

Impact of the Training inside the Workplace on Improving the Employees Performance in Jordanian Industrial Companies

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Abstract: *This study aims to analyze the impact of the training dimensions inside the workplace which are the (self-directed training, apprenticeship, simulation, virtual reality, administrative games, modeling of behavior, job enrichment, work teams, practical training, job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies, The study population consists of the employees in the industrial companies listed in Amman Financial Market of (42) companies, and the study sample was selected by simple random sample method where it was distributed (126) questionnaire, and at a rate of (3) questionnaires for each company were retrieval (121) questionnaire with retrieval ratio amounting to (96%), were excluded (3) questionnaires because they are invalid for the statistical analysis, and thus the number of valid questionnaires for analysis amounting to (118) questionnaire. The study reached to some results, among them the following:*

a. The descriptive analysis results showed that the employees estimates in the industrial companies on the application level of the training dimensions inside the workplace was (positive), and this means that the assessment level of the employees to apply the training dimensions inside the workplace was ranged between (middle and high) from their perspective.

b. The results of Friedman test showed that there existence statistically significant impact at the significance level ($\alpha = 0.05$), for the training dimensions inside the workplace which are the (self-directed training, apprenticeship, simulation, virtual reality, administrative games, modeling of behavior, job enrichment, work teams, practical training, job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies.

Keywords: *Training, Training inside the workplace, Employees performance, Jordanian industrial companies.*

I. INTRODUCTION

The organizations seeking to adopt a clear and precise procedures in selection of best of the human elements and most efficient, and there are many developments and changes that occur in the organization environment, in addition to the continuing evolution in the level of technology used, or update methods of production the goods and services provided, and the continuous change in the needs and preference of customers , in order for these organizations keep up with the changes and developments taking place in its surroundings, so these organizations may be work to increase the ability of their employees to adapt and respond to these changes and developments, and since these organizations seek to increase their ability to achieve excellence in performance, it has developed a work methods and training programs, and applying new methods lead to improved the performance, and (Barney, 2007) confirms on role of the human element as a strategic partner in building a competitive advantage. And (Kortell & Nouri, 2011) see that the contemporary trends in training, is to enter the computers (PC) and reliance on electronic devices and automated man (robot) in fields of the production and industry, in order to improve the performance level in these organizations. The training inside the workplace comes as the most common types of the training, where the organizations prefers to follow this method because of its advantages outdone by the rest of the other types of training, and it is often the primary objective of the training is to improve the performance or development of the working methods or solving the problems facing the organizations, and should be that the training objectives are clear, declared and realistic (David, 2010), and noting that as the training was more important for the employees whenever it more attractive for them, and whenever interest it has increased more led to achievement of value added greater for organization (Noe & et al., 2010).

II. METHODOLOGY

2.1. The Study Problem and its Questions

Some of studies have shown on existence impact the training to improve the employees performance, and even though that many of the industrial companies apply some types of the training, but it is still suffering from the decline in the efficiency level and low of the productivity level (Al-Saraireh, 2009), has be a reason for

this scarcity of qualified human resources that could contribute to improving and developing of performance of the public and private sectors. It can be noted here that the study problem in look of the industrial companies to the employees as one of the production elements only and do not consider them the most important supplier of all the organization's resources, as well as its view to the training as an additional cost paid by the organization (Refaei, 2008), and engaged in training inside the workplace just as a routine activity or perfections (Sadeq, 2012), in order to ensure that the worker doing of duties his job smoothly, and the fact that they must look at it as a long-term investment in the human element, and as a necessity to preserve on survival of the organization and continuity and excellence, so this study will test impact of the training inside workplace to improve the employees performance in Jordanian industrial companies. From here came the need to know the extent of interest in Jordanian industrial companies to apply the training dimensions inside the workplace seeks to improve the performance of their employees. The study seeks to answer on the following questions:

- a. What the application level of the training dimensions inside the workplace in Jordanian industrial companies from the perspective of their employees?
- b. Is there a significant impact for the training dimensions inside the workplace on improving the employees performance in Jordanian industrial companies?

2.2. The Study Importance

The importance of the study was stemmed of the benefits that can be achieved by the training in general and training inside the workplace, in particular, as an effective means to prepare and create the employees to accomplish their work done efficiently and effectively, and improving and developing the employees performance, by providing them with the necessary expertise and skill with which is working to raise their efficiency, or lead to modify their behavior to the desired behavior, and statement the effect of the training on the employee performance (Lien, 2007). The benefits that can be achieved by the training inside the workplace possibility of stand on the real level for the employees performance, also the importance of the study was stemmed of importance of the industrial companies in supplying and development of the national economy and comes the focus on the human element as the only element able to thinking and creativity, and adapt and respond for the variables that occur in the organization environment (Abbas & Ali, 2011).

