



## **Training and its impact on the effectiveness of the performance of the local staff member in Iraq**

(Case study in Diyala province)

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### **Summary**

The research aimed to study the relationship between training and the performance of the local employee in Iraq, and to study the relationship between the quality of training programs and the level of performance of the local employee in Iraq, and to study the relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq, and to achieve these goals this research was conducted in Diyala province, and the sample of the study was formed from (192) research from the workers in the region. They were selected in a regular random manner and collected from the beginning of October to the end of December 2017, and the study data were analyzed by repetition and percentages, as well as the use of the Pearson link coefficient, and the Alpha Kronbach laboratory, the most important findings of the study, the existence of a positive moral correlation at the level of 0.01 between the independent variable training and the variable of the performance of the local employee in Iraq. And the existence of a positive moral correlation at the level of 0.01 between the independent variable quality of training programs and the variable between the performance of the local employee in Iraq, and the existence of a positive moral correlation at the level of 0.01 between the independent variable commitment of senior management and its adoption of the training strategy and the variable between the performance of the local employee in Iraq, and one of the most important recommendations of the study. Leaders and heads of work should take care of the training process to increase the efficiency of work, and institutions of both governmental and private types must abide by the rules of training at work to increase the employee's productive capacity, and government ministries should take care of the technical and technical functions distinguished in the training process to raise the national economy.

**The guiding words:** training, effectiveness, performance, employee, organization.

## **Introduction and research problem**

There is no doubt that organizations around the world strive to succeed and be uncompetitive in that same industry, and to do so, organizations need to access and use their human resources effectively, organizations need to be more aware of a more realistic face towards preserving their human resources so far. In doing so, managers should pay special attention to all the core tasks of human resource management, as this plays an important role in various organizational, social and economic areas among other areas that are influential in achieving regulatory objectives, and therefore organizations succeed in continuing the market **(Nassazi, 2013,p10)**, and there is also no doubt that investment in the rehabilitation of the human element takes a distinct place among the various aspects of investment due to the importance of human resources in achieving development and progress where These resources have become essential to measuring the wealth of nations based on the level of this qualification and efficiency to manage and pay the elements of production and other services **(Al Otaibi and Taher, 2012, p2)**, and the employee is the bloodstream of any work, the completion or development of any institution depends on the performance of its employees and therefore, senior management realized the importance of investing in training and development in order to improve the performance of employees **(Elnaga&Imran, 2013,p137)**, from this point of view, the continuous training and rehabilitation of staff has become the most prominent place in the strategies and priorities of many developed and developing countries, including Iraq, as an essential element in modern management and an important entry point for administrative development, and in order to keep pace with the development of the times and its rapid changes in all aspects of life, continuous training and rehabilitation has become an indispensable necessity to improve and develop individual information, hone their skills and experience, develop their abilities and change their abilities and attitudes as an effective tool for change and development. Continuous and targeted training and rehabilitation has become one of the most important elements that increase the efficiency and effectiveness of organizations and increase their ability to grow and keep pace with development **(Mia and Kang, 2014, p. 187)**, and there is a growing trend towards focusing on training and development of human resources in business organizations, as training is one of the strategic axes for promoting and diversifying the skills, expertise and knowledge of the organization's staff, which aims to increase productivity, continuously improve performance **(Talbani and others), 2011, p. 1424)**, the aim of the training is to provide trainees with various information, skills and methods, as well as to change their attitudes and behavior in accordance with the requirements of raising the level of performance and productivity efficiency to the benefit of the organization and its employees **(Noman, 2008, p2)**, and organizational performance depends on the performance of the staff because the human resources capital of the organization plays an important role in growth and organizational performance. **(Khan et.al.,2011,63)** Iraqi institutions have recently been in a position to work hard and continuously and look for modern

methods that accompany and integrate their various activities in order to optimize physical and human energy and achieve the best performance, investment in human resources and access to the media are among the most important tools used in the individual development process (**Badreddine and Asia, 2015, p. 146**).

