



The Impact of Training on the Performance of Employees Case Study Search and Rescue Team: Jordanian Civil Defense

Mozfi Mohammad Amyan^{[a],*}

^[a]Associate Professor, Department of Business, Amman University College for Financial Administrative Sciences, AL-Balqaa Applied University, Amman, Jordan.

*Corresponding author.

Received 27 March 2016; accepted 26 May 2016

Published online 30 June 2016

Abstract

This study aimed to investigate the impact of training on the performance of employees in the search and rescue teams. The population of the study consisted of all members of the search and rescue teams in the Jordanian Civil Defense, the study sample consisted of 75 individual. The questionnaire was adopted as the main tool of survey of the stud. The independent variables of the study: training programs, tools and training materials, trainers, continuous improvement were studied to find out the relationship with the dependent variable of study, which was the performance of workers in the Search and Rescue Team.

The study found that the members of the Search and Rescue Team in a Jordanian Civil Defense trend positive towards the dependent and the independent variable. The hypothesis of study was tested, the study reveled that there is statistically significant effect of training on the performance of the team of search and rescue. The study recommended to working on the design of modern training programs periodically special for the team of search and rescue with the comprehensively training on various subjects relating to the experiences and needs of workers. The study reveled that the subject of training materials need a periodical assessment to update and feedback the information based on the performance of the members of the Search and Rescue Team.

Key words: Training; Performance of employees; Search and rescue team; Jordanian Civil Defense

Amyan, M. M. (2016). The Impact of Training on the Performance of Employees Case Study Search and Rescue Team: Jordanian Civil Defense. *International Business and Management*, 12(3), 49-61. Available from: <http://www.cscanada.net/index.php/ibm/article/view/8498>
 DOI: <http://dx.doi.org/10.3968/8498>

INTRODUCTION

The risk and disaster management has become the main concern for all organizations in all countries of the world because it carries a noble message to safe and protect territories and human from the disasters and a various threats, the government must have an expressed strategies that emphasis on the training for the cavil defense. Governments and even nonprofit organizations creating organizations and structures at the national level to protect, save and help them in this emergency. Accordingly this need states established the so-called civil protection bodies (civil defense) these devices found to do the work and duties that included assisting in the event of risks and emergencies, since the human element is the most important element to any organization must have the cognitive skills to do his job for and also he must receive adequate training required to enable it to deal with the nature of the work required. The process of training has an effective on the performance of employees and it is essential to maintaining a workforce with high efficiency where the raising of the level of skills and helps to instill confidence in the employees.

1. THE IMPORTANCE OF STUDYING

Training process is considering to be the important requirements to keep up with ongoing developments

and challenges facing the community, so the leadership must take into account this concept and translated on the ground to provide trainers, infrastructure, tools and supplies, and special requirements for the success of the training process, and if we take the cost into consideration, the cost of training, far less than the cost of the negative performance of the non-qualified workers and for the long-term. The importance of this study is focused on being related to one of the most important topics in support of human development and in particular the impact of training programmers for the search and rescue team, one of the most important elements of search and rescue on the levels of risks and emergencies to minimize losses, especially in the present day, filled with disasters that threaten the safety of human.

2. PROBLEM OF THE STUDY

The civil defense is considered to be the only governmental department responsible for search and rescue operations, through the dedicated team at work in search and rescue operations on the international and domestic level, and as the nature of their work requires continuous training and familiarity with everything new in order to protect and save lives and assist them in various cases of risks, therefore this study seeks to answer the following questions:

- What the impact of training on worker performance in search and rescue?

- Is there a trace of training programs to improve the performance of the human element in the search and rescue team from the perspective of trainers?
- How the impact of training (trainers, tools, training resources, infrastructure for training) to improve the performance of staff in the search and rescue team?

3. THE OBJECTIVES OF THE STUDY

The study seeks to achieve the following objectives:

- To find the relationship between the training programmers and the performance of the civil defense on search and rescue.
- Identifying the impact of training programmers and the efficiency and effectiveness of the performance of search and rescue employees.
- Find the shortcomings or weaknesses of civil defense training section and what the impact that on the performance of employees.
- Examining the follow up human resources management and training management of environmental variables to be taken into account in the preparation of training programs.

4. MODEL STUDY

The relationship between the independent variables and dependent variables depicted by Figure 1 which illustrate the study model.

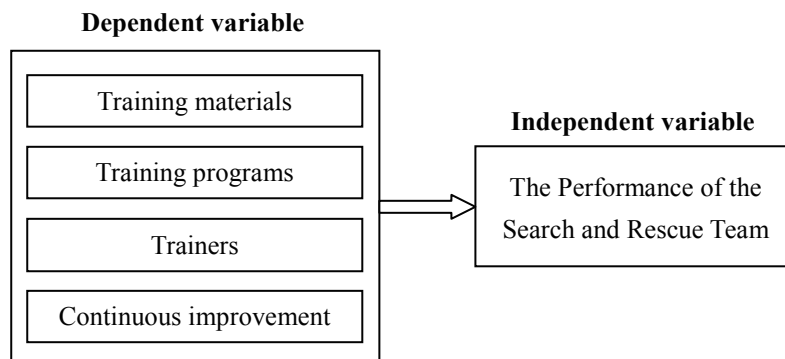


Figure 1 Model Study

4.1 The Study Hypotheses

Consistent with the subject and its problem the study try to achieve its objectives by testing the following hypotheses:

4.1.1 The Main Hypothesis

Ho: There is no statistically significant impact of the training on the performance of the search and rescue team.

From the main hypothesis there are sub-hypotheses as following:

The First Hypothesis (Ho1): There is no statistically significant impact of the training

program on the performance of the search and rescue team.

The Second sub-hypothesis (Ho2): There is no statistically significant impact of training materials and the means to perform the search and rescue team.

The Third sub-hypothesis (Ho3): There is no statistically significant impact for trainers to perform search and rescue team.

