

# Identification of the Training Needs and their Impact on Performance: An Application Study on the Administrative Leadership in Libyan Commercial Banks

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## Abstract

The study focused on the impact of identifying training needs on application's performance of the administrative leadership in Libyan commercial banks. The study's sample consisted of Libyan commercial banks' administrative leaders. The total sample size is (216) leaders who represent the members of the board of directors, general managers, heads of departments, heads of administration and office managers of Libya's five largest commercial banks. The researcher used the descriptive analytical method in the study. The instrument was designed to achieve its goals and it confirms the factors' validity and reliability before the final application was processed through an empirical sample. The results showed the presence of the impact of a statistically significant value to determine the performance's training needs. The results showed that the value (F) was calculated (225.095) with degree of freedom (4), a statistically significant value at the level of significance ( $\alpha \leq 0.05$ ), and reached the coefficient correlation (.877a), a value that indicates a positive relationship .- coefficient of determination (R<sup>2</sup>) (.575), which indicates the study's independent variables explain the inconsistency in the administrative leaderships' performance in Libyan commercial banks with value of (%57.5). The results also showed test values (t). After identifying the significance of the training needs and their impact on the administrative leaders' performance in Libyan commercial banks ,the beta value is (.391) and in terms of the values of (t) calculated (9.879), which is a significant value at a level of significance ( $\alpha \leq 0.05$ ), the methods of training needs' identification have an impact on performance, reaching beta value (.205) and in terms of the values of (t) calculated the (5.972), a significant value at the level of significance ( $\alpha \leq 0.05$ ). The results also indicated that the support of the senior management of the training needs' identification process had the greatest impact on the administrative leadership's performance reaching beta value (.498) and in terms of the values of (t) calculated the (13.537), which is a significant value at the level of significance ( $\alpha \leq 0.05$ ). While it does not affect the process of identifying training needs which has its impact on administrative leadership's performance in Libyan commercial banks.

**Keywords:** Administrative leadership, Training needs, Performance, Libyan commercial banks

## 1. Introduction

Administrative leadership is one of the most important subjects that modern management studies have to deal with .It is imposed by the human development movement. It has affected individuals and groups' behavior of around which psychologists and the social scientists studies are focused on whether being held by mankind since the early period of history. It is one of the jobs of managers who deal daily with problems related to the authority and delegated the responsibility, control and achievement (Abu-Bakr, 2001). The precise determination of the need for the training has given effectiveness to the training programs in terms of cost and results. It confirms (Experts PMEC, 2006) the importance of identifying training needs saying: the identification of training needs represents the vital structural element in the training industry where all training process' pillars and the human resources development depend on. Any defect in this structure will waste all the efforts of the enterprises in order to raise the level of skills and competencies of its employees. Along with that, the repair or maintenance of this structure is often difficult to repair as it requires reconstruction. The banking leaders form the backbone of which the Libyan banking system is supported. It represents the key element in the management process because of this level has an effective and strong impact on the efficiency of the entire organization. It has the responsibility of leadership and management of work practiced by the lower levels. It is also the center to combine the good persons for the nomination to take leadership positions in the bank. Therefore, the importance of these

leaderships in serving the community, so the study process and evaluation of the administrative leadership is important research problems that required by the banking business conditions and its nature and this makes them familiar with all the executive work problems and areas of deficiencies in it and aspects of improvement and development which helps to put forward, suggestions and implementation of new ideas and to help all departments and banks in general.

