


THE EFFECT OF TRAINING AND DEVELOPMENT EFFECTIVENESS ON JORDANIAN MUNICIPALITIES

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 June 2023</p> <p>Accepted 28 September 2023</p> <p>Keywords:</p> <p>Training; Development; Performance of Municipalities; Performance of Employees.</p> <div data-bbox="172 1061 480 1308" style="text-align: center;">  </div>	<p>Purpose: This study investigates the impact of training and development effectiveness on Jordanian municipality's performance. It aims to understand the relationship between training programs and municipal outcomes, with a focus on employee performance and organizational effectiveness.</p> <p>Theoretical framework: The study employs a descriptive analysis approach to explore its objectives. It relies on a questionnaire-based data collection method, targeting all workers in Jordanian municipalities and the Greater Amman Municipality. The research uses statistical analysis software SPSS for data analysis and hypothesis testing.</p> <p>Design, methodology, approach: The study's design involves surveying 7043 employees across various job titles in Jordanian municipalities and the Amman municipality. The questionnaire serves as the primary data collection tool. The research utilizes the SPSS program for statistical analysis and hypothesis validation. Descriptive statistics and analytical methods are employed to assess the effectiveness of training and development programs.</p> <p>Findings: The study reveals that the majority of employees are male, aged 40 or younger, with less than 15 years of service. Around 78.5% of employees hold a diploma or higher qualification. The research indicates an average level of approval regarding the performance of municipalities and employees. It establishes a significant impact of training and development effectiveness on municipal and employee performance, influenced by factors such as academic qualification and age.</p> <p>Research, practical & social implications: The findings emphasize the need for tailored training programs, especially for younger employees and newcomers. The study advocates for comprehensive training preparation, evaluation based on predefined criteria, and the allocation of financial resources in municipal budgets for ongoing training and development initiatives. These insights have practical</p>

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implications for enhancing municipal employee performance and, consequently, the overall functioning of Jordanian municipalities.

Originality: This study contributes original insights by investigating the specific context of Jordanian municipalities. It sheds light on the effectiveness of training and development programs, highlighting their influence on employee and municipal performance. The research provides unique recommendations, emphasizing the importance of targeted training for specific employee groups and the necessity of financial allocation for sustained training efforts.

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EFEITO DA EFICÁCIA DA FORMAÇÃO E DO DESENVOLVIMENTO NOS MUNICÍPIOS JORDANOS

RESUMO

Objetivo: Este estudo investiga o impacto da eficácia do treinamento e desenvolvimento no desempenho do município jordaniano. O objetivo é compreender a relação entre os programas de treinamento e os resultados municipais, com foco no desempenho dos funcionários e na eficácia organizacional.

Estrutura teórica: O estudo utiliza uma abordagem de análise descritiva para explorar seus objetivos. Baseia-se em um método de coleta de dados baseado em questionário, visando todos os trabalhadores em municípios jordanianos e no município da Grande Amã. A pesquisa usa o software de análise estatística SPSS para análise de dados e teste de hipóteses.

Projeto, metodologia, abordagem: O projeto do estudo envolve a pesquisa de 7.043 funcionários em vários cargos em municípios jordanianos e no município de Amã. O questionário serve como a principal ferramenta de coleta de dados. A pesquisa utiliza o programa SPSS para análise estatística e validação de hipóteses. Estatísticas descritivas e métodos analíticos são empregados para avaliar a eficácia dos programas de treinamento e desenvolvimento.

Constatações: O estudo revela que a maioria dos funcionários é do sexo masculino, com 40 anos ou menos, com menos de 15 anos de serviço. Cerca de 78,5% dos funcionários possuem diploma ou qualificação superior. A pesquisa indica nível médio de aprovação no desempenho dos municípios e funcionários. Estabelece um impacto significativo da eficácia do treinamento e do desenvolvimento no desempenho municipal e do funcionário, influenciado por fatores como a qualificação acadêmica e a idade.

Investigação, implicações práticas e sociais: As conclusões salientam a necessidade de programas de formação adaptados, especialmente para os trabalhadores mais jovens e os recém-chegados. O estudo defende a preparação abrangente da formação, a avaliação com base em critérios predefinidos e a alocação de recursos financeiros nos orçamentos municipais para iniciativas de formação e desenvolvimento em curso. Essas percepções têm implicações práticas para melhorar o desempenho dos funcionários municipais e, conseqüentemente, o funcionamento geral dos municípios jordanianos.

Originalidade: Este estudo contribui com insights originais, investigando o contexto específico dos municípios jordanianos. Ele lança luz sobre a eficácia dos programas de treinamento e desenvolvimento, destacando sua influência no desempenho dos funcionários e do município. A pesquisa fornece recomendações únicas, enfatizando a importância de treinamento direcionado para grupos específicos de funcionários e a necessidade de alocação financeira para esforços de treinamento sustentados.

Palavras-chave: Formação, Desenvolvimento, Desempenho dos Municípios, Desempenho dos Funcionários.

EFEECTO DE LA EFICACIA DE LA FORMACIÓN Y EL DESARROLLO EN LOS MUNICIPIOS JORDANOS

RESUMEN

Objetivo: Este estudio investiga el impacto de la capacitación y la efectividad del desarrollo en el desempeño del municipio jordano. El objetivo es comprender la relación entre los programas de capacitación y los resultados municipales, con un enfoque en el desempeño de los empleados y la eficacia organizacional.

Marco teórico: El estudio emplea un enfoque de análisis descriptivo para explorar sus objetivos. Se basa en un método de recopilación de datos basado en cuestionarios, dirigido a todos los trabajadores de las municipalidades jordanas y del Gran Municipio de Ammán. La investigación utiliza el software de análisis estadístico SPSS para análisis de datos y pruebas de hipótesis.

Diseño, metodología y enfoque: El diseño del estudio implica la encuesta a 7043 empleados en varios puestos de trabajo en las municipalidades jordanas y la municipalidad de Ammán. El cuestionario sirve como principal instrumento de reunión de datos. La investigación utiliza el programa SPSS para el análisis estadístico y validación de hipótesis. Se emplean estadísticas descriptivas y métodos analíticos para evaluar la eficacia de los programas de capacitación y desarrollo.

