

The Effect of Identifying Training Needs on the Effectiveness of the Training Process and Improving the Individual and Organizational Performance: Applied Study in the Jordanian Health Sector

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Abstract

Human resource is one of the organization important elements. Managers have big responsibilities to achieve organization desired objectives. Therefore, they have to use the training as a tool to develop and improve their employees. The organizations must work to identify employees and organization training needs accurately through the conversion of these requirements into training programs carried out inside or outside the organization which contributes to develop the current reality of the organization and preparing to the future needs. A questionnaire was designed to gathers data and it included (60) questions. The sample of the study are (100) employees. After the data was collected the proper statistical analysis was applied. The result showed that the identify on training need had big impact on the efficiency of the training programs and could improve the individual and organizational performance in the Jordanian health sector. This study also, recommended a set of conclusions and recommendations that achieve the purpose of this study.

Keywords: training, training needs, training process, individual and organizational performance

1. Introduction

The human resources represent one of the most important resources in organization, as it represents the essential foundation for organizations in achieving success and implementing its objectives. Hence, the administration works to guide the human resources and build their abilities in a way that helps in connecting their personal and job objectives with the objectives of the organization, and creating organizational climate that contributes in strengthening the participation, sense of responsibility, employment relationship, and on spreading the spirit of cooperation and loyalty, in addition to create the job satisfaction of employees in organization.

The human resources training and development take great importance in all the countries, particularly in developing countries, due to the nature and quality of human resources and their urgent need to knowledge, skills and expertise required by the production process in the current era.

Variety methods can be adopted for the development of human resources, foremost is the training that aims to develop the abilities of employees and develop their knowledge and skills to be in line with the requirements of economic, social, professional, and administrative development of the employees.

Therefore, training of employee is interest and extensive discussion by different researchers, in order to consolidate the responsibility and to achieve the desired objectives of the training process.

In order for the training to achieve the individual, organization and community objectives, and to be a successful process to meet the ambition, the organizations must work to identify employees and organization training needs accurately through the conversion of these requirements into training programs carried out inside or outside the organization which contributes to develop the current reality of the organization and preparing to the future needs.

2. Research Methodology

2.1 Research Problem

Training in most organizations is considered as the backbone and the foundation which organizations use to create the

development and achieve excellence. Organizations allocate huge funds for training processes (Alnidawy, 2008). Consequently, training becomes a great investment that requires parallel returns for this investment. However, the training process often faces many challenges that may lead to failure of the training process (Noe, et. al, 2010) that require an action to address these challenges, which basically lies in the organization's disability to identify training needs properly in order to contribute in improving the performance of the employees, jobs and the organization. So, the research problem can be identified through the following questions:

- 1- Do the organizations identify their training needs properly?
- 2- Do the organizations analyses its personnel and identify their training needs?
- 3- Do the organizations analyze their available jobs and the manners and behaviors that a job requires to turn into training programs?
- 4- Do the organizations identify the requirements that lead to enhance the competitiveness and convert them into training programs?
- 5- Do the organizations have clear strategies for training which contributes in developing its human resources?

2.2 The Importance of Study

- The scientific importance of the study

This study is considered as a new reference to the researchers and academic staff, as it offers the Framework theory and practice of the effect of training needs on the effectiveness of training process in order to contribute in improving the individual and organizational performance, and this study may constitute a basis where the researcher move from it to a more spacious fields towards research and investigation about the Jordanian health sectors.

- The practical importance of the study

The importance of study to the managers of Jordanian health sectors. This study provides a contemporary reference which shows the administrators and the decision makers in the Jordanian health sectors,

The effect of training needs on the effectiveness of training process in their organizations as they make use of it in generating new ideas which help them to invest the human resource in their organizations which will be positively reflected on their organizations. Also, the importance of the study to the employees of the Jordanian health sector. This study suggests an imagination to the employees of the Jordanian health sector and the effect of training program on them which will help them to generate new ideas which can be discussed with their leader to reach the desired objectives of their organizations.

- The economic importance of the study.