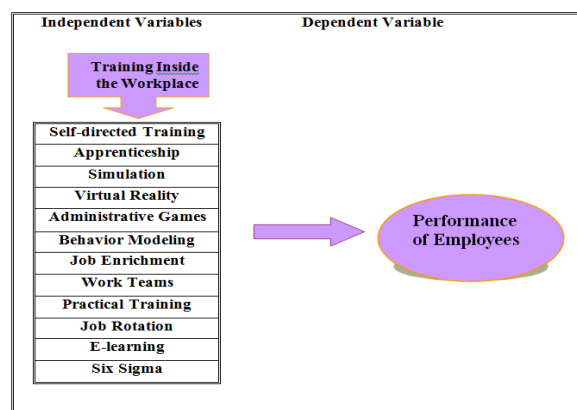
2.3. The Study Objectives

The study aims to achieve number of objectives, which are as follows:

- a. Identify the concept of the training inside the workplace and its dimensions in Jordanian industrial companies.
- b. Identify the concept of the employee performance and indicators of measured.
- c. Analyzing impact of applying of the training dimensions inside the workplace on improving the employees performance in Jordanian industrial companies.
- d. Offering some recommendations and suggestions for the decision-makers in Jordanian industrial companies in light of the findings of this study, in order to put the mechanism to improve the employees performance in the mentioned companies.

2.4. The Hypothetical Model

In light of the study problem and its objectives the researcher was proposed to put hypothetical model for the study, which shows the relationships between the study variables and the directions of their effect. As described in Figure (1) as follows:



Source: Prepared by the researcher.

Figure 1. The Hypothetical Model

2.5. The Study Hypothesis

This study seeks to test the following hypothesis as null (H_0), and are as follows:

H₀: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for application of the training inside the workplace dimensions which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies.

2.5. The Study Terminology

This part deals with definition of the terminology contained in this study as follows:

- **Training inside the workplace:** means the new or old employees training which are lack in experience, by using the equipments and the facilities existing within the organization, and by observing the colleagues or tradition of the managers in its performance of their business, or under their supervision (Noe & et al., 2010).
- **The Employees performance:** is defined as the output achieved by the employee when completed the work ascribed to it, and reflects at extent of the change or the addition in the outcomes or outputs which correspond to the plans and objectives set in fields of the outcomes, behavior and personality (Abu Sheikha, 2013).

III. THEORETICAL FRAMEWORK & PREVIOUS STUDIES

3.1. The Theoretical and Conceptual Framework

3.1.1. The Training Concept

The training in general aims to achieve a set of objectives, including: the ordinary objectives that will help the organization on continue to carry out its ordinary activities and at rates the usual efficiency, oriented objectives: which be routed to solve the problems, or to detect the weaknesses or to detect specific problems plaguing of the organization, and to analyze their causes and motives, and develop skills to deal with them, and designing appropriate the training programs to overcome these problems, while the training objectives innovative and creative: which is one of highest of the training tasks levels, aims to achieve extraordinary results and to achieve excellence of the organizations (Yagi, 2010).

The training inside the workplace is major activity which practiced of most the industrial companies, and the concern has grown in this type of the training as a result for increasing competition between the companies, and increasing the change in the business environment, as well as a result of large develops in function of each of the training management and the human resources management, and the training is an essential element of the administrative development elements and a means of its important means, and the training means in its modern conception total of operations and activities of the successive and interconnected, coordinated and made before or after starting the individuals for work could be inside or outside the organization (Al-Kubaisi, 2010), and looks at the human element as the essence of excellence and creativity, and its container, and the training is permanent and continuous process to keep up with continuous change in the work environment, so as to improve and develop the employees skills and their abilities to change their behavior and attitudes for the better (Aḳl-Husseini, 2011) (Al-Azzawi & Jawad, 2010), and can not be the training to contribute of solving all the problems facing the organization, and looks at the training that the basis centered for development and improvement on the individual level, function, and organization, and to ensure the presenting of appropriate training programs in a timely manner, must be determined, planning and implementation of the important activities and programs within the training and development management function (Noorjahan, 2007), the training inside the workplace is the basic means of transfer and localize of knowledge between all the employees levels, which has become one of most important of the competitive advantage components with a direct impact on the organizations, and most important resources and capabilities that organizations is trying to owned by in order to distinguish itself from other organizations, so that the focus on operations of attract and attracting, training and development the employees, the next challenge that will face the organizations is their ability to find the highly qualified intellectual capital, represented by the qualified employees, talented, high skills and diverse, and its construction and invest in it and maintain it (Dessler, 2013) (Al-Enezi & Ahmed, 2009), and the errors being committed by a lot of the organizations in the training activity, implementation of the training in a traditional way and (routinely), where does not focus on development of the ideas or ethics or personal skills, as well as does not focus on training the employees on how to deal with each other.