Hallazgos: El estudio revela que la mayoría de los empleados son hombres, de 40 años o menos, con menos de 15 años de servicio. Alrededor del 78,5% de los empleados poseen un diploma o una cualificación superior. La investigación indica un nivel promedio de aprobación con respecto al desempeño de los municipios y empleados. Establece un impacto significativo de la eficacia de la capacitación y el desarrollo en el desempeño municipal y de los empleados, influenciado por factores como la calificación académica y la edad.

Investigación, implicaciones prácticas y sociales: Los hallazgos enfatizan la necesidad de programas de capacitación personalizados, especialmente para los empleados más jóvenes y los recién llegados. El estudio aboga por una preparación integral de la capacitación, una evaluación basada en criterios predefinidos y la asignación de recursos financieros en los presupuestos municipales para las iniciativas de capacitación y desarrollo en curso. Estas ideas tienen consecuencias prácticas para mejorar el desempeño de los empleados municipales y, en consecuencia, el funcionamiento general de los municipios jordanos.

Originalidad: Este estudio aporta ideas originales al investigar el contexto específico de los municipios jordanos. Pone de relieve la eficacia de los programas de capacitación y desarrollo, destacando su influencia en el desempeño de los empleados y los municipios. La investigación ofrece recomendaciones únicas, haciendo hincapié en la importancia de la formación específica para grupos de empleados específicos y la necesidad de asignación financiera para esfuerzos de formación sostenidos.

Palabras clave: Formación, Desarrollo, Desempeño de los Municipios, Rendimiento de los Empleados.

INTRODUCTION

The training and development process of human resources in public and private sectors became an important goal recently, as they are a key strategic axis in supporting and diversifying the skills and experiences of human resources working in these sectors, to increase productivity and improve performance on a permanent and continuous basis. In addition to expanding the horizons of trainees, their awareness, preparation, and rehabilitation, and this is a kind of investment in human resources, which helps to increase employees creativity and innovation, and pay attention to administrative issues and mistakes that employees may encounter during work.

The idea of this study is embodied in the statement of the impact of training and development on the Jordanian municipalities that aims to improve the administrative and social level and technological development that facilitates the tasks of the municipalities in general and then studying the prospects for this role that the municipalities can play in advancing the level of services provided in all areas of its work. Despite the large and vital role that municipalities play in serving local communities, the problem of the study is limited to the absence of studies that dealt with a statement and evaluation of the impact of training and development effectiveness on Jordanian municipalities, and the study attempts to answer the following questions:

- 1- What is the role of the current training and development management in terms of assessing training needs and training methods, as well as training assessment and follow-up?
- 2- Is training and development strategy helps to improve their performance?
- 3- What is the main problems and challenges in training and development to improve the performance of municipalities?

This study sheds light on the role of training and development in improving the performance of Jordanian municipalities to reach the desired goal of the state in general. It will also open the way for many other studies that will discuss this subject in the future, in addition to the expected results and recommendations that will come out that will have a role in improving training and development programs at the level of employees and institutions. This study aims to clarify the current situation in the field of training and development, manage the training needs assessment process, the process of evaluating trainees and trainers, Identify the most important problems and challenges facing training and development programs, Knowing the extent to which there are specialized departments that take care of training and development in the. In addition, contributes to the development of human resources in Jordanian municipalities.

This study will test the following hypotheses:

There is no statistically significant effect at the level ($\alpha \leq 0.05$) of training and development on the performance of Jordanian municipalities, There is no statistically significant effect at the level ($\alpha \leq 0.05$) of training and development on the performance of employees in Jordanian municipalities; there is no statistically significant difference at the level ($\alpha \leq 0.05$) due to the academic qualification. Fourth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development due to age. The fifth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) due to the length of service .The sixth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development due to the number of courses.

METHODOLOGY

Due to the Corona pandemic, the questionnaire has been delivered electronically to all employees in the municipalities in the Kingdom, to collect the data related to this study. Some modifications were made to the paragraphs to suit the nature of the study. Likert scale was used,

by assigning scales from (1-5), starting with the alternatives (very agree, agree, neutral, disagree, strongly disagree).

Study tool: The questionnaire related to this study was designed to collect important data and information to achieve its objectives. Including demographic information: gender, educational qualifications, length of service, number of courses the respondent obtained, in addition to the job title. Part Two: includes questions that measure the performance of Jordanian municipalities. Part Three: includes questions that measure employee performance.

Fourth Part: the challenges facing training and development programs in Jordanian municipalities. Part Five: the effectiveness of training and development.

Theoretical Framework

Training: Training and development is a continuous process designed to improve the efficiency of the worker and the performance of the organization. Some use the term training and development interchangeably, without distinguishing between them, and they carry the same meaning, but there is a difference between them, as training provides the trainees with the knowledge and skills necessary for their current jobs, explaining The trainee has how to work, and the observer how to schedule, while the development carries long-term dimensions, as it qualifies the employee for developments and changes in the organization during its growth period. It focuses on the current and future job of the employee, (Mondy et al, 2005). In addition, the scope of training focuses on employees as individuals, while development focuses on workgroups or the institution as a whole. The goal of training is the rapid and clear improvement in the performance of employees, while the goal of development Is to achieve job enrichment for human resources in the institution in general, (Jad Al-Rub, 2009). Training is defined by Mondy and others as "activities designed to provide the trainee with the knowledge and skill needed for his or her current job." (Mondy et al, 2005:202), as well as Al-Basit defined it as "the systematic development of knowledge, skills, and ideas necessary for employees to perform their work tasks in the required form" (Al-Basit, 2011: 227). training programs go through several stages: identifying training needs: It is the main pillar upon which the institution's strategy for training its human resources is based, which makes the training program a targeted program for the institution and the trainees, and for the training to be effective and achieve its goals, the trainee must be involved in identifying training needs to motivate him and notify him that he is a partner in the process. training. (Aqili, 2009 .), designing the training program: It depends on defining the topic and scope of the training

program, and achieving its goals and objectives, as well as following up the topics of the training program, attracting the appropriate trainers, choosing the appropriate training method, and determining the appropriate place for training, The stage of implementing the training program: It means choosing the best method for implementing the program, by setting the timetable for implementing the program, arranging the venue and training rooms, and daily monitoring of the program's progress and Training program evaluation phase: The evaluation process is an excellent way to ensure the transparency of the process of designing and implementing training programs, measuring its effectiveness, and showing the extent of its contribution to achieving the organization's goals.

