



**Role of Training Programs in enhancing Human Resources Performance: Evidence from  
Bahrain Civil Defense**

Dr: Ibrahim Mohammad Hatamleh

Business Administration Department, College of Administrative Sciences

Applied Sciences University (ASU) Bahrain

Email: [ibrahim.hatamleh@asu.edu.bh](mailto:ibrahim.hatamleh@asu.edu.bh)

**Abstract**

This research investigates the impact of training programs in enhancing employees' performance; this study employs descriptive analytical method to determine correlations between investigated variables. A set of self-administered questionnaire with thirteen (13) items to measure employees' performance as the dependent variable was developed. Meanwhile, the independent variables are training material, the duration of the training programs, and administrative and training supervision, were measured by using thirty two (32) items. The results of descriptive analyses revealed that the two variables are instrumental in enhancing the employees' performance, and the mean score for the study dimensions are above average. In a series of simple regression analyses, this research found all variables have significant influence ( $R^2$ ) over employees' performance or 29% for training materials, 34% for duration of training programs, and 36% for administrative and training supervision. Based on the above findings, this research provide some recommendations to increase training programs effectiveness. In addition, this research concludes that training program of Bahrain Civil Defense should be incorporated with modern and advanced methods of training delivery

Keywords: Training; Performance of employees; Bahrain Civil Defense.

**1. Introduction**

**1.1 Introduce the Problem**

The main goal for organizations, whether public or private, is to improve the performance of its workers through the implementation of effective training techniques. Therefore, training and development programs consider an essential and substantial strategic tool to boost the employees' performance (Amir, & Amen, 2013). In this regard, the Civil Defense policy stresses the importance of training programs in capacity-building, qualification and

training of civil defense personnel, as well as in enhancing their capabilities, skills and raising their competencies to enable them to perform their roles and duties in a highly professional and effective manner. Also, the General Directorate of Civil Defense seeks to promote cultural excellence and sustainable development in accordance with the best methods of preparation, to enable and carry out its mission of protecting lives and properties of people, and create a safe environment.

According to Aref, & Mufleh, (2019), in their study, the Civil Defense training School is focused on building knowledge, skills and behavior through an ongoing training process, and this is a must to improve and boost the performance of employees of Bahrain Civil Defense.

The training strategy seeks to bridge the gap between job requirements and employee qualifications, which improves the abilities and skills of employees and motivates them to carry out their works in high quality and with distinguishing methods, particularly when the training process is designed and implemented by high qualified trainers, so the trainees will properly and effectively be trained. In view of this, the General Directorate of Bahrain Civil Defense has perceived the significance and value of training programs as a means to attain its strategic goals of protecting the lives of people from various risks. This research will continue to explore and address one of the most significant HR functions that are training programs, and how the impact of training materials, training program duration, and administrative and training supervision on the performance of employees after attending and completing training courses.

### ***1.2 Background of the Study***

Human resources are basically the main intellectual property of any organization. Hence, human resources play an active role in the success of the company and in the achieving of its goals. To ensure that workers perform their jobs in an appropriate, acceptable and efficient manner, organizations are expected to plan, equip, and use these unique assets through effective and continuous training programs, this dimension is essential in order to double the success of the work (Kamoche 2002). Consequently, training programs are aimed at improving the skills, attitudes, and behaviors of individuals, to raise and enhance their productivity and improve the quality of products and services provided, thereby contributing to the fulfillment of the customer's needs and wishes, and thus to the achievement of the organization's goals of getting an advantage and advanced market position (Anatsui, T, & Agbeniga, F & Ojunita, L. 2016). Accordingly, the implementation of training programs in the field of services provided by the General Directorate of Civil Defense in the Kingdom of Bahrain has become an urgent necessity in the last two decades, as the need for this service has increased in light of the rapid and continuous rise in comprehensive development programs, in addition to increasing industrial activities in the Kingdom, which requires a high and advanced civil defense services, to deal with risks that may result from the misuse of these techniques, like firefighting or ambulance service, or rescue operations caused by human being and their activities or climatic and natural disasters the demand for civil defense specialized services could be increased. Therefore, the study seeks to explore "the role of training programs in enhancing human resources performance" in Bahrain civil defense and to know the applicable training strategy that enables the workforce to carry out civil defense tasks in a professional manner. Consequently, the effects of the training programs will reflect on the performance of civil defense staff in Bahrain.