3.1.2. The Training Schools

The intellectual schools are divided the training concept in terms of implementation to the following (Al-Jawhari, 1983):

- a. **The First School:** is diving school and flotation, where supporters of this school sees that the employee can learn through putting him at the work site and leave to learn by trial and error experience, and the drawbacks of this school, this method may be lead to causing big losses to the organization, in addition to wasting the time and effort.
- b. **The Second School:** it expressed through the statement (sent with Joe), such that is appended the new employee with one of employees with an experienced and good reputation, and entrusts to him in his teaching on methods and ways of the work performance, and this method considered of the methods that achieve the success in arrival of the training to its objectives, and contributes to shortening the time to achieve the learn clearly.
- c. **The Third School:** this school is called the systemic school, and methodology used in the training, such that choosing the best methods and available means of training with minimum costs, and noting from through review of the previous intellectual schools, that the first and second schools have focused on concept of the training inside the workplace.

3.1.3. The Training Inside the Workplace

Most companies practiced training of the employees inside the workplace, because this type of the training of advantages superior to other types of other training, and can be referred to some of positives of training the employees inside the workplace, which is represented in possibility of the supervision and stand on the real level of the employees, and reduce the cost of training, and need not to allocate a full time trainers or training halls and fittings for this purpose, and ease to transfer the expertise and knowledge that are characterized by the organization in its performance for its business directly and through the generations, and possibility to assess the employees level by their superiors directly, but the negative aspects are twice as trainers or frequent their preoccupation and not exclusively carrying for duty training, or lack of their desire to transfer the skills, knowledge and experiences to the employees, fearing that the their competition is on job sites that they occupy, or in order to maintain their prestige and their monopoly of knowledge or skill, so keep these companies that they need, or the unwillingness of the employees themselves to learning at the hands of their supervisors or their superiors so as not to discover their weakness or their ignorance points, this type of training considered of the most common types of training, and the training inside the workplace before practice the employee for the duties of his job or after, it is determined type of training, duration and how they will, according to the trainees level and the potential of the organization and the time available to implementation of the required training, in addition to provide the necessary financial allocations, and often the companies aim from behind to make sure that the employee had acquired the information and skills or behaviors, which enables him from carrying out the functions and duties of his job (Abbas & Ali, 2011) (Abu Nabaeh, 2004).

There were many and varied views of the writers and researchers whom addressed types and methods of training (Arora, 2011) (Dessler, 2013) (Noe & et al., 2010). Jibreen & Mohammed (2013) addressed variables (modeling behavior, and training needs, learning in work, and interaction) as fields of the training intelligence, and some of them divided on the basis of location or time, as well as some of them divided in terms of content or objective or according to the level, it will be addressed partition based on location, specifically training inside the workplace because for this type of great significance to training and development of the employees in these companies, and the most important types of training that the organization can be convened inside the workplace, as follows:

1. **Self-Directed Training:** The employee in this type of training depend upon viewing on information and publications, newspapers or journals or through doing researching in the internet to get ideas or new ways to accomplish his duties, and for the training and develop himself, and the responsibility of training lies here on the employee himself (Boyer & Lambert, 2008) (Noe & et al., 2010).
2. **Apprenticeship:** This method is used rough inflict the trainee in one of his colleagues of qualified employees, which gets the trainee specialized training in a specific career, and could get the trainee on the training inside the hall and inside the workplace and are gained certain administrative skills, theoretical and practical, to do the workloads be occupied in the company, and this type of training may need to be long period (Glover, 1986) (Rowh, 2006), and can be entrusted to the manager or to the colleague training for one of the employees and develop its skills and provide him the feedback about the level of his performance, as well as his enable and motivate (Peterson, 1996) (Augili, 2009).
3. **Simulation:** Since is put the trainee in a real position and realistic similar completely to the job or work that would play in the future, and are represented the work environment by realistic training environment, this method is used when there is a great risk, or the high cost in the direct training on the real model (Abu Sheikha, 2013), and the trainee can know the work output and results of the decisions made by in the training environment (Weinstein, 2007).
4. **Virtual Reality:** It used the technology based on the computer, and provide the trainees by education services of three-dimensional, such that the trainees is practiced during which the training in a realistic

simulation environment that simulates certain assumptions, and being responding electronically by their reactions to the situation that has been assumed, and the embodiment boils down that the trainer to embody his illusions and his perceptions by using the computer to simulate the job requirements or simulate the needs and desires of customers (Noe & et al., 2010).