Administrative Development

The institutions seek to raise the level of performance of the administrative body, to increase its productivity, by making fundamental management changes, to reach higher levels performance, the Department of Administrative Development is considered a coordinating department whose function is to crystallize ideas and find the appropriate for implementation, to have good results and achieve the desired goal, and to bring about a comprehensive qualitative leap at the local, national, regional and international levels, and to provide the latest training programs to achieve goals. With minimal effort, time and cost.

Administrative development can be defined as "the process of providing administrators with skills and information that help them improve their performance at work, raise their level of efficiency in facing administrative problems, and bring about changes like intellectual and behavioral activities within the administrative body " (Mashour, 2010:47). Neo and others defined it as "the acquisition of skill, behavior, and knowledge to improve the ability of employees to face different types of challenges in existing businesses that have not yet emerged" (Neo et al, 1994:59).

The importance of administrative development At the individual level: increasing the level of personal satisfaction and enthusiasm, changing values, increasing knowledge and skills, and considering the individual as the goal of the development plan. At the institution level: by increasing the institution's ability to face problems and challenges, openness to the outside world, modernizing technologies, values, and standards to achieve the institution's goals, and developing departments, organizational structures, information systems, and technological means used in work.

3.5 The relationship between training and development: Institutions tend to work to support and support the human element, through its development and training, to achieve the goals and objectives that institutions seek through the strategic plan of each institution. There is a slight difference between training and development, but the main objective for them is to increase the effectiveness and efficiency of the institution, enhance the capabilities of employees and provide them with skills and knowledge, to improve the current and future performance of the institution and the employees, so that it is reflected in the effectiveness of institutional performance and thus improving the quality of products and services (Mohammed Deen and Adam, 2020). Training helps the administration to take administrative decisions and develops a wise leadership style. It also works to update and renew information, thus expanding the information base supported by the means of communication and communication for internal investments, which leads to the development of communication methods within the institution. (Crow, 2016).

The process of planning and evaluating the performance of employees contributes to identifying weaknesses and deficits in the competencies, capabilities, and skills of employees, and this deficiency or weakness is filled by providing employees with the skills and capabilities necessary to overcome this deficit or weakness, which can be addressed through training with promotion policies to motivate employees to constantly develop and develop their skills, abilities, and knowledge, (Rasheed, 2001).

Jordanian Municipalities

In Jordan, Municipalities are considered civil institutions with financial and administrative independence in general, the Ministry of Local Administration supervises all municipal work in the Kingdom, which is 100 municipalities, 357 local councils, and 17 joint services councils. (Ministry of Local Administration, 2020). The number of employees of Jordanian municipalities is about 27 thousand employees, and Table No. (1) Shows the number of employees at Municipalities, (Ministry of Municipal Affairs, 2016). Municipalities can be divided into three categories based on location and population: The first category is the municipalities affiliated to the governorate center and any other municipality with a population of more than 100,000 the second category is municipalities with a population of more than 15,000 and not more than 100. Moreover, municipalities of the third category.

Table (1): Distribution and numbers of Jordanian municipal employees by governorates

#	Municipality	Employee	Vehicle	#	Municipality	Employee	Vehicle
1	Irbid	6889	848	7	Balqa	2261	284
2	Mafrq	2302	397	8	Madaba	1001	127
3	Ajloun	1118	143	9	Karak	2075	334
4	Jerash	1366	157	10	Tafila	872	99
5	Zarqa	6444	423	11	Maan	870	167
6	Capital	1538	172	12	Aqaba	272	64
Employee total		27,008					
Vehicle total		3215					

Source: Ministry of Municipal Affairs, Annual Report, 2016

Training and Developing in Jordanian Municipalities

The Ministry of Local Administration seeks to develop the institutional performance of municipalities and employees, to keep pace with development, improve and upgrade services provided to citizens, improve the performance of employees and increase their competencies, skills, and abilities at work through training and development of institutional performance, where the ministry undertakes several tasks and duties embodied in focusing on local development, which considers municipalities its main pillar. Among the most prominent tasks: Focusing on developing and developing institutional capacities in the municipal and local council, Preparing cooperation agreements with donors, Creating, updating, and developing a comprehensive database on municipal, Developing and simplifying work methods and procedures.

In the field of institutional performance development, several training courses were held by the Training and Institutional Development Department of the Ministry and Municipalities, and these courses were on topics of interest to the municipal sector, including engineering contracts management, social communication skills, gender, equal opportunities, fixed assets management, and contracting The unified construction projects, enforcement of the law on control and inspection of economic activities, the regulation of cities and villages, and the new government procurement system. In addition to working on creating a comprehensive and integrated database for training, so that the data is analyzed and the training impact measured for all target groups, (Ministry of Local Administration, 2020).

Plans for Training and Development

Development of processes and services that is aims to prepare, develop, simplify, improve and review the policies and procedures of the Ministry whether they are new or updated, adopt and circulate them, and follow up their implementation at different levels in the center of the ministry and the various directorates in the governorates and local administrations.

Administrative and organizational development: through the development of the organizational structure and the organizational structure of the Ministry, identifying weaknesses, and defects, and suggesting possible improvement and development opportunities, by the legislation governing. As well as reviewing and updating the description of the main tasks of the organizational units in the ministry and partnership with the Directorate of Human Resources, in addition to conducting a study to determine the ministry's needs for resources and capabilities that contribute to the development of its performance, Strategic planning: by providing support and assistance to organizational units in preparing annual plans and their work progress report for 2022 and following it up periodically, as well as working on preparing a risk management plan for the ministry in coordination with the directorates to reduce the negative consequences of risks (Ministry of Local Administration, 2020).

Greater Amman Municipality (GAM)

The first municipal council in Amman was formed in 1909, when its population was about 300 families, equivalent to about 2,000 individuals. In 1948, the city expanded and its population increased. The Amman Municipality turned into the Capital Municipality in 1987, and with the increase in population with the expansion of the city and comprehensive planning for the city and its suburbs, the Greater Amman Municipal was established instead of the Capital Municipality. The number of Greater Amman Municipality employees reached about 24 thousand employees, and the Greater Amman Municipality includes 22 administrative areas in the Capital Governorate

GAM has developed and formulated its strategic plan for the period (2018-2020), which reflects the GAM's vision and aims to achieve national and sectoral goals for sustainable development and improvement. The strategy of the Greater Amman Municipality during the period (2018-2020), the objectives in the aspect of developing institutional performance focused on: Access to an institution with a flexible organizational structure that includes efficient human resources, Electronic transformation of GAM operations, developing the infrastructure for information technology systems Improving, maintaining and developing communication

, Providing a supportive institutional environment for development and improvement to raise the quality of services, developing legislation, and strengthening oversight and inspection. (Government of Oman, 2018).

