current study related to training and performance of workers, for benefit of research university.
- 3- Try to come up with an intellectual model that helps to link between variables of research in line with reality in research university.
- 4- Measure statistical correlation between training-related independent variable and its components with dependent variable (worker performance) and its selected components.
- 5- To determine whether there is a statistically significant effect that can be found for independent variable with dependent variable of performance of workers.
- 6- Presenting a number of conclusions and recommendations to research university in light of results of practical reality.

THIRD, IMPORTANCE OF STUDY

importance of study is manifested by mentioning topics of great importance and role in administrative aspect of research university, and special importance of study can be divided into two important aspects:

1. Review intellectual trends of study variables (training and performance of employees at University of Maysan) and then reflect this review on combination of topics (human resources and organizational theory) to produce a meaningful intellectual product.
2. A relatively new intellectual proposition in terms of dimensions chosen by addressing concept of training as an independent variable and linking it to other study variable performance of workers.
3. Work to provide Iraqi and Arab libraries with modest ideas in field of training performance of workers, in addition to definition of body researching cognitive aspect of value of these variables.
- 4.

FOURTH, STUDY MODEL

research model provides a combined expression of research idea and explains nature of relationship and direction of impact between training variables and performance of staff at Maysan University as shown in form (1), including all main and sub-elements. Search variables, and then measure relationship between them. association between them and possibility of influencing relationship, as shown in figure below:

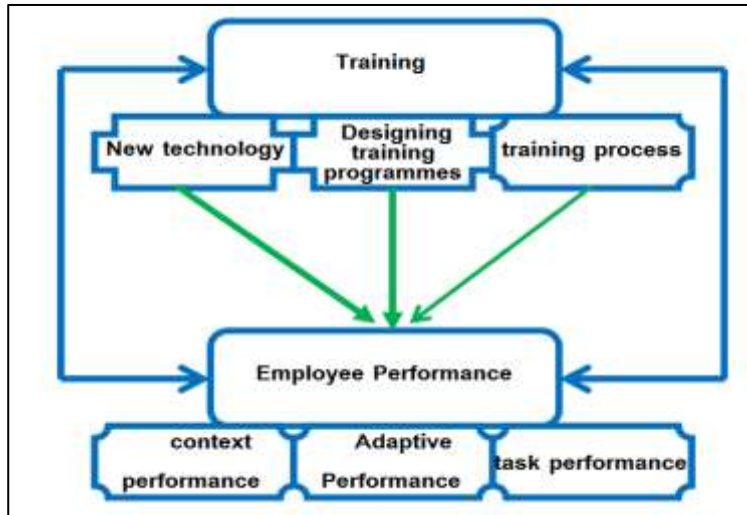


Figure (1) default study model

FIFTH, STUDY HYPOTHESIS

present study consists of two main hypotheses and foresees six other sub-hypotheses, as follows:

First major hypothesis (correlation):
(There is a statistically significant correlation between training and improving performance of employees at University of Maysan.)

There are three assumptions:

There is a statistically significant correlation between training and improving task performance at University of Maysan.

There is a statistically significant correlation between training and improved contextual performance at Maysan University.

There is a statistically significant correlation between training and improved adaptive performance at University of Maysan.

Second Main Hypothesis (Effect):
(Training has a statistically significant impact on improving performance of staff at Maysan University.)

There are three assumptions:

Training has a statistically significant impact on improving performance of task at University of Maysan.

Training has a statistically significant impact on improving contextual performance at University of Maysan.

3. Training has a statistically significant impact on improving adaptive performance at University of Maysan.

Sixth: Sample study: sample of study showed administrative leaders of University of Maysan and its colleges, who hold administrative positions represented (officials of divisions and units and heads of administrative departments) in order to have

leading experience and knowledge in their field of specialization, and first reached sample size (100) individuals, while actual size of statistical sample that was decided to enter application (78) individuals

Part Two: theoretical side
First, training

"Writers and researchers differ on definitions of training in general

and executive training in particular, but their definition corresponds to basic pillars of training process because it leads to change or improvement, development that occurs in performance of trainee's tasks and work more efficiently and effectively, may help in achieving its goals and goals of organization and society.

" it is a management effort that relates organizations to a continuum of situations designed to enable changes in skills, cognition, and behavior in an individual's current and future characteristics so that they can meet demands of their job or develop their performance in a more practical and behavioral way." (From 2006:300).