### **Search problem**

Training is a systematic process to enhance staff skill, knowledge and competence, necessary for effective job performance and in general, training affects competitiveness, revenues and organizational performance, and unfortunately, the majority of government, private and international organizations do not recognize the importance of training to increase the productivity of their staff, and when the economy slows down or profits fall, many organizations first seek to reduce their training budgets, This will lead to a higher turnover rate and then an increase in the cost of recruiting new employees, whose low organizational profitability (**Elnaga&Imran,2013,138**), the lack of qualified and trained human resources capable of adapting to all variables and challenges in the external and internal environment will lead to the inability of organizations to compete globally and regionally, so training should be viewed from a strategic perspective so that training programmes are designed and implemented to achieve the organization's strategic objectives and there are several questions that need to be answered, the most important of which is Miley:

Is there a relationship between training and the performance of the local staff member in Iraq?

Is there a relationship between the evaluation of training programmes and the level of performance of the local staff member in Iraq?

3. Is there a relationship between senior management's commitment to the training strategy and the performance of the local staff member in Iraq?

Is there a relationship between the use of modern technology as a basis for the implementation of the training strategy and the level of the local staff in Iraq?

### **Search goals**

This study seeks to achieve the following objectives:

- 1- Study the relationship between training and the performance of the local staff member in Iraq.
- 2- Study the relationship between the quality of training programmes and the level of performance of the local staff member in Iraq.
- 3- Study the relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq.

### **Search duties:**

The study hypotheses were built on the problem of the study and its various elements to achieve the desired study objectives:

The first hypothesis is that "there is no relationship between training and the performance of the local employee in Iraq."

The second hypothesis is that "there is no relationship between the quality of training programs and the level of performance of the local employee in Iraq."

The third hypothesis is that "there is no relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq."

### **The importance of research:**

Due to the changes taking place in the world, major challenges and development changes taking place in the world, Iraq should have preserved its heritage and history and taken steps for its development and work to exploit its natural, organized or human resources, and therefore the importance of conducting this study because of its theoretical, practical and future importance that can be summarized below:

#### Theoretical importance:

The importance of the study lies not in its primacy or leadership in training and its impact on the effectiveness of the performance of the local employee, but within the limits of what you aspire to, through this study can be seen how effectively the development of local organizations occurs and how they are used to reach development in local organizations.

#### 2- Applied importance:

The applied importance of the study lies in reaching results that may be used to identify training and its impact on the effectiveness of the performance of the local employee and that Iraqi organizations are currently going through a stage that is most needed to develop their organizations and achieve their best performance, thus helping officials and investors apply the study to organizations to achieve the best return.

#### Future importance:

The future importance of this study lies in looking at the training that can be provided to institutions to get them to the best performance through which to achieve the best return and this study is a tribal study of the subsequent studies in the same field.

## **Theoretical framework and previous studies:**

### **A- The theoretical framework:**

#### **First: The concept of training:**

**Nwokocho (2015,p3)** defines training as an ongoing, deliberate process, and a purposeful acquisition of knowledge, skills and experience by an individual employee for the purpose of improving his performance, advancing and overcoming regulatory challenges that global market requirements and technological innovations in other countries may pose to stay competitive and achieve the organization's goals and objectives.

#### **Second: the concept of effectiveness:**

The concept of effectiveness refers to qualitative indicators, mainly the ability to achieve goals (**Ahmed,2011,p. 21**), while the Imam (**2009,p. 130**) believes that effectiveness with results and therefore simply enough to be efficient, but must be effective, succeeding in achieving the common interest in the existence and continuity of the organization.

#### **Third: Training objectives:**

Training objectives can vary due to a large number of factors. The objectives depend on the nature of the organization in which the required training, skills and current skills levels are required, and it is difficult to draw generalizations on training objectives; they can be mentioned as follows (**Sharma, N.D.,p7**):

1. Increase workers' knowledge of specific jobs.

Systematically legitimize new skills on human resources so that they can learn quickly.

3. To change workers' attitudes towards their fellow workers, supervisors and the organization.

Improving the overall performance of the organization.