Previous Studies

Many studies are dealing with the impact of training and development among these studies at the local level (Ali and Muhammad, 2021), which aimed to know the level of training dimensions: training efficiency, training topics, training needs, and training style for employees in the Jordan Electricity Company. The study used the descriptive analytical approach, and the results showed that the dimensions of training and the creative performance had a positive effect and proven a significant effect in achieving performance. Al-Azzam also conducted a study (2019)), which aimed to identify the reality of the training provided to employees in the Directorate of Syrian Refugee Affairs and its impact on developing the performance of employees. There is a positive, statistically significant relationship between the dimensions of training and employee performance. As for Al-Qarala (2018), he conducted a study aimed at identifying the impact of the application of the training strategy on the performance of human resources in the Jordan Meteorological Department, and the study sample amounted to 54 employees. Using the descriptive-analytical approach, the results indicated that the Jordan Meteorological Department applies the training strategy with its dimensions: support and commitment of the senior management, the diversity of training programs, and the stages of the training process, and that the performance level of employees was high. Statistics on the performance of employees in the Meteorological Department. Mia et al. (2013) conducted a field study on tourist guides in Jordan. And it aimed to show the training programs on the performance of tour guides in Jordanian tourism companies to determine their training needs to address weaknesses in the programs offered to them. It has a direct relationship with designing training programs, identifying training needs, selecting appropriate trainers and trainees, and effective training. . Al-Zoubi's study (2012), which aimed to identify the level of effectiveness of training programs and their impact on human resource development in the Jordanian public sector from the perspective of trainees and trainers at the National Institute, using the descriptive approach, the results showed a high level from the trainee and trainer's viewpoints of the effectiveness of training programs With its various dimensions: (trainers, training program curricula, trainees, administrative and supervisory services, keeping pace with technological developments in training), and the presence of a high level from the perspective of trainees for human resource development in the Jordanian public sector with its various dimensions, namely: (Achieving the objectives of training programs and translating them to training needs , motivation and desire for change), as well as the presence of an average level from the point of view of trainers

at the Institute for Human Resources Development in the Jordanian public sector with its various dimensions. And on the impact of merging municipalities in Jordan, Abu Faris and Maani (2006) conducted a study that aimed to identify the reality of the process of merging municipalities in Jordan and to identify the trends of the heads of municipal councils towards the administrative and financial effectiveness of their councils after the merger. The study population consisted of the heads of the 99 Jordanian municipal councils, and the analysis of the data was based on descriptive statistical analysis. And that the merger enhanced the ability of employees to use equipment and devices, and improved the municipality's ability to collect the money owed to it by citizens. (Halaseh 2020), the study aimed to know the factors affecting training and their relationship to the performance of the employees of the three municipalities of East Jerusalem. used the descriptive-analytical method, relying on a questionnaire as a tool for data collection. The results showed that training has an impact on improving the performance of employees and raising their capabilities and practical skills, and the presence of the appropriate environment for training and qualified trainers leads to improving the performance of employees and achieving training goals. for (Subjaki and Kamal El-Din 2020)), the study aimed to identify the impact of the outputs of the general training programs on developing the trainee's personal and technical skills, and to determine the importance of having clear standards in providing training programs, the study sample consisted of 1500 trainees. The results showed the trainees' dissatisfaction with the quality of the training programs, trainers, and training bodies, and the return on investment in training. The study identified the reasons behind this: the absence of the supervisory role of official bodies, the absence of criteria for selecting trainers and evaluating the training process, lack of quality in preparing the training material, and focusing The centers are on the profit side without paying attention to achieving the objectives of the training programs. While (Muhammad Din and Adam 2020)), conducted a study aimed at identifying the reality of the application of training and development strategies in the Faisal Islamic Bank of Sudan, and verifying the relationship between the training and development strategy and improving the performance of employees, and used the questionnaire as a tool for data collection, and the sample included 50 employees from the community The study consisted of 256 employees in the bank. Using the descriptive-analytical approach, the results showed that the training and development strategies have a role in increasing the knowledge and awareness of employees about quality management, and that the bank is working to instill a

creative culture among its employees, and that the information and knowledge provided in training courses cannot be applied in practice.

At the level of foreign studies, Shafiq and Hamza's (2017) study, which aimed to identify the impact of the following independent variables: on-the-job training, training in training centers, job enrichment, and job rotation, on the performance of employees. The study sample was 105 employees. The results indicated that there was a positive relationship between training in its dimensions and the performance of employees, and the relationship was stronger in the job enrichment dimension. The study recommended the necessity of implementing advanced human resources programs to achieve the company's goals and to use modern technology in the field of training and development and innovate methods and training activities to improve the performance of employees. As for Ramaya's study (2016), it aimed to identify the relationship between training programs and employee performance. The sample included 22 managers and employees at the Mangalore Pipes Factory in India. The results showed that training had an impact on improving the performance of employees, which is reflected in the performance of their jobs efficiently and effectively. While Tahir et al (2014), their study dealt with the impact of training and development on employees' performance and productivity: a case study of the United Banks Limited in Peshawar, Pakistan, and the study sample reached 76 employees, which included 8 bank branches. The results of the analysis indicated that training and development had a positive impact on the performance and productivity of employees. Whereas in Baron et al (2013), which was titled Promoting a culture of sustainability in municipalities through effective training, the research focused on small urban towns and cities and looks at ways in which local government in these key areas can play an active role in leading Sustainability through education and training. Municipalities and communities using the SSD Framework were investigated, and conditions that helped and hindered the training to be truly effective were identified. He finds that effective training, in its many forms, is essential in evoking a common language of sustainability, by engaging the community and bringing together strategic, concerted actions that together can foster a culture of sustainability. On the other hand, Msumba (2012) conducted a study aimed at examining the factors affecting training and development programs in local authorities in Tanzania, through a case study of the Ella Municipal Council. Questionnaire and interview were used as a data collection method. The results of the study indicated that most of the criteria used in selecting employees for training and development are not known to employees. Also, the number of employees who attend training and development is low compared to the number of employees