Training courses are Therefore an important requirements to deal with the current changes and challenges that facing society, and these courses will support civil defense team work to reduce the losses. These days In particular SEE various types of events that could threaten the safety of human life (Noor, S. Abu Tayeh (Noor, S. Abu Tayeh, 2010).

### ***1.3 Problem Statement***

The Bahrain Civil Defense (hereafter BCD) is considered to be the formal regulatory bodies dealing with public protection of all people in the Kingdom of Bahrain, and concerned with the protection of individuals and security of their properties from probable threats. Its responsibility is to deal with daily routine incidents, handle emergency cases such as firefighting, flooding, landslides, traffic accidents, etc, which some of them could happen on daily, as I said. Such types of accidents require specialized teams, because the nature of their work needs a high and advanced continuous training programs, to familiarize themselves with all new aspects of civil defense science, and with safety and rescue equipment that could allow the firemen to protect and save lives and property of people (Mozfi, M,2016).

Therefore, civil defense personnel also need to be well trained to overcome difficulties and resolve challenges when conducting their daily duties; indeed, it is against this background we have chosen Bahrain Civil Defense (BCD) as a case study. According to the above, the study problem is identified with the following question "what is the training program's role in enhancing the performance efficiency of the human resources at the General Directorate of Bahrain Civil Defence.

#### ***1.3.1 Research Questions***

This research is aimed to answer the following questions:

1. What is the effect of training programs on employees performance in Bahrain Civil Defence?
2. Do training programs have an effect on improving the performance of the workers in Bahrain Civil Defence from the views of trainers?
3. How does the effect of training programs ( training materials , training program duration ,and the Administrative and training supervision ) on improving the employees performance?

#### ***1.4 Objectives of the study***

*The study endeavor to check the following objectives*

1. To find out the impact of training programs on employees performance in Bahrain Civil Defence.
2. To identify evaluation level of the participated employees in training courses for the training programs (training material, training program duration and the Administrative and training supervision).

3. To investigate how the human resources department and training division follow up environmental variables to be taken in account when prepare and design of training programs model.

### ***1.5 The importance of the study***

The training process is an important requirement to cope with current changes and challenges facing society , which is necessary to build the capacity of civil defence personnel and enforce the training strategy of the General Directorate of Civil Defence through annual plans prepared by Training Department to follow up the scientific and technical advances in training process for benefit of training infrastructure, and of civil protection facilities,including school, the training halls, and laboratories equipped with the latest training methods and modern training fields to simulate reality in order to improve civil defence personnel, to reach the highest degree of professionalism for trained and qualified workers, and to improving participants' knowledge and skills that are strongly reflected in their performance, in order to provide a unique service to all people. (Rae, L, 1967). Therefore, the importance of the study focused on being associated with one of the most important topics in supporting human resource development, especially the influence of designers of civil defense task force training programs, which is one of the most significant elements of civil defence jobs at the levels of crisis and emergencies to reduce losses. Especially nowadays, witnessing many disasters which threaten the safety of human life and its environment. .And On the practical side, the training programs improving the the staff 's skills and capabilities positively, and will modify and strengthen their behavior, attitude, and actions towards their colleagues (Rajwinder, S. 2013)

## ***2. Definition of Key Terms***

Training is basically based on improving and raising the level of all success of civil defense personnel as it is the best way to meet the needs and challenges for the human being to improve and enhancing self-confidence and work dedication for trainees to reach excellence and perfection. Training is Therefore so essential tools for productive individual and institutional performance success (H.O. Falola, A.O. Osibanjo, S.I. Ojo. 2014).