The Fourth sub-hypothesis (Ho4): There is no statistically significant effect of follow-up and continuous improvement of training on the performance of the search and rescue team.

5. THEORETICAL FRAMEWORK

In this section discussed the theoretical framework for the topics related to the themes of research and previous studies.

5.1 International Search and Rescue Advisory Group (INSARAG)

Established in 1991 within the framework of the coordination of humanitarian affairs within the United Nations for coordination to end this group within the field coordination section emergency services branch of the Office for the coordination of Humanitarian Affairs. (<http://www.insarag.org>).

5.2 Training

Training occupies an important place in modern institutions and organizations, which rely on organizations and institutions to make changes for the better in performance and innovation and reduce losses and raise the quality of the work, where the importance of training and the need for special training in the sensitive and important functions such as civil defense (IFRC, 2014). The training does not care to a particular aspect but it concerns all aspects whether it is a weak or powerful aspects of individuals, it develops and strengthen those aspects of human resources. Training plays a key role in the era we live in, because of the fast change on the technological and scientific development, so we constantly need to learn new skills and science, but training is not linked only to the science and knowledge and modern techniques, but they have other reasons, the most important of these reasons to strengthen the weaknesses of the workers in the enterprise and that affect their competence for their business. Training is one of the most effective elements to influence the employee's change in its performance and raise the level of productivity and change in the evolving behavior (Halaby, 1973, p. 10).

5.2.1 The Concept of Training

Where many trends towards the definition of training, were defined as a planning activity aims to changes on individuals or groups in terms of working methods and skills, expertise and information making individuals and groups doing its work on right way (Hashim, 2006). And also training as an attempt to change the behaviour of individuals positively by making them use a different methods of doing business differently than they were, addition to that training as a way to gain knowledge and expertise needed by the people and collect information that lacks and trend them to the right manners for both the work and the management and also appropriate skills in order to raise the level of efficiency (Almobaidin & Aljrarat, 2001). There is another definition of training, it is a continue activity which provide the individual with the skills, experience and attitudes that makes it suitable for work. Training is the main key to developing and improving the human race by providing knowledge and

information that lacks, and to develop the abilities, skills, attitudes and to raise his performance which increase productivity and achieve their own career and to maximize quality, speed and economy (Masada, 2008, p. 8). To make the role of the training Department of the Jordanian Civil Defence more flexible and handle positions to applicants urged that the existence of such management in the Organization of the sections there are trained people on most of the given operations, and be better able to address the attitudes and all internal and external changes to it based on the pillars of human scientific and efficient process, we formulate the concept of training through the practice or behaviour of a person from another person who earns more information in a specific discipline over a period of time and added to existing skills (Tahir et al., 2014).

5.2.2 The Importance of Training

In recent years the issue of increased interest in the training, which was previously focused on providing staff with technical skills and no longer enough nowadays because of technological changes and informatics as well as increased attention to improved levels of product quality and productivity required by the conditions of competition on the world market which works according to the concepts of total quality (Tawfik, 1998). Also include the importance of training to develop their knowledge and develop their abilities to perform and to develop working methods that will equipped workers with new skills and knowledge and help them to perform the work efficiently ineffectively through training (Abdelhak, 1987, p. 15). The significance of training as follows:

1) the importance of training shows that the new employee of organization as well as the old employee, so they should trained a certain skills and should know correctly the way of works on a satisfactory manner in order to upgrade his performance until the administration is satisfied with his performance, also old employee should trained the new techniques which newly entered in its work and complete the knowledge skills and abilities and also trained for modern management approaches for adaptation to new environmental conditions.

2) The globalization, the development of production and the innovation technology have led to the development of techniques and modern methods of work which requires a scientific specialization and high scientific skills, which can facilitate from management by training the employees to learn how to use this technology (Hashim, 2006).

3) Change attitudes and motives and the evolution of the behavior of individuals in terms of productivity, employees meeting these requirements with high efficiency and productivity which come through training.

4) practical training not only to raise the skills and abilities of employees but also to modify their behavior with colleagues, bosses, and clients.

Training is the utmost importance as a key element in the process of management development, the

success of training in achieving its objectives requires careful planning, execution and follow-up to ensure the achievement of objectives, so that the individual worker performs its work on proper way (Al-Khatib, 2006, p. 287).

5.2.3 Objectives of the Training

Training designed specifically to achieve a set of goals for the individual and the organization, and these goals (Assa'edi, 2011):

Training benefits for workers:

- Making individual qualified to a leadership positions.
- Providing individual expertise, knowledge and new skills to make and carry greater responsibilities at work.
- Increase confidence of employees in themselves as a result of providing information and experiences and new abilities to raise their morals.

Training benefits and relevance to the Organization:

- Developing confidence and experience of workers and increase their skills.
- Preparing generations of individuals for positions of leadership.
- Address the changes taking place in economic and social systems and keep pace with scientific and technological development (El Khatib, 2006, p. 303).

The aims of the training are:

- Developing the skills and knowledge of employees.
- Increase the Organization's efficiency and effectiveness.
- Reduce costs and losses.
- Raise the quality.

5.2.4 The Major Steps for Training

5.2.4.1 Planning

Before setting the framework for planning, they should know the weaknesses and strengths in the facility to convert weaknesses into strength through training and enhanced strength.

- The planning of training should be flexible and continuous with the continuity and development of objectives and changes in the surrounding environment.
- the operation of planning for training must matching with the regulations and objectives of the Organization and be based on the principle of inclusion of staff relations and humanitarian and professional in the field of training.
- Choosing the best ways and methods for the training process take into account all mental levels.
- The specific Committee are planning to set up training programs for workers in crisis management in order to increase their efficiency in the face of future threats and also make modifications if necessary (Momani, 2007, p. 53).

5.2.4.2 Implementation of Training

According to the needs of teaching competence within time, cost and choice of trainers and assigned personnel

training as well as external training course required to manage the implementation of training plans and organizing training programs.