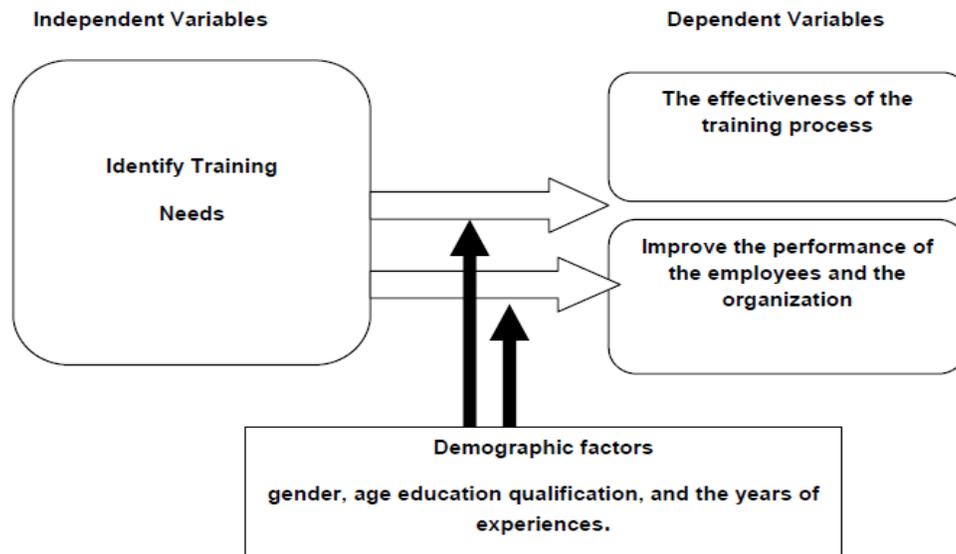
This study helps to discover one of the most important sources of the organization which helps it to perform its mission and to show the ideal way to lead this source and this source is represented in the human resources which work at the best manner to reach the best conclusions in addition to that it motivates it to generate new ideas and to develop the old ideas through which the organization can introduce the best and the new to the present clients and to attract new clients which will help the organization to exploit the available opportunities in the market and that will positively be reflected on the economical indications of the organization represented by the market share/ growth average/ the profits of the organization .

2.3 The Objectives of Study

The objective of the study is represented in determined the training needs and its effect on the efficiency of the training programs and improving the organizational performance in the Jordanian health sector and the following subsidiary objective stems out from this objective as following:

- To give a theoretical frame which explains determining the training needs and its effect on efficiency of the training programs and improve the organizational the intended goal and to support this frame by the practical frame which includes the study statistical questionnaires and to introduce the suggestions and recommendations to the decision makers in this sector
- To identify the impact of demographic factors (gender, age, educational qualification, the number of years of experience) on the success of the training in the development and improvement of the performance of the Human Resources and Organizational Performance in the Jordanian health sector
- To identify the difficulties faced by the training process and ways to address them.

2.4 Research Model



Source: Design by researcher based on (Noe, et al, 2005)

2.5 Research Hypotheses

Hypothesis No. 1:

There is no effect of statistical significance at level (0.05) for identifying training needs on the effectiveness of the training process.

Hypothesis No. 2:

There is no effect of statistical significance at level (0.05) for identifying training needs on improving the individuals and organizational performance.

Hypothesis No. 3:

There is no effect of statistical significance at level (0.05) for identifying training needs on improving the individuals and organizational performance and on increasing the effectiveness of the training process attributed to the demographic variables (gender, age, educational qualification, and the years of experience).

2.6 Research Procedures

2.6.1 Research Society and Sample

The research society consists of all employees in the Jordanian health sector (2640 employees), and the research sample consists of 100 individual of employees participated in training courses carried out by the Ministry of Health.

2.6.2 Research Instruments

Through access to previous studies related to the research subject, and in accordance with the objectives of the study, and for the purpose of collecting information and testing the study hypotheses, a questionnaire of two parts has been designed as the following:

Part 1: Includes personal data (gender, age, educational qualification, marital status, and years of experience).