## **2. The Problem of the study**

The commercial banks seek to train administrative leaders in order to improve their performance. Although a few studies have been able to demonstrate a clear link between training activities and to identify the bank training needs and performance of the bank, but some studies have pointed to a discrepancy in the level of performance achieved as a result of the approved training on the identification of training needs (Susan & Jeffrey, 2002), which contributed to the emergence of the need to study the impact of identification of training needs to perform administrative leaders on the Libyan commercial banks. Thus, the purpose of this study was to examine the impact on the identification of training needs on the performance of the administrative leadership of the Libyan commercial banks operating sector. Since the commercial banks in Libya is facing many problems and challenges, it has been shown in the report of the Central Bank of Libya as it is responsible for monitoring the banks' conditions and performance on the difficulties and problems faced by banks. The report denotes the shortcomings in the human resources management in banks and specifically the training and the banking rehabilitation and the weakness of the administrative performance. It recommended the need to develop short- and medium-term programs for the preparation of staffs and their rehabilitation which includes the study of training needs and the development of training curricula and the expansion of the training (<http://cbl.gov.ly>). Accordingly, we conclude that the problem of the study determines after the induction, learning and the experience in the field, is to find out "the effect of identifying training needs on performance" by the field application on the (administrative leaders in Libyan commercial banking sector) as a model for the organizations service in Libya.

## **3. The hypothesis**

There is no statistically significant effect for the identification of training needs (the importance of identifying the training requirement, and how to identify training needs, senior management supporting of the process of identifying training needs, impediments to identify training needs) on the performance of the administrative leadership of the Libyan commercial banks?.

## **4. The objective of the study**

Disclose the impact of identification of training needs (the importance of identifying training needs, and how to identify training needs, impediments to identify training needs, senior management supporting the process of identifying training needs) on the performance of the administrative leadership of the Libyan commercial banks?

## **5. The significance of study**

The importance of this study comes from the importance of dimensions of its subject which is namely: leadership, training and the banking sector. The leadership attracted the attention of many researchers especially in the developed countries. Some even considered it as the core of the administrative process and its beating heart, which is an acknowledgement that recognized the significant role leaders play in the success of organizations, their continuity and at the same amount of importance and attention that the training has received. Some countries and organizations continue with their investment in human capital and the means of the most important management tools for staff development and equip them with the skills, knowledge and positive trends which is necessary when performing their jobs efficiently and effectively while the banking sector highlights the importance of being combined: the governmental- organizational and the organizations services, in a single administrative template, and because it plays an important role in the banks' system and state sectors, and it represents a civilized interface is in front of all the customers, corporations and other institutions dealing with them and provide them with services.

## **6. The theoretical framework of the study**

The identification of training needs concept is based on the gap between the current level of performance and the level of the target for individual performance. Therefore, in order to identify the individual's training needs must know the current level of performance and select the desired level of performance attainable from the individual. In various administrative positions, we want to identify the training needs which take into account the performance gap mentioned above as well as the availability of training opportunities and possibilities that will help the individual to develop his performance and the transition from the current level which suffers from

weaknesses or deficiencies to the desired level of performance (Ma'amar, 2010).

The simplified definition to the need for training says, it is "the knowledge or skill that must be learned or acquired by the individual to succeed in business performance, and this need comes in the context of" a set of variables that are related to work now and the future which make a variety of changes in knowledge, attitudes and skills required in order to develop and strengthening the preparation to face the problems that hinder the performance in its different levels" (AbdulBaki, 2000). Aghili (2009) states that the training needs: as the gap between the current status of the level of efficiency of human resources on the one hand, and the level you want to access, both in skills, or knowledge, efficiency, or behaviors and behavior On the other hand, Azzawi (2006) defines the concept of training needs as: What do staff need from the training for the development of their personalities of knowledge management and intellectual skills, knowledge and behavioral skills, knowledge and technical skills. It is widely accepted in the training community that the training should be designed to meet the training needs and these needs represent the focal point for building plans and training programs, because these needs are strategic objectives that seek to meet and handling them. Thus, the training acquires desired effectiveness. It must be preceded by a decisively scientific activity depending on the scientific and practical study to accurately detect training needs for the purpose of subsequent programs and training courses design (Al Ta'ani.2002).

Edgar Dale (1985) believes that the adoption of trainees are the training courses' objectives and participation in determining their training needs are already contributing to the elimination of the negatives that might hinder its holding. In addition, the trainees who participate in determining their training needs become capable of self-criticism, and find out their professional energy, and inquire about all the work they are doing (Younis, 2005).

