

# The Effect of Human Resources Planning and Training and Development on Organizational Performance in the Government Sector in Jordan

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## **Abstract**

This paper aimed to examine the human resource (HR) planning, training and development towards organizational performance in the Government Ministry in the Kingdom of Jordan. It investigated the factors that affect HR planning, training and development in Jordanian ministries. The study population, which consisted of employees in the HR departments in 23 Jordanian ministries, comprised 166 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that HR planning, training and development significantly correlated with the organizational performance in the Jordanian Ministry. The paper provided recommendations for improving HR in the Jordanian Ministry.

**Keywords:** *Human Resource Planning, Training And Development, Organizational Performance*

**Introduction:**

The role of human resource management (HRM) in the implementation and achievement of strategic management and subsequently improve human capabilities (Barney, 1991; Barney & Wright, 1998). Strategic human resource management (SHRM) literature tends to concentrate upon two points; firstly development and improve of core competitive and competencies advantage and, secondly the integration between the organization's strategy and HRM strategy in achieving of profit and growth (Barney & Wright, 1998; Michie & Sheehan, 2005). SHRM covers organizational and firms related to structure, management of change, organizational effectiveness, culture, performance, competence and matching resources to future business needs and employee development (Baird & Meshoulam, 1988; Jackson & Schuler, 1995). Meanwhile, the technical and traditional HRM are concerned with the organizing role and functions, recruitment, performance measurement, selection, planning, training and development the administration of indemnification and benefits. However for SHRM it involves implementing and designing groups of internally consistent practices and policies which ensure that an organization's human capital contributes to the fulfillment of its business goals (Baird & Meshoulam, 1988; Jackson & Schuler, 1995).

The importance of this study being looking at one of the topics of modern management is relatively a HR planning, training and development and the factors affecting it, as it is this concept new to developing countries, which include Jordan, so it is subjected to the study of the field gives more importance especially in light of the circumstances and variables technological and economic The multi-policy, witnessed by the Jordanian public sector, and which require the adoption of the concept of HR planning and training and development from the perspective of application to keep up with the rapid environmental changes.

**Literature Review**

Organizations nowadays are looking forward to have a competitive advantage against the threats present in globalization. Due to the high competency requirements, most organization aim to generate the kind of performance that can bring more profit. In order to do that, the employees are required to perform well and improve.

To comply with this, the organization needs to align organisational performance with human resource management practices, which would be shown by organisational output of financial variables (sales growth, goal achievement, good services, productivity) (Osman, Ho & Katou, 2011; Chand & Katou, 2007; ) and non-financial variables (management quality, long-term orientation, continuous improvement, workforce quality) (De Waal & Frijns, 2011; Dimba, 2010) and also other outcomes as commitment, quality and flexibility (Guest, 1997). Once a business entity has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals (Kaplan & Norton, 1996).

The human resources planning is the strategic planning process at the level of the senior management. The human resources planning is a process of guiding activities related to the human resources management (Mursi 2003). Human resources planning involves two steps proposed by Durah and Al-Sabag (1986): 1) Analysis of the organization's objectives: this step involves the studying and understanding the objectives of the organization. This an integral part of the organizations strategic planning and to meet the strategic goals of the organization. The external and internal environment for the organization should be considered and evaluated. 2) Monitoring and evaluation: The monitoring and evaluation is an

assessment to diagnose of the strength and the weaknesses. It is a planning process of human resources, and will determined the effectiveness of the human resources. The monitoring and the evaluation should focused the following criteria: the size of employment, the productivity achieve, the rates of flow of the human resources, and the organization strategic objectives (Hiti, 2000).

### Effect of HR Planning on organizational performance

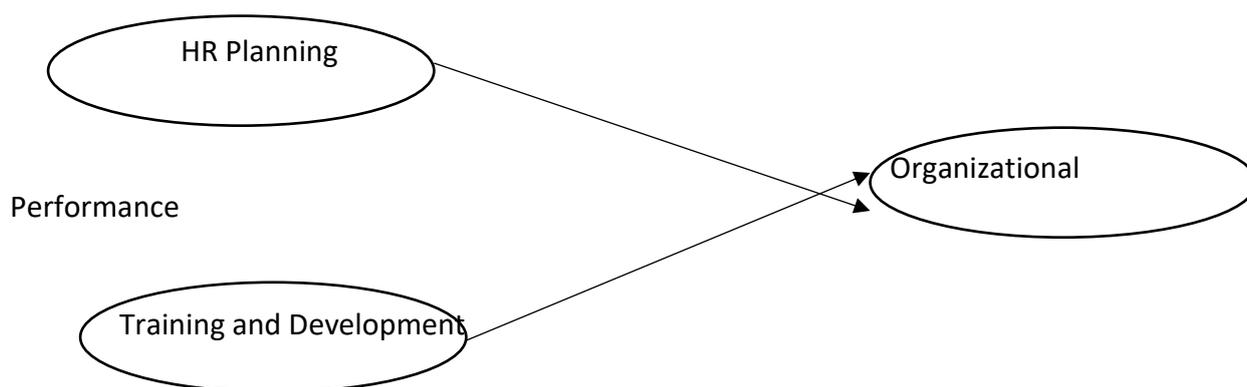
According to Mursi (2003), there are significant and positive relationship between HR planning and organizational performance. In another study by Hiti (2000), HR planning have a positive relationship with organizational performance. In another study by M Arsad (2012) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. Study by Chand and Katou (2007) in their study in the Indian hotel industry were also found out that manpower planning have strong relationship to productivity, and productivity impact on organizational performance.