5.2.4.3 Follow-up and Evaluation of Training

The training is evaluated and monitored to see if the training program useful? Also to know the criticisms of trainers and trainees in order to benefit from the development of the training process. The evaluation also means knowing how to achieve the objectives of a training program, and the strengths and weaknesses of the program so it can be overridden in the upcoming programs and become more effective. The follow-up and review of training events, programs and methods necessary for (Hashim, 2006):

- The shortcomings of the training plan.
- Efficient coaches.
- The application of modern management techniques.
- The achievement of training programs for expected results.

5.2.5 The Process of Evaluating Training Programs

The follow-up and evaluation of programs lead in four phases (IFRC, 2014):

- Before the training program.
- During the training program.
- After the training program.
- Follow-up and evaluation of trainees after they start their work.

5.2.6 The Responsibility of Identifying Training Needs

The responsibility of identifying training needs is the Mission of the senior management of the Organization and sometimes delegated this task to busy work to senior management training experts who are from within the Organization and outside the organization (IFRC, 2014)

The training needs known as a set of variables required in employees, related information and expertise, performance and conduct and attitudes to make them suitable for their jobs, and perform the duties of their current and future on a high-efficiency. Also training needs known as: "the sum of the required changes and developments in the information and trends and skills of staff in order to overcome problems encountered in the work and production." (Asfour, 2004, p. 25)

And consistent with that definition Al Kubaisi in defining training needs "as the gap between current performance and desired performance by either the quality or the quantity or both, and while the training program reaches their objectives, it shows another need for subsequent training program directed towards better performance and better work" (Al-Kubaisi, 2005, p. 237).

5.2.7 Classification Training Needs

Training needs are classified as training needs to the individual, organizational and community, and also classified as the urgent needs with short-term and medium-term needs and long-term, depending on the time scale of the need. And classified according to the direct purpose only remedial nature or improvement and

idiomatic or creative and innovative nature, or needs by topic, are classified into cognitive needs and behavioral skills (Al-Kubaisi, 2002, p. 97). Also the Management skills known as: the skills related to the ability of the leader to manage work done efficiently and effectively in the conditions of continuous variables work (Assa'edi, 2011, p. 54).

5.2.8 The Importance of Identifying Training Needs

It is very important the identification of training needs in the organizations it ensures the desired feasibility for training program for all elements of the training process depend on identifying training requirements, it is a basic step for starting the training process leading to improved efficiency and effectiveness of the work and the employee performance, and show the target group of the training process and the type of training required to detect obstacles from the right planning of training programs. As these needs also lead to cut costs and reduce waste time and money and effort to achieve efficiency and effectiveness and to detect problems and constraints, where the process of identifying training needs flexible and continuous dynamic process (Alshhri, 1989).

5.2.9 Motivation the Training

Training is an ongoing process involving all workers throughout their careers (IFRC, 2014). Through the training concepts and importance of the motives of the training are:

- 1) Production: by increasing the quantity and improving quality through training employees on how to carry out their duties with a high degree of proficiency.
- 2) Economy: leading training programs to create value over the cost by raising the productivity of workers.
- 3) Raise the morale of workers: through the training the employee feels the serious of the organization for helping him and raise the desire of him to develop and secure relationship with his profession that coexist with him.
- 4) Provide reserve force in constructors: where is an important source for meeting these needs in manpower.
- 5) Reduction in expenses for training employees meant to familiarize them with their business and their performance as a conscious knowledge and give them the ability to self-criticism, so the trainer does not need more supervision and control in the performance of his work.
- 6) The less accidents at work: knowledge workers with the best ways to run machines, the movement and handling of materials.

5.3 Performance

The concepts of the performance have a large share of interest and research in management studies in General and human resources studies, particularly as the performance baseline motive in any institution.

Performance is a system used to measure the efficiency and effectiveness of the functional of the employee. And to measure the extent of the performance of employees

and their work by comparing actual performance with predetermined standards and criteria, to identify deviations from the previously identified goals (Khcarmh, 2002).

5.3.1 Performance Evaluation

It is important for institutions to assess the performance of its staff through certain methods often divide supervisors to identify the overall efficiency of the employees in order to identify aspects of evolution in performance (www.annabaa.org). Defines the performance appraisal processes "a aims to identify and define the working performance and how it should work and design development plan for the employee, performance appraisal is not only the defining factor in the level of performance but also influence in his future performance" (Albaishe, 2009).

5.3.2 The Relationship between Training and Performance

The training may be a positive or negative impact or no impact, but the challenge in detecting the type of impact and indicate whether it is positive or negative impact or no impact at all, the following figure illustrates this relationship. The relationship between training and performance (Bishi, 2009; Nelson et al., 2012) mentioned that training generates benefits for the employee as well as the organization by positively influencing employee performance, which leads to the development of employee knowledge, skills, ability, competencies and behavior. Many organizations working with the view of continuous progress in the employees' performance, for the achieving the desired performance the organization try to arrange the training programs to polish the employees' abilities and can develop their competencies that are required at the organization.

5.3.3 The Impact of Trainers (Training Department of Civil Defense)

The civil defense training department is a department based on the training process since it was formed in 1979 to show directly supervises courses and training Jordanian Civil Defense employees at various stages, where it worked on the tasks and the work plan of the Department to implement public policies for training regarding training, preparing and developing the civil defense employees for the leadership, managerial and technical skills through the implementation of these plans, which Aspiring to improve work efficiency. also the department prepare curricula and training programmers and the means needed to hold courses for civil defense, as well as training ordinary people on civil defense over the prefectures and affiliate centers, the processing circulars issued by Department of training for capacity development in the intellectual and physical skills both within its competence.

5.3.4 Measuring the Impact of Training

Performance measurement means measuring the impact of training on the performance of trainees before, during and after the training programmers with the objective of identifying the positives after different training stages. Bishi Mohammed bin Nasser (2009) explained the proposed approach to measure the impact of training.