### **7. Determine the training requirement**

The training requirement occurs when there is a gap between the individual's actual performance or organization identified and trends needed by an individual in an institution or a particular job in order to perform certain tasks more efficiently and effectively. The need expresses the gap between the current situation (what is an object) and hoped the situation or the ideal (what should be) (Ma'amar, 2010).

The main purpose is to diagnose the performance gaps, monitor performance and analysis in order to determine their sources and causes to remove or mitigated. It is intended to monitor the performance of the discovery of differences between the actual level of performance, the required performance (the target), the basis for monitoring of the performance gap which is the early detection of the direction of performance deviations for the a continuous follow-up of performance and then enabling estimation of the gap dimensions in terms of size, the extent of the impact on the results of the organization and its competitive position. It is also monitoring the gap to limit the frequency and spread in different areas of performance or limited only in a particular field (Al Sairafi, 2009).

The purpose of the identification of training needs is to know the location of the training requirement in the organization, and the nature of the tasks and actions that need training, and individuals who need training. It is necessary for the identifying training needs' process to involve of managers (senior management, middle management). The Supreme administration is interested in knowing the training relationship with the rest of human resources activities, and how they can help to achieve higher strategic objectives of the organization. The middle management managers interested in what it is to know how training affects the attainment of the objectives of the organizational units they oversee (Noe, 2005).

### **8. The relationship between the identification of training needs and performance**

Training, which is based on needs training, affects positively on the productivity of employees through the generation of benefits to the employees and the organization alike, and through the development of skills, knowledge and abilities and behavior. The real training which depends on accurate and actual identification of training needs plays an important role in the development of organizations, and the enhancement of the job performance, as well as increased in the productivity for employees. Investing in human resources generate a long-term profitability and achieve sustainable development (Appiah, 2010). There is no doubt that there is an interest on a general level by many organizations to assess training which is based on the identification of training needs and measuring the impact which is left by training trainers and determine the amount of the collection trainees or the results that they took out of the training operation , habits, knowledge and practical skills acquired because its large interest in cost, what comes from training and determine the actual training needs. Most employees are motivated, in fact, to become more effective in providing service, but they need to have the ability and the desire to service customer in a distinct manner.

There is a clear link between efficiency and performance, which are being addressed through the functionality, where this emphasizes the other aspects that affect performance (Wallace, et al, 2000). The problems which have been intensified and become a burden to work, therefore, it is necessary to conduct a thorough analysis of it in order to use the training as a successful method. This procedure requires a comprehensive study that is taking into account the identification of training needs and identifies the performance gaps for each part of the molecules work. David advises that training is not only a way to treat it (David, 1994). However, there are issues related to the contradictions that accompany the human or related performance. However, it is clear after the study and scrutiny that the most appropriate way to treat it and remove its contradictions is effective training based on a proper analysis of accurate information and data to monitor the actual training needs that cannot be addressed by other means than training. This comes after another phase which is the phase of analysis in which the target answers overlap to multiple questions such as: What type of training program required? The amount and level? And when, where and how it performs? And so on.

### **9. The supreme management support to the process of identifying training needs**

The lack of administrative support for the training are the training specialists most common complaints, and the training managers do not evaluate the effectiveness of training programs to convince the senior management that training is based on the identification of training needs that can contribute to performance improvement (Mitchell & Kusy, 1988). The senior management helps to create an arranged environment which estimates creativity, innovation and the different points of view of the diverse talents and without this environment the diversity in the training may not be taken on an ongoing basis, or may not be a sophisticated future of the organization. The senior management has to continuously evaluate and monitor training and identify the training needs for improvement in the future (Lim & Noriega, 2007). The senior management's interest and support of identifying the training needs process, the need for their awareness and the importance of identifying training needs.