As William F. Gluck , a system to provide information and improve capabilities of individuals and develop their skills and change direction in order to develop their performance in order to achieve organizational goals, identify each job will lead to providing workers with information necessary to ensure knowledge with hours and conditions of work, or to create developmental or managerial skills needed by organizations, or to change destinations can changes in views or conditions Personal beliefs that positively influence results of their work (Obaid, 2003:22), or a planned effort to enhance knowledge and skills of



human resource learning and job behavior (266: 2001, Denise & Griffin (also known as one of main gateways used by organizations to introduce employees to important things such as teams, diversity, intelligence, quality awareness, communication skills, and participatory management.

Training: "Is process of increasing knowledge and skills needed to do a particular job, a structured procedure by which people learn knowledge and skill for a specific purpose" (Mousi, 2019: 29) training has three dimensions:

1- Training process:"Training process "is a set of activities or sub-procedures that work on a number of trainees to achieve certain objectives in a specific training program and produce impact or effects required in it." (Bennis,1999: 71)

2- designing training programs ": "As regional and training activities directed to institution resorted to as a basic objective | implementing its organizational strategy, and activities vary from one institution to another, depending on type of activities institution deals with in terms of goals, objectives and capabilities related to institution"" (Harrison, (261:2009

3.modern technology

"These are fast-spreading tools and have a modest impact on effects applied in operation of information and work to transfer, retain and provide it in form of advanced technology or technology, and they include automated accounts, multiple programs, means of communication and technical link, and many means of equipment that are used heavily in communications, especially Internet and cellular communications, which help To work and to learn collectively, as well as to communicate quickly with science and knowledge at lowest cost , they save a lot of effort, money and time as well" (Novell Maflah, 2007:85).

Second, performance of employees

"Performance is defined as a behavioral interaction that management of organization expects from employee, this behavior shows action that people take to complete work, an individual behavior that employees do and can observe

Table (1) arrange relative importance of training dimensions by arithmetic mean

Distance	Arithmetic mean	Standard deviation	Difference factor	Level of importance
training process	3.80	0.84	22.95	3
Design of training process	4.252	0.89	21.23	1
Modern technology	4.08	0.68	16.30	2

2. Dependent variable: Employee performance

lowest tables can explain relative importance of dimensions of employee performance, after " contextual performance " ranked first with a arithmetic

, and contributes to generation of value for organization and achievement of its goals (Liu & Liu,2022:4)."

Defining concept of performance requires discussing concepts that can be mixed in some minds and used to express them such as productivity, efficiency, effectiveness, and terms of productive efficiency or effective performance.

Especially since these terms and phrases are often used to express how well an organization is performing, understand its concept and distinguish it from these terms. performance of workers is defined as "degree to which work tasks are performed" because this definition reflects way work is performed and individuals who meet work requirements (Barnouti, 2000:219).

Dimensions of employee performance are:

1. Mission performance: "Performing a task is duties performed by employees as part of tasks and activities within organization, either directly by relying on technology as an essential part of business or indirectly through maintenance or technical services of organization." (Harris,2000: 23)

2. Contextual performance:" contextual performance is defined as collective behavior of workers within organizations to carry out their mandated work". (Bilal, et al. 2015: 76)

3. Adaptive performance: "Adaptive performance refers to ability of working individuals to adapt to unstable and rapidly changing work situations as a way of understanding dynamic nature of worker performance in a dynamic, volatile and unstable environment that tends to change rapidly."

Part Three: practical side

First, statistical description

1. independent variable: Training

It is possible through table (1) to clarify order of relative importance of sub-dimensions of training, as dimension " design of training process " came in first place, where value of arithmetic mean (4.252), while dimension " modern technology " came in second place with value of arithmetic medium (4.08), After " training process" came in third place in middle of my account value (3.80).

mean of value (4.17), while after" adaptive performance " ranked second with value of arithmetic mean (4.05), The" Task Performance " dimension ranked third with a calculation average of (3.93).



