

the relationship between the objectives of training programs and the performance of workers in the banking sector in palestine

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## **The relationship Between the Objectives of Training Programs and the Performance of Workers in the Banking Sector in Palestine**

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### **Abstract**

This study aimed to know the relationship between the objectives of the training programs and the performance of the employees working in the various banks operating in Palestine. In light of globalization and scientific and technological challenges, the banking sector operating in Palestine seeks to compete and excel. In order to achieve excellence, competitiveness and resilience, the banking sector relied on adopting advanced strategies to train employees and develop efficiency to achieve the highest quality of performance and achieve goals. Through this study, the researcher focuses on the relationship between the objectives of training programs and employee performance. To achieve this, the current research used a questionnaire and interviews, as it distributed 190 questionnaires to employees in different banks, and conducted eight interviews with human resource managers in banks. The interview consisted of six questions, the answers to which were open. The SPSS program was used for analysis and processing.

Results of this study included that the existence of a strong relationship and the impact of the objectives of training programs on the overall performance of employees. One of the most important recommendations is the need for trainees to understand the goals and objectives of the training programs.

**Keywords:** Training, Performance Employees.

### **1. Introduction**

Human resources are considered one of the main pillars of various institutions, whether they are private or public (Nassazi, 2013). The human element is the main driver of all activities and the basis of their effectiveness, especially if this resource is distinguished. With their skills, knowledge, and

ability to adapt to the nature of the work practices, and as a result of the accelerating technological developments and the successive challenges in the business environment, their effects have been reflected on the organizations, so it is necessary to reconsider, pay attention and focus on the role of Human Resources and development of skills, knowledge and capabilities (**Cohen.2017**). The organization focuses on training and follow-up activities for human resources, with the aim of developing new skills and knowledge, as well as keeping abreast of new functional requirements. (**Al-Madhoun. 2005**, ).

The employee is also the cornerstone of various organizations, without which material assets are lost. The human resource department should make every effort to get the right human resources for the nature of the work, train and motivate them so that the organization can reach its goal. In order to reach the goals and achieve the strategic goals of the organization, there is a need for continuous training and development of the human element, and in order to receive the benefits of training as quickly as possible (**Elnaga & Imran 2013**) it is necessary for the trainees to understand the desired goals of training that are compatible with the general goals of the organization, and these goals must be clear understandable and comprehensive. (**Sultan.2003**).

Therefore, human resource management in various institutions is concerned with the development and advancement of the human element. Training is one of the most important means used by the administration to achieve capacity development in scientific and behavioral for employees in order to pave the way for the prosperity and growth of the organization(**Elnaga & Imran 2013**).Therefore, one of the conditions for the success of the training program and its impact on the performance of employees is to clarify the goals and objectives of this program and to ensure that the trainees understand these goals and their compatibility with the general goals. (**Al-Salam & Saleh 2002**) in order to face changes at the level of the internal and external environment. In order to enhance the enterprise's market position, resilience and competition, the top management should put more effort into training and developing employees at various managerial levels increasing their capabilities, skills and competencies. (**Goldstein & Ford 2002**) The objectives of the training programs and their compatibility with challenges and their ability to face them helps the organization to withstand and compete. It also contributes to developing the skills and capabilities of employees. (**Hetty. 2003**)

## **2. Research problem**

The main research problem lies in the weaknesses and shortcomings in the objectives of the training programs that affect the performance of workers in the banking sector in Palestine the extent to which the trainees know and understand the objectives of the training programs and their impact on the outcomes of the training programs (**Mirzaei. 2013**). As a result of rapid technological changes, the policies of the Israeli occupation, the supervision of banks operating in Palestine, the spread of the Corona Pandemic and what it imposes on the work mechanisms in this sector, all these challenges are imposed on the management of human resources. The growing interest in setting comprehensive and clear objectives for the training programs implemented by these banks to develop the capabilities of their employees.

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### **3. Research objective**

The main objective of the study is what is the extent of the suitability, comprehensiveness and clarity of the training programs implemented by banks operating in Palestine and their influence on the performance of employees.

### **4. Research questions**

- Do the objectives of the training programs contribute to achieving the general objectives of the bank?
- Do trainees' understanding and conviction of the objectives of the training programs contribute to increasing the effectiveness of training and raising the level of performance?

### **5. Literature Review**

#### **5.1. The importance of training**

The concept of training has become of great importance to various institutions, as a result of the rapid changes in the environment whether internal or external. As for the external environment, competition has intensified, especially after Globalization of markets, under the umbrella of scientific trade, and European participation Arab countries, which created competitive challenges in the local and foreign markets. (Mknan. 2014).