This support should be practical and applied on reality, not merely words, where it's hard to get success in identifying training needs, unless there is a material or a moral support on the part of the senior management. The selection of experienced professionals to identify the training needs, and to facilitate their duties and the convince of their role, and the need to explain the training needs for employees in the proceeding organization, and that the process of defining a training needs is comprehensive for all employees at all levels of the administrative management building of the organization (Mondy & Noe, 2002).

### **10. The methodology**

To achieve the objectives of the study and to get the best methods and means to know the impact of identification of the training needs on the performance of administrative leaderships in Libyan commercial banks .The researcher used the descriptive analytical method. It aimed at discovering the facts and described the phenomenon as an accurate description, and characterization of specific quantitative or qualitative. For the purpose of achieving the objectives of the study, the researcher prepared and developed the questionnaire after reviewing the previous studies and literature on the subject of the study. The researcher has benefited from several questionnaires used in several studies on the impact of the identification of training needs on performance.

#### **10.1. The population**

The researchers, in this study, depended on the field survey of the main commercial banks in Tripoli to represent the community of the study. The sample was intentional and deliberate which represent the administrative leadership (the senior leadership and executive leadership in the commercial banks). The sample size that was taken is (216) leaders, and which are as follows: (Chairman and members of the Board of Directors, general managers and the House of Representatives, departmental managers, office managers, heads of departments) according to the banking statistics. The Researcher has targeted a group of commercial banks in Libya namely: (the National Commercial Bank: Asahara Bank, Aljemhoria Bank, Al Wahda Bank, the Trade and Development Bank) being the largest operating Libyan commercial banks. Two hundred and seventy five (275) forms has been distributed to the members of the study population, a total of 216 forms collected are valid for analysis and accounting identification. 79% of the overall size of the study population, according to the official statistics, are from the departments of banks under study.

#### **10.2. The normality and reliability**

The Normality is defined as the extent of the representation of the measuring instrument's components for the intended evaluation. The aim is to determine the degree of correlation between the instrument components over the intended content (Dudin, 2010). Through the following methods:

1. The sincerity of the content: to check the virtual suitability of this instrument. The questionnaire has been distributed to a group of mediators, so as to give their comments and their point of view in performance in terms of their suitability, and the appropriateness of the items of instrument for the level of respondents. The researcher has studied the arbitrators' observations, their suggestions, made adjustments in the light of their recommendations, and the opinions of the committee members.
2. The Reliability of the questionnaire: it refers to the coefficient measurement factor as their ability to give similar results if it is applied under the same circumstances and conditions (Dudin, 2010).

Table 1. The stability of the questionnaire's dimensions using Alpha Cronbach's coefficient factor.

Subject	Number of items	Alpha Cronbach factor
The importance of identifying the training requirement	6	.949
The management support to the process of identifying training needs	5	.944
Methods and techniques to identify the training needs	7	.942
Obstacles to identify training needs	6	.923

### 10.3. Determine the degree of Cut

The cut grade is the point that if the participant arrived, he will pass the scale which he answered (Mansi, 2003). The researcher used the Likert scale to measure the five-year study sample responses.

Table 2. Shows and determine the degree of cut

The degree of approval	Response	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	MARE	5	4	3	2	1
	MEAN	4.21-5	4.20-3.41	3.40-2.61	2.60-1.81	1.80-1

## 11. Showing results of the research questions

### 11.1. The hypothesis

They do not have a significant statistical effect to determine the training needs (the importance of identifying the training requirement, methods and how to determine the training needs, and senior management support the process of identifying training needs, impediments to identify training needs) on the administrative leadership performance in the Libyan commercial banks?. The researcher estimates the relationship between one quantitative variable which is dependent variable and other several which is the independent variables.

