

**YAŞAR UNIVERSITY**  
**SOCIAL SCIENCE INSTITUTE**  
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**MASTER OF THESIS**

**THE EFFECT OF TRAINING ON  
EMPLOYEE'S PERFORMANCE**



**Bahnam Murad Zinal**

**Thesis Advisor**

**Assist. Prof. Dr. Yıldırım Osman ÇETMELI**

**Izmir, 2016**

I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of master of science.



Assist. Prof. Dr. Yıldırım Osman ÇETMELİ  
(Thesis Advisor)

I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of master of science.



Prof. Dr. Orhan İÇÖZ

I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of master of science.

Assist. Prof. Dr. Murat ÇOLAK



---

Assoc. Dr. Çağrı BULUT  
Director of the Graduate School

## DECLARATION

I declared that whole of the work in this dissertation is completely my own. Unless referred in the text as a specific source and included in the reference, Entitled "THE EFFECT OF TRAINING ON EMPLOYEE'S PERFORMANCE" and no part of the research deliberated and discussed to in the dissertation has been submitted in support of an application for another degree of this or any other university or another.



**Bahnam Murad Zinal**  
**Signature**

## **ABSTRACT**

The quality of human resources is one of the most important factors of the success of any organization. A human resource defined as an entity and the main factor. In today's business world, organizations should focus on human resources. Investing in human resources is the most common method used to improve the quality of employees and the development of the organization.

In order to increase the performance of employees, many organizations try to find effective ways of achieving their goals by doing various applications. Training is one of the powerful ways, which positively effect on workforce. Training helps to improve the knowledge, skills, and abilities of employees. To make ensure that provides a professional staff for an organization. In the Competitive, business world organizations forced to provide systematic training programs, and some other organizations provide an indiscriminate training.

In this thesis, the relationship between the training of public sector employees and performances in Iraq has tried to be determined. In the study, it is also calculate whether the training programs applied in the province of Erbil-Province and the effect of training on employee's better performance.

In order to achieve this aim, the literature review on human resource management, human resource development, and human resources planning first made, followed by face-to-face interviews and structured questionnaires to collect primary data from several, employees in various departments in the public sector in Iraq. The questionnaire consists of (84) questions. (5) Of those are related to demographic characteristics. The (13) questions asked to the Human Resources Department and other in the public sector in Erbil-Province, include the selection of personnel for training programs, the development of training programs, the identification of training strategies and the improvement of employee performance. (26) General questions addressed to managers and other employees in the public sector in Erbil are concerned with the training activities in the working life, the state of the training program, the methods of using the training, and the evaluation of the

operations carried out. With the remaining 40 questions of the questionnaire, the hypothesis of the thesis is analyzed statistically both for the managers and the employees.

As a result, it revealed that there is a positive relationship between training and employee performance, as well as morale, performance, and sensitivity of the trained employees. The majority of employees in the province of Erbil think that training programs are an effective tool for the success and achievement of employee's goal. Experts say that there is a significant difference between the development of trained workers and those without training. The results indicate that although the training is part of Erbil Governorate strategy, but it is still at low levels. It has been recommended that training strategy be improved. In order to increase the performance of employees in the public sector and should be analyzed in the Methodical way.

**Keywords:** Training, Human Resource Management, Effect of Training, and Performance of Employees.

## ÖZET

İnsan kaynağının kalitesi, bir organizasyonun başarısı için en önemli faktörlerden biridir. İnsan kaynağı, bir varlık ve başlıca faktör olarak tanımlanır. Bugünün iş dünyasında organizasyonlar, insan kaynaklarına odaklanmalıdır. İnsan kaynaklarına yatırım yapmak, çalışanlarının kalitesini geliştirmek ve organizasyonun gelişimi için kullanılan en yaygın yöntemdir.

Çalışanların performansını arttırmak için birçok organizasyon çeşitli uygulamalar yaparak hedeflerine ulaşmanın etkili yollarını bulmaya çalışmaktadır. Eğitim, işgücüne olumlu bir şekilde etki eden güçlü yollardan biridir. Eğitimle, çalışanların bilgi, beceri ve yeteneklerini geliştirerek, organizasyonların gereksinim duydukları profesyonel çalışanları sağlamalarına yardımcı olur. Rekabetçi iş dünyası organizasyonları, sistematik bir şekilde eğitim vermeye zorlar, diğer bazı organizasyonlar ise gelişigüzel bir eğitim gerçekleştirir.

Bu tez çalışmasında, Irak'da kamu sektöründe çalışan kişilerin eğitimleri ile performansları arasındaki ilişki belirlenmeye çalışılmıştır. Çalışmada, Erbil ilinde uygulanan eğitim programlarının daha iyi bir çalışan performansı kalitesine etkisi olup olmadığı hesaplanmıştır.

Bu amaca ulaşmak için, öncelikle insan kaynakları yönetimi, insan kaynağı geliştirme ve insan kaynakları planlaması ile ilgili literatür taraması yapılmış, sonrasında yüz yüze görüşme ve yapılandırılmış anket soruları kullanılarak Irak'da Erbil ilinde kamu sektöründe çeşitli departmanlarda görevli çok sayıdaki çalışandan birincil veriler toplanmıştır. Uygulanan anket toplam 84 sorudan oluşmaktadır. Bunlardan 5 tanesi demografik özellikler ile ilgilidir. Erbil ili kamu sektöründeki İnsan Kaynakları Departmanına sorulan 13 soru ise eğitim programlarına personel seçimi, eğitim programlarının geliştirilmesi, eğitim stratejilerinin saptanması ve çalışan performansının yükseltilmesi ile ilgili konuları kapsamaktadır. Erbil ili kamu sektöründe görevli yönetici ve diğer çalışanlara yöneltilen diğer 26 soru ise çalışma hayatındaki eğitim faaliyetleri, eğitim programının durumu, eğitim kullanma yöntemleri ve yapılan işlemlerin değerlendirilmesi ile ilgilidir. Anketin geri kalan 40 sorusu ile de tezin hipotezi, hem

yöneticilere hem de çalışanlarına yönelik olarak anlamlı ve istatistiksel olarak incelemektedir.

Sonuç olarak, eğitim ve çalışan performansı arasında pozitif bir ilişki olduğu, bunun yanı sıra eğitimin çalışanların moraline, performansına ve duyarlılığına etkisi olduğunu ortaya konulmaktadır. Erbil ilindeki çalışanların çoğunluğu, eğitim programlarının çalışanların başarısı ve kazanımları üzerinde etkili bir araç olduğu görüşündedir. Uzmanlar eğitilmiş çalışanların gelişimi ile eğitimsiz çalışanlar arasında önemli bir farklılıkların olduğu görüşündedir. Bulgular, eğitimin Erbil eyalet stratejisinin bir parçası olduğunu ortaya koymasına rağmen, halen düşük seviyelerde olduğunu göstermektedir. Çalışanların kamu sektöründeki performansını arttırmak için eğitimin, Erbil ili ve bölge stratejisinin güçlü bir parçası olması önerilmiştir.

**Anahtar Kelimeler:** İnsan Kaynakları Yönetimi, Eğitim, Eğitimin Etkisi, Çalışanların Performansı.

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## LIST OF ACRONYMS

ADDIE	Analysis, Design, Develop, Implement and Evaluate
AMA	American management association
ASTD	American Society for Training and Development
BARS	Behaviorally Anchored Rating Scales
ETTC	European Technology and training Centre
HR	Human Resource
HRD	Human Resource Development
HRI	Human Resource Improvement
HRM	Human resource management
IT	Information technology
JBIC	Japan Bank for International Cooperation
JICA	Japan International Cooperation Agency
JIT	Job Instruction Training
KOICA	Korea International Cooperation Agency
KRG	Kurdistan Regional Government
MBO	Management by Objective
MOP	Ministry of Planning
MSI	Management Systems International
NGO	Non- Governmental Organization
NSG	National school of Government
ODA	Official Development Assistance
OJT	On-the-job-training
PA	Performance Appraisal
SPSS	Statistical Package for the Social Sciences
SHRM	Society for Human Resources Management
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for the Social sciences

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# INTRODUCTION

In the world of competitive business environment, human resource management has a primary role. After the revolution of industry in the 16<sup>th</sup> century, we can say that a complete of the business world begun. Many new steam machines created in order to produce more production for all customers. Despite the fact, the role of human resource management has been shining until now. Before the 16<sup>th</sup> century up to now a human resource, management (HRM) has a brilliant character in this world competition. Some scholars who have investigated in this subject describe (HRM) as a "blood stream of all organization"

Furthermore, the majority of the (HRM) books and researchers suggest that to invest in organization's staff in the both Private and Public sectors. In addition, they have funded many scientific methods, and experience in order to build the significant workforce. That is why we can found everywhere the human resource management department in almost all organization, which is essential for developing an organization for now and in the future.

On the other hand, many governmental and non-governmental institutions fall down or bankrupt in the beginning on their ages, because of lack of skills, knowledge, abilities, and behavior of employee's. If we just quick view on development countries we will recognize how they have reached a pick after World War II. Almost they have controlled the majority of the business sectors many things come to our mind to investigate about development and success we should look at the effectiveness of their performance. It also tells us if we want to work successfully and competitively in both private sector and public sector. or if anyone has a dream to have his or her own business we should be able to how can we create a strong workforce by updating their skills, knowledge and attitude in addition, This topic has got some dimensions because it is illustrated us how we can manage an organization via strong (HRM).

The business competitive environment is not a simple thing, which we sometimes think about it. In order to survive in this competitive all organizations must increase their employee's performance, and capacity, it can be done via training, learning, improvement of employee's skills, knowledge, etc. in pair public and private sectors. Which is mean that "changes in specific Knowledge, skills, attitudes, or behaviors in an organization. To be effective, in a study researcher will more focus on the effect of training on employee's performance in Erbil-province. Furthermore, training should involve a learning an experience in active way be planned organizational activity". There are variety kinds of human resource functions that "give institutions a competitive edge" but almost all scholars argue that, human resources functions goes only "operational" which training has run through them all. In addition, how employee's performance related to an organization's performance. In addition, how it affects to the organization's staff. Training has the distinct role in getting of "an organizational goal" by incorporating the interests of the organization and the workforce". In many books and researchers illuminates, that Training is the most important factor in the business, and the economy world because of training growths the efficiency, and the effectiveness of mutual staffs the organization. The result of the high performance of employee base on various factors but one of the most important factors of employee performance is training". According to the American social science report, a training program in the Europeans countries and the USA prepares by Private sectors. Private sectors paly main role at this subject. That is why, it is costly and time consuming for both sectors.

The objective of this paper is to examine the effect of training on employee's performance, also literature investigating on effectiveness and the methods, which use for measuring employee's performance. It is clear that lack of skills, knowledge, and abilities become the biggest issue for under-development countries. The researcher can feel that a country where is called Iraq, and its region. Despite the fact that Iraq has a huge amount of natural resources, and labor, up to now Iraqi government suffers from various problems in a public sector. One of them is human resource management. The aim of this research is to study the effect of training on performance employee, and the survey it was carrying out in Erbil-province.

**THE RESEARCH STRUCTURE:** The research consists of four chapters. First Chapter starts with the literature review. Overview of the Training process, Training, Learning, improvement, development, importance of training, analyzing training needs, organization analysis, designing the training Program, developing training analyses, implement training programs, off-the-job training human resource management, The ADDIE Five-Step training process, evaluation of training, training effects to measure, evaluation training process techniques. Chapter two discusses Firstly, employee performance, management performance, the relationship between training and employee Performance, the importance of training to develop of employees, the importance of training for organizations, development, performance appraisal, performance appraisal methods performance analysis, good performance, and finally human resources in action. Chapter Three includes the effect of training on the public sector, effects of training on employee performance, factors effect on employee's performance. Chapter four consist of six sections, the first section involves discusses the research methodology adopted, research problem, target population, sampling size and sampling procedure, the source of data collection, research Instrument, administration of the questionnaire for the research and relevant justifications. Second sections contain the history of Erbil-Governorate, training in Erbil and, training in Erbil-Province; section three consists of research questions, the importance of the study, the scope of the study, limitation of research. The objectives of this research, Study theoretical framework, study hypotheses, collecting research data and training policy in Erbil-Province, section four includes the first part of findings related to human resource planning and administration's specialists and part two finding related to the managers and senior-managers. In the fifth part of findings related employees in the Erbil-Province, section six related to the finding and analyzing: related to hypothesizes reliability analysis, descriptive analysis, and employees perspectives towards. Hypotheses testing, correlation hypotheses, and impact hypotheses

In Addition, it outlines the methodology for carrying out the primary, finally also illustrates about finding on the effect of training on employee performance and the conclusions drawn from the research findings and recommendations to enhance organizational effectiveness via training.

# CHAPTER ONE

## THE TRAINING PROCESS

In this chapter, the researcher tries to define and explain these concepts, which has addressed in the literature review. First Chapter explains with the literature review. Overview of the training process, training, learning, improvement, development, importance of training, analyzing training needs, organization analysis, designing the training Program, developing training analyses, amplement training programs, off-the-job training human resource management, The ADDIE Five-Step training process, evaluation of training, training effects to measure, evaluation training process techniques With their references.

### 1.1. Training

Training is a continue “transferring information”, ability and experience process, which effectively impact in changing individual attitude, behavior to increase the ability of job performance, member of the organization would receive the knowledge to learn how the employees can act well to achieve the organization’s goal (Ameeq & Hanif, 2013). Also, Training is defined as any “attempt to improve performance on a currently held job or one related to it.” HR specialists explained the means of Training as "changes in specific knowledge, skills, attitudes, or behaviors to be effective, and be designed in response to identified needs. Ideally, training also should be designed to meet the goals of the organization while simultaneously meeting the goals of individual employees" (Bernrdin, 2008, p.247).

Training is “A learning experience that strives for a relatively permanent change in individuals that will increase skills, knowledge, and ability to perform better” (Decenzo & Robbins, 2007, p. 209). Training is not just a process of enhancing the skills, the appearance of employee, but also, it has an effect of altering the assertiveness and

actions of the employee. In spite of the fact, the human resource has the main role to make a dream of the organization true. Also, have other advantages, which it is able to promotion worker's "efficiency". "The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance" (Ameeq and Hanif, 2003).

Therefore, to increase the employee's performance and the cadre performance, "training is given to an employee of the organization and to create a new aid to enhance the capability of organization" (Ghafoor, Ahmed, Aslam khan, July 2011). The results of investments in workforce training will create good interpersonal relations between employees, and encourage them to work as teamwork, which the production would be much higher than before taking training. In addition to that, it helps them to construct a new idea to deal with difficulty during work time and be a creator instead of a just employee, and all of them directly effect to increase in firm productivity. Another researcher has explained that Training has an effect on the "return on investment" (Singh & Mohanty, 2012).

The American Society for Training and Development (ASTD) has announced that U.S. institutions a lonely spend more than \$126 billion yearly "on employee training and development". Based on the view of both researchers (Richard R. M. L, and, Roberto, 2013), It's been explained that administrations that efficiently train their employee's capability for managing time, improved performance and production According to (Hartel et al, 2007).

Also is has been shown that active way to reduce the rate of wasting raw material and significantly helps to organize the stretcher of working (Greer, 2001). The process of training wills assistances originations to find out the employee's weakness and strong points during the practice training time before participation to any tasks.

It would help to review organization's strategy to survival business in the future and in the present competitive environment, also to review overall of employee's capacity and skills. As a result, we can view that; all organization will be having the brighter future through applying the training if preparing adequate training program. According to (the training magazine in the united states of American, 2005, p. 2-4) which is shown that training becomes one of the most important side in many develop countries. Base on the same resource, every year in the global approximately \$50 billion spends just for "on-the job-training".

In addition, every year nearly 47 million people receive training program in the world. Therefore, we can say that the huge amount of the money spends just for make employee's best performance to have long-life in the business world, because of massive of the productivity, which made the business world harder for working, therefore, describe the world as a completion business world, this helps to organize the stretcher of working. In addition, public sectors have the main role in under-development countries in both productivity and service.

Furthermore, training defined "as the systematic process of altering the behavior of employees in a direction that will achieve organization goals". It also explained that training related to present job skills and abilities and it helps employees' master specific skills and abilities needed to be successful. Through training, people are going to acquire and obtain capacities and knowledge so as to help organizations achieve their goals (Ivancevich, 2012, p. 394& Ekot, 2010) Confirmed Mathis & Jackson's definition as organizations will achieve their goals by gaining skills and knowledge through their employees by participating in training courses in the same way.

In addition to this "Training is a teaching activity which is guided towards the acquisition of specific skills, knowledge, and ability for the purpose of an occupation or task"(Cole G, 2002). "Training is a process of teaching new employees the basic skills to perform their jobs". It is clear that training growths in the quality of labor, by providing employees with better skills, knowledge, and work environment. Another definition of

training is that “a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities” (Dessler, 2003, p. 196).

Training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or behavior”. We can say that there is a need for improving employee’s skills and knowledge so that he/she becomes efficient to work on both present and future jobs and tasks (Elnaga &Imran, 2013, p. 139). "Effective of training and development programs aimed at improving the employees’ performance. Training refers to bridging the gap between the current performance and the standard desired performance". "Training could be given through different methods such as on the (coaching and mentoring, peer's cooperation and participation by the subordinates. This teamwork enables employees to actively participate on the job and produces better performance, hence improving organizational performance" (Decenzo & Robbins, 2007, p. 209). "Training is the methodical method to affecting individuals’ knowledge, skills, and attitudes in order to improve individual, team, and managerial effectiveness". According to this definition of training is not only affecting to personalities’ knowledge, skills, and attitudes but also impact on the team and organizational performance. We can say that training organized as a set of skills and knowledge for employees to learn through them. This made the way that individual, team and organization can work certainly to gather (Aguinis. and Kraiger, 2011, p. 452) cited in (Goldstein & Ford, 2002). In the other hand, there are some drawbacks of training in the short period time, "as it is costly to give training to the employees but in the long run, it gives back more than it costs". In the view of (Noe. R. A, 2009), Training has a primary role and method used for guiding employee’s gains unambiguous knowledge. However, he demonstrates that development activities have more effectiveness that training activities for distributing tactic knowledge.

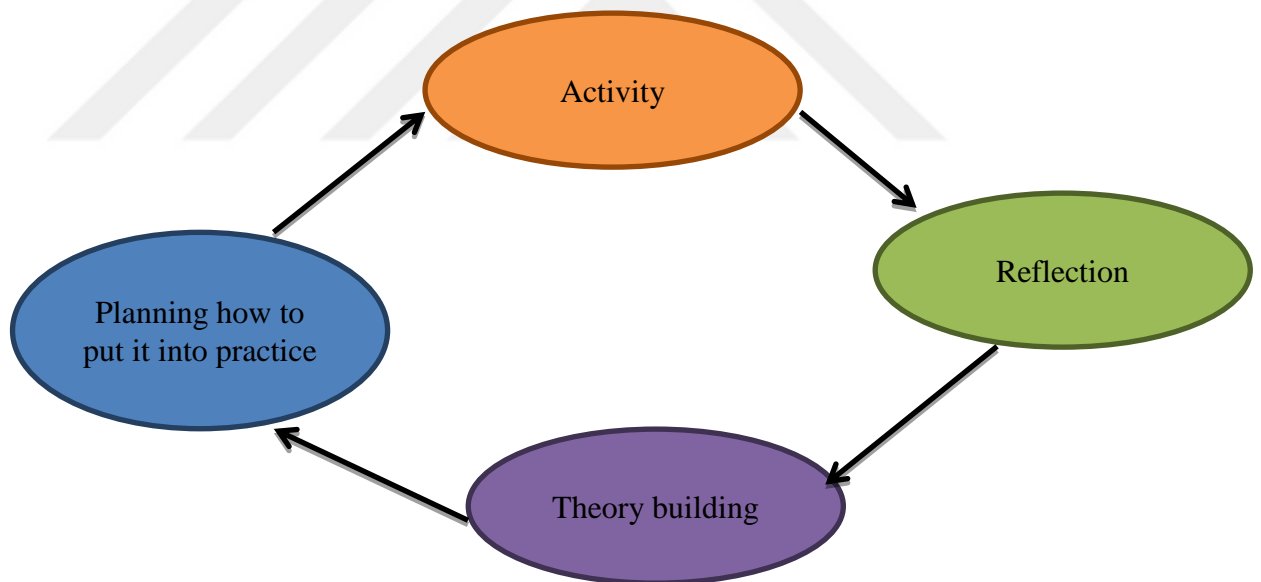
## **1.2. Learning**

Learning defined as a change in "behavior, cognition or affect that happen because of someone interacts with the environment". In addition, it has a permanent



relative with change. The change means that to learn, acquiring either something new or understanding to do things which not existing before and "modifying something which already exists" (Werner& Desimine, 2009, p.65).

Learning can be seen as an experience, the purpose of the learning is to consider the result of learning to be changed or to create new behavior resulting from new or reinterpreted knowledge from an external and internal experience (Torrington, et al, 2005, p. 385). In addition, they cited in (Kold, et al. 1984) which confirmed that learning comes from experience, which alters, to human being or employees in an organization to understand, how the manager and other staff, get information or enhance their ability from old experience. An experience is an amount of work, which has done successfully base on previous knowledge. It is very useful to combine the characteristics of learning.



(Figure 1-1 Four-Stage Learning cycle)

(knob et al. 1984) and (Honey and Mumford, 1989).

**Activity:** "I have had a go at running three sessions on my own now, doing the input and handling the questions.

**Reflection:** "I find the input much easier than handling questions".

**Theory building:** "If I gave an answer to a question it closes off debate by the fact that I have pronounced what is right".

**Planning Practice:** When I am asked question rather than answering it I will say to the group"

### **1.3. Improvement**

This activity defines as a measurement tool. To measure the production and output of the specific commercial process or procedure, after measuring the output it tries to increase the output through changing the procedure and process of production or change in which the managers, governing body and system of an organization. Enhance the effectiveness of the process and procedure. Improve the performance is one of the primary function of human resources. Performance improvement can be applied to both individual performance, for instance, a team member and organizational performance, for instance, a racing group or a profit making business. It is very important for all organizations to know how they can improve employee's performance, because well performance directly affects the organization's performance so having a significant human resource improvement (HRI) strategy of both organizational and individual's improvement increase output (Bryan, 1990). According to (Heathfield.S.M, August 09, 2016). Human Resource Development (HRD) is the structure for aiding employees changes their personal and organizational talents, knowledge, abilities, skills. Also, she illustrated that (HRD) includes such chances as member training, member career expansion, "performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance and organization development".

## **1.4. Development**

This activity focuses on the personal use of the activities of an organization, or that part of the individual, may that is to participate in the future and is practically impossible to assess. The role of development is not the same as training employees who always upgrade their job skills will also have a good moral, which encourages them to improve their activities and productivity. Employee's development not only helps to employees to work significantly in the workplace but also motivates them to have a good role in the external world. It chips into the full personal development of per employee. Cheerful employees may be productive, "but more creative employees are happier" (Kum, et al, 2014, p 74-75).

In addition, they have illustrated that if employees do not receive valuable skills and abilities employees would not be able to reduce the cost of the product. Even if all equipment and material are not available. It is clear that almost all private organizations try to maximize their profit in this era. According to (Dessler,2005,p.285) Development of (HR) Is an act try to improve managerial performance by imparting changing attitudes, knowledge or help to increase abilities and skills The aim of the act is increasing the future performance both company and employees.

## **1.5. Importance of Training**

The important of training is an "imperative" tool for an organization to rebuild and renew the performance of all staffs for an organizational growth and achieve its goal. It is also remarkable and essential for both employees and employer of organizations, if an organization could provide an effective training program for its employees; they will certainly more efficiency and productivity.

The quality of service and production will develop and improve which can satisfy the customer. By giving comprehensive and development, the training program is not only important for the employee but also, to encourage and inspire employee by letting them know how their jobs are important (Anonymous, 1998). According to

(Hamad, K 2004) cited in (Cole G. A., 2004. Sheikh, 2009) discussed the importance and main usefulness of training, as mentioned below:

- Training reduces the cost of production: by removes, risk because trained employee would make better understanding to use of material and tools thereby avoiding waste.
- Training aids to increase employee's knowledge of external competitors, and cultures," this helps to success in foreign markets.
- Lower turnover Training transports a sense of security at the workplace that reducing labor turnover and non-appearance avoided.
- Training aids to make sure that staff has skilled for using the new technology, such as new machine and computer-assisted industrial processes
- Training Help employees recognize how to work effectively in order to contribute to product and service quality.
- Training makes governorate sure that the organization's performance emphasizes improvement, creativity, and culture.
- Training shows the new way and technique for employee when their jobs alter,
- Training encourages employees to work as a group and work more effectively with each other.
- Training Increases employee's morale through changing the attitude and outlook of employees.

Consequently, we can say that the importance of training as it is one of the most important keys in the business world because training increases the efficiency and effectiveness of both employees and employer. In addition, increase the organization's capacity.

### **1.6. Human Resource Management (HRM)**

(HRM) is a personal department, which plays an essential role in all organization. In addition, (HRM) "concerns the personal policies and managerial practices and system that influence the workforce (Ivancevich, 2012, p. 4). Human

resource Management is the occupation performed in organizations that facilitate the most effective use of employees to achieve organizational and individual goals". As an example Line manager would spend more than half of their time involved in Human resource activities such as "hiring, evaluating, disciplining, and scheduling employees" (Bernrdin, 2008, p.54). Furthermore, (HRM) can be seen as a process of "acquiring, training, enhancing, evaluating, and compensating workers, as well as of joining to their labor relation, safety, and health, and fairness concerns" (Dessler, 2013, p. 30-31).