### ***2.2 Training programs***

Training programs are defined as a set of activities aimed to design and implement a group of human resources training exercises, procedures, and policies that are internally homogeneous in a way that ensures the acquisition of human capital contributes to the achievement of the organization's strategy. conducted by the organization, and well researched in order to acquire skills, and the training of the staff involved with their current and future functions, to enable them to avoid shortcoming in their duties and mission(McNamara Carter ,2008).

### ***2.3 Training material***

It is the agreed scheduled programmed duration through which the trainees receive the previously planned training topics and activities (Alhakeem,2003).

#### ***2.4 Administrative and training supervision***

It is a planned regulated activity practiced by the employees in the supervising and training section, aims to improve the training outcome by providing the proper experiences for the trainees and acquiring them the knowledge, improve their qualifications and raise their personal and professional level, and that can be achieved by organizing their skills, capabilities and the suitable administrative and training strategies for the training process (Al-Ghamdi, A.2002).

#### ***2.5 Employee Performance***

Defined as "a reflection of how organization use the human and material resources and exploit it in the way that makes it able to achieve its goals"(Raslan, Ahmad .1991).

many studies intently associated to this particular study, which helps the researcher to apprehend and define the problem being studied in a extra fabulous way, and additionally helps to enhance research methods and tools, so as to be aware of the influence of education programs on employees' performance? Some of them are as follows:

### **3. Literature Review**

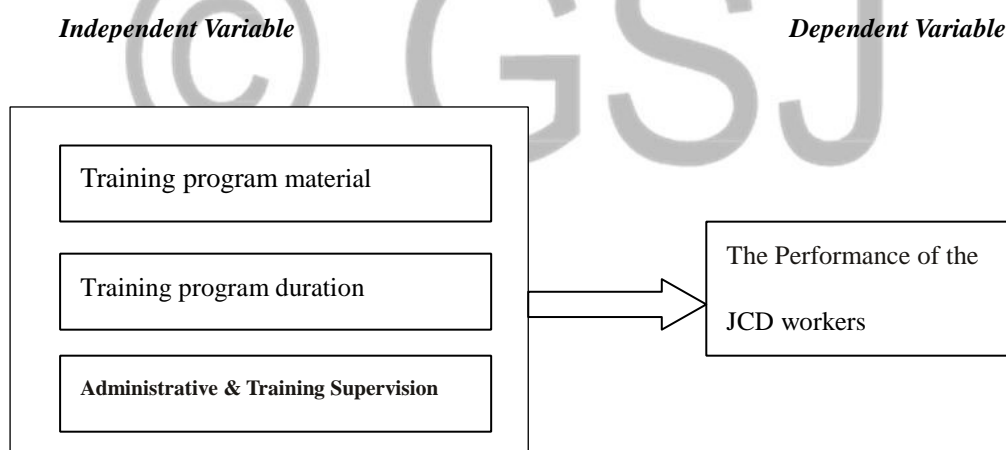
many studies closely related to this particular study, which allows the researcher to understand and identify the problem being studied in a more appropriate way, and also helps to improve research methods and tools, so as to know the impact of training programs on employees' performance? Some of them are as follows:

This research seeks to familiarize itself with the identify the problem studied and to recognize it. The research also aims to reveal significant training programs that could improve the performance of all employees. This perspective of the study was supported by several studies.. Al-Khatib,A.(2006) studied the role of training in developing the human resources among the insurance companies in the Gaza Strip. The researcher used a comprehensive survey included (55) staff. The finding revealed that the correlation training and the content of the training material were significantly correlated. However Najeeb, Ayman.(2013) showed that training has a modest effect on increasing individual knowledge and improve performance method. Moreover, the study indicated that training enhances knowledge, attributes, skills, competencies, ultimately worker performance and productivity in an organization. n addition, Tahir, N., Yousafzai, I. K., Jan, S., & Hashim,S.(2014), indicated that the training process could change employee trends, attitudes, behaviors, knowledge, professional abilities, and work understanding based on the changing business environment.. Moreover, Bishi, M. B. N (2009), Measured the role of training in the development of human capital. He showed that the comprehensiveness and variety of training material enable