Table 3. Pearson correlation matrix between the independent variables of the study

Variables	Performance	The significance of needs	Methods of identifying the training needs	impediments of identifying the training needs	The senior administration support
Performance					
The importance of identifying the training requirement	.774**				
Methods and how to determine the training needs	.556**	.480**			
Impediments to identify training needs	.396**	.397**	.546**		
The senior administration support	.788**	.569**	.328**	.394**	

The above table shows the Pearson coefficient for the Independent variables to test the relationship where it

should be valued positively between (0-1). The most significant of these correlations were between the methods and means of identification of training needs and the performance where the correlation coefficient reaching the (.788<sup>\*\*</sup>). It is noted that the lowest correlation statistically significant was among the impediments to identify training needs and the importance of the training requirement, which is (.328<sup>\*\*</sup>). The rest of variables were all level of significant values greater than ( $\alpha \leq 0.05$ ) as the researcher believes that the highest value of the correlation is classified as a high level, which suggests that the link with the dependent variable is considered strong in general based on the Pearson coefficient.

### 11.2. The Results of a multiple linear regression coefficients

It does not have any statistically significant effect to determine the training needs (the importance of identifying the training requirement, methods and how to determine training needs, impediments to identify training needs, and the senior management support to the process of identifying training needs) for the performing administrative leaders in the Libyan commercial banks at a level ( $\alpha \leq 0.05$ ) to test this hypothesis. Multiple linear regression analysis is used to measure the impact of the identification of the training needs on the performance of the administrative leadership at Libyan commercial banks.

Table 4. Summary of multiple regression equation for the first hypothesis

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error
1	.877a	.575	.570	.274

The above table shows that the correlation coefficient between independent variables and the dependent variable has reached (.877a), which is a high value indicates a positive relationship and it is noted that the coefficient of determination (R<sup>2</sup>) reached (.575), which indicates that the independent variables of the study explain the change or the discrepancy in the performance of the administrative leadership in the commercial banks with value of 57.5%. It can also use the value (R<sup>2</sup>), which takes into account the number of independent variables to become a percentage of adjusted coefficients of determination (.570)

### 11.3. The total significance test for multiple regression models

Table 5. The results of analysis of variance (ANOVA) to test the moral regression model.

Mode	Sum of square	df	Mean Square	F	Sig.
Linear	67.362	4	16.841	225.095	.000 <sup>b</sup>
Std. Error Mean	15.786	211	.075		
Sum	83.148	215			

The previous table shows the variation analysis which aims to identify the explanatory power of the model by (F) the formulation of hypotheses was determined as follows: Null hypothesis: the multiple regression model was not significant (There is no effect for the independent variables on the dependent variable). Alternative hypothesis: the multiple regression models were significant (There is an influence of the independent variables on the dependent variable). Through what shown in the table, it is clear that there was a significant high test (F) calculated as (225.095) degree of freedom (4). It is a statistically significant value because the level value of significance associated reached (0.01) which is less than the significance level ( $\alpha \leq 0.05$ ), which rejects the study's null hypothesis which refers to the lack of independent variables' influence on the dependent variable (the performance of the administrative leadership at Libyan commercial banks (and thus the conclusion is to accept the alternative hypothesis, which indicate that there is an influence of the independent variables on the dependent variable.

#### 11.4. The significance test of the equation of the multiple regression coefficients

Table 6. The results of testing multiple linear regression coefficients which is related to the prediction sample which can be reached through the study's independent variables

Sample	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
The fixed limit	.406	.123	---	3.287	.001
The importance of identifying needs	.295	.030	.391	9.879	.000
the management support to the process of identifying training needs	.369	.027	.498	13.537	.000
Methods and means of identifying training needs	.174	.029	.205	5.972	.000
Difficulties to identify training needs	.005	.036	.005	.150	.881