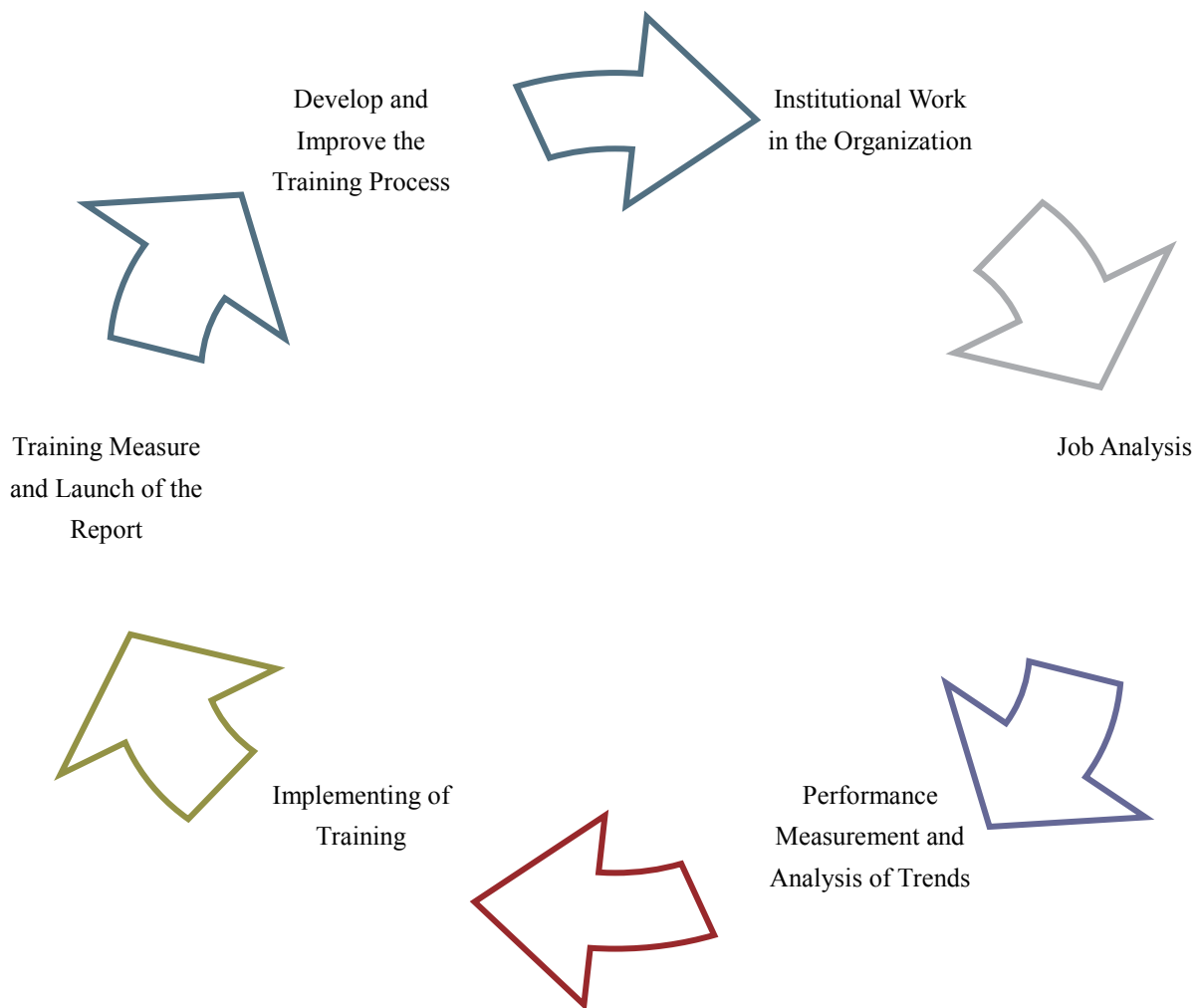


Figure 2
The Proposed Approach to Measure the Impact of Training

Note. Bishi, M. B. N. (2009). The entrances and methods of measuring the impact of training. The Institute of Management and Public, Saudi Arabia.

5.3.5 Aims of Measuring the Impact of Training Programs

It helps measuring the impact of training in achieving a number of objectives are as follows:

- 1) Identify the training plan and achieved its objectives.
- 2) Measure the effectiveness of the training program and training methods and the extent of its contribution to meet the training needs.
- 3) Estimate the trainee effectively, and measure the effectiveness and efficiency of performance trainer and his validity for practice and training work.
- 4) Comparing benefits of training costs and benefits Participants in the training programs and ensure that training for its purposes.
- 5) Identify the strengths and weaknesses of the training programs, to address the weaknesses and strengths and support them as much as possible in the future.
- 6) Identify changes in behaviors and habits of trainees after completion of the training program and measure reaction training program for all of them.

7) Justify plans, expenditure and support for training.

8) Report of the need for new training through estimate how the program is covering the needs of the trainees at the end of the training (Osama, 2001).

5.3.6 The Search and Rescue Team (The Jordanian Civil Defense)

The team has been a core in a month (February 2003) to be able to work both locally and internationally and to contribute to international humanitarian efforts in search and rescue operations and disaster aid where it was offering staff and equipment necessary to do the job, and the team is classified internationally as medium, and there are three teams of civil defense spread across the districts of attribution in the three territories and is registered under the umbrella of the United Nations (advisory body for search and rescue (INSARAG)). On 24 may 2013 traversed Jordanian for search and rescue team international test in international search and rescue teams with heavy level and it is the first country in the Middle East and Africa. (Search and Rescue Team, 2013).

There are some studies that have exposed to the training programs, the training has a significant impact on performance in of employees in a fire department on a Jordanian Civil Defense, there is a statistically significant effects showing the relationship of training and performance (Jordanian Civil Defense, 2013). Staff must understand that training is not a cure for all the problems, the Department of civil defense seeks to raise the level of performance regarding fire-fighting exercises, also managers should follow the training process to benefit from the experiences of developed countries in the training (Najeeb, 2013).