The importance of training for business organizations to enhance HR capabilities and competitiveness as for the internal environment of the organization, the importance of training lies in responding to multiple variables, such as: recruitment new employees, organization restructuring or creation new jobs to keep up with technological advancements. Training also comes to treat negative phenomena such as: increased absence, malingering, accidents and work injuries, and labor turnover. (Moustafa.2004).

The importance of training is demonstrated by its impact on both the organization and the employees. This is explained in detail as follows:

#### **5.2 The importance of training for the organization**

Training is an important component and an essential activity that provides personnel with knowledge and skills and transforms their behavior and attitudes to meet the requirements of their current and new roles in the organization, and for this; the trainees must understand the goals and objectives of the training programs to keep pace with the requirements of their current and new roles where continuous change in light of development and technological progress is evident in today's business environment. (Nasirah Bouali. 2018). Training programs enhance employee performance and address performance weaknesses. It also leads to increased productivity and organizational performance, and through training, performance is increased by developing the skills and competencies of employees, as this helps them to carry out the tasks assigned to them effectively and efficiently. (Suleiman. 2010)

Training contributes to aligning the goals of the working employees with the goals of the organization. It also helps to enhance the positive spirit internally and externally towards the institution, and contributes to strengthening its position and openness to the external community for the purpose of developing its programs and its capabilities. Training programs aim to develop the organization's strategies and correct its management decisions. . (Nasirah Bouali. 2018).

### **5.3 The important of training for the employees**

Through training, employees' professional knowledge and skills can be increased, and training expands their options in setting goals. They can get a chance to learn about other jobs and increase the chances of promotions in the workplace. Training helps the employee to find the best way to solve the problems they face where practical experience can be taught and channeled into training; Thus, increasing efficiency. Employee also becomes more productive quickly than during training, as he or she becomes more familiar with work tasks and advanced knowledge and techniques that improve their abilities and increase productivity. Also, employee training benefits recognize and discover the experiences and energies of employees developed skills and gain experience. Increasing employee information, thus increasing their efficiency and effectiveness, and standardizing work mechanisms to achieve goals and increase productivity. (Masoud. 2012)

### **5.4 Training Program Objectives.**

The process of defining the objectives of training programs is the basis for the effectiveness and efficiency of training, which is the goal that the Human Resources Department that seeks to achieve. If those responsible for training were able to correctly and clearly define the objectives of the training programs, this would become the basic guarantee for the effectiveness and success of the training process and its ability to positively influence the trainees, the training aims to raise the skills and efficiency of trainees in various institutions. (Armstrong. 2001)

Training programs aim to increase the skills and knowledge of new employees so that they can face challenges and be able to meet them and develop their competencies so that they can keep pace with rapid technological developments. The clarity and comprehensiveness of training programs enhances the positive aspects of employees. It enables them to face various environmental variables and works to enhance the positive behavioral aspects of performance.

### **5.5 Employee Performance:**

The quality of employee performance and the increase in the amount of production are affected by many variables, and one of the most important of these variables is employee training. For the effectiveness of training programs, it is necessary to understand the objectives of the training program (Kinicki & Kreitner 2007) Training employees improve their behavior and increase their satisfaction. (Landy.F.W.1985). Most of the previous studies confirm the strength of the relationship and the effect of training workers on improving and increasing their efficiency and effectiveness, and thus increase productivity. (Purcell. et al., 2003) In light of the above, the clarity, understanding and comprehensiveness of the objectives of the training programs effectively contribute to increasing productivity

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## 6. Research Methodology

The current study relied on a quantitative and qualitative research design based on a survey questionnaire and interviews for a number of human resource managers. Because this study aims In order to find out the relationship between the objectives of the training programs and the performance of employees, the population of this study are employees working in different banks in Palestine, and their number is about 6000 employees, according to the statistics of the Palestinian Monetary Authority. That's right The sample size was 190 employees. All usable questionnaires have been collected.to prepare the questionnaire, this study used a 5-point Likert scale. In order to measure the relationship between the objectives of training programs and performance were used adapted from .Ahmed., & Ali, (2016); Al Shobaki., & Abu-Naser,( 2017); Sayyad,( 2017).

## 7. Results

### First Question: What is the level of training objectives for employees in the banking sector in Palestine?

To answer the first question, it was extracted means and standard deviations, and relative weight of the level of training objectives for employees in the banking sector in Palestine, so as shown in Table.