in the council. And that the implementation of training and development programs is affected by several factors such as lack of funding, lack of training needs assessment, lack of a clear and well-designed training policy, and lack of senior management support. As for the Hamaamba study (2005), it dealt with the training needs of municipal employees: a case study of the municipality of Makana, and the study was placed in its context through the establishment of environmental management issues in the municipality of Makana. identification of organizational needs; developing a learner profile; And reviewing recent policies and trends in adult education. The study showed that Makana municipality employees care more about the following issues: Sanitation. solid waste management; Livestock management and fire management. Technical education and training including planning, project management, financial, and budget competencies are also essential between management and professionals. These competencies may enable them to develop capabilities in environmental management. This study also demonstrated the need for social education that includes competencies such as communication and social justice. On the other hand, a study by Paddock (1996) reviewed the training currently available to elected officials in American municipalities. and training provided by municipal federations, professional associations, and universities. So is the literature regarding the type of training local elected officials to need. The study concluded that the training needs of municipal employees vary according to the size of the community. From this information, a training needs model is developed. Given the constraints on local officials in small communities, the collaborative model suggests that municipal unions, professional associations, and universities work together to provide the necessary training. A special role for Cooperative Extension Service agents has also been proposed.

This study seeks to create an added value, by studying the impact of the effectiveness of training and development at the level of all municipalities and the Greater Amman Municipality in Jordan. Dealing with the training process in all its aspects, and analyzed the impact of the effectiveness of training and development on the performance of municipalities and the performance of employees, from the point of view of employees in the municipalities and the Greater Amman Municipality, and with their various job titles, from mayors, directors of departments, heads of departments and employees, and the study population consisted of about 7043 A worker in the Jordanian municipalities and the Greater Amman Municipality

The study sample can be described by the demographic information for all members included, which are: (gender, qualification, age, length of service, number of courses obtained, and job title). Table (2) shows that.

Table (2): Characteristics of the study sample

Sample properties	demographic information	%	#
Gender	Male	59.2	4169
	Female	40.8	2874
Qualification	High school or less	21.5	1514
	Diploma	60.6	4269
	BA	12.6	887
	Master's and Ph.D	5.3	373
Age	Less than 30 years	19.6	1380
	30 -40	43.6	3071
	50-40	31.1	2191
	50 and over	5.7	401
Length of service	Less than 10	20.3	1430
	10-15	26.3	1852
	16-20	29.4	2071
	20-25	20.3	1430
	25 and over	3.7	260
training courses attended	2 and less	25.5	1796
	4-3	27.6	1943
	6-5	18.7	1317
	7	28.2	1987
Job title	Mayor	1.6	113
	Director (executive, municipal, administrative, financial, technical department, public relations, director of the president's office, human resources)	8.6	606
	Head of Department (Personnel Affairs, Revenues, Supplies, Lands and Buildings, Public Health and Safety, Development Unit)	16.7	1176
	Job Title:(Organization Engineer, Accountant, Clerk, Collector, Building Supervisor, Health Supervisor ,Division Supervisor, Movement Supervisor, Maintenance Supervisor, Warehouse Supervisor, Surveyor, Homemaker, Others)	73.1	5148

Source: Prepared by researchers based on questionnaire data.

To achieve the objectives of the study, we have built a tool to measure the impact of the effectiveness of training and development on the performance of employees in Jordanian municipalities. The tool consisted of five parts, the first part of which dealt with personal and public information (gender, age, educational qualifications, length of service, number of training courses you attended while working in the municipality, and job title). The second part dealt with the first axis, which is the performance of municipalities, and it consisted of (8) paragraphs. The third part dealt with the second axis, which is the effectiveness of training and development, and it consisted of (9) paragraphs. The fourth part dealt with the third axis, which is the performance of employees, and it consisted of (7) paragraphs. While the fifth part dealt with the fourth axis, which is the challenges facing the training and development programs in

the Jordanian municipalities, and it consists of (4) paragraphs. A five-stage Likert Scale was used to measure the degree of application of training and development effectiveness in Jordanian municipalities. A scale was adopted for quality assurance standards divided into three levels, where the cut-off score was calculated by dividing the difference between the highest value of scale (5) and the lowest value in it (1) on three levels, meaning that the cut-off score is $(1-5/3 = 1.33)$. Thus, the three levels are as follows:

1. The degree of application is low (2.33 - 1).
2. The degree of application is medium (3.67 - 2.34).
3. The degree of application is high (5 - 3.68).

Testing the validity and reliability of the study tool: The apparent validity of the study tool: The apparent honesty test in this study was verified by presenting the questionnaire related to this study to a group of arbitrators with specialization and academic experience who have expertise in the subject of this study, where they numbered eight arbitrators, and all observations were collected.

They submitted the questionnaire and modifications were made to the questionnaire according to the notes, and the final image of the questionnaire was produced, and work was done to distribute the questionnaire to the target study sample. 2.4.9 Stability test of the study instrument: The (Cronbach Alpha Coefficient) test was used to test the stability of the study instrument, and according to this test, the stability is considered weak if the coefficient values are less than (0.60) and it was assumed (Sekaran & Bougie, 2010, p184.) The minimum stability coefficient is (0.70), and stability is considered good whenever the coefficient values are (0.80) or more. The results of the Cronbach Alpha test for each axis of the study are as follows:

Table (3): values of Cranbach's coefficient alpha

#	Study axes	No. of paragraphs	Cronbach's alpha coefficient
1	performance of municipalities	8	0.91
2	Training and development effectiveness	9	0.92
3	staff performance	7	0.71
4	Challenges facing training and development program	4	0.73
Cronbach's Alpha for the whole instrument			0.82

Source: statistical software (SPSS)

The test indicated that the values of Cronbach's Alpha coefficient for all study axes between (0.71-0.92), and these values exceed the accepted percentage of the reliability of the questionnaire in theory, which is (0.70), and the values of the Cronbach's Alpha coefficient for

the tool as a whole amounted to about (0.82), which is a value Acceptable and indicates consistency between paragraphs, reliability and reliability for conducting statistical analysis, and their validity to analyze results and answer study questions

The test of Suitability of the study model conducting by linear regression analysis, the multiple linear correlation test, and autocorrelation test, and those tests have performed as follows:

The study used the Multicollinearity test to ensure that there is no multicollinearity phenomenon between the independent variables (performance of municipalities, training and development effectiveness, staff performance, and challenges facing training and development programs). This is based on the Variation Inflation Factor (VIF) test and the Tolerance test for each of the independent variables. Note that the coefficient of variance inflation should not exceed the value (10), and the value of the permissible variance test should be greater than (0.05), and by calculating the previous coefficients for all the independent variables, the results obtained are listed in the following table (4).