Most specialists believe that managing involves five functions: Such as (Planning, Organizing, staffing, leading and controlling). Totally, "these functions symbolize the "management process". Some of the specific activities are involved in each function include":

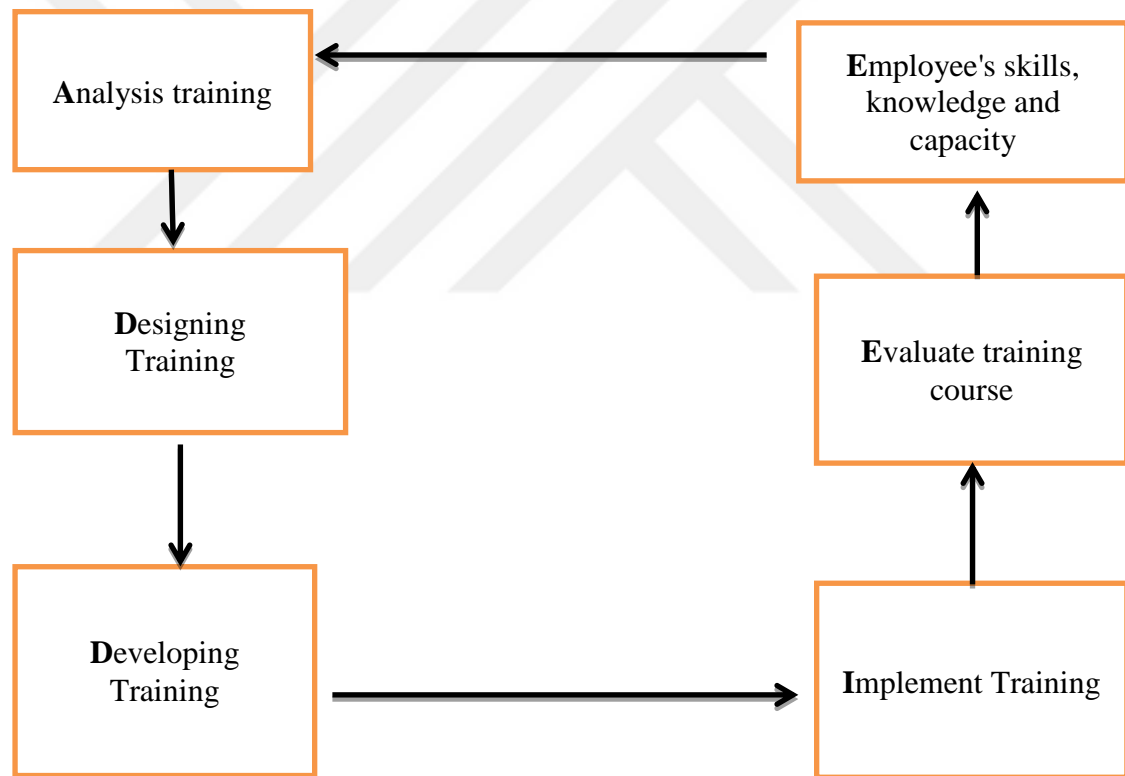
- Planning: Establishing standards and goals evolving rules and procedures; evolving plans and forecasting.
- Organizing: Provide for each subordinate a particular task; "establishing department, delegating authority to subordinate, establishing channels of power and communication, coordinating subordinates' work".
- Staffing: Decide what type of employee you should hire; "recruiting perspective employees; selecting employees; training and developing employee; setting performance standards; evaluating performance, counseling employees or compensating employee"
- Leading: Leading other to do their tasks, "maintaining morale, encourage subordinates
- Controlling: Is a set of standards for example, "checking to see how actual performance associated with these standards (Dressler, 2013, p. 30-31).

### **1.7. The ADDIE Five-Step Training Process**

Most of the experts agree that after orientation, training should begin. Therefore, Training is depending on the training process how to analyze organization is training process. The training process is a sequence step, which helps led to a change in employee's behavior, skills, knowledge, and attitude (summers, 1981). According to the

above statement, we understand that training ought not to be viewed as effective until alteration will occur in individuals. Base on view of (Dessler, 2013, p. 273) "the gold standards here is still the basic analysis, design, develop, and evaluate (ADDIE)". It should be used for years, explain training process as follows.

- Analysis the training need.
- Design the overall training.
- Develop and creating training materials.
- Implement training
- Evaluate the course's effectiveness



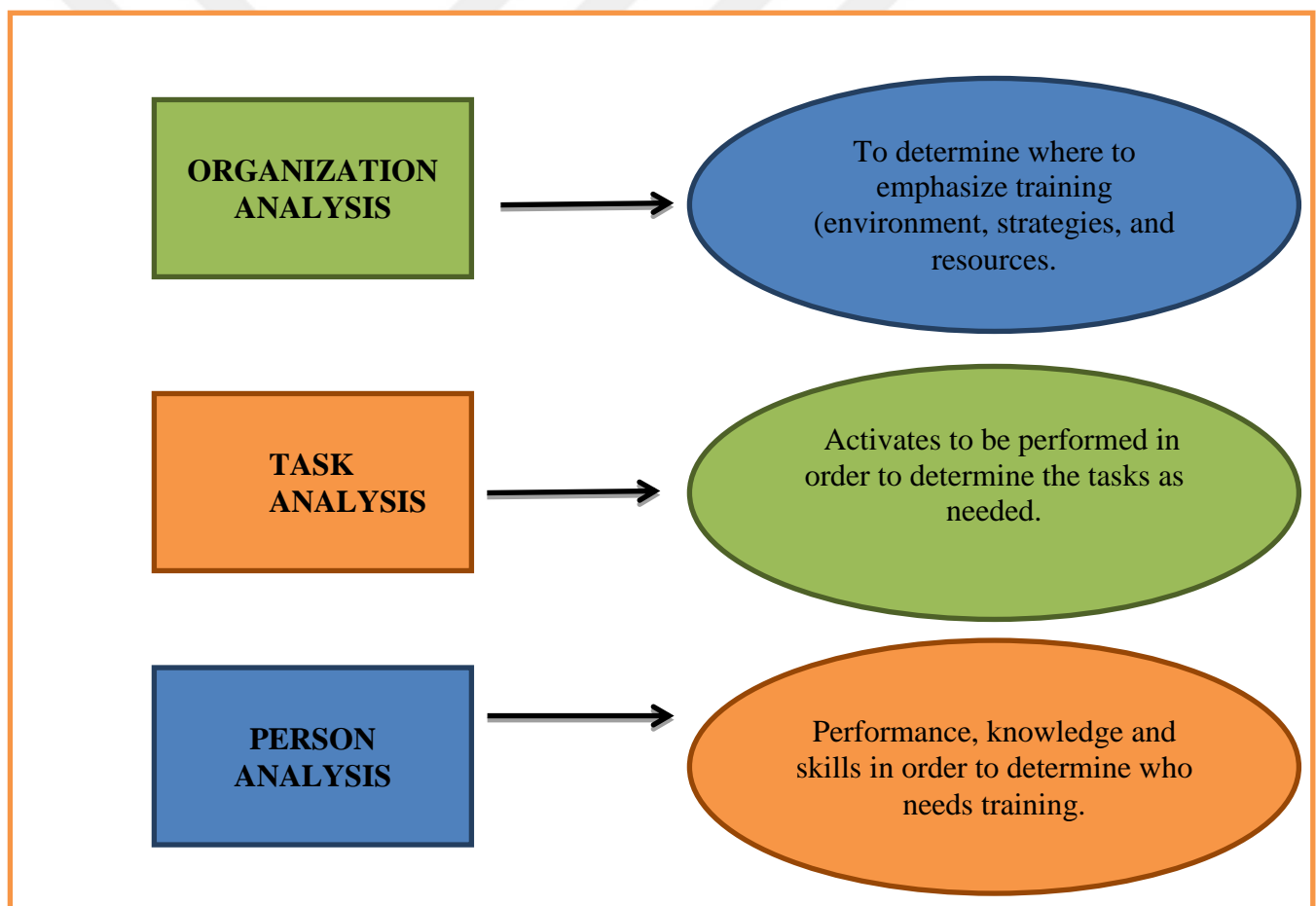
**Figure 1-2 ADDIE Process**

### **1.7.1. Analyzing Training Needs**

Because Occupational conditions alter rapidly, as technology changes, training needs analyses had better to addressed as long-term training strategy for the employee. It also could be current training needs or training needs. For example, if training course

uses computer or technology, or another device to present the program the training manager should take in and renew the training system. However, According to a study through American society for training and development (ASTD) found that because of "the costs, time-consuming and expertise", organization conduct needs analyses are less than 50 percent of the time. "Ironically as the speed of change increase and time and resource are at a premium, the needs assessment actually increases (Snell & Bohlander, 2010, p. 308-309).

### Needs Assessment for Training



**Figure 1-3 There are Different Types of Analysis.**

- Organization Analysis: Organization analysis is "the first in the needed assessment is identifying the broad forces that influence a firm's needs". In

addition, organization analysis defined "as an examination of the environment, strategies, and resources the firm faces so as to determine what training it should emphasize" (Snell, Bohlander, 2010, p. 309). According to (Mathis and Jackson, 2011), Organizational analysis comes from several operational measures or managerial performance.

- **Task Analysis:** Base on view of (Dessler, 2013, p. 274) it is the second step of needs assessment the aim of this step to give a new employee's skills, knowledge. They need to do their job. For this step, also job description and job specification are importance. The list of the task's specific duties and skill, which are "the basic reference points in determining the training required". In another word, "Task analysis includes recognizing the main jobs and knowledge, skills, and behaviors that need to be emphasized in training for employees to complete their jobs" (Noe et al., 2003, p. 255).
- **Person Analysis:** Base on view of Bernardin individual analysis identifies the strengths and weakness of the cadre performing the job. The purpose of the individual analysis is to specifically determine which employee requires what types of training". According to (Hartel et al., 2007), "Individual or personal level of analysis refers to the analysis of training needs from an individual's point of view, based on how well they perform their duties and task (Bernardin H. J, November 10, 2008).

### **1.7.2. Designing the Training Program**

Training design means to make an overall plan for training program including "training objective, delivery methods, and program evaluation. Sub-steps include setting performance objective, creating a detailed training outline. All training program steps from start to finish, Select a program delivery method such as lecture or Web and verifying the overall program design with management (Dessler, 2013, p. 276).



- **Setting Learning Objectives:** According to Hamad's thesis cited in (Hartel et al., 2007). "It is essential for any training course to have clear and measurable learning objectives ever training program has a wide range of consequences and expectations". In addition, he has mentioned that "the clear and measurable training objectives are significant so that the expectations of trainers, trainees, managers, and customers will be met (Hamad, K, 2013).

### **There are Three Objectives of Training Components**

- **A performance:** which identifies, what is the trainee estimated to do or produce at the end of the training program.
- **Conditions:** "had better be stated important circumstances under which the performance to take place".
- **A standard:** "states the expected criteria of performance (e.g. quality, quantity or timeline)" (Hamad, K, 2013).

**Creating Motivation Learning Environment :** According to (Dessler, 2013, p. 277) It is very important to create a motivation environment for learner and create a learning environment, which creates an effectiveness way for learning for example "municipalities running driver's attention programs for traffic violators know there is often no better way To get learner's attention than by presenting terrifying filmed accident". Learning requires items abilities, motivation and the training programs learning environment should consider both.

**Make Training Meaningful:** To make the training meaningful the challenge is to be sure employees are engaged in the training course, which provided to them and learner get the main aim of training programs, continuously learner are more would like to learn a new thing in order to motivate them, therefore. Training manager should consider about following steps (Dessler, 2013, p. 278) and (Picton, Jan-Dec 2012). At the beginning, of course, provide a "bird's-eye view "of the tools and material that

learners are going to use. For example, explain why it is essential, and provide an outline.

- Giving a variety of same models and examples.
- Provide things, which you can explain them logically.
- "Use terms and concepts that are already familiar to trainees".
- Provide as much visual example as possible.
- Try to create a picture in trainees' mind.

**Making Skill Transfer Obvious and Easy:** Base on view of (Zumrah, et al, 2003, p.279) cited in (Jeung et al., 2011) and (Dessler, 2013, p. 278). "The transfer of training is an important issue in the field of human resource development as well as across disciplines. Education and training might be good ways for transferring skills and abilities from educators to employees. Educators have variety kind of skills and abilities, which are moveable and "applicable in positions and industries outside of the traditional classroom setting". According to Smith. J, 07 August 2014 mentioned about 20 skills and abilities which are transferable to individual that are including Active Listening, Complex Problem Solving, Coordination, Critical Thinking, Diagnostic Tests, Grading, Instructing, Judgment and Decision Making, Learning Strategies, Lesson Plan Development, Management, Monitoring, Multitasking, Reading Comprehension, Relationship Management, Service Orientation, Speaking, Social Perceptiveness, Time Management, Writing. But there are several steps to make it easy to transfer new skills and behavior from training site to tasks site. Advantages showed in below,

- Providing the similarity between the training side and the workstation site.
- Create adequate practice.
- Explain each task part to employees
- "Direct the trainee's attention to important aspects of the job" and provide "heads up" information.
- "Trainees learn best at their own pace if it is possible".

### **1.7.3. Developing Training Analyses**

Developing training analyses is a list of activities, which helps to the learner, learns the steps of tasks, and means that selecting the actual content the program that will present for learner, as well as develop the instructional courseware. Such as (lecture, cases, etc.), also "synthesize the courseware into a viable training program. Confirm the instruction to ensure it finishes all goals and objectives". Training tools and materials contain for instance, "power point slide, lecture, The Web", etc. (Dessler, 2013, p. 279).

### **1.7.4. Implement Training Programs**

The hardest part is called training implementation because if, there is any wrong stages might lead to failure of all training program. It will lose all cost, which provides for training program. One wrong step would fail the best training program.

The essential of "needs assessment, instructional objective, the principle of learning, and the like choices regarding instructional methods are where "the rubber meets the road". Implement training program is A major consideration in a program of training is choosing between several training methods is defining which ones are appropriate for the "KSAS" will be learned (Snell. Bohlander, 2010. p. 321). According to (Ivancevich, 2012) commonly there are two key of methods combined with the training method that is (on-the-job training, OJT) and (off-the-job training). But in the view of (Mathis & Jackson, 2011) added more recently training method which is E-Learning or technology Training advance, especially on the computer which has more effectiveness and economically that the traditional training systems. Each of them argued below:

#### 1.7.4.1. On-the-Job Training (OJT)

One of the effectiveness and popular of learning method, But the disadvantage of this method is often conducted incorrectly. Typically, when one employee simply asked to teach another some desired skill. In far too many cases, training is assigned not because of the can teach, but also because they can perform tasks or behavior well". (Roberts. H, Woods, 1997. p.174). according to (British Household Panel Survey March–April 2015,p.231) (BHPS), types of on-the-job training, comprising training to improve, increase and enhance current skills, training to prepare for future jobs, and training to develop general skills. On- the-job training (OJT) has been "promoted as a means for organizations to deal with the shortage of applicants who have the skills needed to perform many current jobs, and as a means for an organization to deal which acceleration market cycles" (Werner, et al, 2009, p.167). In addition, on-the-job training has several advantages discussed below according to (Snell, Bohlander, 2010, p. 321).

- On-the-job Training provides hands-on experience for employees under normal working conditions
- On-the-job Training creates good relationships between employees and managers.
- On-the-job Training has been seen the most effective of facilitating teaching technique in the workplace.
- Employees learn in the actual working atmosphere.

**Job Instruction Training:** According to (Schermerhorn, 2010) (JIT) is another popular way to teach skills and knowledge to Participation in this technique a training senior illustrates skills, knowledge, and technique to show of how to implement in their job. After that a manager or supervisor would request to implement the method by their self, a later manager would evaluate the performance and finally give employees feedback.

**Coaching and Mentoring:** The base of view of (Mondy & Noe, 2005, p.210). They have described mentoring and coaching together because of the concept and terms are similar in the literature. Mentoring is an "approach to advice, coaching, and nurturing, for creating a practical relationship to improve individual occupation, personal, and professional growth and development". And for coaching always "considered a relationship with the immediate boss and provides assistance much the same as a mentor". According to above coaching and mentoring both very close to each other, But coaching can be seen as one of the best training techniques, which is convinced of CEO's because it is one-to-one interaction also it can be done through on phone, meeting or via E-mails. Moreover, Mentoring has described an ongoing relationship that enhances among a senior and junior employee. There are same key points on mentoring which mentioned in below.

- Mentoring focuses on attitude development.
- Conducted for management-level employees.
- Mentoring is done by someone inside the company.
- It is one-to-one interaction It helps in identifying weaknesses and focus on the area that needs development.

**Job Rotation:** Job rotation is training technique is widely used training "hospitality managers", it is also involves moving trainees from one job to another, the advantages of Job rotation is that learning can be described how works are performed in many different works. In addition, Job rotation training helps to increase their skills, abilities to do different jobs (Roberts. H, Woods, 1997. P.175). The Job rotation Is another methods of training that occur in an organization or is an internal training, especially for a new employee to become more accustom with a job and perceive a well-experienced employee. In addition, job rotation tries to show what is really going on in the job environment (Saleem et al, 2012).

**Informal Learning:** According to the American Society for Training and Development survey approximation, 80% of employees learn via Informal Learning. Informal that includes performance their tasks on the daily basis with their colleagues in this, technical managers have not any role to manage Informal Learning. The new employee will learn things by working with their partner and get how they do their jobs (Dessler, 2013, p. 281).

**Action Learning:** Action Learning defined as a time program, which gives to the manager and other perforation staff to deal and solve the problem in an organization. This method usually makes a time, which consists of between 5 to 25 members. The team reveals evaluation of the problems and make suggestions to the employee's senior, senior will decide to accept the employee's recondition or reject it (Dessler, 2013, p. 279).

**Transitory Anticipatory Experiences:** this kind of model usually use for short time period, before employee promotes and the employee would do the previous job at the same time performing the new job then he or she will be promoted ( Byers, et al. (1991 ).

#### **1.7.4.2. Off-the-Job Training**

Off-the-job training cannot be used in the actual workplace, it is used in the different job environment is called off-the-job training. On the other hand, it can be seen that as an accomplished outside the work setting. This method takes place and examines the various off-the-job training technique and their applications to different training objectives and issue (Woods, 1997, P.168). Base of view of (Dessler, 2013, p. 290) off-the-job, training has several kinds of techniques such as (The case study method, Management Games, Outside seminars, University-Related Programs, Role Playing, corporate universities, Executive coaches, The SHRM learning system, Behavior Modeling, also it has some procedure like, Modeling, Role Playing, Social Reinforcement and, transfer of training) .

**The Case Studies Methods:** In the method, participation tries to find out the solution for the organization's problem and discuss the case together, which had written a description. Often in this kind of method trainers analyse the case, diagnose problems which organization suffer from them and try to solve the problem based on real or hypothetical situations (Dessler, 2013, p. 290). The purpose of this method is employees think logically, develop the situation of the problem, and try to point out to the best solution for the problem and finally making-decision.

**Management Game:** These methods also called computerized management game in this method make possibility to the trainee for learning about various problems in a business environment. Also, encourage trainees to be able to make a realistic decision in simulated situations through increasing the communication skills, which helps managers to better performance by using information flow between individuals and others (Dessler, 2013, p. 290). According to (Hellriegel et al., 2005), business games are another type of simulation by which applicants learn how to deal with several of an issue in a mock business atmosphere. Moreover, he has mentioned about the advantages one disadvantage of this form. The advantages of management game are (Games are fun for participations, offer a setting that simulates reality, and, many problems can be introduced by using the same games) A disadvantage of this form is that members sometimes becomes occupied in winning and forget that the aim is to learn.

**Outside Seminars:** Nowadays many companies and learning centers like universities offer "web-based and traditional classroom management". Enlargement seminar and conference, which accrue within 2 or 3 days program of training it usually offered by the American management association (AMA). Explained what is available for example, "developing your emotional intelligence" to "assertiveness training" "assertiveness training for the manager," "assertiveness training for women in business, "dynamic listening skills for successful communication "and fundamentals of cost accounting" (Dessler, 2013, p. 291).

**Role-Playing:** Base on view of (Ivancevich, 2012) in the role-play, from each of the training members is assigned a role and requested to react to another as in a simulated situation as they would have to do in their realistic job environment. According to (Woods, 2000, p. 386) Role-playing aids members to experience real or exaggerating work situations, for example, consider the practice of role-playing in a training session designed to help members improve their interpersonal and relationship skills.

**Corporate Universities:** Also called ("in-house development centers") many big companies established such kind of techniques, in this method "an organization-based on a method for exposing prospective managers to realistic exercises to develop managers to develop improved management abilities and skills" (Dessler, 2013, p. 291). The characteristics of impact corporate in-house development centers consist of.

- Alignment with corporate strategic goals.
- The method focuses on the growth of skills that support business requirements.
- Evaluation of teaching and performance.
- Partnering with the university.

**Executive Coaches:** It is another method of off-the-job training numerous companies keeps executive coaching for developing their top managers' effectiveness. Moreover, it is "an outside consultant who questions the executive's supervisor, It costs companies (Dessler, 2013, p. 291).

**The SHRM Learning System:** In 2004, the Shrm Foundation developed one of the best resources available for busy HR specialist of (HRM) encourages human resources proficiently "to qualify for certification by taking examinations". The Community provides several preparatory training programs for both self-study and university such as self-study options provides DVD and, Text. The university options include "classroom interaction with instructors and other students" (Dessler, 2013, p. 292).



## **1.8. Evaluation of Training**

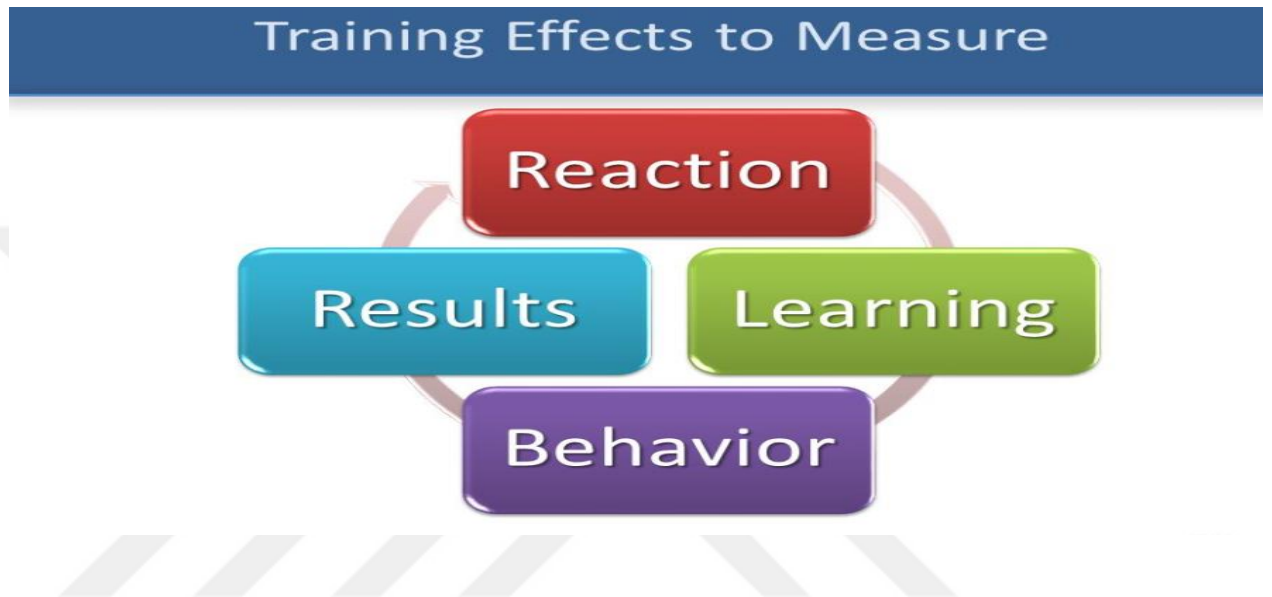
Evaluation of training in the last part of the training program, the purpose of evaluation is to be sure that the plan of the program met with objectives. Moreover, to measure the positive and negative result of the program, the definition of evaluation is an effort for acquiring response "on the effects of a training program and to access the value of the training in the light of the information obtained" (Obisi, 2011, p. 87). The reason behind evaluation program is that to "determine the effectiveness of training program. After the evaluation is prepared, we can optimism that the result is optimistic and gratifying, "both for those responsible for the program for a upper-level manager who will make a decision based on their evaluation of the program" (Kirkpatrick, D, J, Kirkpatrick, D, L .2009). Base in view of (Korsten, 2002) the primary goal of training evaluation is giving the applicant an opportunity to illustrate that, what exactly they learned. Through training program, and evaluation program helps designers and learners to have a feedback about the training courses by using training evaluation forms.