#### **Fourth: Staff performance:**

Recently, most organizations recognize the importance of staff performance, increased staff performance or knowledge of ways in which a high level of staff performance can be achieved has become one of the critical factors for any success of the Organization. The management's mission is to bring people together to achieve the company's goals and objectives by using the available resources efficiently and effectively. Workforce performance can be increased through efforts to factors that enhance the level of employee motivation, creativity, job satisfaction and comfort work environment, .... Otherwise (Thao&hwang, 2009,p2), employee performance is very important for any company and therefore companies make every effort to help low performance.

**Planning:** Planning means setting performance expectations and goals in any effective organization early for groups and individuals to direct their efforts towards achieving organizational goals. Access to staff involved in the planning process will help to understand the organization's objectives, what needs to be done, why it needs to be done and how much needs to be done. Regulatory requirements for staff performance planning include the development of elements and criteria for performance evaluation plans.

**Oversight:** In any effective organization, tasks and projects are constantly monitored. The monitoring well means constantly measuring performance and providing continuous feedback to employees and working groups about their progress towards achieving their goals.

**Development:** In any effective organization, by assessing and addressing the development needs of employees. Development in this case means increasing the ability to perform through training, giving tasks involving new skills or higher levels of responsibility, and improving work processes, or other methods. Providing training and development opportunities for employees encourages good performance, enhances job skills and competencies and helps employees keep pace with changes in the workplace, such as the introduction of new technology. The implementation of performance management processes provides an excellent opportunity for supervisors and staff to identify development needs. While planning and monitoring work, performance deficiencies become clear and should be addressed.

**Evaluation:** From time to time, you find it useful for organizations to assess staff performance. This helps compare performance over time or across a group of employees. Organizations need to know who is doing best. In the context of formal performance evaluation requirements, evaluation means evaluating the performance of employees or group against elements and standards in the employee performance plan and assigning a brief classification of the record. The registry classification is set in accordance with the procedures included in the organization's evaluation program. It is based on work done during a full

evaluation period. The classification of the Register affects various other staff procedures, such as the granting of grade increases within the category and the determination of an additional retention balance in the reduction of force.

5. Rewards: Rewards are often well used in effective organizations, which means recognizing staff, individually and individually in groups, for their performance and recognition of their contributions to the agency's mission. The basic principle of effective management is that all behaviour is dominated by its consequences. These consequences can be formal and informal, whether positive or negative. Good managers do not wait for their organization to seek nominations for official awards before acknowledging good performance. Recognition is a natural and continuous part of day-to-day experience.

#### **Fifth: The benefits of training:**

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work-related tasks. It is one of the most important potential catalysts that can lead to short- and long-term benefits for individuals and organizations. There are a lot of benefits associated with training and **Nassazi (2013,p22)** mentions these benefits as follows:

High morale - staff receiving training increased confidence and motivation;

Low production cost - training eliminates risks because trained staff are able to make better and economic use of materials and equipment and thereby reduce and avoid waste;

3- Low turnover - Training brings a sense of security in the workplace which in turn reduces turnover and absenteeism .

#### **Sixth: The theories explaining the relationship of training to job performance:**

There are many theories to explain the importance of training needs in any organization. In the theory of social learning, employees acquire new skills and knowledge by monitoring other members of staff who have confidence in and also believe to be credible and more knowledgeable, the theory has assumed that training and learning are influenced by self-efficiency and his ability to learn new skills successfully can be influenced by encouragement, oral persuasion, logical affirmation and observation of others, and one of the most important theories explaining the importance of training in management:

### 1- Bureaucracy Theory:

Bureaucratic regulation is the bridge between the public interest and the private interest. Marx asserts that bureaucracy, as an organization that destroys an individual's competence and hinders his ability to innovate, imagination and take responsibility, has no impact on bureaucrats who believe they can do all the work on which they are well organized **(Muhammad, 1997, p. 74)**.