Table (4): multiple correlation test

variable	VIF	Tolerance
Training and development effectiveness	1.22	0.82
	1.61	0.62
Multiple services provided by the municipality	1.12	0.90
Unavailability of information systems	2.26	0.44
Lack of information and methods	2.35	0.43

Source: statistical software (SPSS)

Autocorrelation: Darbin Watson's test as shown in Table (5) showed that the variable values for all study hypotheses were close to the value (2), and this indicates that there is no correlation between Random error limits in all regression models assigned to this study

Table (5): autocorrelation test

Hypotheses	Calculated value	D-W	Finding
(H01): There is no effect of the effectiveness of training and development on the performance of employees	2.02		There is no autocorrelation
(H02): There is no effect of the effectiveness of training and development on the performance of municipalities	2.10		There is no autocorrelation

Source: statistical software (SPSS)

Statistical analysis of the data based on the study sample members, The first main hypothesis tested. There is no effect of training and development on the performance of

Jordanian municipalities at the level ($\alpha \leq 0.05$). For the purposes of hypothesis testing, a stepwise multiple linear regression analysis was used, and the results are as shown in Table (6)

Table (6): Results of the first main hypothesis test at the level ((0.05).

Dep. Variable	Coeffecient					ANOVA			
	Variable	B	Std.	t	Sig.	R	R ²	F	Sig
Municipalities performance	Constant		0.102	15.541	0.000	702.	.493	331.790	.000
	Training and development effectiveness	0.654	0.020	34.378	*0.000				
	High municipal financial deficit	-0.04	0.015	-1.845	0.065				
	Plurality of services	-0.012	0.018	-0.681	0.496				
	Lack of information systems	-0.017	0.019	-0.666	0.505				
	Lack of means and methods	-0.095	0.019	-3.582	*0.000				

Source: statistical software (SPSS)

The table shows that the calculated (F) value is more than the tabular (F) on significance level ($\alpha = 0.05$), which mean to reject the null hypothesis (H01) therefore there is an effect of the effectiveness of training and development in the performance of Jordanian municipalities. As for the value of the interpretation coefficient (R²), it indicates that the areas included in the model represented by (training and development effectiveness, high municipal financial deficit, multiplicity of services, lack of information systems, lack of means and methods), explain (49.3%) of the changes that occur on the performance of Jordanian municipalities, while the remaining percentage (50.7%) is attributed to other variables that were not included in the multiple linear regression model. The effectiveness of training and development, by one standard deviation, will lead to an improvement in the performance of the Jordanian municipalities, while the ratio of the impact of the increase in the municipal financial deficit on the performance of municipalities, which is (-0.04), indicates that the decrease in the financial deficit of the municipalities leads to an improvement in the performance of the Jordanian municipalities. The results also showed that there is no significant effect of the multiplicity of services, the lack of information systems, and the lack of means and methods on the performance of municipalities.

The second hypothesis: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the effect of training and development effectiveness on the performance of employees in

Jordanian municipalities. For the purposes of hypothesis testing, a stepwise multiple linear regression analysis was used, and the results are as shown in Table(7).

Table (7): the second hypothesis test

Dep. variable	Coefficient					ANOVA			
	Variable	B	Std.	t	Sig.	R	R ²	F	Sig
Performance of employees	fixed limit		0.167	10.062	0.000	468.	.219	24.938	.000
	Training and development effectiveness	0.280	0.045	6.014	*0.000				
	High municipal financial deficit	-0.188	0.028	-4.103	*0.000				
	Plurality of services	0.113	0.032	2.475	*0.014				
	Lack of information systems	-0.043	0.031	-0.913	0.362				
	Lack of means and methods	-0.041	0.028	-0.864	0.388				

*Significant at the level ($\alpha \leq 0.05$).

Source: The results were extracted using (SPSS).

It appears from the table that the calculated (F) value is greater than the tabular (F) value, as well as the statistical significance value is less than the level of significance ($\alpha = 0.05$), and therefore the null hypothesis (H01) was rejected, and therefore there is an effect of the effectiveness of training and development in the performance of employees in The value of the interpretation coefficient (R2) indicates that the fields included in the model represented by (training and development effectiveness, high municipal financial deficit, multiplicity of services, lack of information systems, unavailability of means and methods), explain (21.9%) of the The changes that occur in the performance of employees in the Jordanian municipalities, while the remaining percentage (78.1%) is attributed to other variables that were not included in the multiple linear regression model. Increasing the focus on the effectiveness of training and development by one standard deviation will lead to an improvement in the performance of employees in Jordanian municipalities.

And the ratio of the impact of the high financial deficit of municipalities on the performance of municipalities, which is (-0.188), and the multiplicity of services, which is (0.113), indicates that the decrease in the financial deficit of municipalities and the multiplicity of services will lead to an improvement in the performance of employees in Jordanian municipalities. The results of the analysis also showed that there is no significant effect of the

lack of information systems and the lack of means and methods on the performance of employees in Jordanian municipalities.

The third hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development on the performance of Jordanian municipalities due to the academic qualification. For the purposes of testing the second hypothesis, the One Way ANOVA analysis was used, and the results are as they are in Table (8).

Table (8): The third hypothesis:

	Calculated) F((.Sig)
Municipal performance	4.679	0.003

Source: The results were extracted using (SPSS).