Furthermore, Today's organization emphasis to measuring the result of the training program by managers. (Dessler, 2013, p. 298) mentioned that there are several things managers can measure, in one survey in the American about 500 organizations fund out that 77% of evaluation of their training program by "Eliciting Reaction". In addition, at the same survey, 36% they evaluated learning and between 10% to 15% measured employee's behavior and results. According to this above data, we can explain that Reaction is on the top of evaluation technique, which used by big companies in the US, The second method which popular learning evaluation. (Cascio, 2003)

## **1.9. Training Effects to Measure**

In the last few decades, both "The Four Levels of Learning Evaluation." On the other hand, Kirkpatrick's assessment model is the most commonly used and one of the well-known models for the evaluation of training programs which, using by many organizations. The model defined by Donad L. Kirkpatrick. In addition, he redefines the evaluation model in his book in 1998. Base on this method there is four basic measures

for evaluating training effectiveness, which includes Reaction, Learning, Behavior, and Results, as demonstrated in Figure 1-4 (Hale, 2003) cited in (Sherazi et al., 2011) (Dessler, 2013, p. 299).



**Figure 1-4 Training Effects to Measure.**

**By (Donad L. Kirkpatrick, 1998)**

- **Reaction:** Assessing participant’s reaction to the program .this level is one of the most common approaches to training evaluation. Participation from departments in an organization fills out after finishing class or workshop are instruments at most of the organization.
- **Leaning:** Learning levels can be Evaluated trainees to "determine whether trainees learned the principles skills and facts trainees were supposed to learn and what knowledge was learned. In the other word, “The most important aspect is whether the learned the required skill sets through the training for which it was intended”.

- **Behavior:** The third level is behavior levels which is difficult than other levels to measure. In this level, training assessment means that getting feedback or measuring “the effect of training on-the-job performance”. Also, focus on candidate’s on-the-job behavior because of the training program.
- **Results:** The last level and an important level as well.in this level would ask what trainees achieved. Through the training program and objectives which already has set. On the same hand results evaluation, we can say that measuring and comparing variables, which have recorded at the beginning, and finishing training programs, such as reducing cost, turnover, increase productivity, improved efficiency, and quality (Dessler, 2013, p. 299).

#### **1.10. Evaluation Training Process Techniques**

Evaluation technique defined as a Process of creating a value decision based on data from individual or additional sources. Evaluation technique is a “mechanism of determining trainees progress toward” or not, and determine overall results about training programs for specific courses, “cognitive, psychomotor, and affective objectives”. Moreover, the “evaluation procedure must look at two mechanisms” which shown below.

- Training, for instance, providing by the trainer
- The results of the learner on training course and class objectives

According to Johnson. D. W (2007) the tasks of evaluating is the hard part. The purpose of evolution technic is to judge in changes, there are three main zones: that stated below. “Knowledge, attitude, and behavior”.

- **Change Knowledge:** Concept of knowledge or evidence–ranges after orientation to changing an expert.

- **Change Attitudes:** The concept of standards and attitudes, for instance, opinions, moods and re-evaluate ideas, and reflect alternative opinions, otherwise the establishment of attitudes about the subjects and innovative topics.
- **Change Behavior:** It means that Knowledge new behavior or enriched skills. The researcher has mentioned that this is the most influential consequence of training, behavioral alteration tough result to achieve (Johnson. D. W, 2013).

According to pair (Johnson. D. W, 2013) and (Hamad. K. M) cited in (Garner, 2012) evaluation has a several techinqes. Particular of techniques has explined and stated below:

**Questionnaires:** Questionnaire is a common and primary technique were used for collecting trainee's opinion was a written or preparing questionnaire sheets then would send or conduct through email to all applicants. This is accour after 4 to 6 weeks after the program in order to get trainee's feedback.

**Observation:** This is another way to evaluating candidates, in this technique usually requested learners, participants of the planning team and others joined the organizations. This team inquired to be observers for the training. The aim is to observe trainees, members, organizers, and the communication between these persons. All observers ask to pen down his or her observations.

**Quizzes/ Tests or examinations:** These are mutual puplolar techniches which uses in most of the institutions, this is also must have done after finining courses or classes, particularly individuals that consequence in documentation. This kind of method usually appres on formal courses.

**Interviews:** Nowadays interviews become a formal technique in order of gathering data or in formation form participants. This technique applied in different ways, first one by face-to-face interview, between interviewer and interviewee. Another way is via

phone or other communications instrument. Evaluative data could collect using by a group of people or individually.

**Project:** It also can be seen as a training learning approaches primarily seen as but trinees are able to run valuable evidence to the trainer about the applicants understanding of issue matter or subject-matter.

**Structured Training:** circumstance training also offers chances to put on knowledgeable abilities and methods under the comment of instructors and judges.this technique is more likely to case stues the trinees make an explinaton about what have learned through a priviouse case-problem. (Johnson. D. W, 2013) and (Garner, 2012)

## CHAPTER TWO

### EMPLOYEE'S PERFORMANCE AND MANAGEMENT PERFORMANCE

In this chapter researcher tries to define and objective and functions of concepts, employee performance, management performance, relationship between training and employee Performance, importance of training to develop of employees, importance of training for organizations, development, performance appraisal, performance appraisal methods performance analysis, good performance, and finally human resources in action .

#### 2.1. Employee performance

Includes process or activities which guarantee that goals are constantly and actuality being met in an effective and efficient way in the organization. According to (Hameed & Waheed, 2011). Employee performance means the results of measurement includes employee efficiency, performance and output, activities and, behavior which performances from employees finally affect the organizational productivity and effectiveness. Hogarh, (2012) Points out that employee performance are how employee's performance well during on the job and tasks assigned them, however, organizational performance depends on employee performance. As a standard set of goals. Imran. A, &, Elanag.A, 2013 mentioned in their study that Many research work on the productivity of the employee. In the face worker who is satisfied by job would have greater job performance, "therefore best job retention, than those who are not happy with their jobs". Employee performance achieved through training programs. Base on above we can say that, the employee performance is everything about the presentation of staffs in a firm or a corporation or an organization. It includes all facets, which directly or indirectly move and relate to the work of the personnel (Imran. A, &, Elanag.A, 2013).

## **2.2. Performance of Management (PM)**

Performance management (PM) is one of the important human resource management (HRM) methodical process, and activities that offer the foundation for improving, increasing and developing performance "as part of the reward system". According to (Armstrong, 2009, p. 619) points out "Performance management is a systematic process for improving organizational performance by developing the performance of characters and teams" according to, (Association of Business Executes, 2012, p. 151) quote by (Hamad. K, 2013). Defined performance management as "a means of receiving better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals, objectives, and standards"

The primary objectives of performance management are to change the capacity of people to meet opportunities and to achieve their full potential to the benefit of the administration. It also provides the basis for self-development but importantly "it is also about ensuring that the support and guidance people need to develop and improve are readily available".

### **2.2.1. Use Information Technology (IT) to Support Performance Management.**

HRM like other part does not ignore the importance of the information technology to increase the capability of HRM. In today's technology business world Hardly, any organizations do not use technology. A successful of organizations always based on using technology, Information Technology enables to increase productivities, both managerial, and employee's performance. According to (Dessler, 2013, .p. 336), IT helps to the organization, management to "automate" management's performance.in the same hand, (IT) enables to "monitor and correct deviations in real time". Managers usually use information technology for three reasons

- For making better and effectiveness decisions, majority of management need internal and external information.

- For monitoring and activities in the organization, In order to monitoring and activities in the organization, there is a few steps manager should consider about them firstly organizing measurable objectives secondly evaluating current performance, thirdly evaluating real performance finally making any reformative action
- For managing and "coordinating" activities in the organizations, In order to solve the global supply chines and activities in the organizations adopted managers Information Technology that helps them coordinate the movement of materials, and completed goods through the world (Jones, G & George, J 2008).

On the other hand Jones, G & George, J (2008) have mentioned that performance monument does not need "high-tech" for instance, "in many production facilities, team worker usually encounter daily to review their performance and to get their efforts and those of their supporters aligned with their performance standards and goals".

### **2.3. Relationship between Training and Employee Performance**

According to many (HRM) types of research and journal has found that there is a strong and significant relationship between training and employee performance. It has found from those employees who have taken training programs which, more capable in performance in different tasks and deferent positions (Yamoah, E, 2014), (Collins & Holton2004). In addition, training is able to develop and improve the skills, quality, quantity and performance of employees into productivities (Mohanty & Singh, 2012). Therefore, training plays main roles on the employee's performance. Employee's performance also directly effects on organizations in both negative and positives sides by creating more organizational benefits. Training programs aim to improve "skills, knowledge, abilities, competencies and behavior.

In order to keep the quality of employees, it is a good strategy to invest in the development of their skills, knowledge, and abilities so that individual and eventually organizational performance can increase (Yamoah, E, .2014).



Into day's business world, knowledge and skills of an employee can be acquired through training strategy and development, which is very important because of the quick changes in technology, products, and systems. For this reason, most of the organizations invest in training and that leads to advanced performance (Thang et al., 2010) coated to (Jagero and Komba 2012) explained that while "training is a factor in job performance, it is the combination of factors such as working Environment, employee skills and knowledge, motivation and rewards, communication flow and organizational".

#### **2.4. Importance of Training to Develop of Employees**

There is statistically documented evidence that Importance and, benefits of Training to develop of individual and, team's performance is extremely important. Training activities as it has defined has a positive effective on the performance of both individuals and teams in organizations. Moreover, has other beneficial and, importance to developing of employees, for instance, attitudes, motivation, and empowerment. Training-related changes should result in improved job performance and other positive change, for example, gaining new skills, abilities for employers on the framework. (Aguinis. and Kraiger, 2011, p. 253).

Also, they explained in their study that, although "differences in terms of effect sizes were not large, the effectiveness of training varied depending on the training delivery method and the skill or task being trained". For instance, "the most effective training programs were those including both cognitive and interpersonal skills, followed by those including psychomotor skills or tasks" (Aguinis. and Kraiger, 2011, p.253-257). The importance of training on employee's development, both new and experienced. Effective training of new employees results in employees who know what they are doing, saving time, have a good feeling about the company; Get off to a good start." (Arthur et al. 2003)."

According to above, we can say that Training is critical for employee's development and success. It is profitable to both managers and workforces in an organization

## **2.5. Importance of Training for Organizations Development**

The importance of Training for Organizations Development is very crucial and is one of the most important factors in protecting workers, it Helps employers comply with laws and regulations. Because, training "educate employee about the impact use of technology" And, new ideas. It makes sure that competitive Edge in the business world. Training also can provide and promotes safe and healthy environment between employees, training generates opportunities for business development and individual growth, another importance organizations development is increasing output and effectiveness (Uma. S. N, 2013).

In addition, scholar support that the result of training has a positive effect on organization's performance and outcomes. This contains decision-making, thinking creatively and managing employee in the workforce (Vinesh, 2014). He also figures out that Training and development in an organizational development are so important because in the following points.

- Training and development show of employee's weaknesses point.
- Training and development help to improve in employee's performance.
- Training and development help to stability in duty performance.
- Training and development make employee sure about satisfaction.
- Develop productivity and output.
- Helps to improve quality and quantities of service and products and, reduce the cost of products in an organization.

## **2.6. Performance Appraisal**

Performance appraisal defined as an official and critical method, which mainly organization uses for evaluating of individual and staff performance after accomplishing their job. This system analyses base on collecting data from the feedback of tasks in a different part of the organization. The aim of applying (PA) method is to growth individual, staff, and organizational presentation. In the other hand, system emphasizes on factors which effect on the organization (Noe et al., 2005, p. 255).

According to Bernardin "the appraisal of performance appraisal is not good ". This model uses for "formal systems" of performance appraisal and management in many organization announcements that the system is dissatisfaction for administrators but he also, mentioned that "the good news is that the system makes things better"(Bernardin H. J., November 2008).

Performance appraisal defined as a management structure includes of all managerial process that determines how well individuals, staff, and in the end, the institute presentation. Evolution of performances can be done by 360-degree feedback evolution method (Noe et al., 2005, p. 253).

It is very tough for the organization to competitive in the different business environment.in order to success in these situations, it is necessary to have a potential mechanism of performance appraisal. An organization need some means and alternative of assessing the level of employee and staff performance in order to create appropriate development plans.

## **2.7. Techniques for Appraisal Performance**

A dream of all organizations is to achieve specific goals in the life of the organization, which before planed for it. There are several of appraisal techniques, highly helped to manage to make their dreams true through to measure workforce's

performance. Managers and usually supervisors responsible for applying such kind of techniques in order to record subordinate's performance based on their time for preparing appraisal report for their organization. There common dimension for measuring first one in terms of generic dimension like employee's performance like quality and timelessness of employee's performance. According to Dessler, (2013) He has mentioned nearly twelve Techniques in his book the most famous one is Graphic rating scales and others the following bellow (Dessler, 2013, p. 316-327).

### **2.7.1. Graphic Rating Scales**

A graphic rating scale defined as a "scale that lists a number of property or traits and a range of performance for each, the employee then rated by identifying the score that best describes his or her level of performance for each trait"(Dessler. 2013, p. 316). This tool has explained as one of the popular and simple tools of appraisal performance techniques. As it has defined above is a list of traits or performance dimensions for example "communication", "teamwork" and a range of performance values from "below expectations" to "role model" or "unsatisfactory" to " outstanding for each trait.

### **2.7.2. Alternative Ranking Method**

The alternative ranking method is another popular way of appraisal performance. In this methods, employees will rate list High-ranking employee to Low-ranking employee it is not hard to differentiate among the employees. Firstly, the supervisor must rate all employees and make a list of the name later mark of the unperformed well.

### **2.7.3. Paired Comparison Method**

In this method you can easily make a comparison between to employee who performs better in terms of quality of job and quantity of job and creativity by preparing a chart then evaluate each trait with other employee by adding for instances (- or +) in front of their performance in order to find which pair highly performed during his or her task.

#### **2.7.4. Forecast Distribution Method**

Forecast Distribution method is very close to "grading on a curve". In this technique supervisor, use predetermined degree rate of rating into many presenting categories. "the proportions in each category need not be symmetrical GE used the top for example 20% and 70% for middle, and for bottom 10% for its manager" (Dessler, 2013, p. 320).

#### **2.7.5. Critical Incident Method**

"Critical incident method defines, as a set of measurement", which used for gathering "direct observations of human behavior" this advantage of this method it offers an example of good and bad performance of worker it is prepared every 6 months and this method help to both supervisor and employee to discuss about the individual's rate. In addition, in this method tries to find out the reasons behind subordinates rating in addition Critical incident method is not a good method in terms of salary decision.

#### **2.7.6. Narrative Forms**

In this method, the supervisor would mark "strength and weakness points" of employees by an explanation for apprising of employees at the end of the appraisal. Narrative forms usually focused on employee's behavior in an organization, also this evolution about employee's past performance". It has several appraisal criterions for example "overall impression of performance, existing capabilities & qualifications, previous performance, and suggestions by others". The most important thing in this technique helps to staff to increase their performance by reviewing their past performance (Yosef. M & Shout, 2014) and (Dessler, 2013).

#### **2.7.7. Behaviorally Anchored Rating Scales (BARS)**

BARS this is another method of evaluation of employee's performance by using "numerical rating scale" with determining specific explanation of how employees perform in an organization and help them to increase their performance via explaining problem. Advantages of this technique are firstly Employee performance defined by

Occupation behaviors in a skilled approach. Secondly, “Involvement of appraiser and appraise lead to more acceptance”. Finally, Aids and helps overcome rating errors (Yosef. M & Shout, 2014) and (Dessler, 2013).

#### **2.7.8. Mixed Standard Scales**

The purpose of mixed standard scales is to decrease rating errors by creating it less obvious to the person who doing appraising. “The method somehow very close to the behavioral methods it uses only a few or only three "behavioral example” “standards”. later administrator mixes the resulting behavioral statements examples during listing to the employees in order to figure out what exactly performance dimensions he or she is rating and whether the behavioral instance statements represents "high, medium, or low" performance. The administrator rates the operative by indicating whether the latter's performance is improved them, the same rates or becomes poor than the statement" (Dessler, 2013, p. 320).

#### **2.7.9. Management by Objective (MBO)**

This technique usually used for those organizations that have multi-strategy goals. Many managers prefer to use this model because of its help or support other techniques for example "a graphic rates technique or other”. The manager can engage in the informal management by goals programs with employees by mutually setting goals and occasionally prepared feedback (Dessler, 2013, p. 320).

#### **2.7.10. Computerized and Web-Based Performance Appraisal**

Today computerized and Web-Based Performance Appraisal becomes one of the most popular ways for evaluating employee traits and dimensions. This technique helps managers easily appraisal employees almost all traits during the year. a Software which uses this technique enables to computerized notes on employee's performance and combining several appraisal methods as well for instance "graphic rating by critical incidents", computerized and Web-Based Performance Appraisal uses by big companies

and employees can evaluate their performance online in the short time the advantage of this model is costless and does not time-consuming.

#### **2.7.11. Electronic Performance Monitoring**

This is another benefit of technology we can see today, which highly helps to organizations to mentoring employees in the different parts of their occupations and collects information about the quality of work and quantities. this model of the technique is not very suitable for an employee in the other word usually employees do not like such kind of techniques because online monitoring employee's performance may cause increase employee's stress during work. but on the other hand it is useful for organizations for having quick and visible data on worker's performance, notes the low-performance and high-performance which make employee be on time every time (Dessler, 2013, p. 370).

#### **2.7.12. Appraisals in Practices**

An appraisal is essential in Practice it belongs to organizations, which kind of methods usually use for appraising. However, best appraisal procedures combine several approaches. For instance, explain about "behavioral incident". Organization mainly uses a "numerical graphic rating scale". For making appraisal more powerful it must cover, explain and analysis an important point about appraisal in order to increase the reliability and validated of the appraisal. On the other, hand there some potential problems such as "unclear standard, halo effect, central tendency, Leniency, and bias" (Dessler, 2013, p.328-329).

### **2.8. Performance Analysis**

In order to understand and improve performance, we must first define it. Performance analysis defined by (Dessler, 2013, p. 275-276). Which a "process of verifying that there is a performance lack and determine whether the staff should correct such deficiencies through training or some other means such as like transferring the employee". In addition, hardly any organizations careless about the employee's

performance in both public and private sectors, employee's performance is very important because the goal of establishing an organization is to maximizing profit and increase of product and service. That is why, it is essential for all organizations to consider about “measurable terms when, conduct performance analysis” to identify the major achievement and sub-achievement, to find a right person for the right passion. Performance analysis involves the following "link component" (Binder. Riha Associates., January 2001).

- Major Accomplishments: employee and team for achieving the organization's strategic goals they most produce significantly.
- Critical Milestones: “the verifiable indicators of progress toward achieving each Major Accomplishment sorted into categories”
- Key Tasks and Tactics (Behavior): “what performers must do to achieve Critical Milestones in an efficient, cost-effective manner”

### **2.8.1. Good performance**

Nowadays, it is not easy to say what good performance are Technology changes rapidly every year. But according to above and scientific (HRM) books and articles, we can consider that all human resource planning and strategy which has prepared for increasing individual's Performance is to make a better individual's and team's performance for current and future tasks. Good performance means, increasing organization's performance, keep organization saves from internal and external threatens, also means increase quality and quantities of production, finally maximizing profits of organization (Uma S. N, November 2013).

According to (Markos, S & Sandhya. M, December 2010) they have found in their study that the employee engagement is a key to improving performance they have quoted by Perrin's Global Workforce Study (2003) they explained that engagement is impacted by many causes including both "emotional and rational" effect to the job, and the overall job experience. For helping "originations succeed using the definition “employees' willingness and ability, largely by providing discretionary effort on a



sustainable basis.” Another reason, which helps to have high organizational performance, is employee's motivation. In order to get high performance for both individual and organization to competitive in the business environment, companies should motivate their employee because creating a strong and positive relationship with its employees and direct them towards job satisfaction (Iliuta & Dobre, O. 2013). In addition to this, he has explained that "human capital as being their main asset, capable of leading them to high perform "Supported that motivation an influential tool that emphasizes behavior and activates the tendency to continue, in another hand motivation is a heart drive to satisfy an unsatisfied need and to succeed a certain goal" (Bartol & Martin 1998).

## **2.9. Human Resource Management in action360-degree Feedback Evaluation**

In 1995 only 40 percent of companies were used the 360-degree feedback evolution, this rate increased 25 percent within 5 years. Nowadays, the 360-degree feedback evolution becomes one of the popular methods among companies for evaluating 360-degree of internal and external sources. Internal sources include "senior managers, supervisor, subordinates, peers and team member. An external source includes customers. This method used "strictly for employee development and only manager being rated".

The purpose of this process is for collecting data from all parts of an organization as well as, analysis the data summaries them. For making a better decision and reviewing the employee's and other staff's performance to rewarding cooperation will encourage and motivating teamwork, finally where we are as part of the organizational strategy (Noe et al., 2005, p. 251).

## **CHAPTER THREE**

### **EFFECT OF TRAINING ON PUBLIC SECTOR AND EMPLOYEE PERFORMANCE**

In this chapter “Effect of Training on Public Sector”, “Effects of Training on Employee Performance”, and “Benefit of Training for Public Sector” concepts tried to define and also objective and functions.

#### **3.1. Effect of Training on Public Sector**

The biggest issue in the public sector is low job satisfaction and performance because it is not only effected on job performance but also, it one of the reasons encourage people to leave the place and migration to another place like cities or countries, especially in under-develop countries. The public sector directly relates to people's life. That is why it has negatives consequence if a public sector is not being able to perform well. Therefore, the role of HRM is considerable to strengthen and build up job satisfaction. On another hand, good job performance would have a positive effect on ( Onyango, L & Wanyoiko march 2014).

As an organization, strive to be a part of the global business and economy. The primary factors, which make a differentiation, are “skill, knowledge and motivation of their workforce which is necessary to increase performance All of abilities are given by training and development, in order to get those abilities both private and public sector must invest in it, which cost them and time consuming. Base on view of a new industry report by the American society for training and development (ASTD), “the American organizations alone spend more than \$126 billion annually on employee training and development”(Aguinis. H and Kraiger. K, 2012).

Many studies have found that there is a significant relationship between the training and performance, which helps to public sectors to work as time managing tasks in the current job and for future as well. In addition, understanding all staff on public sector about the mission and vision of on public organizations assist in rebuilding a strategy and making a significant decision for how and what to do jobs (Tahir et al, April 2014).

It explains to all governmental and private organization training needs budgets and recognizing the importance of training to increase employee's performance is very important when the economy decline the first thing both sectors try to do is cutting training budgets.

### **3.2. Effects of Training on Employee Performance**

The Effectiveness of training programs targeted at improving the employees' performance. Training discusses to connecting the gap between the present performance and the normally desired performance. Training can be given through many systems and methods such as "on the coaching and mentoring, peer cooperation and contribution by the juniors. Individual and teamwork enable actively participate on the job and careers better performance, hence improving organizational performance. Trained staffs are much able to satisfy the customers. Adding value to the employee's performance is the key objective of every training session. In addition, training is able to effect on the following status (Ekot, 2010, Aroge, 2012, & Wanger, 2000).

- Training methods effect on individual motivation and requirement.
- Workforce recognizes an organization's goal trough training program.
- The effectiveness of training could be showed on the job performance.
- Through training, individual improved their talent workforce.
- Training effect on getting more knowledge and capabilities and skills.
- Through training, the employee will show a high level of job satisfaction.
- An employee who trained well him or her it will be easy to communicate with each other.

On the other hand, (Ekot, E. 2010, p. 21).has confirmed that Training effects on employee's confidence. "A lack of self-confidence is often the underlying cause of a lack of job offers". The result of studies shows that employee feels more self-confidence after taking the training program, which is essential for job satisfaction.

### **3.3. Benefit of Training for Public Sector**

The public sector is on of formal organizations, which managed by public authorities. They try to prepare or provide public production and services of people. In the most countries, public sector consists of many sectors, for example, public education, which is one of the most important sectors in all around the world to generate a powerful generation for future. Public Electrical networks, another fundamental sector, which directly effected on industry and people's daily life. and other public sectors such as military, security, public health care, roads, water supply and so on all those sectors belongs to a specific government.

In some countries, those services are non-payer of free for people. Like in Iraq public healthcare is non-payer for people. On the other hand, private sector manages some of the public sectors and some of them owned by non-government, and sometimes managing to gather, the goal in this section is the benefit of public sector according to (Aguinis. H & Kraiger.k, 2012).

There are several of studies supported that training is one of the important things which directly and indirectly affect organizational performance. Individual deprived of training does not know what to do in any kind of organization that is why orientation and training are the best way to show employees how and what to do their duties.

Also explaining the strategy of the public sector and its staff would be through the training program because orientation program is a short term for new employee. that is why, it would be better to participate in the short term or long term training program

In addition, training helps to increase outcomes for financial, economy and industry organizations. Training improves skills of teachers and lectures in a public education, reducing the cost, time and material in public transportation (Ekot, 2010).

Training is an effective's tool, which uses for creating a high performance for both private and public sectors. Training in public sectors helps to work safety and far from risk, having healthy work environment is essential for the worker, which aids to reduce worker turnover which many organization faces this problem during production. Base on view of (Lee 2004) the government of the United Kingdom requests to all public sector to improve the abilities, skills and encourages of employees through long-term training in order to have a powerful workforce. According to this, we can say that having powerful workforce would positively effect to powerful services and product.