workers having diverse and multi-job skills. This linkage helps employees to grow and improve and develop their works and duties. This research also presumed that the training preparation was linked positively to employees' job performance. From another perspective, Nilson & Others, (2012), find out that the relationship between training programs and performance of employees positive. he also stated that the relationship between on-the-job training and employee performance programs, and vocational training has a major impact on improving and enhancing employee performance, including employee skills, motivation systems, rewards and incentives mechanism, communication flow, and knowledge, etc. These variables contribute directly or indirectly to raising the level of performance. Cole (2002) further defined training as a learning activity aimed at acquiring specific knowledge and skills for the purpose of the mission. Training programs are therefore a method to retain sufficient skills now and in the future at the job. Education also helps to improve employees' understanding, skills and attitudes, and eventually leads to better organizational results. And then ultimately leads to improved organizational performance

#### 4.1 Conceptual Framework

The following dependent and independent variables are illustrated in this model for carrying out the study, whereas training program material, training program duration, and administrative and training supervision represented the Independent variable, while the performance efficiency of the human resources was the dependent variable. These two variables have been chosen to find out the effect of training programs on human resources efficiency.



**Fig. 1:** Conceptual Framework

#### 4.2 Research hypotheses

According to the relationships indicated in the above hypothetical figure 1. The research aims at achieving its objectives and characterizing its significance through the following zero hypothesis test (H<sub>0</sub>):

H<sub>01</sub>: Training programs have no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

And three sub-hypotheses are subdivided into it.

H<sub>01.1</sub>: Training material has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

H01.2: Training program duration has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

H01.3: Administrative and training supervision has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

### 5. Methodology of Study

Methodology, according to Bryman and Bell (2007), is a collection of data, procedures, techniques, resources, and documentation to describe and identify the hypotheses and the importance of the work in relation to the objectives and progress of the study. To this end, a descriptive-analytical was used to define the variables; the training programs are the independent variable in this analysis, while the dependent variable is the performance of the employees. In order to achieve the objective of the current study, which aimed to define the role of training programs in enhancing the performance efficiency of employees in the Bahrain Civil Defense divisions, the researcher developed and designed Questionnaire to collect data that were examined and analyzed, by using the quantitative method to find answers to the research questions. Nguyen & others (2015) further clarified that a qualitative research methodology could help researchers deal with fieldwork without adhering to any predefined analytical categories.

#### 5.1 Sampling and Sample Size

The population target size of this study consisted of (460) personnel working in civil defense divisions located in the Southern Governorate in Bahrain. According to Sekaran, U, & Bougie, R (2010), the random statistical sample subjected to the study consisted of (210) workers. Questionnaires have been distributed to the sample. Identify as exceptions (20) questionnaires, as some of them do not have sufficient data, and some are invalid for analyzing, while the total sample eligible for analyzing is identified as a whole (190).

#### 5.2. Instrument measurement

Table (1) Reliability Statistics (Alpha Cronbach Coefficient) of the Variables Study

Variable	Paragraph No.	The value of Alpha Cronbach
Training material	7	.817
Training program duration	8	.887
Administrative and training supervision	17	.924
Trainees performance efficiency	13	.826
Total	45	0.953

An instrument measurement (questionnaire) was used for checking the stability tool, as shown in table (1), the Alpha Cronbach coefficients outcome was reliable and statistically represented, so the values fall between (0.817-0.924), the highest being “Administrative and training supervision”, while the lowest being “training material”. And the Alpha Cronbach coefficient of the instrument was (0.953), which is high, accepted and valid for application. As the quality of the measure will be accepted when the Alpha Cronbach value reaches (0.60). (Sekaran, 2010). So these values of the Alpha Cronbach coefficient indicate the consistent and linked relation between the questionnaire's paragraphs and can be adopted for statistical analysis.