5. **Business games:** The training is done in its light to solve the problems and decision-making, that the trainer to provide the trainees by enough facts for a subject or a specific problem, and requests from the trainees have to compete to reach the correct solution, and the trainees doing to collect and analyze information about given situation and take the decision in a preliminary basis, and works of this type training to develop the management skills (Dvorak, 2008).
6. **Behavior Modeling:** it is considered one of the most important means to teach the effective skills between the trainees, and is used in the field of adjusted and correct the trainees behavior to equip them with behavioral patterns specific, and done offering videotapes or electronic equipment submitted to the computers or to offer short masques illustrate specific false behavioral patterns, and the trainees with the help of trainer to identify these patterns, and its analyze and comment on them, and then display the material that illustrate the correct behavioral model (Jibreen & Mohammed, 2013) (Hollis, 2003).
7. **E-learning:** The education through of using the computers and the internet, and intranet represented by e-organization networks, the system allows for the trainees by interaction with the training material and with the other trainers, and are exchanged and to gain experience with each other in some fields, and develop some knowledge's or skills at them (Murphy, 2008) (Rosenberg, 2001).
8. **Work Teams:** It used these teams permanently or temporary, and this type of training help the trainees to learn through the exchange of the experiences and skills, and benefit from the sharing in ideas and opinions, and contribute to a greater understanding of the relationships and increase the cooperation and commitment among the employees, and to increase awareness of the organization functions in a comprehensive (Mishev, 2004) (Carey, 2006).
9. **Practical Training:** Training takes to deal with the real and actual problems occur in limited circumstances (Radwan, 2013), and also on how to deal with these circumstances and to find appropriate solutions, and the trainee to perform simple and easy part of the work is under the supervision of a trainer, then the trainee moves on to perform another part of the work itself until the worker mastered the work performing complete.
10. **Six Sigma:** The employees are provided with a set of methods and measurement tools, as well as some specific tools to measure the quality level, and their training and education on methods of use, in order to reduce the defective rate, reducing the cost, and reduce the change in production, and increase the quality (Lancaster, 2003) (Gale, 2003).
11. **Job Rotation:** This type of the training includes transfer the worker from department to another and from job to another, and be his education and guidance on how to perform the works of the new function, so leads the worker most of the organization functions, this method used to grant the worker area for the diversification of the jobs held by, and thus the diversity of knowledge and skills that his acquire (Weinstein, 2009) (Augili, 2009).
12. **Job Enrichment:** This type of training is used to add some functional tasks from the highest level to one of the employees at the lower administrative level, to stir challenge of and enthusiasm this worker, so that the worker doing to perform these tasks under the watchful eyes and directives of his top president, in order to prepare the worker to perform such tasks at some point in the future, and this method used to avoid an error occurs in some of the tasks and duties when occupancy in the future (Joudeh, 2010).

3.1.4. The Performance Concept:

The performance considered the total sum for the activities and tasks which implemented by the organization, and reflects both the objectives and means, and is defined as the level of efficiency and effectiveness achieving by the organization, also is defined as that functional behavior purposefully carried out by the employees for completion of their works which carrying out (Nbshi, 2014), while the process of the employee performance assessment it means procedures estimating the performance any individual from the employees during a certain time period to determine the level and quality of the performance achieved, some published studies in the journal (Fortune, 2000) showed differing the results of two organizations competing, although similarity the resources used to they had, and found that the reason for this due to the differing in the employees performance, where the Journal doing to arrange the best companies, and found that the best companies were characterized by the presence managers which managed to understand how to measure the performance, as well as how to deal with the process of the employees encouraging through the adoption of the performance incentives concept, and how to focus on the excellence in performance, and focus on the customer loyalty and development the employees (Bratton, 2003), and are summarized the factors that determine the elements of the performance assessment in the personal factors, results and behavior (Abu Sheikha, 2013).

Given the difficulty of measuring the behavior and personality, and the need to passage of a long time to figure out the impact of training on these factors, it will be dealt to search the results as the final outcome for the performance, which is often the most important objective for the judgment on the improvement extent in the performance level.