### **3.4. Training in Iraq**

Iraq as one of the richest oil country with its region has a huge number of the young age of the workforce. It is importance to mention that in Iraqi government generally owned all sectors. After 2003 war, in Iraq becomes more open to the outside world variety kind of private companies, universities, banks invested in different parts of Iraq, and its region. Finding skillful and proficient workforce become hard, According to the council of ministries and official of the web page, “there were many of international and domestic training agencies”. “The most well-known international agencies such as “Japan International Cooperation Agency (JICA)”, “Korea International Cooperation Agency (KOICA)”, “UNESCO”, “Management Systems International (MSI)”, “United Institute for Training and research (UNITAR)”, and other domestic training centers, The aim of all international and domestic agency to "grow capacities to enhance countries decision-making and to provision country level for shaping a better future"(UNITAR)

According to “UNESCO'S” report about public sectors in Iraq faces critical shortcomings especially in the education system in many areas. The report points out "One of the main challenges is the limited capacities of teachers in their fields of

specialty teaching subjects as well as on the use of modern teaching methodologies. Such limitations have affected both quality of and access to education at all levels".

Despite the fact that Iraqi government prepares a good budget for education system every year in order to increase the capacities and skills Also, they mentioned that the average rate-of training in Iraq is poor. The education at all levels is very essential we can say that education is the key to success for all countries. In the other word, education is the backbone of every country it is should not be ignored. Because it impacts to prepare the professional people," People in a wide variety of professions and trades participate in professional growth to learn, apply new information and abilities that will improve their performance on the job" (Mizell, H, 2010) & (Hamad, K 2003).

### **3.5. Factors Effect on Employee's Performance**

The various kind of factor, directly and indirectly, effect on employees that is why an organization and administrators need to be aware. Moreover, had better to try for increasing and improving at all public teams. An effective employee is defined as a grouping of a worthy skill set and a productive work atmosphere, in order to improve employee's performance in an organization it should increase and maximizing performance from staff, managers in any origination need to provide them with the tools which employees requirement to succeed Consequently. It is essential for an association to recognize the factors that have an effect on the presentation of a wage earner at the place of work and make appropriate rectifications.

#### **3.5.1 Managerial Standards**

It has defined as a motivation factor which impact on employees, Managerial standards must be in line with the job responsibilities drawn in the job explanation defined by human resources. Employee's experience and background, containing employees' educational level history, it is also outlined in job explanation. Supervisors should hold onto their anticipations in line with the duties assigned to the wage earner.

Thru expecting additional from a member than they were hired for, diminish of employee performance can be organized by their experience and background (Beck, R. C. (2004).

### **3.5.2 Motivation**

In order to get a good employee's performance, there are some categories of motivation, for example, economic encouragements may pull into an organization, an opportunity to get intricate in an organization projects. Motivation also has defined as a fundamental and core drive to put more the obligatory energy and inaction towards task correlated actions and jobs. Usually, the organization uses this psychosomatic method to achieve a purpose of the organization, which has established for its (goals) or using this method for reward. (Beck, R. C. (2004).

### **3.5.3. Commitment**

Many organizations have made a commitment to their workforce in order to encourage them for better performance; commitment is seen as a competitive rate pay proposal benefits set. Supporting in paying for staff higher education costs, it is the importance of employees join to systematic training programs and updating their knowledge and providing enough information, which related to their tasks. at the same time, it is essential for an organization to make sure that its staff having new technology to do their job. The role of technology is important for increasing the quality of product and performance. The commitment demonstrated per organization is payback in the form of obligation from workforces.

### **3.5.4. Evolutions of Employees**

An impact of employee evaluation is a cooperating procedure, which the administrator offers his/her feedback on the operative's presentation, and the operative gains a chance to figure out what he/she have knowledgeable all over the year. Directors make a plan lengthways with the member for the future year on how the worker is able to develop and expand their performance. Thorough "employee evaluations" are important to the continuing presentation of workforces (Beck, R. C. (2004).

### **3.5.5. Attitude**

Attitude is defined as everything comfortable operator of the Productive operator. Moreover, it does not need a projectile expert or a consulting organization to find that one out; uninterested position can torpedo operator productivity enormously. An assistant including a confident and positive attitude regularly appreciate the work so all make, do and feels empowered and realize for their aiding. In the other hand, employees who are “complacent” and do not actually enjoy their job, then is basically there for a salary regularly does not products at an extraordinary level, improves a bad attitude and commonly pull a team down and non-product (Beck, R. C. (2004).



## CHAPTER FOUR

### FINDINGS AND ANALYSIS

This section consists of research methodology and research problem which is one of the most importance parts of research because through this part must solve the research problem, data gathering and analyzing data. In order to do that, it must be careful do in a systematic way. It is impossible without a convincing research methodology to get reliable and persuasive results. The purpose of this chapter is to prepare a clear idea to readers. How the research is organized and where the research conducted. The section has explained research problem, research design, targeting population, sampling size, sampling procedure, the source of data collection, research Instrument administration of the face-to-face interview and questionnaire, analysis of data. The research validate is provides some time face-to-face interview by preparing a set of questions and questionnaire have asked the participants.

#### 4.1. Research Problem

Indeed Today “Employee is a blood stream of any business organization” (Elnaga & Imran, 2013). Also, a workforce has played a significant role in the fields of business and economy expansion. Some of the scholars discovered that increasing the skills of human resource is one-step forward to achieve the organization’s vision, mission, and goals. In the most economy-developed countries such as China, the United Stated of America, the Great Britain, and Russian, the key successes of organizations are a human resource management and its powerful employees.

Under-development countries like Iraq and its regions as an example for this thesis, which have the huge amount of the natural source, compare to its population and a great number of middle-aged people. They should also do the same attention to developing the human resource, which would receive through training. Generally, Low-performance from public sectors is the main problem which people's compline about it.

In addition, another problem here is that education system cannot alone provide all skills, knowledge, and abilities at the same time for all students generally to build up skillful groups in Iraq. It means that theoretical lecture may not create a perfect cadre for all permanent institutions. The objective of this research is to examine the effect of training on employee performance in public sector in Iraq-Erbil-Province and correlation between training and Employee's performance. "An employee performance is one of the important factors to increases the overall organizational performance". Evaluating organizational performance related to the employee performance. If employees could perform well also, originations would do. The reverse is true; therefore, we can say the dynamo of an organization is an employee ( Ghafoor khan & Aslam Khan, July 2011) (Hamad. K, 2003).

#### **4.1.1. Research Design**

This research is structured in the form of an interview (face-to-face interview) and questionnaire form, while is considered a common and popular policy which is one of the popular ways of gathering data in the field of social science and "population through sampling" (Saunders, MNK & Rojon. C, 2014). A technique of research is very famous as well. In fact, this survey applies the same way. A sample of Erbil-providence randomly selected as research from analyzing the human resource strategies, policies and the link between training and employee's performance in Erbil-Province. In addition, questionnaire sheets distributed between managers and employees. In order to explain well for the purpose of the questions sometimes it requires an explanation from the researcher like a face-to-face interview for all specialists, occasionally for managers and employees (Zikmund, 2003, p. 66).

The design of interview organized within three parts. First part belongs to HR, HRP and Admiration specialists. Second part general questions via questionnaire, for both managers and employees about overview on training, training difficulties, role of training and, factors effects on employee's performance in Erbil-Province which has explained in the below parts, third part is consist of specific questionnaire so as to solve

the hypotheses which have addressed to both employees and managers in Erbil-province, regarding the role of the province of preparing training programs for its employees.

#### **4.1.2. Target Population**

In this research, the target group of population is employees in Erbil-Province in Iraq. According to (Dang Kum, et al. 2014) a "population" related to the whole people in an area. On the other hand, "population" related to in the specific organization. According to (Zikmund, 2003, p. 66) has defined "target population refers to the group of specific people or objects related to the research project". A sample is a representative of the population to be feasible it needs to be a sample. In this researches the applicants who randomly selected from the population. The face-to-face interview and questionnaire consist of three parts. First part belongs to Human resource, the administration's that consists of 13 questions. Second part for managers and senior-managers and Employees who have participated in the training programs in the Erbil-Province which 26 questions addressed them. 13 questions for managers and 13 questions addressed to the employee in the Erbil-province, the third part is questionnaire which consists of 40 questions for the Managers and employee about hypothesizes which the impact of training on employee's performance whilst, the relation between training and Employee's performance. The total population of Erbil-Province is (1208) according to the Human resource management affair.

#### **4.1.3. Sampling Size and Sampling Procedure**

Sampling size in this research is random sampling for both employees who has participated in training programs, manager, and senior manager as well. In order to prepare for each element in the Erbil-Province an equal chance of being selected. The total population was 1208 of employees who has participated in the training programs pulse senior-managers and another manager. The researcher has selected 200 of employees whilst, 50 managers in the different departments which mean 20.6% of the whole population in the Erbil-Province ( $250 * 100 / 1208$ ).

Considering to the sample structure all populating of Erbil-Province has requested to participate in this research, which allows adequate demonstration of the various choices. The name and position of employees was recorded by personal department and all staff has been optioned from the personal and human resource management departments after that the Systematic sampling was used from total of population selecting every the fifth employee from the list of the name of staff through the Systematic sampling, For managers have done the same procedures. According to the Saunders and Friends a “sampling technique in which an early starting point is selected by a random procedure and then every fifth number on the list is selected” (Saunders et al., 2012, p. 275).

#### **4.1.4. Source of Data Collection**

A cordoning to many social science research and studies both the face-to-face interview and questionnaire are one of the most important and standard ways which help to researchers to obtain the actual and reliability data. Collecting data has both advantages and disadvantages (Bell & Bryman, 2011).

The required information for the research was collected by the face-to-face interview and questionnaire sheets the data is obtained from primary (first-hand-data), secondary data. Occasionally face-to-face interview and questionnaire have used an unbiased approach, which is randomly select employees, and manager from random selecting departments of Erbil-Province and used standard way for answering the questions and no one force them to answer the question. Also in this research tried to examine the role of Erbil-Province of providing “training” programs for its employees by secondary data (Tahir et al, April 2014) & (Hamad. K, 2003).

The researcher also traces the human resource strategy and the role of training and on the employees’ and institution performance. An interviewer asked the questions and distributed the questionnaire to the staff in a formal way, with the both employees

and managers as structures of sampling in Erbil-Province and a questionnaire administered to the employees and managers in the Erbil-Province.

Sometimes face-to-face-interview significantly helped the researcher in gaining data, good conversations have also done with the HRM manager and its staff in Erbil-Province to obtain the primary information and to determine whether Erbil-Province has involved in the training of its employees before.

The main advantage of collecting data is "big amounts of information can be collected from a large number of people and in a relatively cost-effective way". Another advantage is "Can be carried out by the researcher or by any number of people with limited effect on its validity and reliability" (Taylor & Francis 2004, K. Popper 1959). There are also difficulties of collecting data "There is no way to tell how truthful a respondent is being and there is no way of telling how much thought a respondent has put in"(Taylor & Francis 2004, K. Popper 1959) and (Abawi, K 2013).

#### **4.1.5. Research Instrument**

Interview and questionnaires constructed is a formal way of collecting data because the set of questions known as interview questionnaire posed to the each interviewee and the answer recorded in the standard way and formal atmosphere. Interview construction is defeated as gathering data through asking questions. Face-to-face-interview data collect by asking questions and listening to specialists and other represented, in this method questions already scheduled and distributed to the candidates in order to get reliable and validate data with more explanation from participations (Abawi, K, 2013). Later completing the survey the data analyzed through the SPSS statistical analysis.

#### **4.1.6. Administration of the Questionnaire**

In the first step, the researcher visited the Erbil-Province and met both personal department and HRP manager later started to explain about the subject and got

permission from Erbil-province. Second step primary information has been gathered through the HRM department in the Erbil-Province to ascertain the training strategy and programs accessible for the employees for supporting the data which collected over meetings. The face-to-face interview and questionnaires administered to the various groups of employees of and various departments in Erbil-Province. Questionnaires were spread to every fifth employee. Moreover, given enough time to answer the questionnaires in the formal atmosphere then recording all answers, finally, data has analyzed by using “statistical package for the social sciences SPSS software”. In order to prepare a clear understanding of the technique for data analysis was to use "frequency distribution, percentages, mean, and standard deviation”, which used to determine the "proportion of respondents choosing the various responses". Tables have used to clear understanding of the examination. Table 4.1. gives more details about the questionnaire instruments.

**Table4-1 Questionnaire Instruments**

<b>Questionnaire Sections</b>	<b>Number of items</b>	<b>Source</b>
Part one: Demography: Personal information	<b>5</b>	Researcher, (Cosgun, B. 2016)
Section one Question for Specialists HRD, HRP, HR	<b>13</b>	Researcher (Budhwar, and Sparrow, 2002),
Section Two and three: general questions about training and employee performance for both managers and employees 13 question for each of them. Total question is 26	<b>26</b>	Researcher,(Dessler, 2013),(Hamad,k, 2013), (Kirkpatrick, D, J, Kirkpatrick, D, L .2009).
Section four: belong to hypothesizes addressed to both managers and employees for each of them 20 items A. Training B. Employee Performance	<b>20</b> <b>20</b>	(Dessler, 2003), (Al-Aghili, 2009), (Das, 2001), (Budhwar, and Sparrow, 2002), (Gupta, 2009), (Abu-Salmiya, 2007), (Mohammad, 2010).

**"Source: prepared by researchers"**

In addition, Five point Likers scale implemented for the result of hypnotizes, and the twenty items of questions in section three of the questionnaire related to both employee and managers participants rated (1 = Strongly Disagree; 2 = Disagree, 3= Uncertain, 4 = Agree, and 5 = Strongly Agree) was used. Pearson's correlation coefficients (determine the correlations between study variables along with testing the first hypothesis), and multiple regression analysis was used to analysis the second hypothesis of the study.

## **4.2. Training and policies in Erbil**

In this section, Researcher overviewed on the history of Erbil-Province city, its nations, Locations and shortly explained about Training in Erbil Governorate, in the last part of the section to discussions about training in Erbil- Province and policies in the Erbil-Province.

### **4.2.1. History of Erbil-Governorate**

Erbil city Defined as one of the "historical continuously-inhabited cities in the world. The name of Erbil-city is mentioned in historical writings nearby the year 3000 B.C. it has defined "as the name of a town full of life". According to the last statistic survey in 2009, the population of the city was 1 million and 713,461 Person which rate of Muslims is 86.8%, the rate of Christians people is 8.3% and 4.9% is Jewish. According to the Erbil's official web page, Erbil-governor consists of 10 districts and 37sub-districts. The majority of people are Kurds and with other people such as Turkmen, Assyrians, and Arabs. Erbil-Governorate covers an area of 13,165 km<sup>2</sup>. Erbil Situated in northern Iraq, Erbil is a capital of the autonomous region for the Kurds according to Declaration "statement of the Iraqi government on 11 March 1970 which gave autonomy for Kurds, and at the present times, it is the capital of the Kurdistan Region of Iraq. Erbil borders Turkey to the north, Iran to the east".

In addition, Mr, (Nawzad Hadi) is a governor of Erbil-governorate. It has many historical places the most famous one is Erbil-Castle. Also many terrorism places, There

are many public and private universities, Banks and Companies. Nowadays, Erbil-governorate becomes central for all Iraq business ([www.hawlergov.org](http://www.hawlergov.org)).

#### **4.2.2. Training in Erbil-Governorate**

In order to increase the governmental employee's performance and developing the "capacities and capabilities of human resources through training objective" by giving the elementary information, enrich the knowledge, increasing skills and proficiency. Training helps employees to change attitudes and behaviors. "Because the human element has become in our modern life is the most important resource and the basis for all processes of change and development in various aspects of work and life". Erbil as the capital city of KRG becomes one of the most important city in the north of Iraq.

Training in Erbil- Governorate mostly organize by Ministry of Planning, they responsible for providing training courses for governmental sectors base on organizational needs and the "courses need a project". The General of Human Development department established in 2006 as part of Ministry of planning in Erbil in addition, this department has prepared many training courses in deferent areas with a corporation with other foreign organizations to achieve their aims. The follows are the partners that the general of human development department cooperating with them.

- "United State Agency for International Development" (USAID) and (TATWEER).
- "European Technology and Training Center" (ETTC) / AGEF.
- "Consultation Center for General Procurement".
- "National School of Government" (NSG) / UK.  
(<http://www.mop.gov.krd>)

The reason of cooperating with foreign organizations is employees who work for government must at least have an idea how to do their tasks. An employee in the public sectors should be "able to perform their tasks. (<http://www.mop.gov.krd>).



### **4.2.3. Training in Erbil-Province**

Province of Erbil as a governmental organization works under the governmental policy, According to one of HR specialist training is essential and necessary for all organizations, especially for such kind of big organization like Erbil-Province where holds a big number of employers, various department, and sub-department the number of staff is (1208) employees. Base on view of Mr.Wassfi who is the Head of human resource department explained the huge number of employees is not guaranty to success the organization in his opinion a "half of skilled of this populations is more significant than a big number of the population". On another hand, both Central government and KRG government have signed many agreements with many well-known international organizations for instance, with "United State Agency for International Development" (USAID), (TATWEER) and "European Technology and Training Center" (ETTC). In order to prepare training program but still not enough because those agreements belong to all ministries and another governmental department in the other word, in the practice life, there are many problems, which employees deal with them.

According to the department of planning in Erbil-Province, "we have prepared more than 32 diversity training programs for example for IT staff, Cleaning water, Electricity Engineers and other staff. They have illustrated that until now there is not a systematic training program. Meanwhile, the effectiveness of training means to "reskill, reestablish and develop the capacities and capabilities of human resources".

### **4.2.4. Training policy in Erbil-Province**

training policy is included a set of policies which department of Human resource management dealing with its human sources in terms of training preparation in order to increase and development for organization's staff and journeyman (Cole G., 2002). According to ( Dessler, 2013, p. 107) strategy of human resource management is "formulation and executing human resource policies and practices that produce the employee competencies and behaviors the organization needs to achieve its strategic aims"

According to both department of Human resource development and department of planning "if we want to develop Erbil-Province we must care about employee's performance", they emphasized that our successful is based on our staff. They deeply explained that because of our good performance and services in last two year Erbil-city selected form other united Arab counters to be a tourism capital city. We really feel happy when we see our staff working as a team; they mentioned that it is a result of our long-term strategy and policy. They said that we always focus on employee's behavior, attitude beside their performance because we are directly contacted with people that are why "people's satisfaction is our dream".

According to (Stafford Borough Council) "The purpose of training policy is to equip publics with the necessary assistances, skills knowledge and attitudes to meet the organization's needs. In relative to its objectives". By investing in people through their training, "we ensure we harness their full potential and focus their energies on the needs of the organization while fulfilling their need for personal development and job satisfaction".

They also explain that our training policy for an employee is still low. Until now lay on some traditional methods for managing our employee's development and as we know that we are not perfect but will hope we were able to develop more and more in the future.

Both departments said that In order to increase and growth even further, we always look for new abilities and talent from our staff for this purpose we prefer more on-the job training and working as a group than other training methods because they can learn more from each other base on new rules. Developing the capacities and capabilities of human resources is the main aims but it is costly for us. In additions they did not hide that they prude to their staff because in the difficult time staff support their organization.

### **4.3. Implementation of the Effect of training on Employee's Performance**

In this Section, the implementation of the Effect of training on employee's performance and it is significant applied in Erbil-Province. This section consists of Research Question, The Importance of the Study, the Scope of the Study, limitation of Research, the Objectives of this Research, Study Theoretical Framework, Study Hypotheses, and collecting research data.

#### **4.3.1. Research Questions**

- Which factors effect to employee's performance? The aim of this question is that to investigate in literature part and the result of a survey, which factors primarily effects on performance of the employee.
- Does training have an effect on employee's performance in Erbil-Province? The purpose of this question is to examine that is really training programs has an effect on individual performance, applying a scientific survey in Erbil-Province.
- Does training help employee to improve their performance or training is a part of Erbil-Province's strategy? The research would illustrate does training helps the employee to improve their performance in Erbil-Province by data analyzing survey, which is, consists of first-hand data and examining whether training is a part of Erbil-Province's strategy .

#### **4.3.2.The Importance of the Study**

The Importance of the study is to concentrate on the position of training programs in the Erbil-Province and to provide understanding into the human resource strategy and to demonstrate that how training effect on employee's skills knowledge and abilities and increases organizational presentation. In addition, this research expected that would be a message to readers and inform the human resource management department in Erbil-Province and other public sectors and organizations to be aware of the importance of training program for improving the performance of employees and

activities in public sectors. It also aids to develop and maintain a quality occupied lifecycle, "which will offer a prospect opportunity for employees' "job satisfaction" and "self-actualization".

In terms of hypothetical significance, this study recommends filling the gap in Between the current performance and anticipation of the performance after applying our method.

Furthermore, this research provides the overview of the role of training on employee's performance to increase the role of the public sector. Another purpose of this research is to argue and provide a clear understanding regarding human resource strategies in Erbil-Province and the way "the effect of training" would increase the employee performance, and finally to demonstrate how the performance can be increased through training.

#### **4.3.3. The Scope of the Study**

The limitation of this research is Erbil-Province population. The survey is taken place in Erbil-Province according to statistic method, according to the department of human resource, which plays the main role in Erbil-Province in order to organizing, planning, controlling and monitoring of all employees in its institution. Erbil- Province consist of two main part first, part is a public administration which is consist of 11 sub-departments and the second part is a general human resource administration which is consist of 12 sub-departments. Both of administrations hold a big population of employees, which is 1208. Base on this population the survey, a result will be analyzed and conclude.

#### **4.3.4. Limitation of Research**

Indeed This study has several limitations that need to be addressed. First, the thesis organized in a limited time. It is not impossible to investigate all study's issue in all organizations in the public sectors. Secondly, another limitation is the study would prepare face-to-face interview and questionnaires survey in another counter so it is time-consuming. Finally, the questionnaire uses in the research designed in English and then need to translate or explaining because all research's sample may not understand English for getting a significant result. That is way sometime it requires an interview. It is also impossible to investigate in the all public sector in Iraq and its regains that is why researcher has selected Erbil-Province as a sample, which is one of the biggest public organizations in the north of Iraq.

#### **4.3.5. The Objectives of this Research**

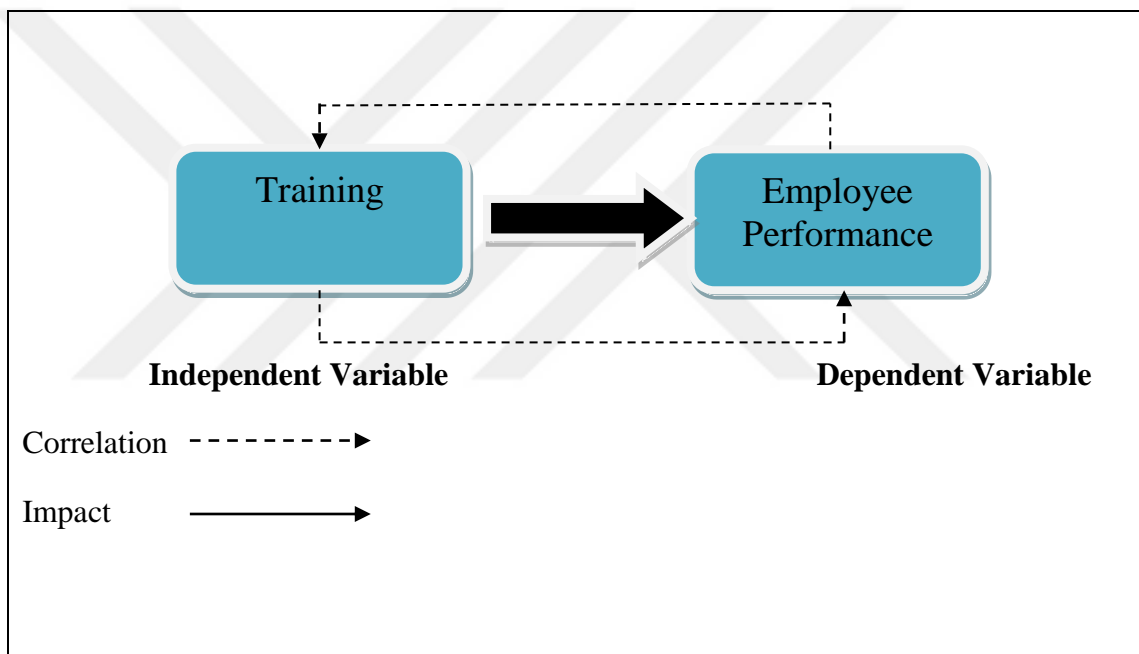
Human resource is one of the key elements of success for all organization. In addition, HR. is a significant factor in today's business competition environment and qualified of personnel becomes a major subject on both educational institutions and companies. Establishing an HR. the department is essential today in order to increase employee's performance.

The most significant phenomenon in HRM is to determine “what and how” to complete their jobs in order to achieve job satisfaction and the challenges of works in the future. In this study, the effect of training on employee's performance in public sector has researched. The relationship between training and employee's performance, the objective of this question is to find out what is the core-relationship between training and individual performance by applying scientific survey in Erbil-province. To outline and explain the training policies and practices in Erbil-Province Goals of this overview of training strategies and practices in and how Erbil-Province offering a training program for its employees. Within the scope of this application, the following

Hypotheses referred and discussed concerning employees, human resources management, and other managers.

#### 4.3.6. Study Theoretical Framework

The model as illustrated in the figure below is study theoretical framework. The model assumed a correlation and an impact of training on employee performance. In this thesis, training is independent variable however employees performance is the dependent variable.