### 5.3 Statistics and Data Analysis

Table (2) Arithmetic Means and Standard Deviations for the Study Variables dimensions

Variables	No. of respondent s	No. of paragrap hs	Mean	Std. Deviation	Minimu m	Maximum
Training material	190	7	3.74	0.654	1	5
Training Program Term	190	8	3.59	0.750	1.4	5
Administrative and training supervision	190	17	3.49	0.696	2	5
Employee Performance efficiency	190	13	3.92	0.486	1	5

The descriptive analysis in Figure (2) above, shows that the mean of constructs ranged between (3.74- and 3.92). The mean of training materials values falls (3.74), while the mean of training program duration was (3.59), whereas the mean of the performance of the employee is (3.92). According to the Likert scale, the mean values of all variables are above 3 of the 5 points? Furthermore, the standard deviation for all variables is less than 1. Thus, the data may be considered normally distributed. Therefore, the interpretation of the outcome indicates that the expectation respondents regarding the study reflect and reveal that respondents positively respond, about the role of training programs on enhancing human resources performance in Bahrain civil defense. The findings have shown that the training strengthens the skills and knowledge of the workforce and helps them solve their problems while performing their duties.

### 5.4 Hypothesis testing

the study seeks to achieve its goals, through examining the zero hypotheses, analysis of variance was carried out to exam the zero hypotheses by using simple linear regression test and unilateral variation analysis (Anova) to



measure the impact of independent variables in the dependent variable and the findings are shown in the following table

**5.4.1 Main Hypothesis Testing**

H0: Training programs have no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence

Table (3) Results of the Main Hypothesis Testing (ANOVA)

Model	Source of variation	Sum of Squares	Freedom Degree	Mean	(F)	Sig
1	Regression	45.159	1	4.159	106.326	.000(a)
	Residual	56.588	149	4.168		
	Total	67.747	149			

Predictor: (Constant), Training Programs

Table (3) shows that the independent variable has a statistically significant effect in the dependent variable, based on the high value of (F) calculated (106.326) and the value of the statistical significance of (Sig) of 0.000 which is less than ( $\alpha=0.05$ ). This means proving the validity of the model in testing the hypothesis. We can therefore conclude that the training programs have a significant and crucial role to play in enhancing the efficiency of the performance of human resources used in the Bahrain civil defense.

Table (4) Results of the Main Hypothesis Testing (Regression)

Model	Regression ( $\beta$ )	Sum(T) calculated	Std. error	Beta	Sig
Constant( $\beta_0$ )	1.408	12.963	0.071		0.000
Training Programs	0.368	8.116	0.054	0.407	0.000
correlation coefficient(R)	(a) 0.580				
correlation coefficient r (R2)	0.302				
Correlationcoefficient (R-adjusted)	0.298				

Table (4) shows that the correlation coefficient value (R) is 0.580 (a) indicates to a positive relationship with statistically significant rates ( $\alpha=0.05$ ) between training Programs and human resource performance, also the value of R Square is (0.302), indicating a variance value to improve human resource efficiency, the remaining

percentage is (69.8%) due to other variables not included in the simple linear regression model. Therefore, we can reject the null hypothesis, and accepted the positive hypothesis. Which reflects an effect and significance of the training programs of enhancing the efficiency performance of human resource working in Bahrain civil defence

**5.4.2 Sub-hypothesis Test**

H01: Training material has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

Table (5) Results of the First Sub-hypothesis (ANOVA)

Model	Source of variation	Sum of Squares	Freedom Degree	Mean Squares	(F)	Sig
1	Regression	17.159	1	17.159	102.326	.000(a)
	Residual	41.588	248	.168		
	Total	58.747	249			