Part 2: Includes questions about the independent variable (identification of training needs) and the dependent variables (the effectiveness of the training process and improvement of the employees and the organizational performance).

2.6.3 Statistical Methods

The researcher used the descriptive approach to determine the effect of the independent variables on the dependent variables in order to achieve the objectives of the research and to test the hypotheses. Different statistical methods have been used through the statistical analysis program (SPSS).

2.7 Definition of the Study Variables

Training is a set of effort that are related to the continuity status which aim at effecting a change in the skills, knowledge, and manners regarding the current or the future characters of working individuals in order for them to be able to perform their job in better way (Noe et al, 2005).

Training Needs: Representing the actual requirements that the human resources in the organization need, as which the training courses aim to achieve. The training needs are to be analyzed before to starting to prepare the training program, in order to ensure that this program is in line with the actual training needs for trainees.

- Employees Performance: The practical outcomes that result from events and achievements or works that the employees carry out within the organization.
- Organizational Performance: The practical outcomes that result from all activities carried out by the organization during a specific period of time.

3. The Theoretical Frame

The Concept of training is related to the employees acquire the knowledge and ideas necessary for practicing their work as well as providing them with the capability to use new means in an effective way. or in more sufficient way leading to a change in the manners and the trend of employees concerning the act towards, the performance and the situation through new ways (Noe et al , 2010) and has defined the training as being Training is a set of effort that are related to the continuity status which aim at effecting a change in the skills, knowledge, and manners regarding the current or the future characters of working individuals in order for them to be able to perform their job in better ways). Also, it has been defined by (Ivancevich, 2004) as being Training is the systematic of altering the behavior of employees in direction that will achieve organization goals. As for (Byars, 2000) then has identified the concept of training as being training is a learning process that involves the acquiring of knowledge, skills, concepts, rules, or changing of attitudes and behaviors to increase the performance of employees.

From all the mentioned above, the concept which is suggested by (Noe, 2010) that includes that the most aspect which is targeted by the research should be attained by the training process.

3.1 The Importance of Training

In order to attain the organization's objectives and purpose, the organizations do largely depend on efficiency of the performance of their human resources that participate in their works. Accordingly, a good preparation and rehabilitation for human resources are the basis that may be adopted by the organization to attain its goals efficiently and effectively. In fact Training increases the information of the human resources about the foreign competitors and their cultures, being definite and important matters at the foreign markets. Also, Training assists in assuring that working individuals shall obtain the basic skills of the work together with a new technology. Therefore Training help the organization in responding to the changing requirements of the environment as will as going a long with the updating and development occurring at the working environment. In fact Training helps the employees to understand the nature of the work, and contribute in improving the quality of products. Also, to improve the relation between the organization and its clients customers, and contributes in decreasing the turnover and accidents that occur at the organization. In fact Training contributes in reducing supervising to the human resources working at the organization and reduces mistakes and defects in their work. It also, contributes in causing the employees to be more ready to work with others more effectively. Also, we can determine the importance of the training for the employees, Job, organization, and society as the following:

1- The importance of training for the employees:

- A - To achieve knowledge of the organization and understand their role in it.
- B - Contributes to the development of their abilities and help to solve problems.
- C - Contributes to the development of the employee motivation towards a good performance.
- D- Contributes in the development of communication skills for employees.

2- The importance of training for the job:

- A- Contributes to know the function and tasks associated with them.
- B- Contributes to perform the job.
- C - Contributes to the transfer what the employees learn from the training program to the reality of his work.
- D- Contributes to the function development within the organization.

3- The importance of training for the Organization:

- A - Contributes to increase productivity through increasing the productivity of the employees and the job.
- B - Contributes link the worker's objectives with the objectives of the organization.
- C - Contributes to the development the methods of leadership in the organization.
- D - Helps to create positive attitudes and increase the effectiveness of communications with in the organization.

4- The importance of training for the society:

- A - Contributes to the development the methods for social interaction.
- B - Contributes to the creation and development of administrative leaders for the society
- C - Contributes to orientation the human resources for the successful various trends in society.