It is obvious from the statistical results in the previous table, and through the follow-up the test of values (t) The significance of identifying the training needs has an impact on the performance of administrative leaderships at the Libyan commercial banks which is one of the most prominent matters that help to identify the requirements of for administrative work's high performance level of training needs .As a result, the precise identification of training needs, is attributable to the application of the proper training programs which is based on the accurate identification of the training needs and appropriate. There is no doubt it will increase and raises the level of performance for administrative leadership. In addition, to increases the proportion to achieve the desired goals as a result of the training programs application, reaching Beta value (.391) and in terms of the values of (t) calculated (9.879), a significant value at the level of ( $\alpha \leq 0.05$ ), the methods and means of identification of training needs has an impact on performance through the adoption of modern methods of functional description as it takes into account the changes in technology and their impact on performance levels, reaching beta (.205) and in terms of the values of the value of (t) calculated (5.972), which a significant value at the level of significance ( $\alpha \leq 0.05$ ). The support of senior management has an impact on performance through the provision of financial resources and commitment to training and administrative management. The more the senior management show and give to banks, staffs, human capacity and stimulate the creative energies, it will have a positive impact on the support awareness which raise the degree of satisfaction and performance, reaching beta value (.498). In terms of the values of (t), the calculation is (13.537), a significant value when the level of significance ( $\alpha \leq 0.05$ ). However, the obstacles in identifying training needs have no impact on administrative leadership performance of Libyan commercial banks where it reaches beta (.005) and in terms of the values of the value of (t) (.150), and the ratio of (.881) which is greater than the standard value significance ( $\alpha \leq 0.05$ ).

## 12. Results and Discussion

Through the statistical results and the evaluation test of (t), we found that the importance of identifying the training needs has an impact in the performance of administrative leaderships at Libyan commercial banks, where one of the most prominent matters that help the appropriateness in the identification of training needs with the requirements of administrative work and the high level performance as a result of precise training needs. These is attributed to the application of proper training programs and based on the accurate identification of training needs, suitable increase and raises the level of performance of the administrative leadership. In addition to that, it increases in proportion to achieve the desired goals as a result of the training programs application, where it is the training's basic objectives that is based on accurate identification of training needs. They form the guide and major force for performance and efficiency in raising the performance and productivity level, either technically, behaviorally or supervisory and other factors required by the working conditions. The nature of administrative leaders' training acquire new skills and expertise rely heavily on the accurate identification of the need for training for those category of leaders, as the value of (Beta) (.391) and in terms of the evaluation (t) calculated the (9.879), a significant value when the level of significance ( $\alpha \leq 0.05$ ).

The methods and styles of the identification of training needs have an impact on performance through the adoption of functional description modern methods of, taking into account the employed technical changes, and their impact on the desired levels of performance and taking the views of administrative leadership at the identification of training needs as well as the characterization and classification of posts and while taking into account the results of the performance evaluation when determining training needs. It helps greatly in the

preparation based on accurate identification of the need for the training of training programs. It helps training officials to know the strengths and weaknesses of an individual. Therefore training programs directed towards this weakness and access to the desired level of performance; as the value of (Beta) (.205) and in terms of evaluation (t) calculated the (5.972), a significant value at the level of significance ( $\alpha \leq 0.05$ ) and the support of senior management influence on performance through the provision of adequate financial resources and commitment to training and administrative management. The more interest the senior management give to the bank staff, it enhances human capabilities and stimulates the creative energies by helping them to develop their skill and training. The development of their leadership skills and providing them with assistance; will have a positive impact on the support awareness that will raise the degree of satisfaction and performance as the value of (Beta) (.498) and in terms of the evaluation of (t) calculated (13.537), a significant value at a level of significance ( $\alpha \leq 0.05$ ).

Accordingly, the researcher believes that Libyan commercial banks senior management support the process of identifying training needs as it is difficult for the identifying training needs process if there is no support from the senior management. This is because the process of identifying training needs need to be physically and logistically supported, save time and provide specialized staff and expertise in the process of identifying training needs. This result is consistent with all of the results of a study (Aubaydat, 2003) and the results of the study (Batayneh, 2003) and the results of a study (Wiechert, 1997) which showed the existence of support from senior management to the process of identifying training needs in their studies' environments, and vary with the results of the following studies which showed a lack of support from senior management in the process of identifying training needs, including the studies of Abu Hamed (2004), Sega (2006) and Abu Dulah and Ayoub (2003).

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