And attention should be given to the human element as the container of which containing on operations of the development and innovation, creativity and excellence (Saleh, 2010), and without this element becomes the organization with all its of high-technologies and luxurious buildings, modern equipment just rigid structures no life in it, from here comes the need for attention to training inside workplace to improve the employees performance, and the necessity of interest in this vital resource and take care of him and his training, development and retention of it (Durah, 2010).

3.2. Previous Studies

In order to highlight the literature related to the subject of the study and its elements it has been inserted a number of studies, which are as follows:

- Study (**Al-Naqeib, 2014**) entitled: Indicators of measure the investment returns in training in the academic libraries Saudi Arabia..

The study aimed to identify how to use the modern methods to follow the return of investment in the training, and the most important findings of the study, that the training leads to improving in quality of the employees performance in libraries, and that the greater of the expenditure size on the training has increased the improving level of the employees performance.

- Study (**Az-za'aki, 2013**) entitled: Methods of identifying the training needs and their relationship to development of the human resources in Saudi Telecom Company.

The study aimed to test methods to determine the training needs and their relationship with the results efforts of development of the human resources in Saudi Telecom Company, and the most important findings of the study, necessity to adopt a motivational techniques to keep on the employees whom considered the essence of distinguish for the company, interest in ways to determine the training needs for strong relationship to development of the human resources, enter training methods can be through which of development the employee on the personal level.

- Study (**Jibreen & Mohammed, 2013**) entitled: Role of the training intelligence in achieving the operational objectives in the commercial banks operating in Jordan.

The study aimed to identify the role of the training intelligence in achieving operational objectives in the commercial banks operating in Jordan. Among the most important findings of the study that there existence of role for the training intelligence in achieving the operational objectives which are (behavior modeling, learning by work, training needs, and interaction).

- Study (**Sadeq, 2012**) entitled: Identification of training needs in the public sector.

The study aimed to identify what the real training needs, and what its important for any training activity, and the most important findings, the need for correct identification of the training needs, and comprehensive analysis of the function and the workforce, and found that the perception training activity is still a traditional look and considered an perfections activity.

- Study (**Abu Baker, 2011**) entitled: Human Resources applications and the institutional performance in the national oil company in Sudan.

The study aimed to describe the impact of the human resources applications which are (appointments, training and development, returns and compensations, and labor relations between employees) on the institutional performance, and the study concluded that there existence of a positive correlation between the human resources applications and the institutional performance in the national oil company in Sudan.

- Study (**Al-Awawdeh, 2011**) entitled: Impact of using the training strategy on the employees performance in administrative departments at the University Al-Albeit.

The study aimed to test the impact of the training strategy on the employee performance, as well as to analysis the relationship between the training strategy and the employee performance, and the most important findings of the study that there existence of a significant impact for the training in improving the employees performance.

- Study (**Al-Sarayreh, 2009**) entitled: Training programs and their role in improving the employees performance in the Income Tax Department.

The study aimed to identify the impact of the training programs in improving the employees performance, and the most important results of the study that there existence of impact for each of the (training planning, training type, training location, duration of the training, and training skills) in improving the employee performance.

- Study (**As-Sheikh, 2008**) entitled: Impact of the training and motivate in development the human resource in the Islamic countries.

The study aimed to analysis the impact of the training and motivate in development the human resource, and the most important findings of the study that there existence of impact for each of the training and motivate in development the human resource, and there existence of impact for each of the (training planning, and duration of training) in change the perception about the human resources.

- Study (**Debbie, 2005**) entitled: Development of the training programs in the front rows improves the service which provided to customers.

The study concentrated on statement of the importance of developing the training programs in developing the necessary skills to improving quality of provided services for customers, and the study aimed to identify the required skills to improve the satisfaction level for provided services for customers. The study concluded that it must be applied the training programs within the organization, and that the training programs include a positive communication, trust, report writing, literature when using the telephone, knowledge, problem-solving and disputes, decision-making, a clear understanding of the procedures and policies and procedures in the organization.

- Study (**Qaa'ed, 2003**) entitled: Role of the technical education and vocational training in development of the human resources in small businesses sector, reality and ambition: Analytical study.

The study aimed to statement of the importance of the human resource development and determine the relationship between the demographic variable and labor market, and analysis of the importance of the education and the statement of the educational structure and its relationship to the labor market. The study found that the training and rehabilitation considered as a mandatory process on every employer, and the necessity of activating the cooperative vocational training system between the private sector and the technical education institutions and vocational training, and the need to encourage apprenticeship system, and activation of voluntary organizations or civil society to contribute in areas of the vocational training.