"Source: prepared by researcher"

Figure 4.3.1 Study Theoretical Framework

#### 4.3.7 Study Hypotheses

The hypotheses bases on research questions formed to be examined as follows

##### Research Hypothesis

**The First Hypothesis:** there is a measurable positive correlation between training and employee performance.

**The Second Hypothesis:** there is statistically a significant impact of training on employee performance.

#### **4.3.8. Collecting Research Data**

The questions and statements prepared within the scope of the study and appearing in the questionnaire have mentioned to the employees. Questions and statement, in order to be variable and reliable in this study, collected under the following headings:

- Question on individual information: the first part is consist of personal information regarding personal's Sex, Age, Education, the name of departments work in the firm and experience in a year approximately for both managers and employees.
- There are also questions for human resources administrators: this part of the interview questions addressed to human resource, department of planning and administration specialists. Employees took place in the sampling group, which consists of 13 questions for employees, 13 questions have asked managers. Furthermore, there were 40 specific questions for both Employees and managers in order to figure out the both hypostasis, which mentioned above lastly, Questions regarding the human resource strategy and policies condition in the Erbil- Province. Standard followed in how HR implement its strategy.
- In addition to the face-to-face interview, there are questions regarding selecting employers for the training program, methods, which techniques they usually use to measure employees performance, roles training, and other questions witch are included in the appendix.

#### **4.4. Finding and Discussion**

This part is the first part of finding and discussion, which related to Human resource departments in the Erbil-Province 13 questions, organized by researcher and then addressed them in an interview in a formal way.

#### **4.4.1. First part of Finding Related to Human Resource, Planning and Administration specialists**

For this part, the face-to-face interview took place and three experts' in the Erbil-Province jointly answered. One of them a Head of the human resource department, human resource planning and general administration of development the questions addressed them which are related to HR, planning, selecting of employees for training courses and which method usually uses for the training program.

#### **4.4.2. Demographic Attributes of HR Departments**

As the face-to-face interview is organized first part of the question regarding sex, education levels, age, and work experience. All specialists were male one of them holds master's degree and other graduated from university. Two of them have been working more than 15 years' work experience in public sectors and last one's work experience between 5-10. First specialist age between 35-39 and other between 46-50. The questions addressed them which are presented below the answers can be concluded.

#### **Q.1. Human resource planning and policy designates by which unites in the Erbil-province?**

According to their answer department of planning is responsible for making a plan every year and Human resource administration and development make an evaluation and review if there are any notes or comments both departments try to Modification of planning and policy. Base on their explanation planning and policy designated by the department of human resource and department of planning in Erbil-Province.



**Q.2. What kind of training model is normally used in the firm?**

- A. On-the-Job Training
- B. Off-the-Job Training
- C. Safety training
- D. Simulated Training
- E. Computer- based training
- F. Other training models.....

Among the options above, two specialists prefer to use on-the-job-training most of the time and one of them select off-the-job training in the Erbil-province. They said that in order to save time it is better to choose a model which needs less time and significant result.

**Q.3. What is the training strategy in Erbil-Province?**

According to their answer strategy of training in Erbil-Province is a long-term strategy which is based on government's plan for developing its employees because training program needs a budget for pre-season, it is a big challenge for human resource management development. While line-managers have the main role select employees on a different department.

**Q.4. How are training programs importance for Human resources management in Erbil-province?**

All specialists agree that the training has a positive effect on employee's performance, and they have observed that training helps to human resource to develop theirs behavior and attitudes also aid to "increases productivities services especially for public sectors if it's on-going programs.

**Q.5. Is there any method for selecting employees for the training program?**

According to their answer, there is not a specific method in order to select an employee for the training program. For this purpose usually, line-mangers making a list of the name of employees to be trained.

**Q.6. Base on which strategies/Plans do you use/ follow in selecting an individual for training programs?**

At the first step all Human resource and planning specialists, they follow the stage of education levels, work experience, Job position, and responsibility. Also, there is specific from which is related to candidates who has selected from line-manager and staff recommendation.

**Q.7. What kind of training source mostly are the employers need to be fulfilled for their jobs?**

- External training sources
- Internal training sources
- HR recommendation

Base on the conversation they prefer to use external training sources and HR recommendation in order to fulfill individual's job needs, as both general government and KRG government has signed many agreements with international organizations, providing the new idea and the new system would be better for managing.

**Q.8. Which training sources do you usually use to help the firm for improving training courses?**

- External training sources
- Internal training sources
- Both of them

According to their statement both of the External and internal sources usually provide and necessary for training courses base on our demand but for external sources it costs us and has some conditions. We cannot select candidates easily.

**Q.9. Why do you prefer external training sources and HR recommendation in fulfilling employers need?**

HR Specialists stated that it is important to gain new techniques, skills, and knowledge from external sources base on the HR recommendation that tries to select the weakness for employee's points.

**Q.10. Which department does need training courses most in the firm?**

HR specialists stated that technology growths rapidly in order to increase our staff's performance and job's citification we need to update our staff's skills and abilities, which related to all departments.

**Q.11. Have you observed any effect on employee's performance before and after training course?**

All three specialists said that according to the result of pervious candidate's performance, we could say that yes there is effectiveness on employee's performance before and after training courses.

**Q.12. As you have observed before training effect on which of the following more?  
You can select more than one.**

- Effect on employer's moral
- Effect on employer's performance
- Effect on individual behavior
- Effect on individual skills and knowledge
- Effect on productivities
- Effect on susceptibility

Base on their observation training has an effect on employer's moral, impact on employer's performance and effect on employment productivity.

**Q.13. How do you evaluate employee's performance in the firm for an employee who has participated in training courses?**

In this question, there was a warm conversation. One of the specialists said that it was not easy for evaluation all employees, so as to we put Complaint Box in the main door if anybody had any Complaint he or she could inform us. Other specialists said that it is important to monitoring employees every day but because of the big number of employee in Erbil-Province it is hard to evaluate employee's performance. And concerning training, we evaluate employee's performance base on a report which comes from trainers or employee's specification. The result was there was not any strategy method for evaluating employee's performance in the Erbil-Province.

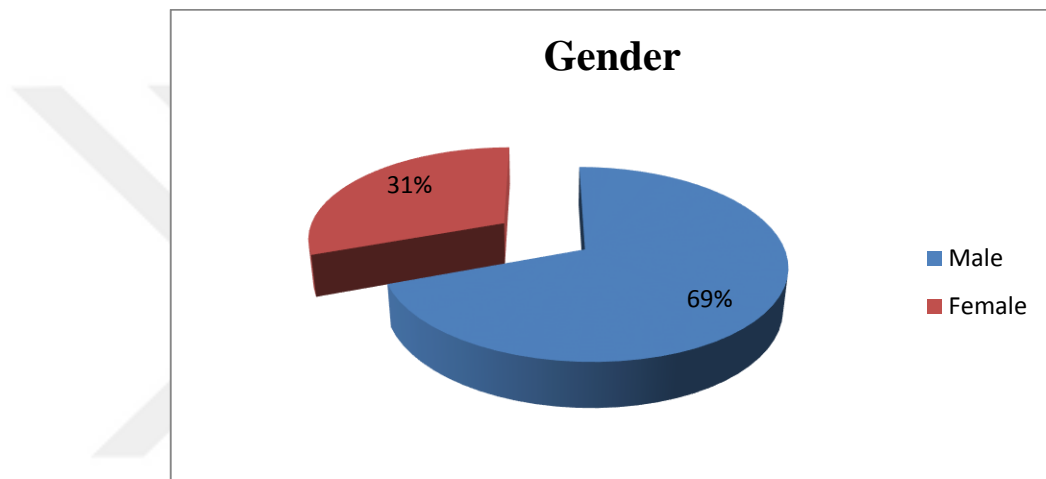
**4.4.3. Part Two Finding Related to the Managers**

Second part Finding related to the Managers and senior managers in this part questionnaire distribution were analyzed regarding the demographic attributes of the managers taking place in this study. Demographic is organized in this part of the question regarding sex, Education levels, Age and Work experience.

Firstly, distribution table and pie chart regarding the gender of managers in Erbil-Province take place in the sample group presented in the table 4.4.1.

**Table 4-4-1 Percentage Distribution of managers by gender N=49**

Gender	Percent	Valid Percent	Cumulative Percent
Male	69.4	69.4	69.4
Female	30.6	30.6	100
Total	100	100	

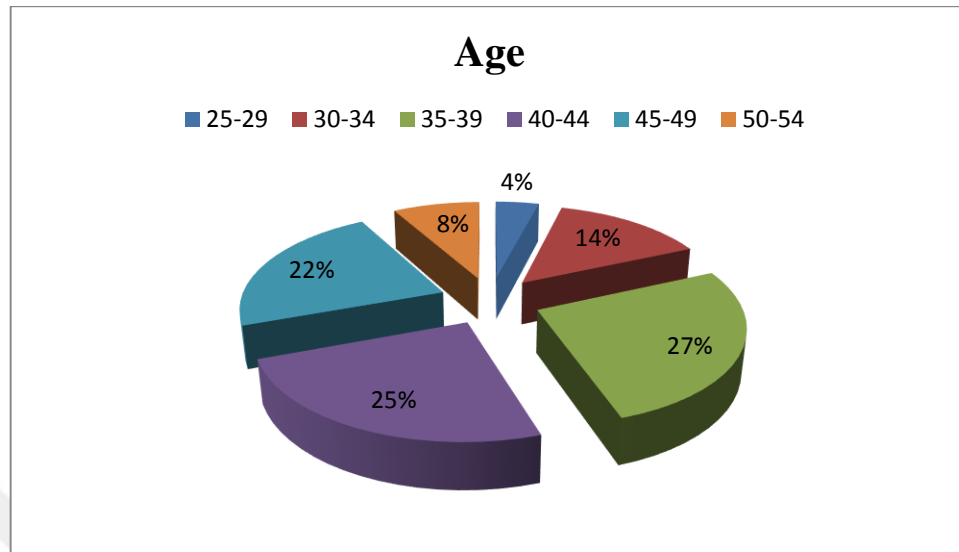


**Figure 4-4-1 Percentage Distribution regarding the genders of managers (N=49)**

According to the figure 4.4.1. The majority of managers in Erbil-Province are males with is consist of 69% and 31%consists of females.

**Table 4-4-2 Percentage Distribution of Managers by age N=49**

Age	Frequency	Percent	Valid Percent	Cumulative Percent
25-29	2	4.1	4.1	4.1
30-34	7	14.3	14.3	18.4
35-39	13	26.5	26.5	44.9
40-44	12	24.5	24.5	69.4
45-49	11	22.4	22.4	91.8
50-54	4	8.2	8.2	100
Total	49	100	100	

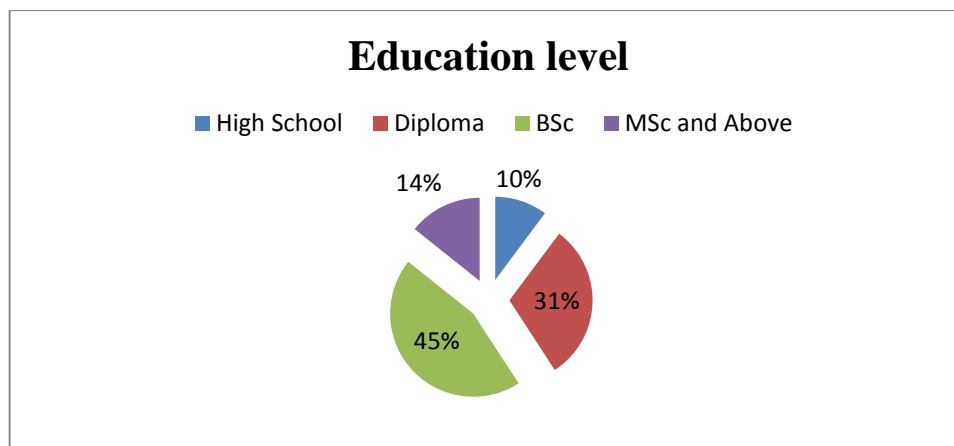


**Figure 4-4-2 Percentage distribution of managers by age (N=49)**

As Figure 4.4.2, has shown the sample group of age with frequency 13 by 27% of manager's age between 35-39 and Second large area of figure has shown nearly 25% of manager's age is between 40-44 with frequency is 12. Third part of the figure is shown that 22% of age rate between 45-49, while the percentage of age between 25-29 is 4%, the age between 30-34 is shown in the figure 14% and the only 8% of manager's age were between 50-54.

**Table 4-4-3 Distribution of managers by Education level (N=49)**

Education level	Frequency	Percent	Valid Percent	Cumulative Percent
High School	5	10.2	10.2	10.2
Diploma	15	30.6	30.6	40.8
BSc	22	44.9	44.9	85.7
MSc and Above	7	14.3	14.3	100.0
Total	49	100.0	100.0	

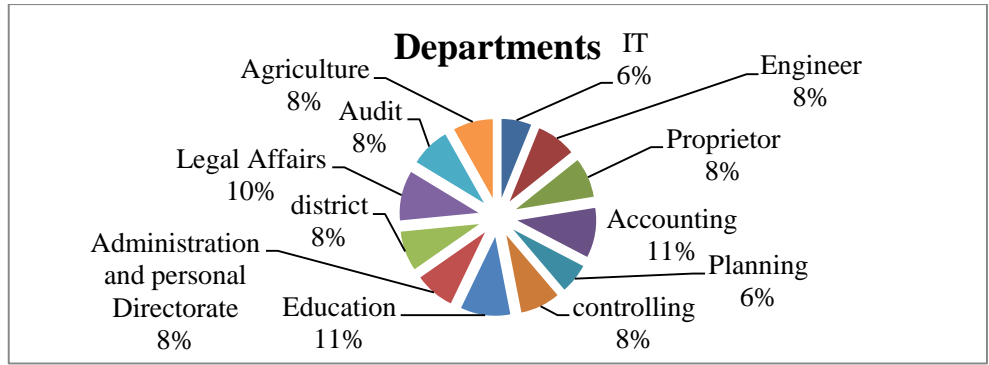


**Figure4-4-3 Percentage Distribution of managers by Education level (N=49)**

As figure 4.4.3. has presented, majority of managers have graduated from universities and hold BSc certification which consists of 45% of the figure, with Frequency 22 in the same hand approximately 31% of managers have graduated from institutes with frequency 15. Also 14% of Responses hold MSc and above with frequency distribution 7 and the rest part of figure 4.4.3. Consist of 10 percent of manager who has graduated from high school.

**Table 4-4-4 Distribution of managers by Departments (N=49)**

Departments	Frequency	Percent	Valid Percent	Cumulative Percent
IT	3	6.1	6.1	6.1
Engineer	4	8.2	8.2	14.3
Proprietor	4	8.2	8.2	22.4
Accounting	5	10.2	10.2	32.7
Planning	3	6.1	6.1	38.8
Controlling	4	8.2	8.2	46.9
Education	5	10.2	10.2	57.1
Administration and personal Directorate	4	8.2	8.2	65.3
district	4	8.2	8.2	73.5
Legal Affairs	5	10.2	10.2	83.7
Audit	4	8.2	8.2	91.8
Agriculture	4	8.2	8.2	100.0
Total	49	100.0	100.0	



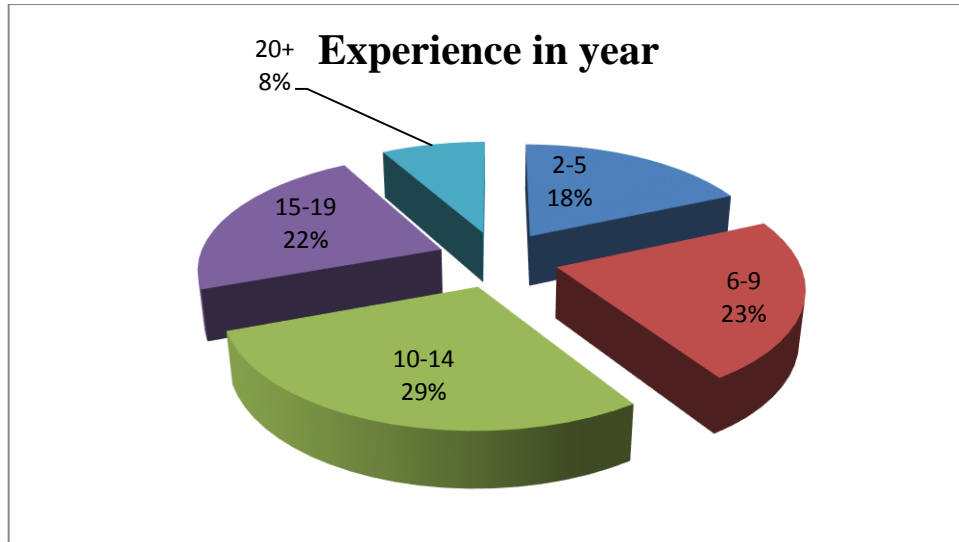
**Figure 4-4-4 Has shown distribution of Departments (N=49)**

According to the Figure 4.4.4. It is seen that 12 different departments in Erbil-Province, which called Organizational Structure. The graphic illustrate that 11% of manager work in Educational department with frequency 5. The same percent rate for accounting department, department of legal affairs 10% of manager has interviewed in this, and other department such as Audit, Engineer, controlling, Administration and personal directorate, Districts, Agriculture has the same percentage rate which is 8% with frequency 4 and the percentage of department of planning, as shown above, is 6% with frequency 3.

**Table 4-4-5 Percentage of Distribution base on work in year/Experience (N=49)**

Work in year	Frequency	Percent	Valid Percent	Cumulative Percent
2-5	9	18.4	18.4	18.4
6-9	11	22.4	22.4	40.8
10-14	14	28.6	28.6	69.4
15-19	11	22.4	22.4	91.8
20+	4	8.2	8.2	100.0
Total	49	100.0	100.0	





**Figure 4-4-5 Percentage of Distribution graphic regarding managers work experience (N=49)**

As Figure 4.4.5. Has shown the percentage of distribution graphic regarding managers work experience, it seen that 29% of managers have been working between 10-14 years with frequency 14, and 23% of manager have been working in years between 6-9 as manager with frequency 11. In the other side, 22% of manager work in the Erbil- province between 15-19 years, and 18% of manager's work experience between 2-5 years and 8% of participants have been working more than 20+ years.

**Q.1. As a manager, do you agree that most of the employees in Erbil-Province should join to training program before starting their job and currently employees as well?**

The purpose of this question was to find out the respondents opinion regarding most employers must join to the training programs for both new employee and current employees. A total number of managers were 50 but 49 of them respond to this question and the categorization of those responses is shown below in the Table 4.4.6.

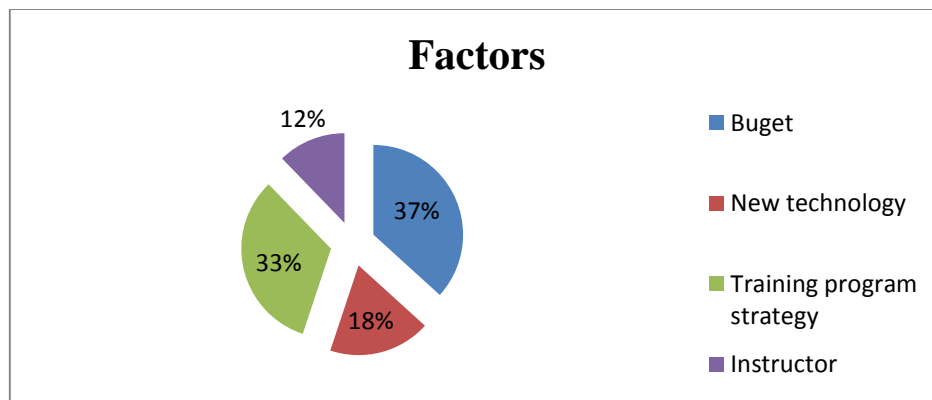
**Table 4-4-6 Employers should join to training program (N=49)**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	26.5	26.5	26.5
Agree	20	40.8	40.8	67.3
somehow agree	8	16.3	16.3	83.7
Disagree	6	12.2	12.2	95.9
Strongly disagree	2	4.1	4.1	100.0
Total	49	100.0	100.0	

Table 4.4.6. Illustrates that almost 41% of manager agree that employers should join to the training program with frequency 20, 26.5%cent of managers strongly agree with the question with frequency 13, for this question 16.3% managers somehow agree, only 12.2% of manager’s opinion disagree and 2 of their statement were strongly disagree with percentage distribution 4%.

**Q.2. As a manager, which Factors have a Primary Role to Enhance Training Program?**

The aim of this question to find out which factor has the main role to improve training program in Erbil-Province base on manager’s answer. A total number of sample size is 50 managers only 49 of them responds to this question and the categorization of those responses is shown below in Table 4.4.7. , Figure 4.4.6.



**Figure 4-4-6 Factors have the Primary Role to Enhance Training (N=49)**

**Table 4-4-7 Factors have the Primary Role to Enhance Training (N=49)**

Options	Frequency	Percent	Valid Percent
Budget	18	36.7	36.7
New technology	9	18.4	18.4
Training program strategy	16	32.7	32.7
Instructor	6	12.2	12.2
Total	49	100.0	100.0

As Table 4.4.7, has shown that budget has a primary role in developing a training program, nearly 37% stated this with frequency 18 of participants. The second factor which has role to enhance training program is strategy with almost 33% with frequency 16 another factor paly main role to enhance training program is new technology with 18% and lastly base on view of candidates instructor is another factor which can enhance training program with 12% and 6 responds

**Q.3. As a manager how often training programs and its opportunity is necessary for the employee in Erbil-Province?**

The purpose of this question is that to find out how often training is necessary for employees according to the answer of managers A total number of population is 50 managers only 49 of them responds to this question and the categorization of those responses is shown below in Table 4.4.8.

**Table 4-4-8 How often Training is Necessary**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
half a year	21	42.9	42.9	42.9
once a year	26	53.1	53.1	95.9
depend on the training types	2	4.1	4.1	100.0
Total	49	100.0	100.0	

For this question, according to, the table 4.4.8. Almost 43 % of managers believe that tow times in year training is necessary for employees, 53% of managers believe that

once a year with frequency 26 and only 4% of candidates believe that it depends on the training types.

**Q.4. As a manager do you agree that training has a relationship with employee's performance?**

The aim of this question is that to find out whether training has any relationship with employee's performance base on their answer the table below has analyzed. A total number of managers are 50 only 49 of them responded to this question and the categorization of those answers has shown below in Table.4.4.9.

**Table 4-4-9 Relationship between Training and Employee's Performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	23	46.9	46.9	46.9
Agree	17	34.7	34.7	81.6
somehow agree	9	18.4	18.4	100.0
Total	49	100.0	100.0	

As table 4.4.9 indicates that 47%of candidates strongly agree there is a relationship between training and employee's performance, approximately 35% of managers agree with frequency 17, meanwhile more than 18% of manager somewhat agree with this question with frequency distribution 9.

**Q.5. In your opinion, which factors more effect of increasing employee's performance in Erbil-province?**

The aim behind this question is to examine that which factors more effects on employee's performance in Erbil-Province. This question was present to 50 managers in the different department only one of manager did answer the question. This question and the analysis of those responses are shown below in Table.4.4.9.1.

**Table 4-4-9-1 Factors more Effect on Employee's Performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Training	24	49.0	49.0	49.0
Motivation	12	24.5	24.5	73.5
Money/good pay	13	26.5	26.5	100.0
Total	49	100.0	100.0	

According to the table 4.4.9.1. It is seen that 49% of managers with frequency distribution 24 believe that training has more effect of increasing employee's performance. Second factor, which effects on employee's performance base on their answer was wage/good pay which collects 26.5% of view of managers with frequency distribution 13, and motivation was on the third factor as can see from the table 24.5% of manager believe that motivation is a factor could effect on employee's performance.

**Q.6. What kind of training period time has more effect on employee's performance?**

The aim of this question to figure out which time period more important for an employee or which one has effectiveness on employee' performance the questions offered to 50 managers in the different department only one of manager did answer the question. The question and the analysis of those responses have shown below in Table.4.4.9.2.

**Table 4-4-9-2 Which Period Time has more Effect**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
the short time period training program	17	34.7	34.7	34.7
Medium time period training program	12	24.5	24.5	59.2
Long time period training program	20	40.8	40.8	100.0
Total	49	100.0	100.0	

As table 4.4.9.2. Has shown 20 of managers were answered. Long time of training program has more effect on employee's performance, which consists of nearly 41% out of 49 managers, while 17 of managers said short time period of training program has more impact on staff with, nearly 35% and only 12 managers believe that medium time training program has more impact with 24.5% of all responds.

**Q.7. As a manager have you observed any positive or negative changing of employee's performance after training program?**

The purpose of this question to examine manager's view whether training has any positive and negative change on employee's performance the data analyzed in the table below.

**Table4-4-9-3 Positive or Negative Changing on Employee's Performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
positive change	34	69.4	69.4	69.4
no positive Change	3	6.1	6.1	75.5
not too much positive	12	24.5	24.5	100.0
Total	49	100.0	100.0	

As table has shown, the majority of participants observed that there were positive changes on employee's performance according to the data table more than 69% with frequency distribution 34. While 3 of managers said that there were not positive change on employee work performance and 12 managers which consist of 24.5% of the total percentage said that there were a positive change but no too much.

**Q.8. As a manager how do you prefer to select an employee for training programs?**

The aim of this question is that to figure out how managers in Erbil-Province have selected her/his employee for training programs. The data was analyzed in shown in the table 4.4.9.4.