The table shows that the test value (F) amounted to (4.68) and with statistical significance (0.003), which is a significant value at the significance level (0.05), and this means that there are statistically significant differences for the impact of training and development effectiveness in the performance of municipalities due to the academic qualification, and to detect the differences sites were applied The post test, which is the Scheffe Test, and Table No. (9) shows this:

Table (9): the dimensional analysis according to the education

	Avg.	High school or less	diploma	Bachelor's	Postgraduate
High school or less	3.79	1			
diploma	3.64	.1483*0 (0.027)	1		
Bachelor's	3.61	.17080 (0.107)	.02250 (0.987)	1	
Postgraduate	3.84	.0504-0)0.963(19870. (0.165)	2212.0 (0.185)	1

() . Sig

*. The mean difference is significant at the 0.05 level.

Source: The results were extracted using (SPSS).

The results showed that there were differences between (diploma, high school and below), and by looking at the values of the arithmetic averages, we find that the differences were in favor of the academic qualification (high school and below) with an arithmetic mean of (3.79), while the arithmetic mean of the academic qualification (diploma) was about (3.64) . That is, there is an effect of the effectiveness of training and development in the performance of municipalities due to the educational qualification variable.

Fourth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development effectiveness on the performance of Jordanian

municipalities due to age. For the purposes of testing the fourth hypothesis, the One Way ANOVA analysis was used, and the results were as shown in Table(10).

Table (10): Fourth Hypothesis Test

	Calculated) F((.Sig)
Municipal performance	4.507	0.004

Source: The results were extracted using (SPSS).

The table shows that the value of the test (F) amounted to (4.51) and with statistical significance (0.004), which is a significant value at the significance level (0.05), which means that there are statistically significant differences for the impact of training and development effectiveness in the performance of municipalities due to age, and to detect the locations of differences, the test was applied The post-test, which is the Scheffe Test, and Table (11) shows this:

Table(11): the dimensional analysis according to the age variable

	Avg.	Less 30	30-40	40-50	More than 50
Less 30	3.82	1			
30-40	3.65	.1656*0 (0.021)	1		
40-50	3.63	.1869*0 (0.011)	.02120 (0.975)	1	
More than 50	3.60	.21430 (0.152)	48650. (0.958)	0274.0 (0.993)	1

Source: The results were extracted using (SPSS).

The results showed that there were differences between (from 30 - less than 40 years, less than 30 years), and by looking at the values of the arithmetic means, we find that the differences were in favor of the age variable (less than 30 years old) with an arithmetic mean (3.82), while the arithmetic mean was the age variable (From 30 years - less than 40 years (3.65), that is, there is an effect of the effectiveness of training and development in the performance of municipalities due to the age variable.

The fifth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development on the performance of Jordanian municipalities due to the length of service. For the purposes of testing the fifth hypothesis, the One Way ANOVA analysis was used, and the results were as in Table No(12) .

Table (12): the Fifth Hypothesis Test.

	Calculated) F((.Sig)
Municipal performance	4.900	0.001

Source: The results were extracted using (SPSS).

The table shows that the test value (F) amounted to (4.90) with statistical significance (0.001), which is a significant value at the significance level (0.05), which means that there are statistically significant differences for the impact of training and development effectiveness in the performance of municipalities due to the service variable. The post test, which is the Scheffe Test, and Table No. (13) shows this:

Table (13): the dimensional analysis according to the length of servisse

	Avg.	Less than 10	10-15	15-20	20-505	More than 25
Less than 10	3.79	1				
10-15	3.75	.03560)0.984(1			
15-20	3.59	.1991*0 (0.014)	.1635*0 (0.044)	1		
20-25	3.61	.17290 (0.091)	13730. (0.222)	0262.0 (0.994)	1	
More than 25	3.59	.20860 (0.457)	.17300 (0.628)	.00950 (1.000)	.03570 (0.999)	1

Source: The results were extracted using (SPSS).

The finding showed that there were differences between the interval less than 10 years , (from 15 -20 years,) and by looking at the values of the averages, we find that the differences were in favor of the service period (less than 10 years) with an avg. (3.79), while the average for the service period (From 15 -20 years (3.75), that is, there is an effect of the of training and development in the performance of municipalities due to the variable length of service.

The sixth hypothesis: There are no statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of training and development on the performance of Jordanian municipalities due to the number of courses.

For the purposes of testing the sixth hypothesis, the One Way ANOVA analysis has been conducted, and the results were as in Table No:(14) .

Table (14): Municipal performance

	Calculated) F((.Sig)
Municipal performance	0.427	0.733

Source: The results were extracted using (SPSS).

The table shows that the value of the (F) test amounted to (0.427), and the value of the statistical significance (Sig) amounted to (0.733), which is a non-significant value at the significance level (0.05), which means that there are no statistically significant differences for the impact of the effectiveness of training and development in the performance of municipalities due to the variable number of course.

FINDINGS AND RECOMMENDATIONS

Findings Based on the results of the analysis, the study concluded a set of results:

The majority of employees are male, and this is an indication that the municipalities and the Amman Municipality prefer the presence of both sexes in all jobs, and that the female cadre has a desire to work in the municipalities. The high percentage of employees aged (from 30 to less than 40 years) is an indicator that reflects the presence of a large proportion of the youth group at the top of giving, and at an age level that maintains a stock of experiences, skills, and knowledge in the municipalities and the Greater Amman Municipality in this category, enabling them to: Work more efficiently. While a percentage of the total sample of the study hold a diploma degree or higher, which indicates that there is a large percentage of employees who have high educational degrees, are qualified, and have the competence and ability to complete job tasks, as the municipalities sector and the Amman Municipality are among the sectors that need Efficient, skilled employees and a high scientific level, due to the multiplicity of services they provide to the local community. Also, the total sample of the study ranged from 10 to less than 15 years of service, and therefore the majority of employees have long experience in their field of work, there is sufficient experience within the municipal sector

And the Amman Municipality, also that the ratios are close to some extent is an indication of good planning for the recruitment process, and that new employees can gain skill and experience from the old employees during their career path. The results showed that the highest percentage of the total sample of the study are those who have taken 7 courses or more, and this is evidence that the municipality sector and the Amman Municipality give great importance to the training process, to develop and develop the skills and capabilities of employees necessary to achieve the goals as quickly and as less costly, keep pace with technological development, and converge The ratios are somewhat in the number of courses, an indication that even the category of new employees receives training programs.