- Study (**Erhaim, 2002**) entitled: Reality of the training in Jordan at the public and private sectors.

The study aimed to identify on the weaknesses in the training system in the governmental organizations that contain within its organizational structure on the competent body training. Among the most important findings of the study, the lack of these organizations to existence of a long-term training plans, and were limited to annual plans, as well as does not relying on the performance evaluation results at nomination of the employees for the courses.

- Study (**Al-Ugaili, 2002**) entitled: Effectiveness of the training and its impact on improving the employees in the National Foundation for funding.

The study aimed to recognize on reality of effectiveness of the training, and its expected effects on the performance, and showed a fluctuation in the financial resources which allocated to the training, and that the training needs are not determined in accordance with the scientific methods, in addition to the lack of the training programs compatibility with the actual needs for the trainees, and is attributed the reason to existence of favoritism at selection of trainees.

IV. METHOD & PROCEDURES

This section deals with the adopted approach in the study and the study population and its sample, as well as to the study tool that has been used to obtain and analysis the data in order to reach at the results, the following description of these procedures:

4.1. The Study Approach

The study relied on a descriptive and analytical approach to achieve the study objectives, which aims a descriptive approach to description of the study sample individuals responses on dimensions of the training inside the workplace, and the analytical method aims to analyze the impact of the training dimensions inside the workplace on improving the employees performance in Jordanian industrial companies, and access to some results contribute in understanding the reality and its development.

4.2. The Study Population & its Sample

The study population consisted the employees in the industrial companies listed on Amman Financial Market of (42), according to the Amman Financial Market site (www.ase.com.jo) for year (2016). The study sample was selected using the simple random sample method then were distributed (126) questionnaire, at a rate of (3) questionnaires for each company was retrieved (121) questionnaire which reached questionnaires retrieved ratio (96%), and after review and audit questionnaires retrieved, were excluded (3) questionnaires to be infeasible because of the failure to respond to a number of items, and thus the number of valid questionnaires for statistical analysis (118) questionnaire, and the ratio of the number of valid questionnaires for analysis of the number of distributor (94%). In light of the above it has become the final study sample (118) employees.

4.3. The Study Tool

To achieve the study objectives, and after returning to the administrative literature, the tool is designed to describe dimensions of the training inside the workplace. The tool consisted of three parts, the first part of which dealt with the personal and functional information, while the second part has included dimensions of the training inside the workplace which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games, behavior modeling, job enrichment, work teams, practical training, job rotation, e-learning, and Six Sigma), while the third part included the variable (performance of employees) in Jordanian industrial companies. And was used (Likert Scale) to measure the degree to evaluation dimensions of the training inside the workplace. It was the adoption of a scale to measure the dimensions of the training inside the workplace, is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is $\{(1-5) / 3 = 1.33\}$. And thus the three levels as follows:

Low adoption level	Medium adoption level	High adoption level
1-2.33	2.34-3.67	3.68-5

After that was measured the tool sincerity and its reliability, as follows:

a. Tool Sincerity

Has been verified the (Face Validity) of the study tool, and through the presentation to a group of arbitrators with expertise and knowledge of literature business management, scientific research methodology, and applied statistics at Zarqa University, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is designed in its final form.

b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using coefficient (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.628), and is very good this value for administrative and human research.

V. THE STATISTICAL ANALYSIS OF DATA

The purpose of this section to present the results of the statistical analysis of data related to the responses of the study sample, and presenting the results related to answer the study question and test its hypotheses, which was reached through using some of the statistical methods available in the Statistical Package for Social Sciences (SPSS). In order to present the study results it was classified as follows:

5.1. Results related to the study question

What the adoption level of the training dimensions inside the workplace in Jordanian industrial companies from the perspective of its employees?

To answer the study question, it has been calculated the means and standard deviations to estimates the employees responses about adoption level of the training dimensions inside the workplace in Jordanian industrial companies which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games, behavior modeling, job enrichment, work teams, practical training, job rotation, e-learning, and Six Sigma). As shown in the following Table (1):

Table 1. Means and Standard Deviations for dimensions of the training inside the workplace (N=118)

No.	Training inside the workplace dimensions	Mean	Std. Dev.	Rank	Adoption level
1	Self-directed Training	3.62	0.88	11	Medium
2	Apprenticeship	3.79	0.94	10	High
3	Simulation	4.05	0.81	6	High
4	Virtual Reality	4.03	0.76	7	High
5	Administrative Games	4.28	0.87	3	High
6	Behavior Modeling	4.02	0.86	8	High
7	Job Enrichment	3.45	0.86	12	Medium
8	Work Teams	4.31	0.63	2	High
9	Practical Training	4.15	0.79	4	High
10	Job Rotation	4.34	0.68	1	High
11	E-learning	4.09	0.75	5	High
12	Six Sigma	4.00	0.82	9	High