**Table 4-4-9-4 Selecting Employee for Training Programs**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Interview	13	26.5	26.5	26.5
Tests	6	12.2	12.2	38.8
recommendation by line-manager	17	34.7	34.7	73.5
Base on employee's performance	8	16.3	16.3	89.8
Randomly	5	10.2	10.2	100.0
Total	49	100.0	100.0	

According to table 4.4.9.4 (17) Managers have used recommendation by line-manager, which consists of nearly 35%. The second popular method was an interview, which consists of 26.5% of the total candidates, while 16.3% of participants have said that based on employee's performance we select employees for training programs. meanwhile, only 12.2% of employees selected by a testing method with frequency distribution 6 and only five of managers prefer to select an employee by randomly which is 10.2% of the table.

**Q.9. What kind of methods usually used for measuring employee's performance?**

The purpose of this question is that to find out which method has usually used in the Erbil-Province in order to measure employee's performance. Data has analyzed in the table below.

**Table 4-4-9-5 Methods used for Measuring Employee's Performance (N=49)**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Graphic Rating Scale Method	27	55.1	55.1	55.1
Alternation Ranking Method	2	4.1	4.1	59.2
Critical Incident Method	2	4.1	4.1	61.2
Other measuring Methods	18	36.7	36.7	100.0
Total	49	100.0	100.0	

According to the table 4.4.9.5. In The Erbil-Province Graphic Rating Scale Method was usually used for measuring employee's predominance which is 55% with frequency 27 of managers have been using this method, while nearly 37% of managers were used other measuring Methods. At the same time, 8% of candidates have said that both methods, which were Critical Incident Method and Alternation Ranking Method, used for measuring Employee's performance during Official Permanence for each of them 4% has shown in the above table with frequency 2 .

**Q.10. Do you agree that employee should be upgrading after taking training program?**

The purpose of this question is that to get manager's opinion about whether upgrading is importance after taking training program the data has analyzed in the table below.

**Table 4-4-9-5 Upgrading After Taking Training Program (N=49)**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	11	22.4	22.4	22.4
Agree	13	26.5	26.5	49.0
somehow agree	13	26.5	26.5	75.5
Disagree	11	22.4	22.4	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	49	100.0	100.0	

As table has shown, 26.5% of manager has said that they agreed for upgrading of employee after taking training programs. The same rate has recorded for somehow agree



with frequency distribution 13 and also 11 of managers has strongly agreed with this question, while 11 of participants said that they disagreed with 22.4% and only one of them said strongly disagree which is 2% of the population rate .

**Q.11. As a manager what Erbil-Province should do to increase employee's performance?**

The aims of this question what should governorate do in order to increase employee's performance in The Erbil-Province. The data has analyzed in the table below

**Table 4-4-9-6 Increasing Employee's Performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Increase employee's salary	9	18.4	18.4	18.4
Offering more training program	27	55.1	55.1	73.5
motivation	13	26.5	26.5	100.0
Total	49	100.0	100.0	

As table has shown Offering more training program has the biggest percentage which is 55% with the frequency distribution of 27, while 13 of managers said that motivate the employee is the factor to increase their performance with 26.5%, only 9 of them said that Increase employee's salary may develop employee's performance with 18.4%.

**Q.12. Which factors generally effect on employee's low-performance?**

The aims of this question to examine which of factors has an effect on employee's low-performance the data has analyzed in table 4.4.9.8.

**Table 4-4-9-7 Effect on Employee's Low-Performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of experiece	9	18.4	18.4	18.4
Lack of motivation	9	18.4	18.4	36.7
Lack of training program	26	53.1	53.1	89.8
Low salary	5	10.2	10.2	100.0
Total	49	100.0	100.0	

As table 4.4.9.8 has illustrated, it can be seen that 53% of participant said that lack of training program is the mains factor which effects on employee’s low-performance. In addition, both lack of experience and motivation has the same percentage rate as can be seen from the table by 18.4% and only 10% of the managers said that low of salary has the impact on employee’s performance.

**Q.13. As a manager how training is important for your organization development?**

The purpose of this question is that to find out how training is importance for the growth of Erbil-Province base on the view of managers who is working in this organization. The data is, shown in the table 4.4.9.9.

**Table 4-4-9-9 the Importance of Training on Organizational Development**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely important	21	42.9	42.9	42.9
Very important	14	28.6	28.6	71.4
Somehow important	5	10.2	10.2	81.6
Importance	9	18.4	18.4	100.0
Total	49	100.0	100.0	

According to the data analysis in the table above it is clear that majority of the managers said that training extremely important which is consists of almost 43% with frequency 21. While 29% of them said that training was very importance and only 9 of them said that it was just importance and 10% of candidates said somehow training is importance for developing organizations.

**4.5. Findings Related To Employees in the Erbil-Province**

In this, part researcher has tried to get employee opinions about the overview of the training process in the Erbil-Province. In order to collect unbiased data, based on their opinion the data which shown below has analyzed.

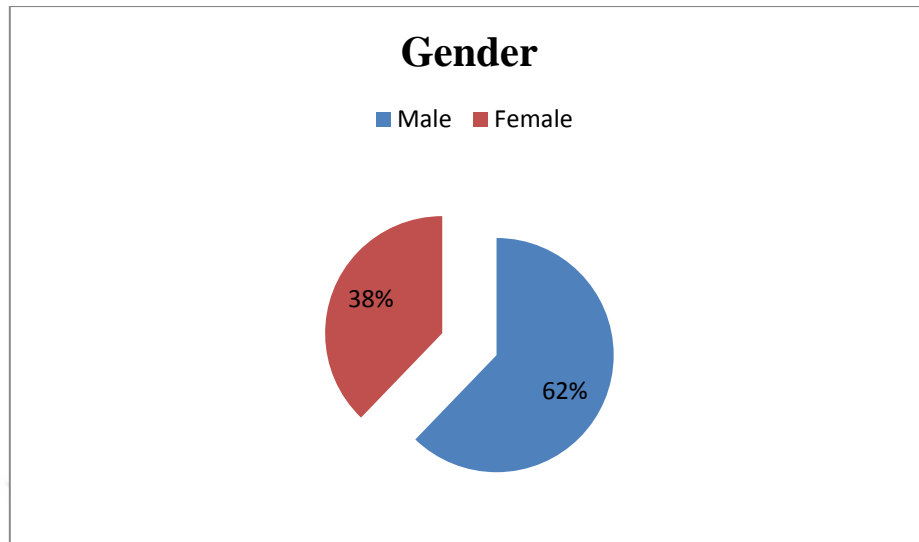
#### 4.5.1. Findings Related to Employees in the Erbil-Province.

In this part of questionnaire took place. 200 employees have been selected randomly in the Erbil-Province, a questionnaire distributed them one-by-one then they equally answered it. The total population in the research is 1208 employees. The researcher has randomly selected 250 of managers and employees, which has explained above, which consists of 200 employees with 16.5% of total population related to the employees but only 193 of participants have answered the questions which are mentioned in below and appendix.

the questionnaire was organized as a previous section explained, the first part of the question regarding demographic attributes of employees which is consist of gender, education levels, age and work experience. Both were male and female joined in this study, the first distribution of the gender of the candidates took place in the sample group is presented in table 4.5.1.

**Table 4-5-1 Percentage Distribution Regarding the Gender of Employees (N=193)**

Employees	Frequency	Percent	Valid Percent	Cumulative Percent
Male	120	62.2	62.2	62.2
Female	73	37.8	37.8	100.0
Total	193	100	100	

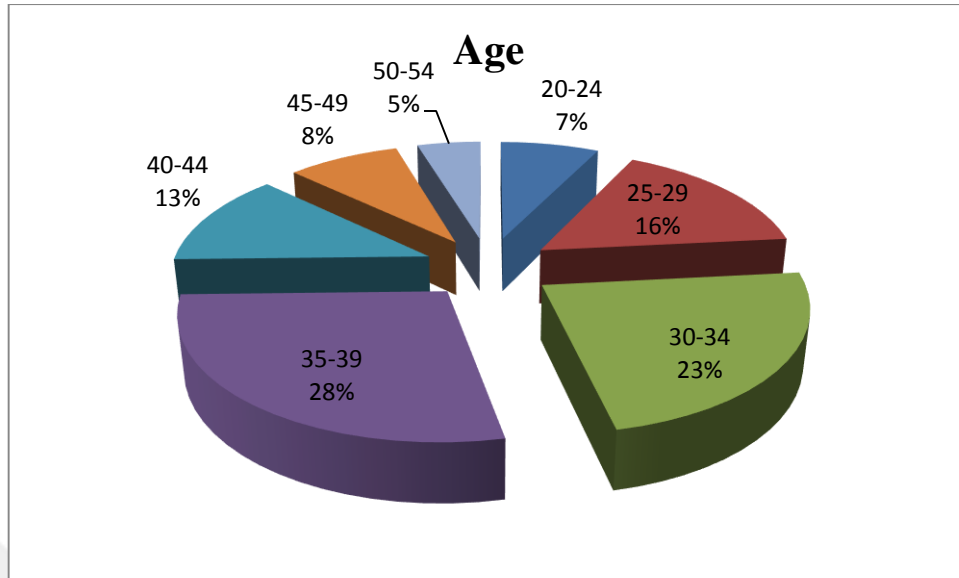


**Figure 40-6 Percentage Distribution Regarding the Genders of Employees (N=193)**

After the distribution of the employees in the study by gender in figure 4.5.1 is analyzed, the figure shows that 62% of participated were male with frequency distribution 120 individual and 38% of employees were female with frequency 73 the total number of sample size is 193.

**Table 4-5-2 Distribution of Employees by Age (N=193)**

Age	Frequency	Percent	Valid Percent
20-24	14	7.3	7.3
25-29	31	16.1	16.1
30-34	45	23.3	23.3
35-39	54	28.0	28.0
40-44	24	12.4	12.4
45-49	16	8.3	8.3
50-54	9	4.7	4.7
Total	193	100.0	100.0

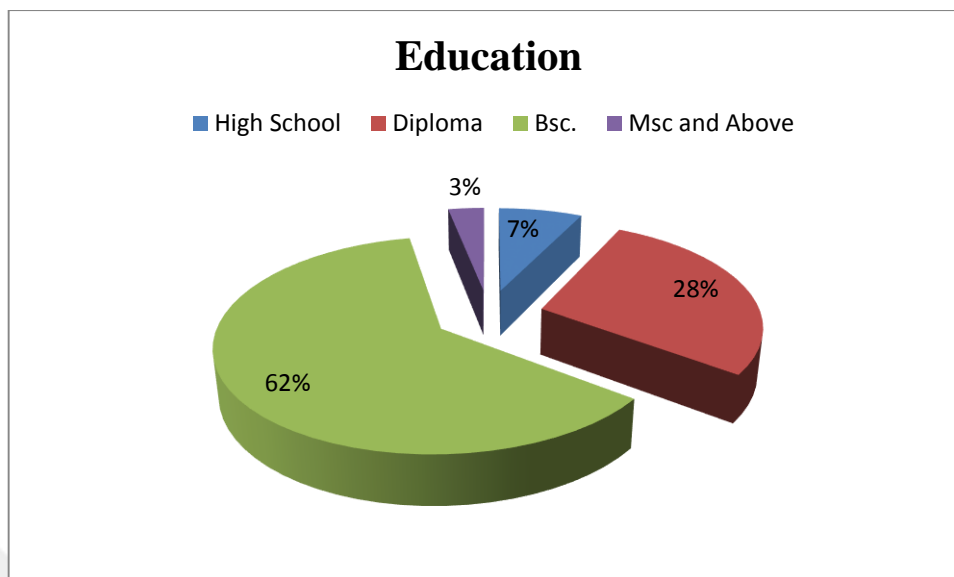


**Figure 4-5-7 Percentage Distribution Graphic of Employees by Age (N=193)**

After the distribution of the employees in the study by age in figure 4.5.2 is analyzed, the figure shows that 28% of employee's age between 35-39 years old with frequency distribution 54 individual. Second biggest area is 23% of member's age were between 30-34 with frequency 45, while 16% of individual's ages were between 25-29 years old with frequency 31, another part which consists of 13% their age between 40-44, while 8% of employee's ages between 45-49 years at the same time 7% of employee's age were between 20-24 year old. Moreover, the last part of figure shows that only 5% percent of employee's ages were between 50-54 years old,

**Table 4-5-3 Distribution of Employees by Education level (N=193)**

Education levels	Frequency	Percent	Valid Percent
High School	14	7.3	7.3
Diploma	54	28.0	28.0
BSc.	119	61.7	61.7
MSc and Above	6	3.1	3.1
Total	193	100.0	100.0



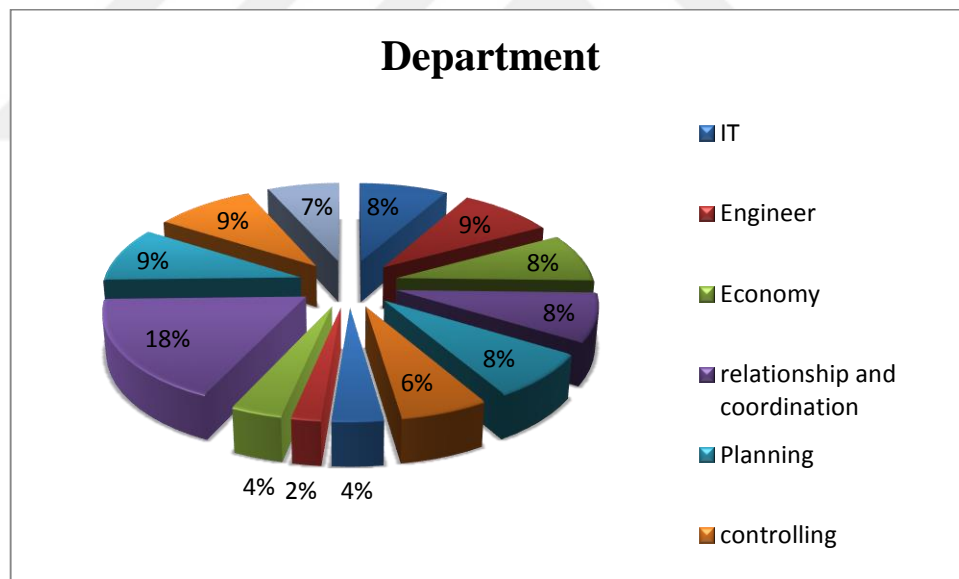
**Figure 4-5-8 Distribution of Employees by Education level (N=193)**

As figure, 4.5.3 has shown a majority of the employees has graduated from universities, which consist of 62% with frequency distribution 119, while 28% of employees are diploma graduate with frequency distribution 54, at the same time 7% is high school graduate and only 3% of employees have master and Ph.D. certification.

**Table 4-5-4 Distribution of Employees by Departments (N=193)**

Options	Frequency	Percent	Valid Percent
IT	16	8.3	8.3
Engineer	17	8.8	8.8
Economy	16	8.3	8.3
relationship and coordination	16	8.3	8.3
Planning	15	7.8	7.8
Controlling	12	6.2	6.2
Education	7	3.6	3.6
Administration and personal Directorate	4	2.1	2.1
District	7	3.6	3.6
Legal affairs	34	17.6	17.6
Audit	18	9.3	9.3
Agriculture	18	9.3	9.3
Private Office	13	6.7	6.7
Total	193	100.0	100.0

As table 4.5.4 has shown, there are 13 different departments, which show the Erbil-Province structure. It can be seen, that the biggest number of employees who have participated in the training program in a Legal affair with nearly 18%. Both audit and Agriculture are the same percentage rate, which is 9.3%. In addition, IT, Economy and relationship and coordination department are in same percentage rate, which for each of them 8.3% has recorded. On the other hand, nearly 8% of employees were in planning department. From Education department, nearly 4% of employees participated in this study. Furthermore, 7% form private office and 4% form district department have answered the questions and employees who work in Engineer department consists of 9% of this study, at the same time, nearly 6% of employees form controlling department, only 2% for candidates from Administration and personal Directorate department. In the figure below has shown the Distribution of employees by Departments.



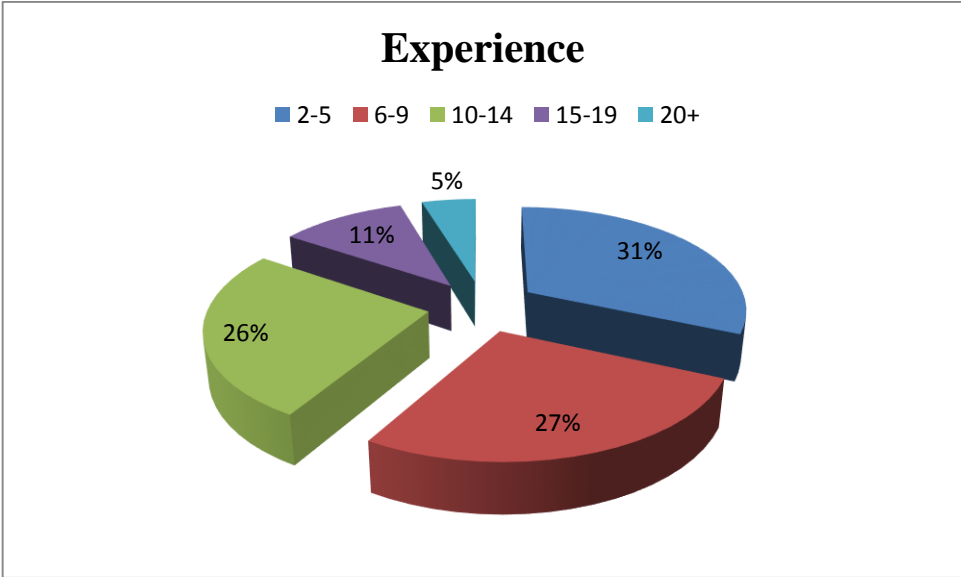
**Figure 4-5-9 Distribution of Employees by Departments (N=193)**

As a figure, 4.5.4 shows the biggest of participant work in Legal affairs, which responsible for any law activities in the Erbil-Province, Second biggest department are Audit and Agriculture, audit department responsible for auditing all the Erbil-Province costs and budgets of the organization. Third biggest area where in the Engineer, which

job responsible related to projects which are offer from public sector, Planning the department where responsible to make a short term and long term plan for the organization, next area where called Economy department which responsible to evaluate all project before starting economically, another department called relationship and coordination, this department prepare external meeting with other foreign organizations, NGOs and non-profit-organizations, and IT department is responsible for software and computer's program.

**Table 4-5-5 Distribution of Employees by Work Experience (N=193)**

Work in year	Frequency	Percent	Valid Percent
2-5	61	31.6	31.6
6-9	52	26.9	26.9
10-14	50	25.9	25.9
15-19	21	10.9	10.9
20+	9	4.7	4.7
Total	193	100.0	100.0



**Figure 4-5-10 Distribution of Employees by Work Experience (N=193)**

As figure, 4.5.5 has shown. 5% of employees have been experiencing 20+ year. In addition, 11% of candidates have worked in 15-19 years, with frequency distribution



21, while 26% of participants work between, 10-14 with frequency distribution 50, even though 52 employees who have been working in the Erbil-Province with 27%, and lastly the biggest number of employees who work 2-5 work in year were 31% with frequency distribution, 61 employees.

**Q.1. Have you ever received any training program in your organization?**

The purpose of this question is to figure out do the participant received any training program in his/her organization the data has analyzed in the table below.

**Table4-5-6 have you Received any Training Program (N=193)**

Options	Frequency	Percent	Valid Percent
Yes	184	95.3	95.3
No	9	4.7	4.7
Total	193	100.0	100.0

After analyzing the data of this question, the sample size is 200 employees in the different department in the Erbil-Province. Only 193 of them joined to this study, the table 4.5.6 shows that majority of employees have participated in training programs which are the percentages rate is 95.3 while frequency is 184 only 5% of them said that they did not take any training courses.

**Q.2. Do you believe that your organization considers training as a part of the organizational strategy?**

The aim of this question to figure out does training is a part of the organizational strategy, the data has shown in the table 4.5.7.

**Table 4-5-7 Training as Organizational Strategy (N=193)**

options	Frequency	Percent	Valid Percent
Strongly agree	19	9.8	9.8
Agree	123	63.7	63.7
Disagree	48	24.9	24.9
strongly Disagree	3	1.6	1.6
Total	193	100.0	100.0

As table 4.5.7. Shows that nearly 64% of employees said that they agreed training is a part of organizational strategy with frequency distribution 123. While approximately 9.8% of participant said that strongly agree with this question with frequency distribution 19, on the other hand, some of them, which consists of nearly 25% with frequency distribution 48 said that they disagreed that training is a part of training strategy, at the same time 1.6% of employees said that they were strongly disagree.

**Q.3. How many training programs have you attended in a year?**

The aim of this question is that too figure out how many times employee join to a training program in a year. The data has illustrated in the table below.

**Table 4-5-8 Training program in year (N=193)**

Options	Frequency	Percent	Valid Percent
1	92	47.7	47.7
2-5	82	42.5	42.5
6-9	19	9.8	9.8
Total	193	100.0	100.0

According to the table 4.5.8 nearly 48% of the employees has said that they were only one time in year joined to training programs. While 82 of candidates which consists of 42.5% of all sample said that they attended to the training program form 2-5 times, also nearly 10% of the participants said that they were attended to training program form 6 time to 9 times.

**Q.4. In your organization to whom the training is given more?**

The purpose of this question is that organization focuses on which types of employees for the training program. The data has demonstrated in the table 4.5.9.

**Table 4-5-9 Distribution of Employees by Types (N=193)**

Options	Frequency	Percent	Valid Percent
New employee	68	35.2	35.2
Managers	36	18.7	18.7
senior	9	4.7	4.7
current employee	80	41.5	41.5
Total	193	100.0	100.0

As table has shown that training program usually provides for current employees and new employees, the percentage of the current employee is 41.5% with frequency distribution 80, for a new employee is 35% with frequency 68. While for senior managers is nearly 5% and for managers is around 19%.

**Q.5. In your opinion training is the way to increase employee's performance?**

The objective of this question is that to get employee's opinion whether training is the way to improve their performance. The data has shown in the table below.

**Table 4-5-10 Increase Employee's Performance (N=193)**

Options	Frequency	Percent	Valid Percent
yes	150	77.7	77.7
No	43	22.3	22.3
Total	193	100.0	100.0

According to this table majority of employees were believed that training is the way to improve their performance which consists of nearly 78% of employees with frequency 150, while 43 of them said that training is not the way to increase their performance which consists of 22.3% of employees

**Q.6. In your opinion, what are the conditions that have to recover after the training session in Erbil-province?**

The aim of this question is that to figure out which conditions should Erbil-Province consider it after training program base on the candidate's answer. The data has analyzed in the table below.

**Table 4-5-11 The Conditions that have to Recover after the Training Session**

Options	Frequency	Percent	Valid Percent
Re-design the job	21	10.9	10.9
Remove interference	44	22.8	22.8
Re-organize the workplace	96	49.7	49.7
Review of the employee's position	32	16.6	16.6
Total	193	100.0	100.0

As table 4.5.11. has shown nearly 50% of candidates said that in Erbil- province should improve and Re-organize the workplace with the frequency of 96 employees, while 23% of employees believe that Remove interference have to recover. Also, approximately 17% of participants said that general manager should Review of the employee's position after a training session, and only 11% of employee's answered that in the Erbil-Province have to recover Re-design the job. In order to, put the right person in the right place.

**Q.7. In your view, which factors more positively effect on employee's performance in Erbil-province?**

The purpose of this question is that to find out base on the view of employees which factor positively effect on employee's performance. The data has analyzed in the table below.

**Table 102 Factors Positively Effect on Employee's Performance (N=193)**

Options	Frequency	Percent	Valid Percent
Training	73	37.8	37.8
Motivation	47	24.4	24.4
Money/Good pay	62	32.1	32.1
Other	11	5.7	5.7
Total	193	100.0	100.0

As table 112 has shown, training is one of the positive ways, which effects of workforce performance. Nearly 37.8% of employees believe that training has a positive impact. On the other hand, 32% of employee's believe that money/ Good pay has positive effect on employee's performance, only 24% of employee's said that motivation is the way has positive effect, also nearly 6% of candidates has explained other which mean other factors like selecting right person for right position is one of the strong factor effects on employee's performance.

**Q.8. Do you agree that enough practices are given for you in Erbil-Province during the training session?**

The aim behind this question is that whether in the previous training course as an employee had enough practices during training period the data has analyzed in the table below.

**Table 4-5-123 Enough Practices are given for you in Erbil-Province (N=193)**

Options	Frequency	Percent	Valid Percent
Agree	47	24.4	24.4
somehow agree	54	28.0	28.0
Disagree	65	33.7	33.7
strongly Disagree	27	14.0	14.0
Total	193	100.0	100.0

According to the Table 4.5.13. It can be seen that around 34% of employee disagree that there was enough practice during training program with frequency distribution 65 of employees, while 28% of the employees somehow agree, at the same time, 14% of candidates strongly disagree and only 24% of them said that they agreed with this question.

**Q.9. What are the common complaints during the training season?**

In this question, the determination is that to find out what were the common complaints during the training season, based on the opinion of the participant.

**Table 4-5-14 Common Complaints during Training season (N=193)**

Option	Frequency	Percent	Valid Percent
Gaps between the training seasons	33	17.1	17.1
Not Useful program and wasting employee's time	71	36.8	36.8
Training seasons are not organized	61	31.6	31.6
Lack of specialists	21	10.9	10.9
Other complaints	7	3.6	3.6
Total	193	100.0	100.0

According to the employee's answer, nearly 37% said that there was not useful program and wasting employee's time. Also, around 32% has explained that Training seasons were not organized, while 17% complained that Gaps between the training seasons, almost 11% said that the common complains was Lack of specialists and only 4% of the employee's answered other complaints, for example, they said that training program which we attended did not relate to our tasks.