- There is an effect of the effectiveness of training and development on the performance of Jordanian municipalities. And that the areas included in the model

represented by (the effectiveness of training and development, the high financial deficit of the municipality, the plurality of services, the lack of information systems, the lack of means and methods), explained a rate of (49.3%) of the changes that occur in the performance of Jordanian municipalities, while the remaining percentage amounted to (50.7%), it is attributed to other variables that were not included in the multiple linear regression model, and these factors can be identified, which cannot be measured as follows: The efforts made for employees and distinguished achievements are not supported, the employees' achievements, efforts, behaviors and performance are not supported, and the opportunities and means that help Employees to develop their skills and abilities in the long and short term, lack of feedback on performance and failure to correct deviations, if any, lack of trainers having high competence and experience, feeling bored and frustrated with the job, lack of adaptation of the worker to the internal or external work environment, wasting working hours in matters Unproductive, administrative laxity, societal customs and traditions.

- There is an effect of the effectiveness of training and development on the performance of employees in Jordanian municipalities. And the areas included in the model represented by (the effectiveness of training and development, the high financial deficit of the municipality, the multiplicity of services, the lack of information systems, the unavailability of means and methods), explained a rate of (21.9%) of the changes that occur in the performance of employees in Jordanian municipalities. The remaining percentage (78.1%) is attributed to other variables that were not included in the multiple linear regression model. These factors, which cannot be measured, can be identified as follows: the employees' income is not commensurate with the requirements of living, the lack of promotion according to efficiency and according to the work provided, the lack of promotion of creative initiatives. The work and job environment are unsatisfactory for employees, lack of coordination between the activities of the organization, work teams, and employees, failure to complete work on time, continuous clash between management and employees, especially new ones, increased apathy among employees, delay in making decisions, equipment and tools inappropriate for work needs, and bias The electoral base in the provision of services, the lack of sustainability in the implementation of the strategic plans of the municipalities and the failure to implement them, if any.

- There is no significant effect of the multiplicity of services, the lack of information systems, and the lack of means and methods on the performance of municipalities and the performance of employees in Jordanian municipalities.
- Increasing the focus on the effectiveness of training and development by one standard deviation, which leads to an improvement in the performance of Jordanian municipalities as well as the performance of employees. And that the decrease in the municipal financial deficit leads to an improvement in the performance of Jordanian municipalities and the performance of employees.
- There are statistically significant differences in the impact of the effectiveness of training and development in the performance of municipalities due to the educational qualification, and that the differences were in favor of the educational qualification (high school or less), and these are a group working in a different environment, and they have direct contact with the recipients of the service, while the employees with qualifications They may focus in their work on the practical application of what they have learned and according to their academic specializations.
- There are statistically significant differences in the impact of the effectiveness of training and development on the performance of municipalities due to age, and that the differences were in favor of the age variable (less than 30 years), and this is an indication that the effectiveness of training and development in Jordanian municipalities is greatly affected by the age group, which is less than 30 years old. These categories are active and newly appointed categories that wish to bring about development.
- There are statistically significant differences for the impact of the effectiveness of training and development in the performance of municipalities due to the service variable, and that the differences were in favor of the length of service (less than 10 years), and these people have the desire to make development, and they are more responsive to training and its impact. His practice and learning are very great.
- There are no statistically significant differences for the effect of efficacy

Recommendations: Based on the results of the study, the study recommends the following set of recommendations:

1. Focusing in the training programs on the youth groups that represent the majority of the employees, to provide them with the skills, experiences, and capabilities that enable them to perform business with high efficiency.

2. Focusing on training new employees, as their ability to train and learn is very large.
3. Preparing training programs in a comprehensive manner that takes into account the skills, abilities, and knowledge that affect the performance of employees, and provides the opportunity for the largest number of employees to join the training programs.
4. Diversity of training programs, and focusing on their quality, to meet the training needs that aim to provide participants with the skills and capabilities necessary to improve their performance, and to provide them with the necessary knowledge to solve problems and challenges facing work, to achieve the goals in the fastest time and at the lowest cost.
5. Evaluation of training programs in light of predetermined criteria, and in light of the objectives that have been identified, to achieve the desired objectives.
6. Monitoring strengths and weaknesses in the performance of employees, through performance feedback, to correct deviations, if any, and address them in training programs prepared for this purpose to enhance strengths and focus on performance-related weaknesses and address them.
7. Preparing training programs related to the work environment, to qualify employees to adapt to the internal and external work environment, and reduce the worker's feeling of boredom and frustration with the job.
8. The nomination of employees for training courses should be by the level of performance that the worker enjoys so that the worker is motivated to receive training courses through evaluation after training and during work.
9. Choosing the highly qualified and experienced trainers required for the training process, who possess specialized academic qualifications in this field, have the ability and skill to use modern training methods and tools, and who have scientific research methods in studying phenomena and determining result
10. Monitoring annual financial allocations in the municipal budget under the provision of training and development allocations, so that these allocations are not affected by the financial deficit of the municipalities, and are directed to training and development programs and within a comprehensive annual plan.
11. Establishing a training institute for municipalities, which will have a prominent and successful role in the conduct of the training process for employees in the municipal

sector, as it contains the necessary tools and methods for training employees in the municipalities, as well as specialized trainers from the womb of the municipalities.

Problems and challenges facing training and development programs in Jordanian municipalities:

1. Failure to benefit from the youth stock, the scientific stock, and the length of service in the municipalities in the development and training events through training programs, as it was found that those under 40 years of age constituted 63.2%, while employees with a diploma degree or higher constituted a proportion of 63.2%. 78.5%, and that 26.3% of their service ranged from 10 years to less than 15 years, which is the highest percentage. to citizens.
2. The number of training courses does not have any effect on the development and training events in the performance of municipalities, as it was found that 28.2% of them have taken several courses, about 7 courses or more, which is the highest percentage.
3. The poor quality of the preparation of training programs, as well as the weakness of the efficiency of the training process, in evaluating the training programs within predetermined criteria, and in light of the objectives that were identified, which weakened the efficiency and usefulness of the training process, which affected the possibility of providing trainees with the skills and knowledge necessary to improve their performance and abilities. , which in turn affected the outcomes and objectives of the training.
4. The multiplicity of services provided by the municipality, and the high financial deficit of the municipality, was a challenge in drawing up financial and development policies, which weakened the financial resources allocated to development and training programs.
5. Lack of feedback on performance monitoring after participating in training, and failure to correct deviations, if any.
6. Lack of highly qualified and experienced trainers.

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