Table (2) order of relative importance of dimensions of operator's performance variable by arithmetic mean

Distance	Arithmetic mean	Standard deviation	Difference factor	Level of importance
Perform task	3.93	0.96	22.64	3
Contextual performance	4.17	0.28	6.11	1
Adaptive performance	4.05	0.74	16.22	2

Second, test assumptions
Testing and analysis of link

In order to reach rejection or acceptance of hypotheses concerning correlation relations between variables of research, they were divided into a primary hypothesis and secondary sub-hypotheses as follows:

First Major Assumption:

(There is a statistically significant link between training and improving performance of employees at University of Maysan)

Table (3) correlation of training and employee performance

dependent variable		Performance of employees
independent variable		
Training	Degree of connection	0.74**
	Level of morale	.000
	N	78

Noting from table (3) that correlation coefficient for relationship between first variable training and variable dependent on performance of workers ((0.74**k with level of morale (0.000)), this is a strong and significant correlation which is positive in sense that change in level of training by (0.74**) leads to a change in same direction in level of performance of employees as it is a direct relationship, every increase in practice of training leads to an increase of same level of performance of employees and every decrease in practice of training leads to a decrease of same level in level of performance of employees and vice versa.

second main assumption:

(Training has a statistically significant impact

on improving performance of staff at Maysan University)

This hypothesis has been tested by simple regression analysis (simple regression analysis), and in light of this hypothesis, a functional relationship was formulated between true value of independent variable (training) and dependent variable (performance of workers), and equation of linear regression was as follows:

$$Y = \alpha + \beta x$$

Here are values for regression equation:

$$\text{Performance of employees} = -5.99 + 2.58 (\text{training})$$

Table (4) Analysis of impact of training on performance of workers

independent variable	Regression coefficient		T's	sig	R	R ²	F	sig	dependent variable
Training	A	-5.99	-10.09	0	0.9	0.81	34.10	000(a).	Performance of employees
	B	2.58	18.42						

It is clear from table (4), that value of (f) calculated amounted to (34.10), meaning that there is an effect of (training) in variable performance of employees at research university and its colleges, because any change in level of training will lead to a change of same level in performance of workers due to influence of each other, This shows that regression curve is good for describing relationship between two variables. From table (19), constant value (-5.99 α) can be observed, which means that there is a

(performance of workers) of (-5.99), even if value of training is zero.

value (2.58 β) indicates that an increase of one unit in training will result in an increase of same amount in performance of workers.

value of determination coefficient (R²), which is a descriptive measure used to explain usefulness of regression equation in estimating values, and represents reduction in errors when using regression equation, Which was (0.81), which means that amount



of (0.81) of variance in performance of workers is explained by training that entered model, and that (0.19) is an explained variation of factors that did not enter research model, as indicated in table (19) To morale that showed amount (0.000) in outputs of statistical system, which is confirmation of presence of an impact of (training) in performance of employees of university and its colleges.

value of (t) calculated (18.42), which indicates moral differences of study variables and importance of these variables in research model, and as shown in table (19), and in light of this result accepts second main hypothesis, which is that **(training has a statistically significant impact on improving performance of employees at University of Maysan)**

For purpose of confirming previous result, sub-hypotheses will be tested to support realization of second main hypothesis:

1. Training has a statistically significant impact on improving performance of task at University of Maysan.

2. Training has a statistically significant impact on improving contextual performance at University of Maysan.

3. Training has a statistically significant impact on improving adaptive performance at University of Maysan.

sub-hypotheses are as follows:

1. Training has a statistically significant impact on improving performance of task at University of Maysan.

In light of this hypothesis, a functional relationship was formulated between true value of independent subvariables (training process, training process design, modern technology) and subvariable (task performance), and linear regression equation was as follows:

$$Y = \alpha + \beta x$$

Here are values for regression equation:

$$\text{performance of task} = 0.16 + (-0.67x - 0.22x - 0.78) \text{ (training dimensions)}$$

Table (5) Analysis of impact of training dimensions on performance of task

independent variable	B		T's	Sig	R	R2	F	Sig	Dependent subvariable
training process	A	0.16	0.31	0.76	0.98	0.97	520.83	000(a).	Perform task
	B1	-0.67	-4.98	0					

From table (5), it is clear that calculated value of (f) was (520.83), which means that there is an effect of (dimensions of training) in performance of task for Maysan University and its colleges, and that any change in dimensions of training will affect performance of task, and this indicates that regression curve is good to describe relationship between two variables.