Weber's bureaucratic organization is the ideal organization that can be used as a criterion for judging the efficiency of the organization **(Husseini, 1984, p. 255-256)**, **(Chalabi, 1997, p. 46-47)** and one of the most important theoretical criticisms is that the neglect and treatment of the individual as a whole suggests that the focus on the application of the principle of surveillance and supervision increases the likelihood of attempting to deviate from rules and instructions. The success and effectiveness of the organization depends not only on its internal or internal characteristics, as well as on the external environment conditions surrounding the organization that It has a significant impact on its effectiveness **(peaceful, without a year of publication, p. 40-41)**.

### Scientific Management Theory:

The scientific management movement developed and developed in the United States of America in the early 20th century (1900-1920) by some of the most famous thinkers and researchers, American engineer F. Taylor, Emerson, and H. Gant, Gilbworth, and others. The views of these researchers were influenced by the principles of the time, which focused on the value of hard work, economic and individual work, the role of all in society **(Quality, 1994, p. 45)**, and contributions of scientific management theory that it focused on the need to specialize in work and the need to pay attention to job design and work, the need for choice, training and attention to monetary incentives. (The best way to perform is specialized, this method is characterized by routine and this leads to the lack of development of individual abilities, and it contains limited opportunities for decision-making or the use of personal judgment, which is the result of the previous point **(Bookfus, 2006, p. 25)**).

### 3- The model of the administrative process (Fayoli):

Bukvos **(2006, p. 26-27)** recalls Anne "Fayol" and was able to develop fourteen principles through which the activities of the department can be found: (division of work and specialization, power and responsibility, control and connectivity, unity leadership, unity of purpose, priority of public interests over personal interests, order, justice, stability of employment, entrepreneurship and the development of the spirit of society)



#### 4. Movement of Human Relations:

The importance of human relations has increased in recent years as human relations aim to meet the needs of individuals for employment and belonging to working groups, and aim to reconcile the needs and demands of workers with the needs and demands of the institution in which they work (Ali et al., 1992,p. 37), and despite all the historical process, the Department continued to focus on increasing the productive efficiency of the workforce thanks to the means and methods of materials until the dawn of the Faculty of Human Relations. (Zweilev, 1993, p. 13) Human relations are based on a distinct logic based on a practical understanding of the reality of man and the nature of human behavior.

Behavioral science theory:

Given the flaws that have emerged in the theory of human relations or modern classics, **Bookfuss (2006,p. 34)** stated that some scientists have tried to develop them in a way that allows all aspects of people's behavior to be used to give more accurate explanations of successful performance in business. From the use of all the behavioral energies of people in their work, the most important pioneers of this movement are: Douglas McGregor , Frederick Herzberg , Chris Ergers, Abraham Maslow and others.

#### **Previous studies:**

1- The study of Al-Otaibi and Taher (2012) aimed at knowing the extent of the application of the institution to activities related to the study of employees of Al Rajhi Bank and this study targeted the category of managers and employees in this institution or their representatives, and the study reached several results, most notably the existence of a positive correlation with statistical significance between the application of the institution to the stages of the training process from a strategic perspective and the level of performance of its employees, There is a positive correlation with statistical significance between the extent to which senior management in this institution adopts the training strategy and the level of performance of its employees, as well as the existence of this positive relationship between the use of modern technology as a basis for the application of training strategy programs and the level of performance of its employees. Diversifying the training programs provided to its members and following various different methods of training, in addition to the need to focus on the use of modern technology as a basis for the application of its training programs in order to improve the performance of the workers in these institutions and achieve the goals for which these institutions found, with a clear strategy of training and the impact on the level of performance of their employees, and may be a society.

2- Ahmed Hisham Al Samarrai Study (2010) The current study aimed to identify the impact of training strategies (trainees and their desire for training, trainers, training program curricula, administrative and

supervisory services and their impact on the success of the training program) on the development of human resources (achieving the objectives of the course and translating it for training needs, motivation, desire for change) in the Ministry of Electricity in Iraq, the study reached several results, the most important of which are: There is a statistically significant relationship at the level (0.05) between training strategies (trainees and their desire for training, trainers, training programs curricula, administrative and supervisory services and their impact on the success of the training program) and human resources development (achieving the objectives of the course and translating it for training needs, motivation, desire for change) in the Ministry of Electricity in Iraq.  $\alpha \geq$