**Table.1.** Means, standard deviations, and relative weight of the level of training for employees in the banking sector in Palestine

	No.	Items	Mean	Standard Deviation	Relative Weight	Ranking	Degree of agreement
Q1	1	Trainings aims to develop skills need to improve work quality	4.16	0.89	83.2	5	High
Q2	2	Training aims to increase efficiency and productivity	4.21	0.79	84.2	3	Very high
Q3	3	Training aims to improve loyalty	4.19	0.78	83.8	4	High
Q4	4	Trainings aims to decrease mistakes	4.25	0.71	85.0	2	Very High
Q5	5	Training aims to improve customer service	4.28	0.67	85.6	1	Very high
Q6	6	Training aims to speed up service	4.25	0.80	85.0	2	Very high
<b>Total degree of training objectives</b>			<b>4.22</b>	<b>0.48</b>	<b>84.4</b>	<b>Very high</b>	

The data in **Table.1.** indicate that level of training objectives for employees in the banking sector in Palestine was high, with mean (4.22) and percentage (84.4%). "Training aims to improve customer service" occupied the first position with mean (4.28) and percentage (85.6%), the item " Trainings

aims to develop skills need to improve work quality " occupied the last position with mean (4.16) and percentage (83.2%).

**Second Question: What is the level of employee's performance in the banking sector in Palestine?**

To answer the second question, means and standard deviations were calculated, and relative weight of the level of the employees' performance in the banking sector in Palestine, so as shown in Table

**Table.2.** Means, standard deviations, and relative weight of the level of employee's performance in the banking sector in Palestine

No.	Items	Mean	Standard Deviation	Relative Weight	Ranking	Degree of agreement
1	Human resource department seek to develop employee performance all the time	4.02	0.85	80.4	1	high
2	Management considers employee ideas for developing the work	3.94	0.90	78.8	3	high
3	Management spread and empower a culture of service quality	3.91	0.93	78.2	4	high
4	Management encourages teamwork to help complete the duties	3.85	0.95	77.0	6	high
5	Human resource management seek qualified staff all the time	3.87	0.90	77.4	5	high
6	Management seeks developing new ways of service performance	3.84	0.94	76.8	7	high
7	Management performs studies to determine training needs of employees	3.97	0.87	79.4	2	high
8	Management seeks solving problems objectively with employees	3.85	0.88	77.0	6	high
9	Management seeks coordination among departments to help complete the duties	3.87	0.83	77.4	5	high
10	Management use open communication among employees to encourage teamwork	3.29	0.83	65.8	8	moderate
<b>Total degree of employee's performance</b>		<b>3.84</b>	<b>0.55</b>	<b>76.8</b>		<b>high</b>

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It is clear from **table.2.** that the level of the employee's performance was high, where the averages ranged between (3.29-4.02). The highest response paragraph according to the relative mean is as follows:

In paragraph (1), the relative mean equals (4.02) with percentage (80.4%) which states that (Human resource department seek to develop employee performance all the time).

And the lowest response according to the relative mean is as follows:

In paragraph (10) the relative mean equals (3.29) with percentage (65.8%) which states that (Management use open communication among employees to encourage teamwork).

**Third question: what is the nature of the relationship between training objectives and employee's performance?**

To answer the 3<sup>rd</sup> question, the researcher uses the Pearson correlation coefficient to identify the type and strength of the relationship between the variables, and the results came as follows, as shown in the table 3:

**Table.3.** Pearson correlation coefficients for the relationship between training objectives and employee's performance

	<b>Employees' performance</b>
<b>Training objectives</b>	0.451**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The results from **table.3.** shows that the correlation coefficients between training objectives and employees' performance were positive and statistically significant at (0.01), and this indicates the existence of a positive statistically significant correlation between training objectives and employee's performance. This means, increasing training objectives will increase employee's performance, and vice versa.

**7.1 Interviews results:**

**Q1: What are the most important training programs that the bank implements for employee development?**

The majority of the respondents answered that the most important areas of the training programs were the field of control, compliance and anti-money laundering, with a percentage of (71.4%), It was followed by banking risk programs with a percentage of (57.1%), Then the administrative and behavioral programs with a percentage of (42.9%), Also, human resource management programs with a percentage of (42.9%), Finally, the training programs related to the field of information technology, the field of finance and bank credit, the field of investment, financial management and accounting, the field of banking operations, and the field of technical and logistical services, all came with a percentage of (28.6%) for each.