By table (5), you can see constant α value (=0.16)), which means that there is an (task performance) of (0.16), even if training is zero.

value (B =-0.67) indicates that a one-unit change in dimensions of training will result in a change of same amount in performance of mission of research university.

value of determination factor (R2), which is a descriptive measure used to explain usefulness of regression equation in estimating values, and represents reduction in errors when using regression equation, It was (0.97), which means that (0.97) of variation in training is explained by dimensions of training that entered model, and (0.03) is a variation explained by factors that did not enter regression

model.

Table (5) also indicated morale shown by (0.000) in outputs of statistical system, and research confirmed existence of an impact of (dimensions of training) in performance of task of university, and value of (t) calculated (0.31) and as shown in table (20).

With these results, first sub-effect hypothesis is realized from second major impact hypothesis of current research (training has a statistically significant impact on improving mission performance at University of Maysan).

2. Training has a statistically significant impact on improving contextual performance at University of Maysan

In light of this hypothesis, a functional relationship was formulated between true value of independent variable (training) and subvariable (contextual performance), and equation for linear regression was as follows:

$$Y = \alpha + \beta x$$

Here are values for regression equation:

$$\text{contextual performance} = -0.60 + -0.87 \text{ (training dimensions training)}.$$



Table (6) Analysis of impact of training dimensions on contextual performance

independent variable	B		T's	Sig	R	R2	F	Sig	Dependent subvariable
Dimensions of training	A	-0.6	-0.76	0.45	0.97	0.94	318.63	000(a)	Contextual performance
	B	-0.87	-4.18	0					

As shown in table (6), calculated value of (f) is (318.63), meaning that there is an effect of (dimensions of training) in contextual performance variable at Maysan University and its colleges, which means that any change in training variable affects contextual performance variable, and this indicates that regression curve is good for describing relationship between two variables.

From table (6), a constant value (-0.60 α) can be observed, which means that there is a (contextual performance) of (-0.60), even if training and its dimensions are equal to zero.

value (-0.87 β) indicates that a change of one unit in training will result in a change of same amount in leadership performance.

value of determination factor (R2), which is a descriptive measure used to explain usefulness of regression equation in estimating values, and represents reduction in errors when using regression equation, (0.94) which means that (0.94) of variation in training is explained by training and its dimensions that entered model, and (0.06) is explained by factors

that did not enter research model.

Table (6) also referred to morale shown by (0.00) in outputs of statistical system, which is confirmation of effect of (training) in contextual performance, and was value of (t) calculated (-0.76), and as shown in table, this result verifies second sub-effect hypothesis of main effect of current research hypothesis that **(Training has a statistically significant impact on improving contextual performance at University of Maysan)**

3. Training has a statistically significant impact on improving adaptive performance at University of Maysan

In light of this hypothesis, a functional relationship was formulated between true value of independent variable and its dimensions (training) and subvariable (adaptive performance), and equation of linear regression was as follows:

$$Y = \alpha + \beta x$$

Here are values for regression equation:

$$\text{adaptive performance} = -0.19 + -0.42 (\text{training}).$$

Table (7) Analysis of impact of training on adaptive performance

independent variable	B		T's	Sig	R	R2	F	Sig	Dependent variable
Training	A	-0.19	-0.32	0.76	0.98	0.96	445.35	000(a)	Adaptive performance
	B	-0.42	-1.4	0.1					

As shown in table (7), calculated value of (f) is (445.35), meaning that there is an effect of (training) on adaptive performance variable at university in question, and that any change in training variable and its dimensions affects adaptive performance variable, and this indicates that regression curve is good to describe relationship between two variables. From table (22), constant value (-0.19 α) can be observed, which means that there is (adaptive performance) of (-0.19), even if training is zero, while value (-0.42 β) indicates that a change of one unit in training, will lead to a change of same amount in leadership performance.

value of determining factor (R2), which was (0.96), which means that (0.96) of variance in training is a variation explained by training and its dimensions that entered model, and (0.04) is a variation explained by factors that did

not enter research model.

morale shown by amount (0.00) in outputs of statistical system, which is confirmation of existence of an impact of (training) in adaptive performance.

With this result, third sub-effect hypothesis is realized from main impact hypothesis of current research

(training has a statistically significant impact on improving adaptive performance at University of Maysan).