Bo (2007) used international data to examine what determines staff training from the perspective of the companies, and to what extent investments in training to improve the performance of the company, the sample of the study consisted of 500 private companies in 26 different countries, the study found that the most important factors in determining a reserve training related to management of the company and through strict and specific factors and two training standards widely used in determining various factors, and the single most important factor linked to the profitability of investment and training which is the economic benefits achieved.

Al-Ghamdi (1992) demonstrate the positive differences between those officers whom entered the training course and those didn't get it in area of understanding the new officers of their duties and functions and see the nature of work in civil defense. The researcher used experimental method of comparative and sample size was 50 officers from the experimental group and (50) representing the control group by using the questionnaire as an instrument of study. The main results of the study indicate that there are no substantial differences between the officers entered a training session and those didn't get it, because of the practical experience gained by the officer before joining the session, as well as a weakness in rehabilitation programs for civil defense officers. This study recommended the importance of designing a training program course for new officers of civil defense, as well as raising the efficiency of trainers in Civil Defense Institution to implement training programs to the fullest.

5.4 Methodology of Study

The descriptive analytical adopted to describe the impact of training on the performance in the search and rescue team, this method uses the method of field survey and data collection via the search tool and analyze statistically, resolution and scanning desktop through:

The statistical analysis software used to specific methods and procedures for the extraction of statistical results using transactions required for access to the results of the study and compared with previous studies.

5.4.1 The Method and Procedures

The study population consists of all members of the search and rescue team in a Jordanian Civil Defense, research sample consisted of (100) and recovered (85)

identify as exceptions (10) questionnaires is not valid for the analysis of total sample overall (75) identification. The questionnaire consists of two sections, first special demographic variables or properties, and the second section includes questions on research hypotheses.

5.4.2 Stable Measurement Tool

When using the instrument for the measurement to be sure the stability measurement tool (questionnaire) through internal consistency coefficient or coefficient Alpha Cronbach, the result for a full resolution (0.89) and it is very high value and can be adopted for statistical analysis. To accept the measure we should get a consistently higher than (65%), shows us the Table 1 values of coefficient Alpha Cronbach for resolution in accordance with the study variables.

Table 1
The Alpha Cronbach Coefficient of the Variables Study

Variable	Alpha Cronbach Coefficient
Training Programs	0.919
Training Tools And Materials	0.778
Trainers	0.922
Continuous Improvement Performance	0.853
Performance	0.878
All Variables	0.893

5.4.3 The Personal Characteristics of a Sample Search

The search by specifying the personal characteristics necessary for the study of gender, qualifications, age, place of work, and shows us a table number (2-3), 80% of the sample were males while females in the sample amounted to 20%, with regard to qualified majority was a sample of a filled questionnaire hold a Bachelor's degree by 53% and those with postgraduate 13.5%, and this was with a diploma from the search and rescue team of 20% to 13.5% high school or less.

5.4.4 Questionnaire Analysis

the questionnaire consisted of 29 paragraphs Quintet staging (always, often, sometimes, rarely, does not occur) type grasping and allocated to each paragraph five marks each was positive so that you get a paragraph on 5 points if the answer (always) and 4 marks if the answer is (often) and 3 marks if (sometimes) and 2 if (rarely) and one mark if (not occur), and has been collecting marks and split the number of answer options (5) to get the standard average (3).

The general rule is that if the average answers to any of the search variables average standard (3) we look to this variable at the sample as it is positive and more positive as we approached to number (5) which is a private label option (always), be negative sample to variable negative if the average of the sample answers to this variable below average standard (2) and more negative as we approached the number (1) which is a private label option (does not occur).

Table 2
Mean and Standard Deviations for the Terms of the Training Programs

Paragraphs	Mean	Standard Deviations
Appropriate the content of the training programs to the experiences and needs of employee	4.2909	.67469
Provide employee training required for functional requirements	4.1927	.87709
Programs established by the Organization are limited to certain functions	4.1782	.92070
The Organization stand for a fair nomination sessions	4.1673	.86772
Appropriate training programs with a works of an employee candidate	4.1636	.91547
Organization works to nominate new staff for urgent sessions to work properly	4.1636	.74881
Total	4.5964	.49152

Table 2 Shown the results for the trends of the sample of the study at the search and rescue team in a Jordanian Civil Defense for the terms of the training programs were positive about phrases related to variable training programs, the means of these phrases are larger than average standard (3) which indicates the sample consent to those terms by high approval, the overall average for training programs amounted to 4.59 and this is above average and also the results of the standard deviation indicate there is no significant difference in the views of some sample phrases for the terms of Special training programs.

The means and standard deviations of appropriate content of the training programs of the experiences and needs of employee 4.2909, .67469, provide employee training required for functional needs 4.1927, .87709, programs specify specific organization specific functions 4.1782, .92070, organization to stand for fair nomination sessions 4.1673, .86772, Appropriate training programs with a works of an employee candidate 4.1636, .91547, and organization works to nominate new staff for urgent sessions to work properly. 4.1636, .74881, with total 4.5964, .49152.

Table 3
Mean and Standard Deviations for the Terms of the Training Materials and Tools

Paragraphs	Mean	Standard Deviations
The tools and techniques which used in training are adequate and effective	4.5709	.64888
the way which used on training operations is good and effective	4.5382	.65164
The focus is concentrating on theoretical training.	4.5018	.70646
The focus is concentrating on practical training	4.5018	.73183
Training material contents enough activities and practical exercises	4.4982	.71161
the period of training program is suitable for training content	4.2473	.84401
Total	4.5891	.49290

With respect to variable tools and training material shows Table 3 that the trends of the sample of the study were positive towards words of variable tools and training materials that the arithmetic means of these phrases are larger than average standard (3) indicating the sample consent to those terms by high approval, the Grand average of variable tools and training materials reached 4.58, higher than mean and standard deviation results suggest no significant difference in the views of some sample phrases for tools and materials Training.