Accordingly, the researcher believes that the training is great importance for the organization and it has big contributes to improve the performance of the employees and their capabilities in the organization.

3.2 Training Needs

The training needs are considered the key steps of the training process in organizations, and represent the actual as requirements which the training programs aim to achieve. The training needs are identified prior to starting to prepare the training program, to ensure that this program is in line with the actual training needs for trainees. The training needs are considered a strength aspect to the organization when the organization can identify the needs of its employees properly and accurately. Also, it is considered a weakness aspect when the organization fails to identify the training needs of its employees, because they will constitute an unjustified cost and loss to organization and the employees. The process of identifying the training needs shall help the training departments in designing the training programs related to the needs of employees and organizations, and to identifying the standards indicators that can measure the change in trainees behavior as a result of training process (Al-Azzawi and Jawad, 2010). Also, the organization is working to achieve its objectives efficiently and effectively, which requires that the training process shall be one of the basic and important processes within the organization, as being the main method that helps the organization's administration. The basis of the success training depends on the success of identifying training needs process which constitutes the backbone of the training process, and lead to the success of the training programs that is reflected positively on the work of the organization and the organization employees. The organization can identify the training needs that training scheme shall follow in order to get training needs constructed on correct and accurate scientific basis through the following:

1. Analyzing the organization: Studying the organizational and the administrative patterns and situations in the organization that helps to identify locations within the organization where the training is necessary. The main objective of the organization analysis is to identify the areas where there is a need for training, and identifying the type of training it needs, also, the organizations are facing many different procedures that require to determine the main steps to address these procedures. Some of the key indicators that may contribute to determine the required training needs, as well identifying the training programs needed to achieve this objective, which include:

- Addition of new production lines.
- Using new technology and techniques.
- The existence of the organizational changes.
- Confronting competing organizations.
- Introduction of new product.

2. Job Analysis: Aims to study the different jobs and actions of the organization's employees and focusing on the task or work, in order to determine the necessary requirements that help in strengthening the competitiveness of the organization through its jobs.

3. Individual Analysis: The individual analysis intends to measure the individual performance in his current position, and his future ability, in order to identify the skills, knowledge and attitudes he needs.

The main indicators that point to identification of training needs at the level of personnel include the following:

- The need upon promotion.
- The need upon transferring.

- The need upon appointment new employers.
- Performance Assessment Process.
- Others such as (management by objectives, control over the quality of performance, work design and analysis requirement.)

Also, there are many methods can used to identify the training needs which are:

- * The results of human resources planning.
- * The results of the job analysis and design.
- * The results of evaluating the performance of employees.
- * Studying the developments which are planned.
- * Studying the organizational structure.
- * Follow up the new technological development.
- * Analysis the environment and the circumstance of the organization.
- * Planning a career path.
- * Take advantage of the following indicators:

A - Audit reports.

B - Output reports

H - Quality reports.

D - Marketing reports.

E - productivity reports.

F - Rate of turnover of work.

4. Previous Studies

This part of the research discusses some of the previous studies that have appeared in the field of research topic which is related to determine the effect of the identifying training needs on the effectiveness of the training process and improving the performance of employees and the organization. Among the findings of these studies as follows:

- Recognizing the training methods and its impact on the effectiveness of training programs.
- Identification of training needs which is considered as a basic element to achieve success, upgrades work, and making the right decisions in the training process.
- Most of the organizations work to identify the training needs in order to contribute to the achievement of its objectives.
- Employees in most organizations represent the backbone of the success of training process when identifying their needs properly.
- Implementing training programs in the organization which participates in fulfilling its training needs in various fields, and the need to establish specialized units to follow up the training needs for employees and the organization.