Part Four: Conclusions and recommendations

First, results



1. It is clear from intellectual framework that training is of fundamental importance in development of important training programs for all categories and faculties of university.

2. results confirmed that there is often an actual base that provides for adoption of training practices to raise level of actual performance of employees of all types within university.

3. Training is a pre-planned strategy based on strategies and practices designed to create, improve and refine skills and abilities of staff within university.

4. existence of a positive relationship of moral significance between dimensions of training and dimensions of performance of workers, which indicates role of training in improving performance of task, contextual performance and adaptive performance, and that there is a strong relationship between decline in training offset by a decline in performance of employees at University of Maysan and its colleges.

5. researcher concluded through practical aspect of research of variable according to arithmetic mean that there is an interest from (University of Maysan and its colleges) in contextual performance primarily because of role of university in encouraging teamwork and solving problems in cooperation and providing additional work by participating.

6. There is a direct effect between dimensions of first variable training and dimensions of second variable performance of workers, where it was found that all relations of influence between variables and their dimensions in research university were strong and have a moral significance, which indicates essential role of training in dimensions of performance of workers.

SECOND, RECOMMENDATIONS

1. need to invest positive relationship and impact to train and perform staff at research university and develop future plans to benefit from its data in improving actual performance.

2. need to pay more attention to use of modern technology represented by electronic computing, as it was found that practice of this technology is essential to keep pace with technological development in global environment, and allocate funds for development and modernization of systems and software and make it available to all employees in university, not exclusively senior management.

3. Develop a specialized training program to develop workers through allocating an adequate and clear budget for training programs, and coordinate with local, Arab and international bodies to hold training programs aimed at developing performance of

workers to reach advanced intellectual human resources.

4. researcher stresses need to review strategy adopted regarding training in university currently and reformulate it to suit all employees in university faculties, and to be consistent with improving quality and flexibility of human resources in a unified manner.

5. interest of university and consolidation of efforts to be training methods used to be linked to reality in real terms and not to stereotype that tends to traditional methods that rely on entrance to hold lectures, seminars and others, and need to expand establishment and establishment of training centers and support them with appropriate and advanced means and technology.

6. researcher sees need to diversify use of modern training methods that focus on developing skills to reach sustainable human capital instead of relying on traditional methods that focus on increasing knowledge only such as lectures and seminars, and strengthen plans to see impact of training programs on improving performance of workers.

REFERENCES

1. Al-Barnouti, Suad Naif, (2001), Human Resources Management, Wael Publishing House, Amman - Jordan..
2. Al-Khatib, Raddah, Al-Khatib, Ahmed , (2006) , effective training, modern office world, I wanted Jordan.
3. Ebeid, Atef, (2003), Personnel Management in Practice, National Institute for Senior Management Symposium, October 3-4.
4. Nofal, Muflih (2007) , "Training Strategy on Performance of employees in Jordanian Commercial banks: A Field Study from perspective of Managers", unpublished Master Thesis, Faculty of Finance and Business Management, Al-Bayt University , Jordan.
5. Harrison, David (2009), "Strategic Management and Strategic Planning", Arabization Natoureh,
6. Aladdin, Dar Zahran for Publishing and Distribution, Amman-Jordan.
7. Bennis, W, "end of leadership: Exemplary leadership is impossible without full inclusion, initiative, and cooperation of followers, organizational Dynamic". 28 (1): 71- 80, 1999.
8. Bilal, Hazrat, et al. (2015) "Employee engagement and contextual performance of teaching faculty of private universities."



Journal of Managerial Sciences Volume IX
Number, No. 1 pp.82.

9. Denisi, A. S. & Griffin, R. W., (2001) " Human Resource Management",Houhton Mifflin Co., USA.
10. Harris, Michael, "human resource management": a practical Approach, 2nd ed., Harcourt college publisher, U.S.A, 2000.
11. Liu, W. & Liu, Y.(2022), Impact of Incentives on Job Performance, Business Cycle, and Population Health in Emerging Economies, journal Frontiers in Public Health, Vol.9, pp.1-14.
12. Mousi, AR. A (2019). Effect of Training on Improving Quality of Medical Services in Saudi Arabia's Hospitals. Practical Study on King Abedallah Hospital-Bisha Province. Arab journal of sciences & Research publishing. 5(3): 20-40.