Evident from the results in Table (1), that the (job rotation) dimension get on the (first) rank in terms of its importance for the study sample, with mean was (4.34) and standard deviation (0.68), and the (work teams) dimension get on the (second) rank, with mean was (4.31) and standard deviation (0.63), while the (administrative games) dimension get on the (third) rank, with mean was (4.28) and standard deviation (0.87), and the (practical training) dimension get on the (forth) rank, with mean was (4.15) and standard deviation (0.79), and the (e-learning) dimension get on the (fifth) rank, with mean was (4.09) and standard deviation (0.75), and the (simulation) dimension get on the (sixth) rank, with mean was (4.05) and standard deviation (0.81), and the (virtual reality) dimension get on the (seventh) rank, with mean was (4.03) and standard deviation (0.76), while the (behavior modeling) dimension get on the (eighth) rank, with mean was (4.02) and standard deviation (0.86), and the (six sigma) dimension get on the (ninth) rank, with mean was (4.00) and standard deviation (0.82), and the (apprenticeship) dimension get on the (tenth) rank, with mean was (3.79) and standard deviation (0.94), while the (self-directed training) dimension get on the (eleventh) rank, with mean was (3.62) and standard deviation (0.88), and finally the (job enrichment) dimension came in (twelfth) rank and the last on the ladder of priorities for the employees in Jordanian industrial companies, with mean was (3.45) and standard deviation (0.86) .

5.2. Results related to test the Hypothesis

Before testing the study hypothesis, the researcher sees that check the normal distribution property of the data variables of the study, it has been used for this purpose (One-Sample Kolmogorov-Smirnov) test. the results presented in Table No. (2) indicates to the test results.

Table 2. Results of (One-Sample Kolmogorov-Smirnov) test

No.	Study Variables	(Kolmogorov-Smirnov) (Z) values	Sig.
1	Self-directed Training	2.036	0.001
2	Apprenticeship	2.140	0.000
3	Simulation	3.228	0.000
4	Virtual Reality	3.305	0.000
5	Administrative Games	3.321	0.000
6	Behavior Modeling	2.450	0.000
7	Job Enrichment	2.496	0.000
8	Work Teams	3.113	0.000
9	Practical Training	2.576	0.000
10	Job Rotation	2.889	0.000
11	E-learning	3.330	0.000
12	Six Sigma	2.845	0.000
13	Performance of Employees	3.006	0.000

[Tabulated (Z) Value at the significance level ($\alpha = 0.05$), two tailed test] = 1.96

Evident from the results in Table (2), non verify the property of normal distribution of data for all study variables (self-directed training, apprenticeship, simulation, virtual reality, administrative games modeling behavior, job enrichment, work teams, practical training, job rotation, e-learning, Six Sigma, and the employees performance). which is supported by the calculated values of (Kolmogorov-Smirnov) which are greater than the tabulated value of (Z) amounting to (1.96), as well as the statistical significance (Sig.) of the mentioned variables less than the level of significance ($\alpha = 0.05$).

After being sure not to verify one of the most important properties of the study variables and property of (Normal distribution) mentioned above. The researcher using a non-parametric tests, as (Friedman) test, in order to test the validity of the study hypothesis or to be incorrect, as follows:

H₀: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for application of the training inside the workplace dimensions which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies. In order to test the validity of the study hypothesis was used the (Friedman) test. As shown in Table No. (3) below:

Table 3. Results of (Friedman) test, to measure the impact of application of the of training inside the workplace dimensions on improving the employees performance in Jordanian industrial companies

No.	Training inside the workplace dimensions	Mean Rank	Rank of impact strength	Chi-square (χ^2)	df.	Sig.
1	Self-directed Training	5.64	11	129.375	12	0.000
2	Apprenticeship	5.92	10			
3	Simulation	7.04	6			
4	Virtual Reality	6.81	8			
5	Administrative Games	8.04	3			
6	Behavior Modeling	6.96	7			
7	Job Enrichment	4.68	12			
8	Work Teams	8.17	2			
9	Practical Training	7.42	4			
10	Job Rotation	8.31	1			
11	E-learning	7.18	5			
12	Six Sigma	6.78	9			

[Tabulated value of Chi-square (χ^2) with (df. = 12) and ($\alpha = 0.05$)] = 21.026