**Q2: What are the important objectives of these programs?**

The most important objectives of these programs are to increase the effectiveness of employees in analyzing systems, designing the necessary databases for the bank, and simulating the future development of the bank's services and activities with a percentage of (85.7%) of the respondents. Then followed by the development of employee performance in the use and application of improvements and new innovations in the science of information technology in the development and improvement of the bank's services and products with a percentage of (71.4%). Finally, developing the performance of employees in the use and application of improvements and new innovations in the science of information technology in the development and improvement of the Bank's services and products by a percentage of (57.1%).

**Q3: The consistency of the objectives of the training programs with the general objectives of the bank contributes to increasing the performance of employees. If the answer is yes, how?**

All respondents answered yes with a percentage (100%).

Certainly, training is an important element of the implementation of development plans and programs to achieve the general objectives of the bank. For example, to achieve additional results for the bank's business, while reducing costs, this equation can be achieved through the presence of a precise training plan that increases the efficiency and performance of employees, which in turn achieves:

- Reducing the number of new hires.
- Reducing the time wasted as a result of slow or errors in executing transactions and increasing performance.
- Increasing the quality-of-service delivery and increasing the number of customers.
- Serving more customers in less time.

**Q4: The trainees' understanding of the goals and objectives of the training program contributes to increasing and improving performance. If the answer is yes, how is that?**

All respondents answered yes with a percentage (100%).

Employees are nominated for training programs resulting from identifying a training need for them, and for this the employee should understand the training objectives, and the expected results from attending this training, which will contribute to increasing the employee's interest in what is provided to him during the training, and thus obtaining the information and skills required to raise and improve performance.

**Q5: Have you noticed that the performance of the employees has improved after the training, if the answer is yes, how?**

All respondents answered yes with a percentage (100%).



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We must link the performance of employees with measurable indicators, to study the difference before and after the training process. For this reason, Bank of Palestine resorts to several indicators to ensure that training has played its role in improving the performance and efficiency of employees, as Bank of Palestine uses some or all of these tools and according to the nature of Type and purpose of training:

- Pre and post exams (before and after training).
- Focused exams after training programs.
- Conducting a periodic training need survey to measure employees' knowledge of service provision procedures.
- Evaluating the impact of training on trainees through a training program evaluation questionnaire.

**Q6: Have the investments or returns on the bank improved after implementing the training programs?**

Yes, during all the past years, the bank's performance indicators are constantly escalating. The bank's profits and assets are growing well, and the performance indicators of the bank's training process are also constantly improving.

**7.2 Discuss the results**

Based on the results that we obtained after analyzing the questionnaire, and in the first paragraph about the objectives of the training programs, the respondents' answers indicated that the more clear, comprehensive and understandable the objectives of the training programs were, the more positive the impact. on the results of training and the effectiveness of these training programs. The general performance of employees is positively affected whenever the objectives of the training programs are clear and understood by the trainees. That is, the relationship between the objectives of training programs and employee performance is positive and statistically significant. Clarity and overall understanding of training objectives positively impact employee performance.

Commenting on the interviews conducted with human resources managers in banks operating in Palestine, about the most important training programs that are implemented to develop employees. The majority of respondents answered that the most important areas of the training programs were the area of control, compliance and anti-money laundering (71.4%). That is, the Human Resources Department is concerned with developing employees and seeks to train them on the latest programs to meet challenges and keep pace with the rapid development. Increasing effectiveness and efficiency, improving employee performance, and increasing the quality of services provided to clients are of great importance to human resource managers.

All the human resources managers interviewed agreed that the consistency of the training program objectives with the general objectives of banks positively affects quality and increases performance, which confirms the strong relationship between training program objectives and improved performance. The trainees' understanding and conviction of the objectives of the training programs strongly and positively affect the quality of performance and contribute to the development of

performance. Therefore, training in general and the comprehensiveness of the objectives and their compatibility with the general objectives of the banks increases and positively affects the performance of employees. Based on the above, banks' assets and investments are constantly growing with continuous development and employee training.

## 8. Limitations and future research directions

The sample of the current study was limited to respondents working in the banking sector and human resource managers in banks operating in Palestine only. Also, in this study, all respondents were employees and managers of the banking sector only. However, comparative studies can be conducted between the banking sector and other sectors. As for future studies, they can study other effects that may affect the quality of performance, as well as compare the work of banks operating in Palestine with banks in neighboring countries.

## 9. conclusion

Through the results of the distributed questionnaire, and analysis of interviews, it was confirmed that there is a strong relationship and a positive impact of the objectives of the training programs on increasing and quality performance among workers in the banking sector operating in Palestine. That is, the more clear, comprehensive and consistent the objectives of the training programs are with the general objectives of the banks, the clearer their impact and more responsive to the general performance of employees.

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