Predictor: (Constant), Training Material

Table (5) shows that the result of this hypothesis pointed out the independent variable had a statistically significant effect in the dependent variable based on the high value of (F) calculated (102,326) and the value of statistical significance of (Sig) of (0.000) which was lower than the level ( $\alpha=0.05$ ). This means proving the validity of the model to test the hypothesis, Thereby, we can conclude that training materials plays a positive role on enhancing the performance efficiency of the human resources employed in Bahrain Civil defense

Table (6) Results of the First Sub-hypothesis (Regression)

Model	Regression( $\beta$ )	Sum(T) calculated	Std. error	Beta	Sig
Constant( $\beta_0$ )	2.408	15.963	0.151		0.000
Training Material	0.402	10.116	0.40	0.540	0.000
correlation coefficient(R)	0.540 (a)				
correlation coefficient r (R <sup>2</sup> )	0.292				
correlation coefficient (R-adjusted)	0.289				

Table (6) shows that the correlation coefficient value (R) is (0.540(a)) indicates a positive relationship with Statistically significant at Level ( $\alpha=0.05$ ) between training material and human resource performance, and also the value of R Square is (0.292) indicates to the variance value that participated to enhance the efficiency of human resources, whereas, the remaining percentage amount of (70.8%) is attributed to other variables not included in the model of simple linear regression model. Therefore, we can therefore reject null hypothesis, and accepted the positive hypothesis. That reflects an effect of significance Level ( $\alpha=0.05$ ) on training material to enhance the efficiency performance of human resource working at Bahrain civil defence

H02: Training program duration has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

Table (7) Results of the Second Sub-hypothesis (ANOVA)

Model	Source of variation	Sum of Squares	Freedom Degree (df)	Mean Squares	(F)	Sig
1	Regression	19.977	1	19.977	127.791	0.000(a)
	Residual	38.769	248	.156		
	Total	58.747	249			

Predictor: (Constant), Training program duration

Table (7) shows that the result of this hypothesis pointed out the independent variable had a statistically significant effect in the dependent variable based on the high value of (F) calculated (127.791) and the value of statistical significance of (Sig) of (0.000) which was lower than the level ( $\alpha=0.05$ ). This means proving the validity of the model to test the hypothesis, Thereby, we can conclude that for training program duration plays a positive role on enhancing the performance efficiency of the human resources employed in Bahrain Civil defense

Table (8) Results of the Second Sub-hypothesis (Regression)

Model	Regression( $\beta$ )	Sum(T) calculated	Std. error	Beta	Sig
Constant(B0)	2.556	20.866	0.122		0.000
The training program duration	0.378	11.304	0.033	0.583	0.000
correlation coefficient(R)	0.583 (a)				
correlation coefficient r (R <sup>2</sup> )	0.340				
correlation coefficient (R-adjusted)	0.337				

Table (8) shows that the correlation coefficient value (R) is (0.583 (a)) indicates a positive relationship with Statistically significant at Level ( $\alpha=0.05$ ) between training material and human resource performance, and also the value of R Square is (0.340) interprets the variance value that participated to enhance the efficiency of human resources, whereas, the remaining percentage amount of (66%) is attributed to other variables not included in the model of simple linear regression model. Therefore, we can therefore reject null hypothesis, and accepted the positive hypothesis. That reflects an effect of significance Level ( $\alpha=0.05$ ) on training program duration to enhance the efficiency performance of human resource working at Bahrain civil defence.

H03: Administrative and training supervision has no statistically significant impact on enhancing the performance of workers in Bahrain Civil Defence.

Table (9) Results of the Third Sub-hypothesis (ANOVA)

Model	Source of variation	Sum of Squares	Freedom Degree	Mean Squares	(F)	Sig
1	Regression	21.176	1	21.176	139.785	.000(a)
	Residual	37.570	248	.151		
	Total	58.747	249			

Predictor: (Constant), administrative and training supervision

Table (9) shows that the result of this hypothesis pointed out the independent variable had a statistically significant effect in the dependent variable based on the high value of (F) calculated (139.785) and the value of statistical significance of (Sig) of (0.000) which was lower than the level ( $\alpha=0.05$ ). This means proving the validity of the model to test the hypothesis, Thereby, we can conclude that training program duration plays a positive role on enhancing the performance efficiency of the human resources employed in Bahrain Civil defense