Seen from the results in Table (3), there exist statistically significant impact at the significance level ($\alpha = 0.05$), for application of the training inside the workplace dimensions which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies. Which is supported by the calculated value of Chi-square (χ^2) amounting to (129.375) is greater than the tabulated value of Chi-square (χ^2) amounting to (21.026), as well as the statistical significance value amounting to (0.000) is less than the significance level ($\alpha = 0.05$). In light of the previous results have been the null hypothesis (H_0) was **rejected**, and to **accept** the alternative hypothesis (H_1) that: there exist statistically significant impact at the significance level ($\alpha = 0.05$), for application of the training inside the workplace dimensions which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies.

Also, the results indicate that the (job rotation) dimension is one of the most training dimensions inside the workplace influence on improving the employees performance in Jordanian industrial companies, which is supported by the mean rank for the mentioned dimension amounting to (8.31), which exceeds the means rank of other dimensions.

VI. CONCLUSIONS & RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations of the study in light of the results, which are as follows:

6.1. Conclusions

The study reached to a number of conclusions, among them the following:

- a. The results of the descriptive analysis showed that the employees estimates in Jordanian industrial companies about the level of the training dimensions inside the workplace which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) was (positive), and this means that the training assessment level of application of the mentioned dimensions ranged between (middle and high) from their perspective.
- b. The results showed that the (job rotation) dimension get on the (first) rank in terms of its importance for the study sample, and the (work teams) dimension get on the (second) rank, while the (administrative games) dimension get on the (third) rank, and the (practical training) dimension get on the (forth) rank, and the (e-learning) dimension get on the (fifth) rank, and the (simulation) dimension get on the (sixth) rank, and the (virtual reality) dimension get on the (seventh) rank, while the (behavior modeling) dimension get on the (eighth) rank, and the (six sigma) dimension get on the (ninth) rank, and the (apprenticeship) dimension get on the (tenth) rank, while the (self-directed training) dimension get on the (eleventh) rank, and finally the (job enrichment) dimension came in (twelfth) rank and the last on the ladder of priorities for the employees in Jordanian industrial companies.

- c. The results of (Friedman) test showed that there exist statistically significant impact at the significance level ($\alpha = 0.05$), for application of the training inside the workplace dimensions which are (self-directed training, apprenticeship, simulation, virtual reality, administrative games behavior modeling, job enrichment, work teams, practical training, Job rotation, e-learning, and Six Sigma) on improving the employees performance in Jordanian industrial companies.

The results of this study came conformity with the study results of (Al Al-Awawdeh, 2011) and (Al-Sarayreh, 2009).

- d. The results indicated that the (job rotation) dimension is one of the most training dimensions inside the workplace influence on improving the employees performance in Jordanian industrial companies. This result was consistent with the descriptive analysis results of the employees estimates in Jordanian industrial companies on this dimension, which came in the (first) rank in terms of its importance in improving the employees performance in the companies mentioned.

6.2. Recommendations

In light of the results that have been reached, and depending on what is stated in the study literature, the study recommended the following:

- a. Necessity of attention the Jordanian industrial companies in the (job enrichment) dimension due to obtaining on (twelfth) rank and the last on the ladder of priorities of the employees assessing in the mentioned companies.
- b. Working to the adoption of the Jordanian industrial companies, the training method inside the workplace because of its clear impact in improving the employees performance, in addition to the advantages which achieved by this method, with interest in empowering their employees in some specialties through the involvement of the employees in training outside of work, as a necessity them to keep abreast of the continuous change and modernization in technology and the training methods.
- c. The need to organize the training courses and workshops and seminars periodically and continually aim to develop an awareness in the importance of application of the training method inside the workplace in Jordanian industrial companies.
- d. The need to the diversification in styles and methods of the training used inside the workplace, and input the modern technological means, and not rely on use of the traditional training methods, taking into account input the innovative and creative objectives in the training because of their importance in improving the employees performance with increased the reliance on use of the training means audio-visual and print.
- e. Working to enhance the strengths of some types of the training used inside the workplace, and by involving the largest possible number of the employees, and linking it with some of the moral and material incentives.
- f. Keep up with development and worked a necessary upgrades on the training methods and input best the modern types of training based on technological and realistic methods compatible with the work requirements that will be occupied the employee in the company.
- g. The need to adopt the senior managements for the Jordanian industrial companies, concept of the contracting out with qualified instructors in certain specialties, in order holding courses inside the workplace as one of the important elements of the modern trends to improve the employees performance and achieve their personal objectives.

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