Table 4
Mean and Standard Deviations for the Trainers

Paragraph	Mean	Standard Deviations
The instructor explains clearly training content	4.2473	.81766
the trainer Gives enough time for working activities and practical exercises	4.1782	.83768
The trainer gives the opportunity for questions and discussion	4.1709	.86490
the trainers trained in high efficiency of rehabilitations	4.1345	.87132
Trainer makes sure trainees understand before moving from one part to another part of the program	4.1164	.86344
The trainer provides an atmosphere of trust and positive to the trainees	3.0655	1.35466
Total	4.5673	.49636

The results of the variable trainers presented in Table 4 the trends of the sample of the study in the search and rescue team in a Jordanian Civil Defense were positive about the terms related to the fact that trainers variable arithmetic means of these phrases are larger than average standard (3) indicating the sample consent to those terms by high approval, and the average total for variable trainers reached 4.56 and it is above the average and standard deviation results no significant difference in the views of some sample phrases for trainers.

Table 4 also explained the means and standard deviations coach training content clearly 4.2473, .81766, the coach gives enough time to work activities and practical exercises 4.1782, .83768, the coach gives an opportunity to discuss and ask questions 4.1709, .86490, trained on a high efficiency qualifying 4.1345, .87132 trainer makes sure trainees understand before moving from one part to another program 4.1164, .86344, coach provided a climate of confidence favorable to the trainees 3.0655, 1.35466, total 4.5673, .49636.

Table 5
Mean and Standard Deviations for the Terms of Continuous Improvement

Paragraph	Mean	Standard Deviations
The organization may nominate distinguished employees for appropriate courses	4.5455	.49884

To be continued

Continued

Paragraph	Mean	Standard Deviations
Training objectives linked to current and future goals of the Organization	4.4000	.82391
The current training system is an effective and adequate enterprise needs	4.2327	.78560
The Foundation is still in the beginning of the road to get to the level of training	4.1891	.82428
The training program includes new topics	4.1745	.81416
Convenient number of the participants with the capacity of training Hall	4.5309	.53521
Total	4.0109	.80819

The findings presented in Table 5 that the trends of the sample of the employees at the search and rescue team in a Jordanian Civil Defense for the term of variable continuous improvement were positive toward phrases related to variable continuous improvement that the arithmetic means of these phrases are larger than average standard (3) indicating the sample consent to those terms by high approval, and the total average for variable continuous improvement 4.01 and it is above the mean and standard deviation results indicate no significant difference in the views of some sample in terms of continuous improvement.

Table 5 also explained the means and standard deviations for the terms of continuous improvement the standard deviation average trade organization may nominate distinguished employees for appropriate courses 4.5455, .49884, training objectives are linked to the objectives of the Organization's current and future 4.4000, .82391, current training system in an effective and enough dam Foundation needs 4.2327, .78560, enterprise is still at the beginning of the road to get to the level of training 4.1891, .82428, contain a training program for new themes 4.1745, .81416, suitable preparation of participants with training Hall 4.5309, .53521, total 4.0109, .80819.

Table 6
Mean and Standard Deviations to the terms of the Performance of the Employees

Paragraph	Mean	Standard Deviations
Performance is affected by means of training	4.5709	.49585
There is a method of communication between trainer and trainee for performance measures	4.5491	.49849
Positive performance is affected significantly by the established training programs	4.5491	.49849
There is a solution to the problems that affect performance	4.5236	.50035
There is technical support for training in performance appraisal	4.5709	.49585
Total	3.6364	1.10677

The results of the variable performance of workers presented in Table 6, the trends of the sample of the study at the search and rescue team in a Jordanian Civil Defense were positive about the terms for the performance of the workers that the arithmetic means of these phrases are larger than average standard (3) indicating the sample consent to those terms by high approval, the overall average for a variable a performance of employees with a total of 3.63 and it is above means and the standard deviations results indicate no significant difference in the views of some results sample phrases for performance of employees.

Table 6 also explained means and standard deviations to the terms for the performance of the workers with an average standard deviation trade performance is affected by the training 4.5709.49585, there is a connection between the trainer and trainee for performance measure 4.5491, .49849, Positive performance is affected significantly by the established training programs 4.5491, .49849, about the solution to the problems that affect performance 4.5236, .50035 a technical support for training in the area of performance evaluation 4.5709, .49585 total 1.10677, 3.6364.

5.5 Hypothesis testing

5.5.1 Testing The Main Hypothesis

Ho: no statistically significant impact for the training on the performance of the search and rescue team.

Table 7
Results of the Main Hypothesis Testing

R Square	F	df	Moral value Sig.
.661	131.775	5 70 75	.000

Table 7 shown the results of the first major hypothesis testing the value of the coefficient of determination R Square value F degrees of freedom df moral value Sig. .661, 131.775, 5, 70, 75, .000 findings for hypothesis testing and in the Table 7 his age 131.775, and the value of the test was moral (0.000) is less than the value of the relationship were examined on the basis of the ($\alpha > 0.05$), and according to this result, we reject the hypothesis of home study and support the hypothesis that there is a statistically significant impact for the training on the performance of the search and rescue team.

In addition they find that training sets up 66% of the variation in the performance of workers and because the value of the coefficient of determination is reached 0.661 that indicates the value size of the effect of the change in the independent variable.

Based on the rejection of the hypothesis of the study the main premise for the existence of statistically significant effect between the independent variable

and dependent variable performance, with reference to previous studies and consensus results of the study “evaluation of the effectiveness of the training program by measuring behavior”, there is actually a positive effect to the implementation of training programs in the behavior of the participants as a result of the analysis on the similarities and differences in observed changes in participants compared with non-participants in the program. The current study also differed with a previous study entitled “the role of training in raising the efficiency of civil defense officers” and disagreed that this study showed that there is no difference between those who got the training courses and the others who did not, which indicated no affect performance (Al-Ghamdi, 1992). The researcher considered using the theoretical framework of previous studies, the training that workers intend it is affect their performance and their career and make them more able to do the required work, also the studies approved the importance of practical training and its impact on performance. This demonstrates the relationship between the independent variable and dependent variable performance and a statistically significant effect between them.