Table (10) Results of the Third Sub-hypothesis (Regression)

Model	Regression( $\beta$ )	Sum(T) calculate d	Std. error	Beta	Sig
Constant( $\beta_0$ )	2.556	20.866	0.122		0.000

the administrative and training supervision	0.378	11.304	0.054	0.583	0.000
correlation coefficient(R)	0.600(a)				
correlation coefficient (R <sup>2</sup> )	0.360				
correlation coefficient (R-adjusted)	0.358				

Table (10) shows that the correlation coefficient value (R) is (0.600(a)) indicates a positive relationship with Statistically significant at Level (a=0.05) between administrative and training supervision and human resource performance, also the value of R Square is (0.360) interprets the variation value that participated to enhance the efficiency of human resources, whereas, the remaining percentage amount of (64%) due to other variables not included in the simple linear regression model. Therefore, we can reject null hypothesis, and accepted the positive hypothesis. Which reflects an effect of significance Level (a=0.05) for administrative and training supervision to enhance the efficiency performance of human resource working at Bahrain civil defence.

## 6 Results

Research results showed that all the elements of the training programs (training material, training program duration, Administrative and training supervision ) contribute positively to improving the quality performance of employees in the Bahrain General Department of Civil Defense, and the study sample corresponds with the appropriate training programs topics, which are considered one of the key civil defense techniques, which mainly based on high-tech and advanced equipment for handling fire cases, rescue and traffic incidents services. The study found that the Bahrain civil defense training strategy is built on the basis of current and future goals, and is moving positively towards continuous improvement to increase the competence, knowledge and skills of civil defense cadres, and enable them to perform their duties effectively.

The study results also showed that the theoretical and practical training material positively influences the performance of civil defense teams and that the research sample is persuaded that training programs and courses play an important role in performance assessment.

The results indicated a positive relationship between the training programs (training material, training program duration, and the administrative and training supervision) and the output of the employees, we can see this by statistical analysis, where the mean value of all variables was more than 3.5, and the standard deviation for all variables was less than 1. In addition, the calculated value (F) for the elements of the training is greater than

tabulated value and the statistically significant level is (0.00) that is lower than (0.05), which means that the training programs have a high impact on the performance of the employees.

## RECOMMENDATIONS

The study recommended that decision-makers in the Bahrain Department of Civil Defense implement further initiatives relating to the expansion of civil defense operations by implementing the new technical methods that can be used in civil defense applications

Designed training programs that allow employees to keep up with developments related to civil defense work, taking advantage of the positive aspects of these developments in the execution of fieldwork, thus establishing and building a good and strong integrative relationship between training programs and performance of employees.

The study also recommended that the training program design should align and match the experiences of the employees and their training needs.

## References

- Al Hakeem, Helmi. (2003). "Training and career path for workers in the Arab institutions". (Worksheet). The second Arab Conference for consulting and Training. UAE.
- Al-Khatib, A. (2006). Effective of training, modern office world. Irbid, Jordan.
- Al-Ghamdi, A. (2002). The role of training in raising the efficiency of the civil defense officers (Master's thesis). Naif Arab Academy for Security Sciences, Riyadh.
- Amir, E&Amen, I. (30`13). The effect of Training on Employee Performance, European Journal of Business and Management, ISSN2222-1905(Paper) ISSN2222-2839 (Online). Vol. 5, No 4, 2013
- Anatsui, T, &Agbeniga, F &Ojunita, L (2016). Training and Development: Pre-requisite for Employee's Efficiency for National Growth and Sustainability in Nigeria. Journal of Economics and Sustainable Development. ISSN2222-1700(Paper) ISSN-2855(Online), Vol7, No.15, 2016.
- Aref.Mohammed and Mufleh AL. sarheed. (2019). the Efforts of the Jordanian Civil Defense Director Major General in the Development, Modernization and Administrative Reform of the Civil Defense Apparatus in Jordan (Descriptive Study). Journal of Research on Humanities and Social Science. ISSN2224-5766, VOL, 9.NO 4.2019. DOI: 107176\RHSS
- Armstrong, M. & Murlis, H. (2004). Reward management: A handbook of remuneration strategy and practice. 5th edition. London: Kogan Page Limited.