3- Mia and Kang Study (2014) the research aimed at showing the difference between public and private companies in the impact of the rehabilitation and training process to increase the performance of their clients the skills and expertise required, reach the desired goals, reduce the percentage of accidents working, mistakes, and keep up with the recent and successive developments in the field of work of organizations, and one of the most important results reached is the excellence of private sector companies over public sector companies in the impact of the process of rehabilitation and continuous training to raise the efficiency of workers performance, Asco's private company is the best at giving employees the skills and expertise required compared to the general yarn company. While no differences were observed between other companies, public sector companies through the process of continuous training and rehabilitation contribute to reducing the percentage of accidents and mistakes, where it was found that there are differences between tobacco company and companies of quality, yarn and asco for the benefit of the tobacco company, public and private companies contribute through the process of continuous training and rehabilitation in keeping up with the recent developments in the field of the work of organizations.

4. The study of Talbani and others (2011) aimed at identifying the reality of the evaluation of training programs in the major local bodies in the southern provinces, and the results showed differences in the area of "trainee reaction" due: for the change of years of experience for those with less than 5 years of experience; for the change in the work of the research for the head of the department and the head of the division in the local bodies; As for the field of "behavior", The results showed differences attributable to the change of the local authority in favour of the municipality of Khanyounis; Based on previous findings, the researchers reached several recommendations, the most important of which are: enhancing the evaluation of training at the level of trainee reaction, at the learning level, and by local bodies evaluating training at the behavioural level as well as at the level of organizational outcomes.

5- Al-Saadoun study (2013) aims to identify the role of specialized training programs in improving the performance of the employees in the investigation and prosecution authority in Riyadh region, and one of the

most prominent results, al-Mahbaheen believes that the specialized training programs provided to the Authority contribute to increasing the ability of trainees to extract facts and prove modern information crimes to an average degree, according to the authors, that the specialized training programs provided to the Authority for trainees in the Authority do not keep pace with the development of modern information crimes to a small extent, The lack of evaluation of specialized training programs, care to fit specialized training programs with the specialties of trainees, and the most important recommendations: attention to intensify specialized training programs in the field of modern information crimes for employees in the Authority, the need to prepare trainers of the authority specialists in modern information crimes, attention to the application of the long-term calendar of specialized training programs provided to employees, attention to suit specialized training programs with the specialties of trainees.

6. Elnaga&Imran **Study (2013)** aims to examine the impact of training on staff performance and to propose how to improve the performance of its staff through effective training programmes. One of the most important findings obtained is that there are not enough indicators to directly link the relationship between training and staff performance. By applying a different level of analysis to explore the impact of training practices on employee performance.

Falola study et.al. **(2014)** The main objective of this study is to examine the effectiveness of training and development on staff performance and the organization's competitive advantage in the Nigerian banking industry, and the results show a strong relationship between training, development, staff performance and competitive advantage.

8. Asfaw study et.al. **(2015)** This study focused on determining the impact of training and development on staff performance and effectiveness at the Management Office of the Five Provinces, Addis Ababa, Ethiopia.

## **Methodology and tools of the study**

### **Geographical area of study**

The province of Daley in Iraq was chosen as a geographical area for the current study of several considerations, the most important of which is their occupation of great importance among the provinces of Iraq, it is the most need to work development in it, located Diyala province in the eastern part of Iraq and 57 km from the capital Baghdad and passing through the Diyala River, which flows the Tigris River, diyala province extends from northeast of the capital Baghdad to the end of the Iranian border, and its capital is the city of Baqawea and the area of Diyala province about 17,617 square kilometers and estimated Its population in 2003 was about 1.27 million, mostly Arabs and a large proportion of Kurds, the so-called Diyala River, which divides it into two and flows into the Tigris River.

## **Human field**

The human field of this research is determined in the number 192. 11 And approximately 219 researched this sample was selected based on the Craigsie Morgan S =X2NP equation  $(1-P)/d2 (N-1) + X2P (1-P)$  where The total sample of workers covered by social security by sectors for 2012 is 4352 (**site of the Central Bureau of Iraqi Statistics**) and the field data needed to conduct the study were collected by the method of questionnaire interviewing a group of employees working in the province and were selected in a random manner .