5. Applied Study

This secession includes the results of the statistical analysis and the study results as the following:

5.1 Characteristics of the Sample of the Study

Table 1. Characteristics of the sample of the study

Gender	No.	PERSENTAG
Male	70	70%
Female	30	30%
Total	100	100%
Age	No.	PER.
20-29	25	25%
30-39	20	20%
40-49	35	35%
Above -50	20	20%
Total	100	100%
Marital status	No.	PER.
Married	90	90%
Single	10	10%
Total	100	100%
Educational attainment	No.	PER.
High School	20	20%
Diploma	15	15%
Bachelor	60	60%
MS and PhD..	5	5%
Total	100	100%
Years of Experience	No.	PER.
1-5 years	15	15%
6-10 years	50	50%
More than 10	35	35%
Total	100	100%

5.2 Test of the First Main Hypothesis

H_{01} : There is no effect of statistical significance at level (0.05) for identifying training needs on the effectiveness of the training process.

To test this hypothesis the regression analysis was conducted and the following table shows the results linked to that:

Table 2. Result of regression analysis: regressing (ITN) variables against (ETP)

Variables	Beta coefficient	T	Sig
ITN	0.325	0.932	0,02

Table 2 includes the regression coefficients and calculated significance value in order to measure the affect of construct of (ITN) and the dependent variable (IPEO) within a confidence interval = 95% and a proposed significance level = 0.05. The table indicates that a significant positive impact for the (ITN) with the (IPEO) was found (Sig = 0.02, Beta = 0.325). Therefore, the Null hypothesis (1) is rejected and the alternative hypothesis is accepted, which states that (ITN) variable effect on the (IPEO) at $\alpha = 0.05$.

5.3 Test of the Second Main Hypothesis

H_{02} : There is no effect of statistical significance at level (0.05) for identifying training needs on improving the individuals and organizational performance.

Table 3. Result of regression analysis: regressing (ITN) Variables against (IPEO)

Variables	Beta coefficient	T	Sig
ITN	0.243	1.247	0,000

Table 3 includes the regression coefficients and calculated significance value in order to measure the effect of construct of (ITN) and the dependent variable (IPEO) within a confidence interval = 95% and a proposed significance level = 0.05. The table indicates that a significant positive impact for the (ITN) with the (IPEO) was found (Sig = 0.000, Beta = 0.243). Therefore, the Null hypothesis (2) is rejected and the alternative hypothesis is accepted, which states that (ITN) variable effect on the (IPEO) at $\alpha = 0.05$.

6. The Conclusions and Recommendations of Study

6.1 Conclusions

In this study, the research aimed to find the impact of identifying training needs on the effectiveness of the training process and improving the individuals and organizational performance in the Jordanian health sector and the outcomes following from this conclusion:

- 1- Through the above, we find that the process of identifying the training needs of the organization helps to achieve the following:
 - Success of the training programs implemented by the organization.
 - Contributing to achieving the organization's objectives efficiently and effectively.
 - Identifying the training efforts clearly.
 - Contributing to design a successful training policy for the organization.
 - Contributing to encountering the organization's needs for training programs.
 - Treating different problems that face the organization.
 - Contributing to creating the competitive advantage of the organization against other organizations.
- 2- It has been found that the most active factors necessary for the success of training process from the instructors point of view are the perseverance to train and raise the efficiency of trainees through conducting educational seminars and training courses.
- 3- It has been found that the most important problems facing instructors during the training process are the lack of practical application of the skills acquired by the trainee.

6.2 Recommendation

In order for the organization to be efficient in identifying training needs, a set of methods that the organization can utilize to identify training needs, as follows:

1. Utilization of human resources planning outcomes that lead to identify the organization's need of human resources in quantity and quality.
2. Utilization of the outcomes of employees performance measurement and assessment process which lead to identify the efficiency level of employees' performance and identifying the weakness points of their abilities, skills, experience and knowledge, as well as the undesired behaviors which can be addressed through identifying the required training needs.
3. Utilization of the outcomes of work analysis and design process that helps in identifying duties and responsibilities for each job, as well as identifying the requirements necessary to perform these jobs and addressing the existing weakness by identifying the required training needs.
4. Utilization of the developments and expansions planned by the organization to identify the required training needs to deal with them.

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