### Effect of training and development on organizational performance

Training and development is a main important element of human resource management (HRM) (Vlachos, 2009). Training is defined as the organized activity aimed at imparting information or instructions to get better the staff performance or attain a required level of skill or knowledge to help him or her (Saed & Asgher, 2012). Development is defined those activities that lead to the attainment of fresh skills or knowledge for the sole aim of personal growth. (Peteraf, 1993).

Study by Apospori, Nikandrou, Brewster & Papalexandris, (2008) suggested that there is a significant impact of training and development on organizational performance. Subramaniam et al. (2011) mentioned that training and development could influence organisational performance because employees' skills, knowledge and abilities can be enhanced and up to date. In another study by Dimba, (2010) found that There are the influence and relationship between training and development on organizational performance

### Research Framework



### Research Hypotheses

H<sub>1</sub>: There is a positive relationship between HR planning and organizational performance in ministries sector in Jordan.

H<sub>2</sub>: There is a positive relationship between training and development and organizational performance in ministries sector in Jordan.

### Results of the Study

This study adopted a five-point Likert scale to answer the items in the questionnaire, with 5 denoting "always" and 1 denoting "never." Mean scores less than 2.33 were considered weak, mean scores between 2.76 and 3.94 were considered moderate, and mean scores of more than 3.67 were considered high.

Ser.	Item	Mean score	Standard deviations
	<b>Human resources planning</b>		
1	Human resources planning at the ministry aims to achieve adaptation with the changes in the external environment.	3.72	0.80
2	Human resources management in the ministry is committed to planning for the human resources.	3.94	1.00
3	The Ministry plans for the human resources to develop their vision and strategic objectives.	3.61	0.83
4	There is clarity in the objectives and plans of the human resources in the ministry.	3.72	0.93
5	I have a clear understanding of the development of human resources plans	3.67	0.88
6	The Ministry allows the staff in planning the human resources.	3.50	0.76
	<b>Training and Development</b>		
7	In the ministry, there is an annual plan for the training and development of the human resources that are set according to their needs	3.06	0.87
8	The ministry trains the human resources in order to increase their Knowledge about their jobs.	2.92	0.99
9	The ministry trains the human resources to develop their professional skills.	2.96	0.95
10	Training is linked with the preparedness of staff.	3.08	0.95
11	In the ministry, there is an environment that stimulates learning.	3.15	0.97
12	The ministry is working to develop appropriate plans to train all workers according to prepared studies and plans.	3.16	0.98
13	In the ministry, there is an environment stimulating workers to apply what they learned practically.	3.41	0.98

Item serial 2 obtained the highest mean score (3.94) for the first variable, HR planning (see Table 1). This result suggested that the planning processes within the ministries are well established, and HR staff members are well versed in the rules and procedures, and have experience and competence in the employee planning process. Item serial 13 obtained the highest mean score (3.41) for the second variable, training and development. This result implied that the training or course content is relevant and applicable to the day-to-day responsibilities of HR staff.

### Hypotheses Testing

To test the hypotheses, a simple regression analysis was performed on the resource management activities in general and the strategic planning practice in particular. Table 2 shows the correlation coefficient,  $R^2$ ,  $F$  value, significance level, and  $H_0$ .

Table 2. Pearson Correlation of the Study Variables

Ser.	Variables	Correlation coefficient	R2 value	F value	Significance level	Ho
1	Human resources planning	0.60	36%	103.23	0.000	refusal
2	Training and development	0.68	64%	153.39	0.000	refusal

The highest total variance was observed in Performance Management (43 percent), followed by Human resources planning. (36 percent), whereas the lowest total variance was observed Work design and analysis (27 percent) (see Table 3). This result indicated that Performance Management plays an important role in determining the HR practice in Jordanian ministries. Performance Management is expected to increase the knowledge, skills, and performance of employees and enhance.

	Hypotheses	Correlation coefficient
H1	There is a positive relationship between HR planning and organizational performance in ministries sector in Jordan.	0.60
H2	There is a positive relationship between training and development and organizational performance in ministries sector in Jordan.	0.680

The results of the hypotheses testing indicated that the independent variables significantly correlated with the dependent variable. The correlation results confirmed a significant association between independent variables and the dependent variable. The analysis suggested the lack of multicollinearity in this study because the correlation coefficient was less than 0.80.

### Recommendations

Human resources refer to people whose knowledge, skills, and abilities are utilized to create and deliver effective services. HR is considered the greatest resource of an organization. Effective HR planning attracts the right quality and quantity of people, develops the

knowledge, skills, and abilities of employees, and retains employees within the organization. To further improve the system of Jordanian ministries, modern technology should be utilized for strategically planning and developing HR. Moreover, a training and management development program should be implemented to enhance the capabilities of employees and those of the Jordanian ministries. Investing in the improvement of the knowledge and skills of employees would allow Jordanian ministries to develop more productive and effective employees.

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