## **Measuring the social and economic characteristics of the researchers and the degree to which heads of households are aware of the effectiveness of development organizations in study villages**

### **A- Measuring the social and economic characteristics of the researchers:**

Type: It is intended to determine the sex of the researched by heads of household, this variable was measured as a nominal variable consisting of two categories, and digital coding was used for variable responses as follows: male =1, female =2.

Age: The number of years of life of the research is meant for the earliest calendar year at the time of the research, and this variable was measured as a quantitative variable using absolute numbers, and then converted to a grade variable with the aim of characterization.

Marital status: The case of marital research is intended, this variable was measured as a six-category nominal variable, and digital coding was used for variable responses as follows: single =1, engaged = 2, book writer =3, married = 4, widower = 5, divorced = 6.

Educational status: The extent to which the research obtained an educational qualification, this variable was measured as a grade variable consisting of eleven categories based on the years of study, and the digital coding was used for variable responses as follows: mom = 1, reads and writes = 2, primary education =3, preparatory education = 4, diploma = 5, secondary = 6, above average = 7, university = 8, diploma = 9, master = 10, Ph.D. = 11.

Place of residence: It means the current place where the research resides and digital coding has been used for variable responses as follows: village =1, city = 2, center =3

Monthly research income: This variable was measured as a quantitative variable using absolute figures for the total monthly income obtained by the research, and then converted this variable into a grade variable with the aim of characterization.

Place of starch: It means where the research originated and digital coding was used for variable responses as follows: village =1, city = 2

Income adequacy for living needs: It means how well income is sufficient to meet daily needs and digital coding has been used for variable responses as follows: enough and overflow =1, enough = 2, enough is lying enough =3, not enough =4

Functional name: It means the functional nature of the research and the profession it performs and digital coding was used for variable responses as follows: employee =1, branch manager =2, observer =3, head of department =4, secretary=5, deputy director =6, manager =7.

Training courses: Courses completed by the research before the date of data collection and digital coding was used for variable responses as follows: there is =1, no =2.

Number of years of experience: This variable was measured as a quantitative variable using absolute figures for the total number of years of experience for the research, and then converted this variable into a grade variable with the aim of characterization.

The nature of the work of the organization in which you work: namely the job description of the research and digital coding was used for variable responses as follows: industrial =1, commercial =2, service =3, financial and banking =4.

The nature of the job: the nature of the work done by the research and the use of digital coding for variable responses as follows: technical =1, administrative =2, executive =3.

### **Measuring the training process:**

The training process was measured in several axes for each axis linked to several items and digital coding was used to respond to these items as follows: strongly APPROVED =1, OK =2, Neutral =3, Non-OK=4, Strongly Disapproved =5.

The stability factor value of these variables was calculated and all stability grades were 0.6, which is high, indicating the stability of the scale as shown in the following table () and <digital coding was used to respond to these items as follows: strongly approved =1, OK =2,neutral =3, disapproved =4, strongly disapproved =5.

**Table 1: Alpha Kronbach Stability Coefficient Values for Current Study Variables**

<b>Variables</b>	<b>Number of items</b>	<b>Value of Alpha Kronbach Coefficient</b>
First: Assessing the performance of the local employee	22	0.96
Second: The selection of trainers	13	0.96
Third: The quality of the training programs provided	8	0.93
Fourth: Commitment of senior management and adoption of a strategy	5	0.94
Scale as a whole	48	0.99

### **Description of the study sample**

To characterize the sample of the study, repetitions and percentages of the social and economic characteristics of the researchers were calculated and table 1 explains the most important findings in this regard:

1- Type:

**Table 2 Distribution of the exterminators according to their type**

<b>genre</b>	<b>Number</b>	<b>Ratio</b>
male	163	84.9
femal e	29	15.1
Total	192	100.0

According to the previous table (2), the vast majority of the respondents were male, accounting for 84.9% and females at 15.1%.