5.5.2 The First Sub-hypothesis Test

Ho 1: No statistically significant impact of the training program on the performance of the search and rescue team.

Table 8
Results of the First Sub-hypothesis

R Square	F	df	Moral value Sig.
.656	22.792	1 73 74	.000

The findings of the first sub- hypothesis test in the Table 8 the value (t) calculated upon the degree of confidence (0.95%) And moral (α) (0.05 at 22.792 and moral test value reached (0.000) is less than the value of the relationship were examined on the basis of the ($\alpha > 0.05$), and according to this result, we reject the hypothesis of the study and support the hypothesis that agree there is a statistically significant effect of the training program to perform the search and rescue team.

The results indicate that knowledge of training set worth 65% of the variability in the performance of workers and because the value of the coefficient of determination was 0.656 it is the value that indicates the size of the effect of the change in the independent variable.

Based on the rejection of the hypothesis of the study the main premise for the existence of statistically significant effect between the independent variable and dependent variable training programmed performance, with reference to previous studies there is consensus on the findings and recommendations of the study on “the impact of training on efficiency in PSD” that appropriate

training program and scheduled within the specific time and specific functions of training would influence in the performance of the trainees as demonstrated by statistical analysis (Al-Ghamdi, 2000).

The researchers considered the appropriate training program with specific job and nominate the right person for this training program and the adequacy of training with the apprentice work that affects the performance, and through that the independent variable for the training program will affect the dependent variable of the performance.

5.5.3 Testing The Second Sub-hypothesis

Ho 2: No statistically significant impact of training materials and the means to perform the search and rescue team.

Table 9

Results of the Second Sub-hypothesis

R Square	F	df	Moral value Sig.
.449	14.909	1 73 74	.000

The result of the second sub-hypothesis test pointed that the value of the coefficient of determination R Square value T, df, moral value Sig. .449, 14.909, 1, 73, 74, .000, which indicates that the value (t) calculated upon the degree of confidence (0.95%) And moral (α) (0.05 total 14.909 and moral test value reached (0.000) is less than the value of the relationship were examined on the basis of the ($\alpha > 0.05$), and according to this result, we reject the hypothesis of the study and support the hypothesis that a statistically significant effect of training materials and the means to perform the search and rescue team.

This results indicate that the training materials and tools set up 44% of the variability of the performance of workers and because of the value of the coefficient of determination was 0.449, which is the value that indicates the size of the effect of change in the independent variable.

Based on the rejection of the hypothesis of the study the main premise for the existence of statistically significant effect between the independent variable training materials and dependent variable performance, with reference to previous studies and there is consensus on the findings and recommendations of the study “training and upgrading administrative efficiency to the supervisory level employees in public electricity Corporation (PEC) in the Republic of Yemen”(Amera, 1999), the researcher concluded in his study that the results of the materials and the appropriate training and tools compatible with the training that will affect performance and upgrading it, the researcher recommended in his study the necessity to use the modern tool and training materials matching with the narrative of the technological development which could contribute to increasing the level of performance.

The researchers believe the premise that independent

variable materials and training methods have an effect on the dependent variable performance and supports researchers need to keep pace with technology and development in material selection and training methods that will increase and improve performance.

5.5.4 The Third Sub-hypothesis Test

Ho 3: No statistically significant impact for trainers to perform search and rescue team.

Table 10
Results of Test of the Third Sub-hypothesis

R Square	F	df	Moral value Sig.
.312	11.115	1 73 74	.000

The results of the hypothesis test in Table 10 indicates that the value (T) calculated upon the degree of confidence (0.95%) And moral (α) (0.05 total 11.115 and moral test value reached (0.000) is less than the value of the relationship were examined on the basis of the ($\alpha > 0.05$), and according to this result, we reject the hypothesis of the study, and support the hypothesis that there is a statistically significant effect for trainers to perform search and rescue team.

The results indicate that instructors set up 31% of the variability in the performance of workers and because the value of the coefficient of determination was 0.312 and is the value that indicates the size of the effect of the change in the independent variable. And by rejecting the hypothesis with reference to previous studies and a study of “the impact of training and its role in raising the efficiency of security work” by the findings and recommendations of this study is the impact between the independent variable and dependent variable performance trainer higher abrasion this study stressed that there must be competent and trained financial appropriations under budget for coaches to be able to from doing their job and performance using appropriate means to enable the trainee to change his career and his best. Researchers supported the independent variable trainers statistically significant effect on the dependent variable performance through the efficient coach trainee can change his career to the best and also for best performance, the coach is the most important elements of the training process because the human element-based on training.

5.5.5 The Forth Sub-hypothesis Test

Ho 4: No statistically significant effect of follow-up and continuous improvement of training on the performance of the search and rescue team.

Table 11
The Result of the Forth Sub-hypothesis Test

R Square	F	df	Moral value Sig.
.467	0.922	1 73 74	.007

The results of hypothesis testing in Table 11 indicates that the value (T) calculated upon the degree of confidence (0.95%) And moral (α) (0.05 total 0.922, the moral value of the test was (0.000) is less than the value of the relationship were examined on the basis of the ($\alpha > 0.05$), and according to this result, we reject the hypothesis of the study and support the hypothesis that there is a statistically significant effect for follow-up and continuous improvement of training on the performance of the search and rescue team.

The results indicate that follow-up and continuous improvement sets up 46% of the variability in the performance of workers and because the value of the coefficient of determination was 0.467, which is the value that indicates the size of the effect of the change in the independent variable.

And by rejecting the hypothesis fourth premise was upheld by a statistically significant effect between the independent variable and dependent variable constant improvement of performance, with reference to previous studies examining the impact of training on the effectiveness of training programs in public institutions for technical education and vocational training in Saudi Arabia “and the results of the study and its recommendations emphasized that the follow-up and continuous improvement of training would raise the level of performance and thus affects performance directly affects, the study also talked on the need to continue improving the training environment and infrastructure for training higher abrasion study recommended this continuous improvement and follow-up which impact on performance and upgrade it” (Aletawi, 2007).