**Q.10. Do you agree that training is important for developing your organization?**

The object of this question is that how can developing the organization, the question above has been addressed to the employees whether training is important to develop an organization the data has analyzed in the table below.

**Table 4-5-15 Organizational Development (N=193)**

Options	Frequency	Percent	Valid Percent
Strongly agree	42	21.8	21.8
Agree	77	39.9	39.9
somehow agree	51	26.4	26.4
Disagree	18	9.3	9.3
strongly Disagree	5	2.6	2.6
Total	193	100.0	100.0

It can see from table 4.5.15. That 40% of candidates agree that training is important for developing their organization, 26% of the employees said that somehow agree, while 22% mentioned in their statement that they strongly agreed, and only 9.3% disagree with this question at the same time nearly 3% said that they strongly disagreed.

**Q.11. Do you agree that, did training offer you any chance to identify any potential you have for further development?**

The aim of this question has employees got any change after training program on their performance base on employees statement the data has analyzed in the table 4.5.16.

**Table 4-5-16 Training Offer any Potential/ Developing (N=193)**

Options	Frequency	Percent	Valid Percent
Strongly agree	34	17.6	17.6
Agree	97	50.3	50.3
somehow agree	36	18.7	18.7
Disagree	26	13.5	13.5
Total	193	100.0	100.0

As table has shown, 50% of employees in the Erbil province have been agreed that training has provided them with a better potential, at the same time some of them strongly agree which is 17.6%, also 18.7% somehow disagree also 13.5% said that they disagreed which training has offered them any potential.

**Q.12. Do you agree that training has resulted or has a role in higher employee performance in your organization?**

The purpose of this question is to evaluate the role of training on employee's higher performance in the Erbil-Province base on employee's statement the data has analyzed in the table 4.5.17.

**Table 4-5-17 Role of the Training (N=193)**

Options	Frequency	Percent	Valid Percent
Strongly agree	79	40.9	40.9
Agree	87	45.1	45.1
Disagree	27	14.0	14.0
Total	193	100.0	100.0

As table has analyzed, it can see that 41% of employees said that they strongly agreed that training has the role to make their performance higher compare to the before taking training program, while 45% said that they agreed with that training has a role in increasing their performance, on the other side only 14% of employee's said that they disagree with this question.

**Q.13. Do you think training has helped you to improve your performance since you joined the process in Erbil-Province?**

The purpose of this question is to get employee’s opinion which does training aids Employees before and after the training program, the data has analyzed in the table below.

**Table 4-5-18 Improvement on Performance after Training Program (N=193)**

Options	Frequency	Percent	Valid Percent
Yes	148	76.7	76.7
No	45	23.3	23.3
Total	193	100.0	100.0

As a table, 4-5-18 has shown that 77% of employees said that training has helped them after taking a course with frequency 148, while 23% believe that training program did not help them after finishing it.

**4.6. Finding and Analyzing: Related to Hypothesizes**

**4.6.1. Reliability Analysis**

Cronbach's Alpha as it has illustrated in table 4.6.1 and 4.6.2. used to test the reliability of the questions in section Four part of hypothesizes. From the table, it is obvious that the whole questions in section four related to employee's respondents have high reliability as the Cronbach's alpha is equal to .980. Furthermore, the variables of training and employee performance in the Erbil-Province have high reliability as the Cronbach's alpha is equal to .939 and .979 respectively.



**Table 4-6-1 Reliability Statistics of "Employee's Respondents"**

<b>Variables</b>	<b>No of Items</b>	<b>Cronbach's Alpha</b>
Training	10	.939
Employee performance	10	.979
Whole Questionnaire	20	.980

In addition, from the table 4.6.2. The whole questions in section four related to manager's respondents have high reliability, as the Cronbach's alpha is equal to .806. Moreover, the variables of training and employee performance have acceptable reliability as the Cronbach's alpha is equal to .796 and .671 respectively.

**Table 4-6-2 Reliability Statistics of "Manager's Respondents"**

<b>Variables</b>	<b>No of Items</b>	<b>Cronbach's Alpha</b>
Training	10	.796
Employee performance	10	.671
Whole Questionnaire	20	.806

#### **4.6.2. Descriptive Analysis**

##### **Employees Perspectives Towards**

**Training:** Table 4.6.3 explains the descriptive analysis of training related to employee's participants which it contains ten questions from (X1–X10) includes frequencies distribution, percentages, mean, standard deviation, and agreement rate of training variable. The table 4.6.3 illustrates that the average means is 3.929 that it is a high mean related to the respondents in addition to a general rate of agreement that equals to 78.58%.

**Table 4-6-3 Descriptive Analysis of Training Relating to Employee's Participants  
(N=193)**

Q	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean	standard deviations	Rate of agreement	Rank
X1	81 42.0%	98 50.8%	11 5.7%	3 1.6%	0 0.0%	4.33	.657	86.6%	1
X2	75 38.9%	98 50.8%	13 6.7%	5 2.6%	2 1.0%	4.24	.774	84.8%	2
X3	61 31.6%	107 55.4%	21 10.9%	4 2.1%	0 0.0%	4.17	.695	83.4%	3
X4	63 32.6%	64 33.2%	52 26.9%	12 6.2%	2 1.0%	3.90	.966	78%	6
X5	36 18.7%	72 37.3%	51 26.4%	32 16.6%	2 1.0%	3.56	1.009	71.2%	10
X6	51 26.4%	102 52.8%	26 13.5%	14 7.3%	0 0.0%	3.98	.832	79.6%	4
X7	36 18.7%	79 40.9%	71 36.8%	6 3.1%	1 .5%	3.74	.813	74.8%	7
X8	59 30.6%	74 38.3%	55 28.5%	5 2.6%	0 0.0%	3.97	.835	79.4%	5
X9	39 20.2%	68 35.2%	77 39.9%	9 4.7%	0 0.0%	3.71	.841	74.2%	8
X10	49 25.4%	60 31.1%	61 31.6%	22 11.4%	1 .5%	3.69	.992	73.8%	9
General Average of training related to employee's participants						3.929	.8414	78.58%	

From the table above X1 that states "Training objectives determined in the light of the training needs." is the most item that has contributed to enrichment training items relating to employee's participants, X1 have a mean of 4.33 along with the rate of agreement that equal to 86.6%. On the other hand, the item X5 which states "Training content is placed in line with the objectives of the training program." have the lowest contribution to training items with an agreement of %71.2 of employee's participants, X5 results supports the values of mean and standard deviation of (3.56, 1.009) respectively.

**Employee Performance:** Table 4.6.4. explains the descriptive analysis of employee performance related to employee's participants which it contains ten questions from (X11–X20) includes frequencies distribution, percentages, mean, standard deviation, and agreement rate of employee performance variable. The table 4.6.4 illustrates that the average means is 3.919 that it is a high mean related to the respondents in addition to a general rate of agreement equal to 78.38%.

**Table 4-6-4 Descriptive Analysis of Employee Performance Relating to Employees Participants (N=193)**

Q	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean	standard deviations	Rate of agreement	Rank
X11	49 25.4%	69 35.8%	70 36.3%	3 1.6%	2 1.0%	3.83	.864	76.6%	7
X12	55 28.5%	84 43.5%	37 19.2%	17 8.8%	0 0.0%	3.92	.909	78.4%	4
X13	39 20.2%	68 35.2%	58 30.1%	28 14.5%	0 0.0%	3.61	.968	72.2%	9
X14	51 26.4%	69 35.8%	66 34.2%	7 3.6%	0 0.0%	3.85	.856	77%	5
X15	51 26.4%	46 23.8%	87 45.1%	8 4.1%	1 .5%	3.72	.922	74.4%	8
X16	93 48.2%	86 44.6%	12 6.2%	2 1.0%	0 0.0%	4.40	.655	88%	1
X17	65 33.7%	94 48.7%	29 15.0%	5 2.6%	0 0.0%	4.13	.759	82.6%	3
X18	55 28.5%	54 28.0%	80 41.5%	4 2.1%	0 0.0%	3.83	.870	76.6%	6
X19	88 45.6%	78 40.4%	27 14.0%	0 0.0%	0 0.0%	4.32	.706	86.4%	2
X20	30 15.5%	82 42.5%	51 26.4%	30 15.5%	0 0.0%	3.58	.933	71.6%	10
General Average of employee performance related to employee's participant						3.919	.844	78.38%	

From the table above X16 that states "Employees feel they are working in an integrated with each other to accomplish the work of the organization" is the most item that has contributed to enrichment employee performance items relating to employee participants, X16 have mean of 4.40 along with the rate of agreement that equal to 88%.

On the other hand, the item X20 which states "Assigned a number of duties to employees at the same time contribute to lower level of their job performance" have the lowest contribution to employee performance items with an agreement of %71.6 of employee's participants, X20 results supports the values of mean and standard deviation of (3.58, .933) respectively.

#### 4.6.3. Managers perspectives towards

**Table 4-6-5 Descriptive Analysis of Training Relating to Manager's Participants**

Q	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean	standard deviations	Rate of agreement	Rank
X1	15 30.6%	16 32.7%	11 22.4%	6 12.2%	1 2.0%	3.78	1.085	75.6%	8
X2	17 34.7%	15 30.6%	12 24.5%	4 8.2%	1 2.0%	3.88	1.053	77.6%	5
X3	25 51.0%	14 28.6%	3 6.1%	5 10.2%	2 4.1%	4.12	1.166	82.4%	2
X4	16 32.7%	16 32.7%	11 22.4%	6 12.2%	0 0.0%	3.86	1.021	77.2%	6
X5	28 57.1%	9 18.4%	8 16.3%	2 4.1%	2 4.1%	4.20	1.118	84%	1
X6	12 24.5%	23 46.9%	4 8.2%	9 18.4%	1 2.0%	3.73	1.095	74.6%	9
X7	11 22.4%	20 40.8%	11 22.4%	3 6.1%	4 8.2%	3.63	1.149	72.6%	10
X8	19 38.8%	14 28.6%	10 20.4%	5 10.2%	1 2.0%	3.92	1.096	78.4%	4
X9	20 40.8%	13 26.5%	10 20.4%	5 10.2%	1 2.0%	3.94	1.107	78.8%	3
X10	18 36.7%	13 26.5%	10 20.4%	6 12.2%	2 4.1%	3.80	1.190	76%	7
General Average of training related to manager's participants						3.88	1.108	77.6%	

**Training:** Table 4.6.5 explains the descriptive analysis of training related to manager's participants which it contains ten questions from (X1–X10) includes frequencies distribution, percentages, mean, standard deviation, and agreement rate of training variable. The table 4.6.5 illustrates that the average means is 3.88, which it is a high mean related to the respondents in addition to a general rate of agreement equal to

77.6%. From the table above X5 that states "Organization seeks to align the skills of employees and the requirements of work tasks." is the most item that has contributed to enrichment training items relating to manager's participants, X5 have a mean of 4.20 along with the rate of agreement that equal to 84%. On the other hand, the item X7 which states "The organization focus on training and development programs for employees that take place outside the organization" have the lowest contribution to training items with an agreement of 71.6% of manager's participants, X7 results supports the values of mean and standard deviation of (3.63, 1.149) respectively.

**Table 4-6-6 Descriptive Analysis of Employee Performance Relating to Manager's Participants (N=49)**

Q	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean	standard deviations	Rate of agreement	Rank
X11	21 42.9%	14 28.6%	6 12.2%	7 14.3%	1 2.0%	3.96	1.154	79.2%	3
X12	20 40.8%	12 24.5%	7 14.3%	8 16.3%	2 4.1%	3.82	1.253	76.4%	10
X13	15 30.6%	19 38.8%	11 22.4%	3 6.1%	1 2.0%	3.90	.984	78%	7
X14	21 42.9%	16 32.7%	9 18.4%	2 4.1%	1 2.0%	4.10	.984	82%	1
X15	19 38.8%	13 26.5%	13 26.5%	4 8.2%	0 0.0%	3.96	.999	79.2%	2
X16	18 36.7%	18 36.7%	7 14.3%	3 6.1%	3 6.1%	3.92	1.152	78.4%	5
X17	23 46.9%	12 24.5%	6 12.2%	5 10.2%	3 6.1%	3.95	1.258	79%	4
X18	18 36.7%	16 32.7%	8 16.3%	2 4.1%	5 10.2%	3.82	1.269	76.4%	9
X19	22 44.9%	11 22.4%	8 16.3%	6 12.2%	2 4.1%	3.92	1.222	78.4%	6
X20	17 34.7%	16 32.7%	9 18.4%	5 10.2%	2 4.1%	3.84	1.143	76.8%	8
General Average of employee performance related to manager's participant						3.92	1.141	78.4%	

**Employee Performance:** Table 4.6.6 explains the descriptive analysis of employee performance related to manager's participants which it contains ten questions from (X11–X20) includes frequencies distribution, percentages, mean, standard deviation, and agreement rate of employee performance variable. The table 4.6.6 illustrates that the average means is 3.92 that it is a high mean related to the respondents in addition to a general rate of agreement equal to 78.4%.

From the table above X14 that states, "Employees are performing their actions in an efficiency and effectiveness way that required from the organization." is the most item that has contributed to enrichment employee performance items relating to manager's participants, X14 have a mean of 4.10 along with the rate of agreement that equal to 82%. On the other hand, the item X12 which states "The training system encourages competition for outstanding performance among employees at work." have the lowest contribution to employee performance items with an agreement of %76.4 of employee's participants, X12 results supports the values of mean and standard deviation of (3.82, 1.253) respectively.

#### **4.7. Hypotheses Testing**

In This part applying Hypotheses testing in the statistically way by using Sig. (2-tailed) and (R Square) in order to figure out and calculated to test the correlation between the study variables training and employee performance for both managers and employees in the Erbil-Province. Moreover, the significant, insignificant, acceptance and unacceptance of pair Correlation Hypotheses and the impact of training on employee's performance

##### **4.7.1. Correlation Hypotheses**

Table 4.6.7 and 4.6.8 explains the results of analysis take place to test the first hypotheses. Pearson's (r) correlation was calculated to test the correlation among the study variables (training and employee performance). Table 4.6.7. Demonstrates the correlation matrix explains that training was positively correlated with the performance of employees related to the employee's respondents, as the degree of the correlation

coefficient was high (.964<sup>\*\*</sup>) at the level of significance (0.01) and reached the value of significant at (0.000).

**Table 4-6-7 Pearson's Correlations Related to Employees Respondents**

	Employee performance
Training	.964 <sup>**</sup>
Sig. (2-tailed)	.000
N	193

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

In addition, table 4.6.8. shows the correlation matrix explains that training was positively correlated with the performance of employees related to the manager's respondents, as the value of the correlation coefficient was below moderate (.423<sup>\*\*</sup>) at the level of significance (0.01) and reached the value of significant at (0.002).

**Table 4-6-8 Pearson's Correlations related to Managers Respondents**

	Employee performance
Training	.423 <sup>**</sup>
Sig. (2-tailed)	.002
N	49

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

As a result, the first hypotheses accepted which states that there is a measurable positive correlation between training and employees performance.

#### 4.7.2. Impact Hypotheses

This thesis conducted a multiple linear regression analysis in order to test the impact of training on employees' performance as shown in table 4.6.9. and 4.6.10 Table 4.6.9. Shows that training illustrates 93% of the performance of employees as characterized by R Square and reached the value of F. significant at (0.000) level related to the employee's respondent. This result means that other elements not studied in this thesis contribute 7% of the employee's performance.

**Table 4-6-9 Model Summaries Employee's Respondents**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.964 <sup>a</sup>	0.93	0.929	0.2077	0.93	2522.78	1	191	.000

The significance F. value is 0.000 that is less than 0.05. Therefore, the model is statistical significance in predicting how training impacts on the performance of employees according to the employee's respondents. Furthermore, The F calculated was 2522.783, at 0.05 level of significance, which shows that the overall model was significant.

In addition, table 4.6.10 shows that training illustrates 17.9% of the performance of employees as characterized by R Square and reached the value of F. significant at (0.000) level related to the manager's respondent. This result means that other elements not studied in this thesis according to manager's perspectives contribute 82.1% of the employee's performance.



**Table 4-6-10 Model summary Managers Respondents**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.423 <sup>a</sup>	.179	.162	.52787	.179	10.254	1	47	.002

The significance F. value is 0.002 that is less than 0.05. Therefore, the model is statistical significance in predicting how training impacts on the performance of employees according to the manager's respondents. Besides, The F calculated was 10.254, at 0.05 level of significance, which shows that the overall model was significant.

As a result, the second hypotheses is accepted which states that there is statistically a significant impact of training on employees performance.

## CONCLUSION

Based on the accessible data from managers part, the obtained findings will be analyzed according to the objectives of the research, as shown below:

It is impossible for both private and public sectors without evaluating employee's performance and necessities for occupations in the work environment to perform well, therefore it is importance to prepare training programs, which aids employees to increase their action during working, and training gradually improves employee's performance, (Bakker & Schaufeli, 2008).

A factor of success for any organization is the quality of human resource. It is defined as an asset and an essential factor of human resource. In today's business world all organization must focus human resource. Investing on human resources becomes a popular way to develop and improve the quality of its employees. In order to increase employee's performance many organization try to practice and find effective ways of achieving their goals. Training is one of the powerful ways which has an effect on the workforce in a positive way. Training aids employees to increase their skills, knowledge and abilities which essential to provide a professional staff for an organization. Competitive business world forces organizations to make training in a systematic way in addition other organization Carry out training in a haphazard way. In This thesis sought to determine the relationship between training and its impact on employee performance in the public sectors in the Erbil-Province.

The study calculated whether training program has better-quality of employee performance in Erbil- province. A Face-to-face interview and questionnaire were designed using structured enquiries to gather secondary data from personnel of numerous departments in public sector in Erbil-Province, which has a big number of Employees. The result pointed out a positive relationship between training and employee performance in addition training effect on employer's moral, effect on employer's performance and effect on weakness. The majority of the employees in Erbil-Province

were of the interpretation that training program is an effective instrument for employee success and achievement.

The study figure out that in the Erbil-Province uses on-the-job-training most of the time and one of specialist select off-the-job training in the Erbil-Province

All 3 specialists explained that there was a significant difference between trained employee's developments and untrained employees development. The findings revealed that training is a part of Erbil-Province strategy but it is still low in the practice because of economy situation. The study finds out there is not any method so as to evaluation employee's performance in the Erbil-Province.

While line-managers have the main role select employees on a different department. Whilst, All 3 specialists agree that the training has a positive effect on employee's performance, and they have observed that training helps to human resource to develop theirs behavior and attitudes also aid to "increases productivities services especially for public sectors if it's on-going programs.

The study finds out in the Erbil-Province the need new techniques for training and new technology in order of their employees perform better.

In the Erbil-Province majority of managers and employees were male and 31% of managers were female. In the same hand, most of the employees in the Erbil-Province were male and 38% were female. Which is explain that majority of this thesis population were male with 65% and 35% were female. Despite the fact that majority of the Erbil province staff was young and middle age.

the levels of education for both employees and managers in the Erbil-Province, Tables have shown that 45% of managers have graduated from universities while 31% of them have hold Diploma certification, while only 10% of them have High school certification, then 14% of them has post graduated. On the other side majority of

employees were under-graduated (119) 62% and (54) 28% of them hold Diploma have graduated from institutions.

The research has found that candidates have worked in The Erbil-Province for -1 to 21 years and over, which funds this establishment has a mixture of experienced and inexperienced employees who need constant review training to fill in their skills for perform the tasks. Most of the managers have worked (14)10-14 and (11) 15-19 years which means they have work experienced, whilst most of the Employees (61) 32% are between 2-5 years of work at the same time (52) 27% are work between 6-9 years in the Erbil-Province which means most of the personnel are new and inexpert. so they requisite regular training so as to be familiar with the equipment and tasks, Base on the view of (Farooq & Aslam Khan, 2011) training is essential for both workers new and old employees in order to expand and increase their ever-days' work performance.

The researcher has found. as managers in the Erbil-Province indicated that which is (20) 41% agree that employees should join the training program it is necessary for both new and current employee's in order to update their skills and knowledge which required for the job, and also (18) 37% of manager as indicated.

Both elements of "Budget" and (16) 33% of managers have explained that "training program strategy" have the main role so as to enhance training program, while every year training programs are necessary for employees in the Erbil-Province which is.

Moreover, training has a strong relationship with employee's performance. both training and Money/good pay have main factors to increase employee's performance, which is (24) 49%, indicated for training as an effective factor, whilst Money/good pay which is (13)26.5% has an effect on employee's performance. At the same time as factor motivation at third level as an effective tool with (12) 24.5% of manager's viewed.

The research has illustrated that (20) 41% of managers believed that long training period time has more effect on employee's performance whilst (17) 35% of managers believe that short training period time has more effect on employee's performance in the Erbil-Province.

Training has the positive change in terms of performance and behavior of employees in the workplace, Employees have selected for a training program in the Erbil-Province mostly by recommendation by Line-managers and interview not by training needs. Majority of managers in the Erbil Province has used Graphic Rating scales to evaluate employee's performance,

Employees should be upgrading after training program, whilst (13) 26% of them only agree at the same time (11) 22% of manager disagree of employees should be upgrading after finishing training program. Most of the managers in the Erbil-Province believe that Erbil-Province as a public sector should provide more training programs for its staff. Managers in the Erbil-Province believe that Low-of employee's performance is lacks of training programs in their organization.

the participants believe that training program is extremely importance of developing their organization which is nearly (21) 43% although nearly (21) 43% of managers still believe that training programs are very importance for developing their organization.

Analyzing and finding in section three which is consist of 13 questions is belong to employees opinion about the training and training strategy in the Erbil-Province, Based on the accessible data from Employees part, the obtained findings will be analyzed according to the objectives of the research, as shown below.

Employees in the Erbil-Province have received training program but not in the systematic way, which is (184) 95.3%. Training is a part of Erbil-Province strategy but it does not organize in a systematic way.

Employees in the Erbil-Province usually attend to the training programs 1-5 times. In the Erbil-Province usually training programs were prepared for both current and new coming employees. Training in the way to improve employee's performance in the Erbil-Province, which is (150) 78.

Base on the table 4.5.11 the governor or top manager should review of the employee's workplace after training program for better performing in their jobs performance. In the other hand, (44) 23% of employees point out that they should review of employee's position after taking training program which means that giving them a new "job responsibility".

Both managers and employees believe that training programs and money/good pay were the main factors which are effect on employee's performance which is (73)38% indicated for training at the same time (62) 32% said that money/good pay is factor which effect on the employee's better performance in their organization.

There was no enough practice were given to the employees during the training program, in the Erbil- province prepared more than 31 different training program but most of them were useless for employees and wasting their time training program were not organized.

Training has a positive role for enhancing employee's performance in the Erbil-Province. In addition, Training is a helpful way for an employee in the Erbil-Province in order to increase employee's performance.

Furthermore rarely have extra notes that in order to increase the employee's performance it is better to recruit the right person to the right place in the Erbil-province, basically, right person have a background about his/ or her tasks, it helps to participate in the right training courses during the employees work life.

**On the study, two hypostases conducted which concluded below:**

**The First Hypothesis:** there is a measurable positive correlation between training and employee performance.

**The Second Hypothesis:** there is statistically a significant impact of training on employee performance.

Both Employees and manager in The Erbil-Province, the Cronbach's alpha is equal to .980. Furthermore, the variables of training and employee performance in the Erbil-Province have high reliability as the Cronbach's alpha is equal to .939 and .979 respectively.

The whole questions in section four related to manager's respondents have high reliability, as the Cronbach's alpha is equal to .806. Moreover, the variables of training and employee performance have acceptable reliability as the Cronbach's alpha is equal to .796 and .671 respectively, Table 4.6.3 explains the descriptive analysis of training related to employee's participants which it contains ten questions from (X1–X10).

The table 4.6.3. Illustrates that the average means is 3.929, which it is a high mean related to the respondents in addition to a general rate of agreement equal to 78.58%. according to the table 4.6.4. X1 that states "Training objectives determined in the high of the training needs." is the most item that has contributed to enrichment training items relating to employee's participants, X1 have a mean of 4.33 along with the rate of agreement that equal to 86.6%. On the other hand, the item X5 which states "Training content is placed in line with the objectives of the training program." have the lowest contribution to training items with an agreement of %71.2 of employee's participants, X5 results supports the values of mean and standard deviation of (3.56, 1.009) respectively. In addition, the table 4.6.4 illustrates that the average means is 3.919 which it is a high mean related to the respondents also to a general rate of agreement that equal to 78.38%.

In addition, X16 have a mean of 4.40 along with the rate of agreement that equal to 88%. On the other hand, the item X20 which states "Assigned a number of duties to employees at the same time contribute to lower level of their job performance" have the

lowest contribution to employee performance items with an agreement of %71.6 of employee's participants, X20 results supports the values of mean and standard deviation of (3.58, .933) respectively. In the other hand from (X1–X10) in the table 4.6.5 illustrates that the average means is 3.88, which it is a high mean related to the respondents in addition to a general rate of agreement equal to 77.6%.