Age :

**Table 3 Distribution of the houthis according to their age**

<b>Age</b>	<b>Number</b>	<b>Ratio</b>
22-33	82	42.7
34-44	70	36.5
45-55	40	20.8
Total	192	100.0

According to the previous table (3), most of the respondents were in the 22-33 age group, accounting for 42.7 percent, while the lowest age rate was 45-55, at 20.8 percent.

3- Marital status :

**Table 4 Distribution of the houthis according to their marital status**

marital status	Number	Ratio
Single	12	6.2
address	9	4.7
writer	1	.5
married	163	84.9
Widower	4	2.1
absolute	3	1.6
Total	192	100.0

According to table 4, most of the respondents were married, accounting for 84.9 percent, while the lowest percentage was 0.5 percent for those about to get married.

Educational status:

**Table 5 Distribution of the amphihisiae according to their educational status**

Educational status	Number	Ratio
Mom	11	5.7
Read and write	13	6.8
Primary education	4	2.1
Preparatory education	8	4.2
diploma	54	28.1
secondary	3	1.6
Above average	18	9.4
academic	63	32.8
Master	18	9.4
Doctor	0	0
Total	192	100.0

According to table 5, most of the graduates were university graduates, 32.8 percent, while none of the researchers had a PhD.

5- Residence:

**Schedule 6 distribution of the houthis according to their place of residence**

The place of residence	Number	Ratio
village	43	22.4
city	67	34.9
center	82	42.7
Total	192	100.0

According to table 6, most of the 42.7 percent of the respondents lived in the centers, while the lowest number of respondents lived in villages at 22.4 percent.

Monthly income for researched in dollars:

**Table 7 Distribution of the Amphibtions according to their monthly income**

Monthly income for researched in dollars	Number	Ratio
0-200	43	22.4
200-400	67	34.9
400-800	82	42.7
Total	192	100.0

According to table 7, most of the respondents had incomes of 400-800 dollars per month, at 42.7 percent, while the lowest income group was less than 200, at 22.4 percent.

7- Place of starch:

**Table 8 distribution of the houthis according to where they grew up**

Place of starch	Number	Ratio
rural	43	22.4
urban	149	77.6
Total	192	100.0

According to table 8, most of the people who grew up were in urban areas, with 77.6 percent, while the least well-off were in the countryside, with 22.4 percent.



Income adequacy:

**Table 9 Distribution of the amphibitions according to the degree of income adequacy**

Income adequacy	Number	Ratio
Enough and overflowing.	0	0
sufficient	103	53.6
It's just enough.	52	27.1
It's not enough.	37	19.3
Total	192	100.0

According to table 9, most of the respondents had enough incomes, with 53.6 percent, while the lowest income group was 19.3 percent.

Job title:

**Table 10 Distribution of the amphihi op-ed according to their job name**

Job title	Number	Ratio
employee	192	100.0
Branch Manager	0	0
monitor	0	0
Head of department	0	0
secretary	0	0
Deputy Director	0	0
manager	0	0
Total	192	100.0

It is clear from the previous table (10) that all the respondents were 100 percent employed.

Training courses:

**Table 11 Distribution of the amphi op-eds according to their training courses**

Training courses	Number	Ratio
There is	169	88.0
There's no.	23	12.0
Total	192	100.0

It is clear from the previous table (11) that most of the respondents had received training courses of 88 percent, in contrast to Lam, who received 12 percent of the training courses.

Number of years of experience:

**Table 12 Distribution of the amphi op-ed according to the number of years of their experiences**

Number of years of experience	Number	Ratio
Less than a year.	79	41.1
One to five years.	87	45.3
More than 5 years.	26	13.5
Total	192	100.0

According to the previous table (12), most of the respondents had 45.3 percent of their experience from one to five years, while the lowest share was over 5 years.