CONCLUSION

The study found that trends in the search and rescue team members of Jordan civil defense in a positive manner towards training programs, where the sample of the study agreed to appropriate the content of the training programs with the experiences and needs of the employee, and the importance of providing employee training required for functional needs, sample also believes that programs identified by the Organization are limited to certain jobs, as the Organization stand for fair nomination sessions.

The results of the study indicated that the sample was positive towards the tools and training materials, the individuals employees in the search and rescue team agreed that the tools and techniques which used in training was adequate and effective, adding that the focus is on theoretical training as well as practical training material with enough activities and practical exercises.

The results of the study showed that trends in the search and rescue team of Jordan civil defense in a positive manner towards instructors, also they found through the study sample, the instructor explains training content clearly, and gives enough time to work activities

and practical exercises, the trainer gives the opportunity to discuss and ask questions, and they are highly qualified, and the trainer makes sure trainees understand before moving from one part to another part of the program.

The study found that trends in the search and rescue team in a Jordanian Civil Defense in a positive towards continuous improvement, where the sample thinks that the Organization nominates distinguished employees for their courses, also the training objectives are linked to the current and future goals of the Organization, in addition to the current training system in an institution is effective.

The results of the study also showed that trends in the search and rescue team of Jordan civil defense in a positive manner towards the performance of employees, where the sample agreed that performance is affected by means of training, there is also a method of communication between trainer and trainee measuring the performance, beside that the study sample believes that there is a solution to the problems that adversely affect performance, coupled with a technical support for training in the area of performance evaluation.

RECOMMENDATIONS

The researcher finds independent variables: training (training programs, training tools and methods, instructors, follow-up and continuous improvement) has a positive effect on the dependent variable: performance, each of these independent variables affecting the trainee who receiving training by raising the level of his performance and trends in search and rescue team on each of the independent variables in the training has been positive and a study indicating that the sample agreed that performance is affected by the previous variants, this would also affect evaluations from here the researchers recommended:

First: designing training programs are as follows:

- Fit for the experience and needs of staff.
- The nomination for candidacy of training programs should be nominated on a fairway and also includes the nomination of new workers in the group so that they can work in the right way.

Second: submit training materials for:

- The evaluation is updated regularly based on a feedback information's which depends on the performance of the search and rescue team.
- Focus on both theoretical and practical side.
- Use appropriate means and instruments to achieve the optimum utilization of training material.

Thirdly: Must have in the training process (trainers):

- To be selected on the basis of merit.
- be capable of providing the atmosphere of trust between him and the trainee.
- To be able to give opportunity for discussion with the trainees.

Fourthly: follow a methodology of continuous improvement in the training process of search and rescue personnel, the methodology of the obvious effect on increasing motivation trainers on and the trainees on the other. This will done through a continuous improvement of tools, methods of training, follow-up and ongoing evaluation.

REFERENCES

- Abdelhak, A. (1987). The role of the union in the training. *The Journal Sufficiently Productive*.
- 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.
- Al-Ghamdi, A. A. J. (1992). *The role of training in raising the efficiency of the civil defense officers* (Master's thesis). Naif Arab Academy for Security Sciences, Riyadh.
- Al-Khatib, A. (2006). *Effective of training, modern office world*. Irbid, Jordan.
- Al-Kubaisi, A. K. (2002). *The Arab security training priorities*. Naif Arab Academy for Security Sciences, Riyadh.
- Almobaidin, O. M., & Aljrarat, O. M. (2001). *The directed performance evaluation*. Cairo, Egypt: League of Arab States.
- Alshhri, A. A. F. (1989). *The role of training in the development of the skills of security men in Saudi Arabia* (Master's thesis). The Arab Center for Studies and Security Training.
- Asfour, M. (2004). Scientific entrance to study and determine the needs. *Journal of Management*, (3).
- Assa'edi, Q. (2011). *Self-training and the development of management skills*. Naif Arab Academy for Security Sciences, Riyadh.
- Bishi, M. B. N. (2009). *The entrances and methods of measuring the impact of training*. The Institute of Management and Public, Saudi Arabia.
- Bo, H. (2007). Company-based determinants of training and the impact of training on company performance: Results from an international HRM survey. *Personnel Review*, 36(2), 311-331.
- Halabi, H. (1973). *Employee training*. Owaidat for Publishing and Distribution.
- Hashim, Z. M. (2006). *Human resource management* (3rd ed.). Kuwait, Kuwait: That Alsalasl for Printing and Publishing.
- International Federation of Red Cross and Red Crescent Societies. (2014). *Setting up a national disaster preparedness and response mechanism: Guidelines for national societies*. Retrieved from http://www.ifrc.org/PageFiles/160282/175200_Setting-up-national-dpr-mechanism_EN.pdf
- Khcarhmh, H. A. (2002). Evaluate the performance of companies. *Muta Journal for Studies*, 7.
- Masada, I. O. (2008). Teachers' performance strategies. *Mohammed bin Rashid Al Maktoum School for Secondary Education Publication*.
- Momani, M. N. (2007). *Banking crises the Arab academy for banking and financial sciences department*. Amman, Jordan.

- Najeeb, Z. (2013). *The impact of training and information and communication technology on employees performance: An empirical study on pharmaceutical manufacturing companies in Amman*. Middle East University, Amman, Jordan.
- 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 Journal of Humanities and Social Science*, 2(22). Retrieved from http://www.ijhssnet.com/journals/Vol_2_No_22_Special_Issue_November_2012/12.pdf
- Osama, M. (2001). *Evaluation of performance oriented*. Cairo, Egypt: Arabic League.
- Tahir, N., Yousafzai, I. K., Jan, S., & Hashim, S. (2014). The impact of training and development on employees performance and productivity: A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(4).
- Tawfik, A. R. (1998). *The training division*. Cairo, Egypt: Professional Expertise Centre.