The correlation matrix explains that training was positively correlated with the performance of employees related to the employee's respondents, as the value of the correlation coefficient was high (.964<sup>\*\*</sup>) at the level of significance (0.01) and reached the value of significant at (0.000). In addition, table 4.6.8 shows the correlation matrix explains that training was positively correlated with the performance of employees related to the manager's respondents, *as the* value of the correlation coefficient was below moderate (.423<sup>\*\*</sup>) at the level of significance (0.01) and reached the value of significant at (0.002). to conclude all the table researcher concluded the table 4.6.9 and 4.6.10 as below.

1. This study found that training objectives determined in the light of the training need according to respondents perspectives.
2. Human resources felt that they are working in an integrated with each other along with performing their actions in an efficiency and effectiveness way that required from the organization in order to accomplish the work of the organization.
3. The results of this study indicate that there is a measurable positive correlation between training programs and employees' performance.
4. This study found that there is statistically a significant impact of training on employees' performance.



## **Recommendation Related to Study Findings:**

“In today's business world, it is undoubtedly true that many organizations in the both sectors private and public have originated to the recognition of the meaning and of the role of training packages as it rises the organization's employee effectiveness, skills, and performance. In order for the society to reach its working out objectives, the researcher recommends the following”.

1. Training content should place in line with the objectives of the training program.
2. Erbil-Province should determine the accurate duties, tasks and actions to employees that contribute to the high level of their job performance, therefore, would lead to achieving a high level of organization performance.
3. Erbil-Province should focus on training and development programs for its workers that take place outside the organization and considering external sources.
4. Mangers of the organization should promote the awareness of the importance and benefits of the employee's training programs inside the organization as well as outside the organization since the human resources consider the most importance resources in any organizations that help them to achieve their goals and objectives.
5. In order to select the right candidate and minimizing bias between employees in the Erbil-Province. Human resource management should Selecting of candidates for training should be based on training needs and follow-up-to annual appraisal of employees not but by recommendation of the line manager.
6. Erbil-Province should review the employee's work place, position, and prepare more health work environment for its staff and pay attention to the employee's wages.

## **Appendix 1: Related to HRM, HRD, HRP**

1. Human resource planning and policy designates by which units in the Erbil-Province?
2. What kind of training model is normally used in the firm?
3. What is the training strategy in Erbil-Province?
4. How are training programs importance for Human resources management in Erbil-Province?
5. Is there any method for selecting employees for the training program?
6. Which strategies do you use/ follow in selecting an individual for training programs?
7. Which kind of training source mostly are the employers need to be fulfilled for their jobs?
8. Which training sources do you usually use to help the firm for improving training courses?
9. Why do you prefer external training sources and HR recommendation in fulfilling employers need?
10. Which department does need training courses most in the firm?
11. Have you observed any effect on employee's performance before and after training courses?
12. As you have observed before training effect on which of the following more? Can you select more than one?
13. How do you evaluate employee's performance in the firm and employer who has participated in training courses?

## Appendix 2: Questionnaire 1 Related to Managers

### The effectiveness of training and employee performance

#### Section One: Personal information

Gender.	Male	Female
Age	20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-60	
Education in years.	High School, Diploma, BSc, MSc and Above	
Which department are you working in		
Experience in year approximately.	1 2-5 6-9 10-15 16-19 20+	

#### Section Two: general question about training and employee performance

Part one is relating to managers and above. Please encircle the appropriate choice (A, B, C, D) for each statement.

- 1. As a manager, do you agree that most of the employees in Erbil-Province should join to training program before starting their job and currently employees as well?**
  - A. Strongly agree.
  - B. Agree.
  - C. Somehow agree.
  - D. Disagree.
  - E. Not necessary.
  - F. It depends on the job position.
- 2. As a manager which factor has the primary role to enhance training program? Note. You can choose more than one options.**
  - A. Budget.
  - B. New technology.
  - C. Training program strategy.
  - D. Instructor.
  - E. Other reasons .....

**3. As a manager how often training programs, its opportunity is necessary for the employee in Erbil-Province?**

- A. Every month.
- B. Every quarter.
- C. Once a year.
- D. A half of year.

**4. As a manager do you agree that training has a relationship with employee's performance?**

- A. Strongly agree.
- B. Agree.
- C. Somehow agree.
- D. Disagree.

**5. In your view, which factors more effect of increasing employee's performance in Erbil-Province?**

- A. Training.
- B. Motivation.
- C. Money/good pay.
- D. Promotion.
- E. other factors.....

**6. What kind of training period time has more effect on employee's performance?**

- A. Short time period training program.
- B. Long time period training program.
- C. Medium time period training program.

**7. As a manager have you observed any positive or negative changing of employee's performance after training program?**

	<b>negative Change</b>	<b>positive Change</b>
<b>A</b>	yes	yes
<b>B</b>	no	no
<b>C</b>	not too much	not too much

**8. As a manager how do you prefer to select an employee for training programs?**

- A. Interview
- B. Tests
- C. Recommended by Line-Manager
- D. Base on his or her performance
- E. Randomly
- F. Others .....

**9. What kind of methods usually used for measuring employee's performance?**

**If there is more than one please encircle them.**

- A. Graphic Rating Scale Method
- B. Alternation Ranking Method
- C. Forced Distribution Method
- D. Critical Incident Method
- E. Narrative Form
- F. Behaviorally anchored
- G. Other measuring Methods please write.....

**10. Do you agree that employee should be upgrading after taking training program?**

- A. Strongly agree
- B. Agree
- C. Somewhat agree
- D. Disagree

**11. As a manager what Erbil-Province should do to increase employee's performance?**

- A. Increase employee's salary
- B. Changing their position occasionally
- C. Offering more training program
- D. Motivate them
- E. Other.....

**12. Which factors generally effect on employee's low-performance?**

- A. Lack of Advance technology.
- B. Lack of experience.
- C. Lack of motivation.
- D. Lack of training program.
- E. Lack of confidence.
- F. Low salary.

**13. As a manager, how training is important for your organization development?**

- A. Extremely important.
- B. Very important.
- C. Somehow important.
- D. Importance.
- E. Not important.

<b>Training</b>		Strongly Agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly Disagree 1
1	Organization administration using training programs as a method to create cadres of qualified employees staff in the future.					
2	There is a special program or center to training employees and development their ability.					
3	The training plan placed based on the actual needs of employees.					
4	Organization strives to be human resources multiple talents through training programs.					
5	Organization seeks to align the skills of employees and the requirements of work tasks.					
6	Organization relies on continuous internal style training for its employees					
7	The organization focus on training and development programs for employees that take place outside the organization					
8	Organization seeks to renew and design training and development programs in line with the environmental changes					
9	Top manager in the organization Pay a great attention to the process of training and development of employees need					
10	The Management of the organization requiring all employees to participate in training programs and skills development.					
<b>Employee Performance</b>						
11	The correct practices of managing human resources lead to the development of employees' performance.					
12	The training system encourages competition for outstanding performance among employees at work.					
13	I feel that my performance is improving due to accurate training that I received.					
14	Employees are performing their actions in an efficiency and effectiveness way					

	that required from the organization.					
15	job performance evaluation system determines effectively the strengths and weaknesses of the employee					
16	Incentives and rewards linked to the results of the performance evaluation.					
17	Employees' performance is evaluated based on a systematic basis and clear criteria.					
18	Training system in the organization effectively responds to the aspirations of employees.					
19	The organization has a clear vision on the concept of employee performance based on training programs.					
20	Employees accept to do any additional work required from them to work at the organization.					



## **Appendix3: Questionnaire 2 Related to Employees**

Part two is relating to the employee. Please encircle the appropriate choice (A, B, C, D) for each statement.

- 1. Have you ever received any training program in your organization?**
  - A. Yes.
  - B. No.
  
- 2. Do you believe that your organization considers that training as a part of the organizational strategy?**
  - A. Strongly agree.
  - B. Agree.
  - C. Somehow agree.
  - D. Disagree.
  
- 3. How many training programs have you attended in a year?**
  - A. 1
  - B. 2-5
  - C. 6-9
  - D. 10+
  
- 4. In your organization to whom the training is given more?**
  - A. New employee.
  - B. Managers.
  - C. Senior staff.
  - D. Current employee
  
- 5. In your view training is the way to increase employee's performance?**
  - A- Yes.
  - B- No.

**6. In your view, what are the conditions that have to recover after the training session in Erbil-province?**

- A- Re-design the job.
- B- Remove interference.
- C- Re-organize the workplace.
- D- Review of the employee's position.

**7. In your view, which factors more positively effect on employee's performance in Erbil-province?**

- A- Training.
- B- Motivation.
- C- Money/Good pay
- D- Promotion.
- E- Other factors.....

**8. Do you agree that enough practices are given for you in Erbil-Province during the training session?**

- A- Strongly agree.
- B- Agree.
- C- Somehow agree.
- D- Disagree.

**9. What are the common complaints during the training session?**

- A- Gaps between the training seasons.
- B- Not Useful program and wasting employee's time.
- C- Training seasons are not organized.
- D- Lack of specialists.
- E- Other complaints please write .....

**10. Do you agree that training is important for developing your organization?**

- A-Strongly agree.
- B- Agree.
- C- Somehow agree.
- E- Disagree.

**11. Do you agree that, did training offer you any chance to identify any potential you have for further development?**

- A- Strongly-agree.
- B- Agree.
- C- Somehow agree.
- D- Disagree.

**12. Do agree that training has resulted or has a role in higher employee performance in your organization?**

- A- Strongly agree.
- B- Agree.
- C- Somehow agree.
- D- Disagree.

**13. Do you think training has helped you to improve your performance since you joined the process in Erbil-province?**

- A- Yes.
- B- NO.
- C- I have no idea.

## Section four

<b>Training</b>		Strongly Agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly Disagree 1
1	Training objectives determined in the light of the training needs.					
2	There is a special program or center to training employees and development their ability.					
3	The training plan placed based on the actual needs of employees.					
4	The training plan placed in light of the expansion plans of the organization in the future.					
5	Training content is placed in line with the objectives of the training program.					
6	Organization administration follows up the progress made in the performance of the employees after training.					
7	Organization administration seeking to change the pattern of distribution of powers and responsibilities based on training programs.					
8	Organization administration using training programs as a technique to create cadres of qualified employees staff in the future.					
9	Top manager in the organization Pay a great attention to the process of training and development of employees need					
10	The organization develops the talents and employees capabilities on an on-going basis along with replicating the need for the organization					
<b>Employee Performance</b>						
11	Employees have fully prepared to assume the responsibilities resulting from their wrong actions.					
12	Employees perform their jobs because they have the skill to carry out orders and instructions carefully.					
13	Employees have sufficient abilities and					

	qualifications to perform all the duties and the work assigned to them.					
14	The selection of skilled employees and well trained leads to the development of organizational performance.					
15	Employees have all the knowledge of their duties, their powers and responsibilities assigned to them.					
16	Employees feel they are working in an integrated with each other to accomplish the work of the organization					
17	Organization realizing the role of employees helps employees feeling their importance in the organization.					
18	The accurate training programs leading to the development of employees' performance.					
19	The training and development programs adhered to by the organization means to organizational excellence.					
20	Assigned a number of duties to employees at the same time contribute to lower level of their job performance					

**Any other notes or ideas please write in order to increase the performance of employees.**

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**Thanks.**

## Questionnaires in Arabic Relates to Managers

### الاستبيانات (خاص بالمدرء)

أسئلة الدراسة تأثير التدريب على أداء الموظفين تتكون هذه الدراسة من جزئين. جزء الأول ينتمي إلى المدير فما فوق على مستوى المحافظة أربيل، والجزء الثاني هو تنظيم للموظفين الذين شاركوا في أي دورة تدريبية في المحافظة.

### دراسة على إدارة الموارد البشرية تأثير التدريب على أداء الموظفين في محافظة-الربيل معلومات الموظف

جنس	ذكر	انثى
عمر	20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-60	
التعليم منذ سنوات.	مدرسة ثانوية، دبلوم ، البكالوريوس، ماستر وفما فوق	
خبرة في العام تقريبا.	1، 2-5، 6-9 ، 10-15، 16-19، 20+	
اي قسم أنت تعمل في		

### الجزء الثاني متعلقاً بالمدرء ، حدد اختيار المناسب مايلي (A ، B ، C ، D)

١ . كمدير هل توافق معظم الموظفين الجدد يجب بمشاركة الدورة التدريبية قبل بدء عملهم، و ايضا الموظفين السابق ؟

- A . موافق تماما
- B . موافق
- C . ربما أوافق.
- D . لا أوافق.
- E . ليس ضروريا.
- F . حسب الوظيفة

٢ . كمدير العوامل التي لها دور أساسي في تعزيز برنامج التدريب؟ ملاحظة. يمكنك اختيار خيارات أكثر من واحد.

- A . ميزانية (عدم المادى)..
- B . التكنولوجيا الجديدة.
- C . استراتيجية برنامج التدريب.
- D . مدرس.
- E . أسباب أخرى .....

٣ . كمدير برأيك الموظفين بشكل العام يحتاج بكم مرة في سنة لاعداد دورة تدريبية؟

- A . كل شهر.
- B . كل نصف سنة
- C . كل ربع سنة كل نصف سنة
- D . مرة واحدة في السنة.
- F . تعتمد على نوع التدريب.
- E . حسب الوظيفة.

٤. كمدير هل توافق على أن التدريب له علاقة قوية مع برفع كفاءة الموظف؟

A . موافق تماما

B . موافق

C . ربما أوافق .

D . لا أوافق.

٥. برأيك، أي عوامل لها أكثر تأثيرا على أداء الموظف؟

A. تدريب.

B.الدوافع.

C. مكافئة مالية.

D. الترويج.

. عوامل أخرى .....

٦ . اي نوع فترة التدريب لها اكثر تأثيرا على أداء الموظفين؟

A . فترة قصيرة.

B . فترة متوسطة.

C . فترة طويلة

D. برنامج تدريبي متوسط الوقت.

٧. كمدير هل لاحظت أي تغيير إيجابي أو سلبي لأداء الموظف بعد تدريب البرنامج؟

تغيير سلبي	تغيير ايجابي	
نعم	نعم	A
لا	لا	B
ليس كثيرا	ليس كثيرا	C

٨. كمدير، بأي طريقة كأفضل طرق لاختيار الموظفين لدورة التدريب؟

A . مقابلة مع

B . الاختبارات

C . بواسطة شخص اخر

D . على أساس أدائه

E . عشوائيا

F. آخرون .....

٩. بأي طريقة عادةً يستخدم بها لقياس أداء الموظف؟ إذا كان هناك أكثر من واحدة من فضلك حدد لهم

A . التصويت الجرافيك طريقة مقياس.

B . تناوب ترتيب الطريقة

C . طريقة التوزيع الإجباري

D . الحوادث الخطيرة الطريقة

E . شكل سردي

F. سلوكيا الراسية

G. أخرى طرق يرجى الكتابة .....

١٠. برأيك ينبغي للموظف أن يتغير منصبه بعد اكمال دورة تدريبية؟

A . موافق تماما

B . موافق

C.ربما أوافق

D . لا أوافق.

١١. برأيك كمحافضة أربيل يجب ما تفعله لكي رفع مستوى أداء الموظفين؟

A زيادة رواتب.

B . تغيير مناصبهم لفترة معينة

C . توفير مزيد بابرنامج تدريب

D . تشجيعهم

E . أخرى.....

١٢. ما هي العوامل التي تؤثر عموما على الأداء المنخفض الموظف؟

A . نقص التكنولوجيا المتقدمة.

B . عدم الخبرة.

C . عدم وجود الحافز.

D . عدم وجود برنامج تدريبي.

E . انعدام الثقة.

F . نقص رواتب.

١٣. كمدير مدى أهمية والتدريب لتطوير مؤسستك؟

A . مهم للغاية.

B . مهم جدا.

C .ربما مهم

D . مهم.

E . ليس مهما.



	فقرات التدريب (خاص بالمدرء)				
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	
					١ تحدد أهداف التدريب في ضوء الاحتياجات التدريبية.
					٢ يوجد في المنظمة برنامج خاص أو مركز لتدريب الموظفين ولتطوير قدراتهم.
					٣ توضع خطط التدريب على أساس الاحتياجات الفعلية للموظفين.
					٤ توضع خطط التدريب في ضوء خطط التوسع للمنظمة في المستقبل.
					٥ يتم وضع محتوى التدريب بما يتلائم مع أهداف برنامج التدريب.
					٦ يقوم إدارة المنظمة بمتابعة التطورات في أداء الموظفين بعد التدريب.
					٧ تسعى إدارة منظمة لتغيير نمط توزيع الصلاحيات والمسؤوليات على أساس برامج التدريب.
					٨ تقوم إدارة المنظمة باستخدام برامج التدريب كأسلوب لتطوير قدرات الموظفين المؤهلين في المستقبل.
					٩ تولي الإدارة العليا في المنظمة اهتماما كبيرا لعملية احتياجات تدريب وتطوير قدرات الافراد العاملين
					١٠ تقوم المنظمة بتطوير اداء المواهب والموظفين على أساس تدريب مستمر و بشكل متكرر.
اداء الموظفين					
					١١ العاملين في المنظمة لديهم استعداد تام لتحمل المسؤوليات الناتجة عن تصرفاتهم الخاطئة.
					١٢ يقوم الموظفين بأداء وظائفهم لأن لديهم المهارة لتنفيذ الأوامر والتعليمات بدقة.
					١٣ لدى العاملين قدرات ومؤهلات كافية لأداء جميع المهام والأعمال الموكلة إليهم.
					١٤ ان اختيار الموظفين المهاريين والمدربين يؤدي إلى تطوير الأداء التنظيمي للمنظمة.
					١٥ لدى العاملين المعرفة لاداء واجباتهم والصلاحيات والمسؤوليات

					الموكلة إليهم.	
					يشعر العاملین بأنهم يعملون بطريقة متكاملة و متجانسة مع بعضهم البعض لإنجاز العمل في المنظمة	١٦
					تساعد ادراك المنظمة لدور العاملين شعورهم بأهميتهم في المنظمة.	١٧
					البرامج التدريبية الصحيحة تؤدي إلى تطوير أداء الموظفين.	١٨
					برامج التدريب والتطوير التي يلتزم بها المنظمة وسيلة لتحقيق التميز المؤسسي.	١٩
					توكيل عدد من المهام و الواجبات في نفس الوقت للعاملين تؤدي الى انخفاض مستوى الأداء الوظيفي.	٢٠

أي ملاحظة أو فكرة لكم يكي مساعدة لرفع أداء الموظفين يرجى لكم بكتابتها.

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شكرا

## Questionnaires in Arabic Relates to Employees

الاستبيانات (خاص بالافراد العاملين)

الجزء الثاني متعلقا الموظف، حدد اختيار المناسب مايلي (A، B، C، D) لكل بيان.

دراسة على إدارة الموارد البشرية

تأثير التدريب على أداء الموظفين في محافظة-الربيل

معلومات الموظف

جنس	ذكر	انثى
عمر	20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-60	
التعليم منذ سنوات.	مدرسة ثانوية، دبلوم , البكالوريوس، ماستر وفما فوق	
خبرة في العام تقريبا.	1، 2-5، 6-9 ، 10-15، 16-19، 20+	
اي قسم أنت تعمل في		

١. وقد تلقيت أي وقت مضى أي برنامج تدريبي في مؤسستك؟

A . نعم.

B . لا

٢. برأيك التدريب كجزء من ضمن استراتيجيات تنظيمية مؤسستك؟

A . موافق تماما

B . موافق

C . ربما أوافق .

D . لا أوافق

٣. كم دورة تدريبية تشاركاً بها خلال السنة؟

A . 1

B . 2-5

C . 6-10

E . +10

٤. في مؤسستك دأرتك اهتمام بأي مستوى لتوفير دورات التدريب؟

A . الموظف الجديد.

B . بناء على الطلب.

C . مدير

٥. في وجهة نظركم التدريب هو وسيلة لرفع أداء الموظفين؟

A . نعم.

B . لا.

٦. من وجهة نظركم، ما هي الشروط التي يجب أن يتعافى خلال دورة تدريبية في محافظة -أربيل؟

A . إعادة تصميم العمل.

B . إزالة التداخل.

C . إعادة تنظيم مكان العمل.

D.مراجعة مكان الموظف

٧. من وجهة نظرك، العوامل التي تزيد من التأثير على أداء الموظف في محافظة-أربيل؟

A . تدريب.

B . الدافع.

C . المعاش- المالي.

D . ترقية.

F.العوامل الأخرى .....

٨. هل انت توافق على أن يتم إعطاء ممارسات كافية بالنسبة لك في المحافظة أربيل خلال الدورة التدريبية؟

A . موافق تماما.

B . موافق.

C . ربما أوافق .

D . لا أوافق.

٩. ما هي الشكاوى الشائعة خلال الدورة التدريبية؟

A . استراحة بين الفصول التدريبية

B . ليس برنامج مفيد وإضاعة الوقت الموظف.

C . لا يتم تنظيم مواسم التدريب.

D.عدم من المتخصصين.....

١٠. هل انت توافق على أن التدريب مهم لتطوير مؤسستك؟

A . موافق تماما

B . موافق

C . ربما أوافق .

D . لا أوافق.

١١- هل توافق على ذلك، التدريب نقدم لكم أي فرصة للتعرف على أي احتمال لديك لمزيد من التطوير؟

- A . موافق تماما
- B . موافق
- C . ربما أوافق .
- D . لا أوافق.

١٢- برأيك دورات التدريب دور في ارتفاع أداء الموظفين في مؤسستك؟

- A . موافق تماما.
- B . موافق.
- C . ربما أوافق .
- D . لا أوافق.

١٣ . برأيك دورات تدريب و نتائجها لها دور أساسي لرفع أداء الموظفين؟

- A . نعم
- B . لا
- C . ليس لدي أي فكرة.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	فقرات التدريب (خاص بالافراد العاملين)
					١ تستخدم إدارة المنظمة برامج التدريب كوسيلة لخلق كوادر مؤهلين للعمل في المستقبل.
					٢ يوجد في المنظمة برنامج خاص أو مركز لتدريب الموظفين ولتطوير قدراتهم.
					٣ توضع خطط التدريب على أساس الاحتياجات الفعلية للموظفين.
					٤ تسعى المنظمة جاهدة لتكوين مواهب بشرية متعددة من خلال برامج التدريب.
					٥ تسعى المنظمة لتحقيق الموازنة بين مهارات الموظفين ومتطلبات مهام العمل
					٦ تعتمد المنظمة على نمط التدريب الداخلي المستمر لموظفيها
					٧ تركز المنظمة على برامج التدريب والتطوير التي تجري خارج المنظمة
					٨ تسعى المنظمة إلى تجديد برامج التدريب وتصميم وتطويرها بما يتماشى مع التغيرات البيئية
					٩ تولي الإدارة العليا في المنظمة اهتماما كبيرا لعمليات تدريب وتطوير الحاجات التدريبية للموظفين
					١٠ يتطلب إدارة منظمة من جميع العاملين لديها على المشاركة في برامج التدريب وتنمية المهارات.
<b>أداء الموظفين</b>					
					١١ تؤدي الممارسات الصحيحة لإدارة الموارد البشرية في تطوير أداء الوظيفي.
					١٢ يشجع نظام التدريب في خلق المنافسة للأداء المتميز بين الموظفين في العمل.
					١٣ أشعر أن أدائي يتحسن بسبب التدريب السليم و الصحيح التي تلقيتها.
					١٤ يؤدي العاملون واجباتهم بطريقة كفاءة وفعالة التي تتطلب منهم..
					١٥ يحدد نظام تقييم الأداء الوظيفي الفعال نقاط القوة والضعف في

					العاملين	
					ترتبط الحوافز والمكافآت المقدمة للعاملين بنتائج تقييم الأداء.	١٦
					يتم تقييم أداء الموظفين بناء على أساس منهجي و باستخدام معايير واضحة.	١٧
					تستجيب نظام التدريب في المنظمة لتطلعات الموظفين بشكل فعال.	١٨
					لدى المنظمة رؤية واضحة حول مفهوم الاداء الوظيفي على أساس برامج التدريب.	١٩
					يقوم العاملون بأي عمل إضافي تطلب منهم في المنظمة.	٢٠

أي ملاحظة أو فكرة لكم يكي مساعدة لرفع أداء الموظفين يرجى لكم بكتابتها.

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شكرا

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# OFFICAL LETTER

Evrak Tarih ve Sayısı: 20/10/2016-3368



REPUBLIC OF TURKEY  
YAŞAR UNIVERSITY RECTORATE  
Office Of International Relations And Programs Directorate

Number : 58631442-108.99  
Subject : Student Research

To whomever it may concern,

We hereby certify that Mr Bahnam Murad Zainal is a registered student of Yaşar University, in the programme Master of Business Administration at the Graduate Institute of Social Sciences. Mr Zainal is currently conducting research for his degree, under the topic "The Effect of Training on Employee Performance" in the Arbil Province. We would appreciate your assistance to our student in his research.

Kind regards,

**e-İmzalıdır**  
Prof.Dr.Mehmet Cemali DİNÇER  
Rector

20/10/2016 Officer  
20/10/2016 Manager

Sevcan GURUZ  
Levent GAŞGİL

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Address:Selçuk Yaşar Kampüsü Üniversite Cad. No:37-39 P.K.: 35100

Ağaçlıyol-Bornova/İzmir

Phone:( 0232 ) 4115087 Faks( 0232) 3745474

E-Mail:intoffice@yasar.edu.tr Web:<http://international.yasar.edu.tr/>

For Information: Sevcan Guruz

Title: Officer

Internal No: 0232-4115000



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