The nature of the work of the institution in which it operates:

**Table 13 Distribution of the amphisiature according to the nature of the work of the institution in which they work**

The nature of the work of the organization in which you work	Number	Ratio
industrial	69	35.9
Commercial	79	41.1
Service	35	18.2
My money and my banker.	9	4.7
Total	192	100.0

According to the previous table (13), most of the respondents work in the commercial sector by 41.1%, while the lowest share of those working in the financial and banking sector was 4.7%.

The nature of the job:

**Table 14 Distribution of the applicants according to the nature of the job**

The nature of the job	Number	Ratio
technical	96	50.0
Administrative	62	32.3
Executive	34	17.7
Total	192	100.0

It is clear from the previous table (14) that most of the respondents were technically 50%, while the lowest percentage of their executive jobs were 17.7%.

## Results and discussion

**The first result:** Because of the first hypothesis that "there is no relationship between training and the performance of the local employee in Iraq", the link coefficient was used to manage the leech between two variables:

**Table15. Pearson's simple correlation between the independent variable training and the variable between the performance of the local employee in Iraq**

Independent variables	Performance of the local employee
Pearson Link Coefficient	.999**
Sig. (2-tailed)	.000
N	192

To achieve the first goal, which is to identify the relationship of independent variables between the independent variable training and the variable between the performance of the local employee in Iraq, the first research hypothesis was tested, with the following zero imposition " There is no relationship between training and the performance of the local employee in Iraq and to verify the validity of this imposition the Pearson link coefficient was used. The results of table (15) show a positive moral correlation at the level of 0.01 between the independent variable training and the variable between the performance of the local employee in Iraq and therefore the previous zero imposition for the independent variable that has proved the morality of its relationship with the dependent variable, can be rejected. These results indicate that the higher the degree of variables that have been shown to be morally linked, the greater the performance of the local staff member in Iraq.

**The second result :** to conduct the second hypothesis "There is no relationship between the quality of training programs and the level of performance of the local employee in Iraq", the link coefficient was used to study the relation between two variables:

**Table16. Simple link transactions (Pearson) between the independent variable the quality of training programs and the variable between the performance of the local employee in Iraq**

Independent variables	Performance of the local employee
Pearson Link Coefficient	.981**
Sig. (2-tailed)	.000
N	192

To achieve the second goal, which is to identify a relationship between the quality of training programs and the level of performance of the local employee in Iraq, the second research hypothesis was tested, with the following zero imposition" there is no relationship between the quality of the training programs and the level of performance of the local employee in Iraq and to verify the validity of this imposition was used pearson link coefficient. The results of table (16) show a positive moral correlation at the level of 0.01 between the independent variable the quality of the training programs and the variable between the performance of the local employee in Iraq and therefore the previous zero imposition for the independent variable that has proved the morality of its relationship with the dependent variable, can be rejected. These results indicate that the higher the degree of variables that have been shown to be morally linked, the greater the performance of the local staff member in Iraq.

**The third result :** To conduct the third hypothesis" there is no relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq" the link coefficient was used to study the relation between two variables:

**Table17. Pearson's simple correlation between the independent variable is the commitment of senior management and its adoption of the training strategy andthe variable between the performance of the local employee in Iraq.**

Independent variables	Performance of the local employee
Pearson Link Coefficient	.954**
Sig. (2-tailed)	.000
N	192

To achieve the third goal, which is to identify a relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq, the third research imposition was tested, with the following zero imposition " There is no relationship between the commitment of senior management and its adoption of the training strategy and the level of performance of the local employee in Iraq and to verify the validity of this imposition was used pearson link coefficient. The results of table (17) show a positive moral correlation at 0.01 between the independent variable and the commitment of senior management and its adoption of the training strategy andthe variable between the performance of the local employee in Iraq and thereforethe previous zero imposition for the independent variable that has proved the morality of its relationship with the dependent variable, These results indicate that the higher the degree of variables that have been shown to be morally linked, the greater the performance of the local staff member in Iraq.

## Recommendations

Leaders and heads of work should take care of the training process to increase the efficiency of the work.

2- Institutions of both government and private types must abide by the rules of training at work to increase the employee's productive capacity.

Government ministries should take care of the technical and technical functions that are unique in the training process to raise the national economy.

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