- Bishi, M. B. N. (2009). The entrances and methods of measuring the impact of training. The Institute of Management and Public, Saudi Arabia
- Bryman, A., & Bell, E. (2007). Business research methods (2nd ed.), Oxford: Oxford.
- Cole, G. A. (2002). Personnel and Human Resource Management, 5th ed. Continuum London: York Publishers.
- H.O. Falola, A.O. Osibanjo, S.I. Ojo. (2014). Effectiveness of Training and Development on Employees' Performance and Organization Competitiveness in the Nigerian Banking Industry. Economic Sciences. Vol. 7 (56) No. 1-2014
- Kamoche, Ken, (2002). Human resource management in Africa [Introduction]. International Journal of Human Resource Management, 13 (7): 993-997. DOI: [10.1080/09585190210131258](https://doi.org/10.1080/09585190210131258)
- McNamara Carter (2008). Employee Training and Development: Reasons and Benefits. Accessed 16/03/2009.
- Mozfi, M. (2016). The Impact of Training on the Performance of Employees: Case Study Search and Rescue Team: Jordanian Civil Defense. International Business and Management. ISSN1923-8428(Online). Vol, 12, No.3, 2016, pp.49-61. DOI: 103968\8498
- Najeeb, Ayman. (2013). The Impact of Training and Information and Communication Technology on Employees Performance: An Empirical Study on Pharmaceutical Manufacturing Companies in Amman, Master thesis, Middle East University.
- Nelson, J., Hilary, V., & Michael, N. (2012). Relationship between on the job training and employee's performance in courier companies in Dar es Salaam. International.
- Noor, S. Abu Tayeh. (2010). Human Resource Management Practices and their impact, on Personnel's Performance in Jordanian Public Academic Libaraies. MSc in Libraries and Information Science, College of Arts, Al-Hussein Bin Talal University- Jordan European Journal of Scientific Researchh. ISSN 1450-216x Vo.47 No. 1(2010), pp.118-121.htt: [\\www. Eurojournals. com\ejsr.htm](http://www.Eurojournals.com/ejsr.htm)
- Rae, L. (2000). Effective Planning in Training and Development, 1st ed. London: Kogan Page Publishers.
- Rajwinder, S. (2013). Human Resource Management, in the Indian Banking Sector. Journal of Resource and Sustainability Studies. [http://dx.DOI. Org\10.423jhrss.2013](http://dx.doi.org/10.423/jhrss.2013).
- Raslan, Anwar Ahmad .(1991). Standardization of professional performance in the Gulf Cooperation Council (GCC). Cairo: Dar Al Nahda for Publishing & Distribution.13
- Nguyen.D, Pham.T, Nguyen.O, Nguyen.T, Truong.Vu (2015). Impact Evaluation of Training on Firms'Performance: The Case of the Small and Medium Enterpriess in Vietnam. Mediterranean Journal of Social Science. MCSER Publishing. Rome-Italy.ISSN 2039-2117(online). Doi: 10.5901\mjss. 2015. V6n2p399.

Sekaran, U, and Bougie R. (2010). Research methods for business, a skill building approach. Wiley and Sons 5th Edition.ISBN.

Tahir, N., Yousafzai, I. K., Jan, S., & Hashim, S. (2014). The impact of training and development on employee's performance and productivity: A case study of UnitedBank Limited Peshawar City, KPK, Pakistan. International Journal of Academic Research in Business and SocialSciences, 4(4). DOI: 10.6007/IJARBSS/v4-i4/756.

© GSJ